



Strategic Plan 2017



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The Organization

Our Mission

We help people build lives of meaning, purpose, and recovery.

This statement underlies all that we do at First Step House. We believe that an essential element in the process of recovering from substance abuse is helping people find, or rediscover, a deep sense of meaning and purpose in their lives. This begins by showing compassion and respect for every patient we serve. During the recovery process we work hard to provide the scaffolding our patients need to thrive. Examples of this include increasing people's connection to support groups, providing individual and group therapy, helping patients find affordable housing, addressing health concerns, and helping people who are legally involved. As the people we work with stabilize in recovery, we encourage them to give back to the community. We work hard to provide recovery services for those with the greatest need and find a deep sense of purpose in this work.

Organizational Description

First Step House was incorporated in 1958 by members of Alcoholics Anonymous who focused on rehabilitating those struggling with alcohol abuse. The founders started our program in a dilapidated house located in downtown Salt Lake City. The owner of the original 12-room, vacant house agreed to allow the building to be used, rent free for six months, if the residents would remodel the building during their stay.



First Step House residential facility located at 411 N. Grant Street

First Step House has changed significantly since its inception. However, we remain committed to working within our community to address the challenge of addiction. Vocational support and community partnerships were key components of our original establishment and continue to be essential to our programming today. We have worked closely with a wide range of partners including Salt Lake County Behavioral Health and the Veterans Administration. Presently, we offer a variety of treatment services that are tailored to the needs of the individual.

Our Values

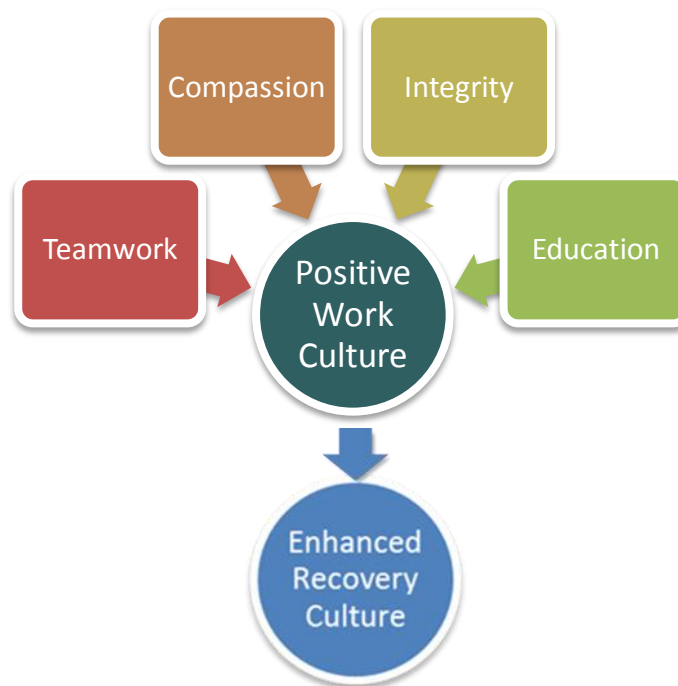
We implement goals, practices, procedures, routines, relationships, and attitudes that support the following values:

Teamwork - We are friends with a common goal. We acknowledge that a collaborative and cooperative effort by our patients, the First Step House staff, an individual's family, and the community is crucial to empower each patient to recover. All First Step House departments rely upon each other to function and perform our mission. Open and honest communication between patients, staff, and outside partners is essential. As the First Step House team, we value, practice, and encourage optimism, organization, commitment, self-discipline, humility, and a healthy work environment. In addition, we believe these values are beneficial to living a life of recovery.

Compassion - We are aware of the stigma and suffering that result from substance use and addiction, and we aspire to provide our patients with the best means of building a meaningful life of recovery. We believe that addiction is a chronic illness that is highly responsive to treatment and is capable of being stabilized, whereby individuals can develop full and purposeful lives. We believe that our patients should be treated with respect and dignity; in turn, we advocate for the rights of our patients. Our patients are responsible for their recovery, have the capacity to make healthy choices that will benefit long-term recovery, and have the continuous responsibility to manage their illness.



First Step House Values



Integrity - We are committed to the highest standards of ethics and behavior. We are responsible to our patients, to our funders, to our employees and their families, to the environments we inhabit, and to the societies we serve. In the performance of our mission statement, we do not take professional or ethical shortcuts. Our interactions with all segments of society must reflect the high standards we profess. Our patients are encouraged to develop personal integrity as a guide for building a meaningful life.

Education - We believe in the importance and power of education. We strive to be well informed in the current fields that influence the treatment of addiction and recovery. We aspire to educate our patients and the community on substance use, addiction, and recovery. We provide the latest training, education, and technology to all of our employees. Our patients are encouraged to be well informed citizens and to pursue educational advancement.

Services

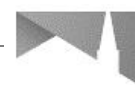
Case Management - In the last few years we have developed a comprehensive case management program that operates alongside, and supports, our clinical services. Our case managers administer case management needs assessments to our patients, and develop targeted, goal-driven case management plans. Our case managers are expertly trained to connect people with a wide range of resources. These include housing, financial resources, education services, career development, legal services, vocational training, employment, medical services, dental services, community support, and health insurance.

Community and Stakeholder Services - We constantly strive to be engaged with the communities in which we provide services and with those who have a stake in our mission. We believe that we are one part of a larger recovery community, and that working together with community partners is vital to helping those we serve. This work takes many forms, including grant collaboration, serving on boards, service collaboration, serving on political and civic committees, and educating the community about the needs of the people we serve.

Donor Services - First Step House works with those who wish to support our mission to help people build lives of meaning, purpose, and recovery. We do this by working closely with donors and communicating clearly about our programs, goals, and outcomes. We are always careful to be wise stewards of the resources we are provided to serve those with substance use and mental health conditions.

Fatherhood Program - The First Step House fatherhood program helps stabilize families by providing a range of treatment and employment services to custodial fathers with substance use disorders. The fatherhood program also helps noncustodial fathers diagnosed with substance use disorders reunite with their children; become responsible, engaged parents who are reintegrated into the family; and increase capacity for stable employment and financial accountability.

Mental Health Court Housing at Fisher House - Our mental health housing program helps people in mental health court by providing stable housing that supports recovery. In this program we also provide general case management services, which include medication distribution and monitoring, drug testing and monitoring, housing oversight, and coordination with mental health court.



Outpatient Treatment - Our outpatient program allows us to serve those with substance use disorders who have completed residential treatment, or people whose substance use disorders are stable enough that outpatient services are clinically warranted. Patients who receive services in our outpatient program typically attend between 5 to 15 hours per week and two individual therapy sessions each month. For those entering our outpatient program, we do a thorough assessment to determine if an outpatient level of care is best suited for their needs. In the coming year, we will be collaborating with the department of workforce services to provide short-term mental health services for both men and women.

Recovery Residence - First Step House provides affordable housing for patients who have nowhere to live and are in need of a sober living environment that will support their recovery. We currently have six recovery residence facilities. Housing is a critical component of long-term recovery. Our data show that stable housing is related to successful treatment completion. The goal of our housing program is to help patients develop independent living skills during treatment.

Residential Treatment at Grant Street - Our Grant street center is a 64-bed residential treatment program located in a renovated church in Salt Lake City, Utah. At this location we serve adult men, ages 18 years and older, who are diagnosed with substance use disorders. We specialize in helping people with co-occurring mental health disorders, veterans, those involved in the criminal justice system, people with low to no income, and those who have unstable or no housing. Our goal is to create a community that allows people to engage in treatment on multiple levels using individualized treatment planning and evidence-based therapy.

Veterans Special Needs - First Step House provides services to special-needs veterans who have substance use and/or mental health disorders. In this program we provide housing, case management, clinical services, medication distribution and monitoring, transportation, drug testing and monitoring, housing oversight, recovery-supportive recreational activities, and coordination with the Veterans Administration.

Long Term Recovery Management (LTRM) - This program addresses the reality that addiction tends to be chronic in nature, not unlike diabetes, HIV, or heart disease. The LTRM program provides services that match people's needs over the course of the recovery process, including the transition to long-term recovery management practices such as weekly, monthly, quarterly, or yearly wellness checkups; clinical outreach programs; and assertive early intervention for criminal or substance-related relapses. We use evidence-based programming including the TALER (Tracking, Assessment, Linkage, Engagement, and Retention) Protocol, which ensures that addiction is managed as a chronic condition and recovery management checkups are completed. We also use the evidence-based Contracts, Prompts, and Reinforcement curriculum to increase long-term engagement and abstinence. Finally, we use assertive outreach protocols, recovery support groups, and individual case management services within LTRM programming.

REACH Program: Criminal Justice Pay for Success Project - First Step House was honored to have been selected as the lead agency for the Salt Lake County's criminal justice, pay-for-success program in 2016. This is an innovative approach to funding social programs and involves a payment structure that is tied to specific outcome goals. The program model we designed will address five major domains defined by the acronym REACH, which stands for Recovery, Engagement, Assessment, Career Development, and Housing. The REACH program, launching in the spring of 2017, will serve adult males coming out of jail who are high-risk, high-need offenders diagnosed with substance use disorders and co-occurring mental health disorders. The REACH program utilizes the best available evidence for what works to reduce recidivism. Our program builds upon the risk-need-responsivity framework by addressing the major criminogenic needs that have the greatest impact on reducing recidivism. Our team will be working diligently in the coming year to implement this cutting-edge treatment approach.



Residential Treatment at 440 South – Our Recovery Campus, opened in January 2016, is a 32-bed residential treatment center and 18-unit transitional housing facility located at 440 South 500 East in downtown Salt Lake City offering veteran-specific treatment services for those with substance use disorders and co-occurring mental health disorders. We have a long history of helping veterans recover from the negative effects of substance abuse. Our treatment for veterans begins with a comprehensive assessment that examines substance-use history, motivation for change, medical issues, living environment, and more. Information received is used to determine the best course of treatment for each person we serve.

This process is done in a collaborative manner with the clinician and the veteran. Our clinicians have experience working with veterans and understand their unique needs. Clinical care and supportive services are delivered by staff trained to meet the complex needs of veterans, as well as by support staff who are often veterans themselves.



Recovery Campus 440 South 500 East



Operating Plan 2017

Executive Team Projects

Executive Team

- Continue to integrate Arbinger principles throughout the organization, which includes applying Arbinger principles to strategic planning, reporting procedures, creating a culture of personal accountability, staff training, and performance appraisals
- Prepare and implement changes related to Medicaid expansion
- Finalize all planning and development tasks necessary to launch the REACH program

Executive Director

- Complete planning for phase II of the recovery campus development
- Hire a medical director

Associate Director

- Oversee implementation for phase II of the recovery campus development
- Complete an accreditation gap analysis and create an accreditation implementation plan
- Evaluate the organization's recovery residence needs and create an implementation plan to address existing gaps
- Oversee the empaneling of new health insurance providers

Clinical Director

- Implement the evidence-based social-impact (ESI) program, which includes ensuring that (1) all relevant staff and supervisors are trained in select treatment modalities, (2) fidelity checks are occurring at set frequencies, (3) regular modality feedback and coaching sessions are completed, and (4) ESI reports are completed and distributed
- Review and restructure the general, DOPL clinical supervision format
- Manage the implementation of all clinical accreditation needs
- Create AWOL engagement guidelines

Clinical Operations Director

- Complete the outcomes reporting structure for strategic plan objectives, which includes gathering, reviewing, and disseminating monthly reports by the 16th of each month
- Manage the implementation of the REACH program
- Manage the implementation of the new data management and electronic health record system

Development Director

- Form a development committee, which includes recruiting key members, finding a development committee chairperson, creating a committee agenda, and holding regular committee meetings
- Form a capital campaign committee for the purpose of raising funds for phase II of the recovery campus
- Create and implement a formal plan for increasing private donor and foundation contributions

Operations Director

- Manage the implementation all non-clinical accreditation needs

Fundraising Priorities

- Treatment Scholarships
- Long Term Recovery Management
- Recovery Support
- Fatherhood Program
- Case Management
- Peer Support Specialists
- Evidence-Based Social-Impact Initiative
- Electronic Health Record and Data Manager
- Phase II of the Recovery Campus
- Recovery Residence Renovations



Service Lines – Projects and Outcomes

Following the Arbinger model, we have divided our programs and departments into service lines and function lines. A service line is a distinct program that provides targeted services to a specific group of customers. Customers include patients, donors, or community partners. Each service line is assigned a leader who is responsible for managing the service line's budget and ensuring that goals are met. Below is a list of each service line in our organization and the respective major projects and outcomes that will be achieved in the following year.

Case Management Services

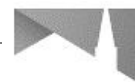
- Projects
 - Implement evidence-based needs assessments and case management planning
 - Create a standardized protocol for case management sessions
 - Record and review case management sessions
- Outcomes
 - Provide case management services to 85% of all patients
 - Achieve a 40% or higher productivity rate
 - Utilize all case management grants by 100%
 - Increase stable housing by more than 40%
 - Increase employment by more than 13%

Community and Stakeholder Services

- Projects
 - Create a targeted list of individuals and/or organizations for tours and presentations
 - Create a presentation and tour calendar
 - Work on Medicaid waiver
 - Participate on homeless services coordinating council
- Outcomes
 - Conduct 12 onsite presentations and/or tours of the organization
 - Conduct 12 offsite presentations to community partners
 - Work on Technical Corrections to Justice Reinvestment Initiative
 - Represent Salt Lake County Alcohol & Drug Abuse Coordinating Council at Utah Behavioral Health Committee
 - Work on Utah Behavioral Health Committee Legislative Priorities
 - Work on Utah Association of Addiction Treatment Providers Legislative Priorities
 - Continue Service on Utah Substance Use and Mental Health Advisory Behavioral Health Workforce Workgroup Committee

Donor Services

- Projects
 - Form a development committee, which includes recruiting key members, finding a development committee chairperson, creating a committee agenda, and holding regular committee meetings
 - Form a capital campaign committee for the purpose of raising funds for phase II of the recovery campus
 - Create and implement a formal plan for increasing private donor and foundation contributions
- Outcomes
 - Increase grant donations by 25%
 - Increase the amount of individual donations by 50%
 - Increase the number of individual donors by 50%
 - Increase major gift donors, those who donate \$1,000 or more, by 25 donors
 - Increase the amount of major gift donations by \$50,000
 - Submit 45 grant proposals



- Projects
 - Create an incentive program for fatherhood class attendance
 - Review evidence-based treatment services to enhance the fatherhood program
 - Develop programming that includes the participation of spouses and partners
- Outcomes
 - Achieve an average daily census of 12 patients enrolled in residential treatment
 - Achieve an average daily census of 8 patients enrolled in outpatient treatment
 - Increase abstinence by more than 65%
 - Increase employment by more than 75%
 - Achieve a 60% or higher successful treatment completion rate
 - Increase relationship skills among participants by 75% or more
 - Increase communication and coping skills among participants by 75% or more
 - Achieve 75% or more participation in recovery support services
 - Increase parenting skills among participants by 75% or more (for custodial fathers)
 - Increase child involvement among participants by 50% or more (for custodial fathers)
 - Increase the ability to resolve conflicts among participants by 75% or more (for custodial fathers)
 - Help 65% or more of participants to fulfill parental financial obligations

Long Term Recovery Management Program

- Projects
 - Start a volunteer program
 - Create a program operations plan
- Outcomes
 - Enroll 30 patients per quarter
 - Keep 65% or more participants engaged for one year
 - Help 75% or more participants adhere to their long-term recovery contract
 - Help 65% or more participants engage in community-based support groups, weekly, for one year
 - Help 60% or more participants maintain employment for one year
 - Help 65% or more participants maintain stable housing for one year
 - Keep 60% or more participants from incurring new legal charges for one year or more

Mental Health Court Housing at Fisher House

- Projects
 - Start tracking and reporting monthly discharge outcomes
- Outcomes
 - Achieve an average daily census of 93% or more (5.6 beds)

Outpatient Treatment Program

- Projects
 - Improve the quality of existing psychoeducational groups by reviewing the curricula, attending groups, and implementing improvements
 - Take part in the evidence-based social impact program by training as a supervisor in Motivational Interviewing, having therapists record sessions monthly, coding sessions, and providing feedback
- Outcomes
 - Achieve an average daily census of 85 patients
 - Achieve a 58% or higher productivity rate (i.e., percentage of billable time for clinical employees)
 - Achieve a 47% or higher successful treatment completion rate
 - Maintain a drop-out rate of 25% or less
 - Ensure that 17% or less of patients are involuntarily discharged from treatment
 - Maintain a 15% or lower positive drug test rate
 - Maintain a 10% or lower no-show rate for drug tests
 - Increase abstinence by more than 41%
 - Increase stable housing by more than 40%
 - Increase employment by more than 13%



Recovery Residence Program

- Projects
 - Renovate all four apartments at 546 North Grant Street by December 1, 2017
 - Renovate apartments B and C and make needed property improvements at apartment A and D at 379 North Redwood Road by June 30, 2017
 - Implement a recovery residence program improvement plan, including improved communication with the clinical team pre and post admission, a leadership program for the recovery residence community, and expanded cohesion between the recovery residence and fatherhood programs by June 30, 2017
- Outcomes
 - Achieve an average daily census of 85% or more (17 beds)
 - Achieve an 80% or higher successful discharge rate (i.e., transition to permanent housing or residential treatment)
 - Transfer 75% or more patients to permanent housing
 - Maintain an eviction rate of less than 12%

Residential Treatment Program at 440 South

- Projects
 - Implement veteran-specific programming
 - Create a family group for veterans
 - Take part in the clinical quality assurance program by training as a supervisor in Motivational Interviewing, having therapists record sessions monthly, coding sessions, and providing feedback
- Outcomes
 - Achieve an average daily census of 94% or more (30 beds)
 - Achieve a 58% or higher productivity rate (i.e., percentage of billable time for clinical employees)
 - Achieve a 47% or higher successful treatment completion rate
 - Maintain a drop-out rate of 25% or less
 - Ensure that 17% or less of patients are involuntarily discharged from treatment
 - Maintain a 3% or lower positive drug test rate
 - Maintain a 1% or lower no-show rate for drug tests
 - Increase abstinence by more than 41%
 - Increase stable housing by more than 40%
 - Increase employment by more than 13%

Residential Treatment Program at Grant Street

- Projects
 - Improve offender-specific treatment protocols, will include implementing specific procedures for (1) performing, reviewing, and communicating offender assessment information and (2) targeting criminogenic needs during treatment
 - Take part in the clinical quality assurance program by training as a supervisor in Motivational Interviewing, having therapists record sessions monthly, coding sessions, and providing feedback
 - Create a service-based environment by creating specific positions of responsibility and holding regular service projects
- Outcomes
 - Achieve an average daily census of 85.2% or more (52 beds)
 - Achieve a 58% or higher productivity rate (i.e., percentage of billable time for clinical employees)
 - Achieve a 47% or higher successful treatment completion rate
 - Maintain a drop-out rate of 25% or less
 - Ensure that 17% or less of patients are expelled from treatment
 - Maintain a 3% or lower positive drug test rate
 - Maintain a 1% or lower no-show rate for drug tests
 - Increase abstinence by more than 41%
 - Increase stable housing by more than 40%
 - Increase employment by more than 13%



Veterans Special Needs Program

- Projects
 - Perform a departmental gap analysis compared to current organization protocols, specifically in the areas of medication management, suicide prevention, training, patient self-care, and case management services by 9/30/17
 - Implement items identified in gap analysis by 6/30/17
- Outcomes – VA PD II
 - Achieve an average daily census of 90% or more (5.4 beds) for VA Per Diem II
 - Help 80% or more of participants obtain permanent housing prior to leaving per-diem II housing
 - Help 90% or more of qualified participants apply for section eight housing within 60 to 120 days after entering the program
 - The per-diem case manager supervisor will provide follow up for twelve months with those veterans who have successfully discharged to their own housing
 - Help 60% or more of veterans obtain full or part time employment, vocational rehabilitation, or education within 120 days of admission
 - Help 85% of veterans identify their own self-participation goals within the framework of their individual service plans
- Outcomes - Veterans Critical Time Intervention (CTI) Program
 - Achieve an average daily census of 90% or more (10.8 beds) for VA Per Diem I
 - All appropriate staff will collaborate with the veteran to develop an individual service plan for 85% of the eligible veterans within 30 days of placement into the program
 - The CTI team will provide and document intensive case management for 85% of the veterans in the program with no less than one hour per week
 - Provide 85% of veterans with four or more hours of programming and recreational activities per week
 - Provide 85% of the veterans with four or more hours of life skills training each month
 - The case manager supervisor will ensure that 85% of the veterans will have all necessary documentation in place to transition into permanent housing within five months
 - Help 65% or more of participants move into permanent housing at discharge
 - Provide 85% of participants who have transitioned to permanent housing with 30-day, 60-day, 90-day, and one year follow up visits by the case manager supervisor

Function Lines - Projects

Following the Arbinger model, we have divided our programs and departments into service lines and function lines. Function lines consist of specific departments that support the service line teams in accomplishing their objectives. Function line leaders are responsible for managing the function line's budget, if applicable, and ensuring that function line goals are met. Below is a list of each function line in our organization and the respective projects that will be achieved in the following year.

Accounting Department

- Projects
 - Finalize the implementation of the new accounting software
 - Complete accounting department policy and procedure manual

Admissions Department

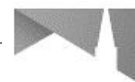
- Projects
 - Update policy and procedures for new health insurance contracts
 - Improve customer care for incoming patients and their families and for people who call regarding services
 - Begin reporting on no show rate

Billing Department

- Projects
 - Implement all health insurance billing procedures
 - Develop a billing department outcomes report

Client Advocate Department at 440 South

- Projects
 - Finalize CA manual



- Create and implement a client advocate training plan that includes customer service, addiction, de-escalation techniques, and Arbing principles
- Improve the contingency management program
- Work toward better integration between OSAT funded patients and GPD funded, transitional housing patients

Client Advocate Department at Grant Street

- Projects
 - Finalize CA manual
 - Create and implement a client advocate training plan that includes customer service, addiction, de-escalation techniques, and Arbing principles.
 - Replace common area couches
 - Review and revise the current violation and restriction process

Data Management Department

- Projects
 - Implement new electronic health record

Food Services Department

- Projects
 - Ensure that the kitchen is fully functioning with standardized meal plans
 - Complete the food services policy and procedure manual and training plan

Human Resources Department

- Projects
 - Develop the human resources department outcomes report, including turnover rate and staff tenure
 - Increase staff tenure
 - Refine and formalize the recruitment, onboarding, and retention plan

IT Committee

- Projects
 - Analyze and update the IT infrastructure

Maintenance Department

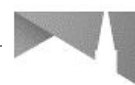
- Projects
 - Oversee the remodel of the Grant Street and Redwood Road facilities
 - Create a preventive maintenance schedule, with inspection and service intervals, as well as checklists to ensure these tasks are completed in a timely manner
 - Rebuild the locker & storage areas, paint, and complete other necessary repairs at the 411 property

Medical Department

- Projects
 - Complete the medication management training manual, distribute to relevant staff, and implement regular training meetings for new and existing staff
 - Integrate CTI medication management system
 - Perform an external follow-up audit of the medication management system

Quality Assurance Department

- Projects
 - Review all contracts, update or create internal contract guides, train staff, and ensure organizational compliance
 - Review and update internal auditing procedures
 - Develop an audit report



Transportation Department

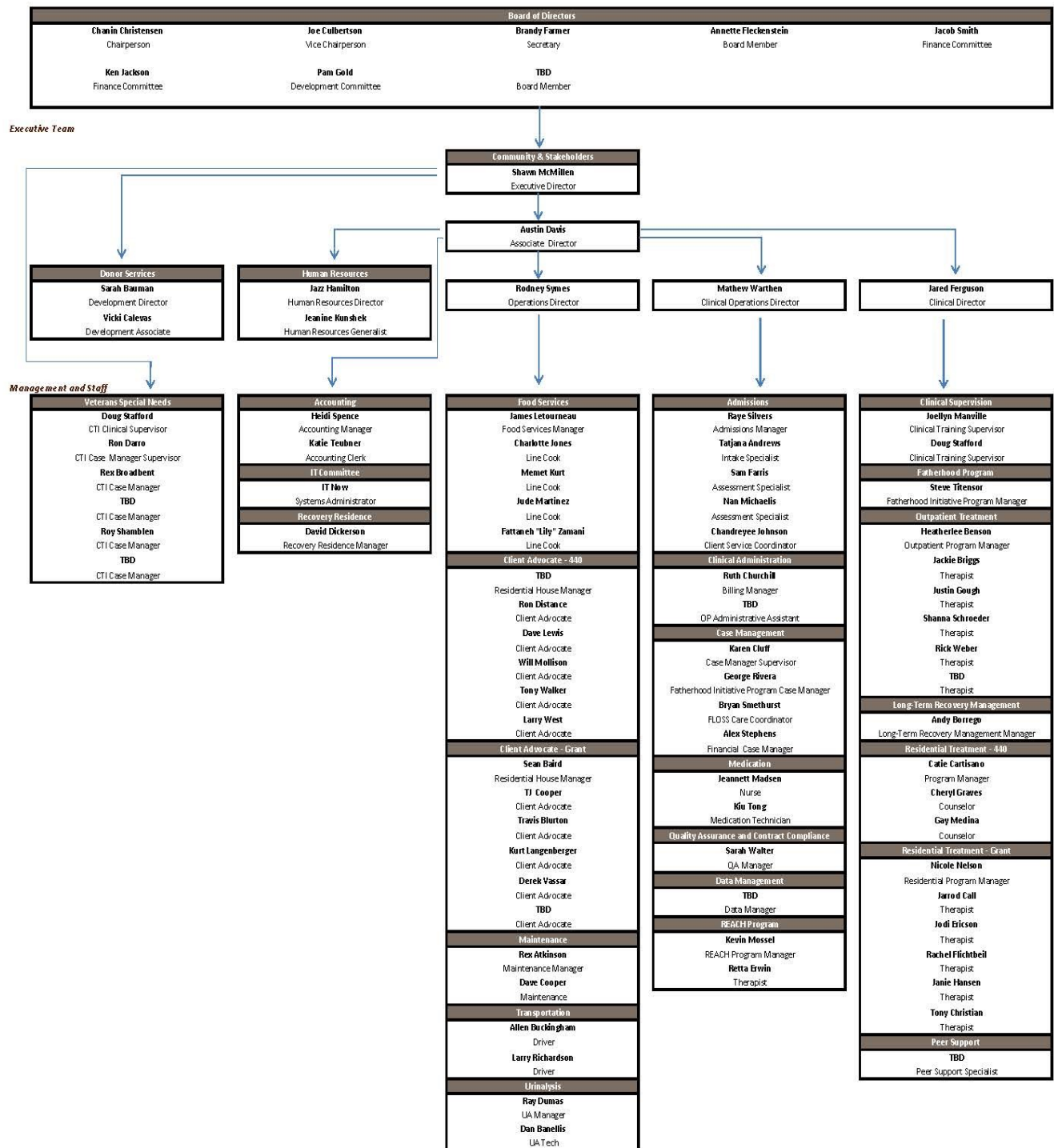
- Projects
 - Compare current transportation system to organizational needs

Urinalysis Department

- Projects
 - Compare cut-off levels with national standards



Organization Chart



FIRST STEP HOUSE
Profit & Loss Budget Overview
 July 2016 through June 2017

	Jul '16 - Jun 17
Income	
4000 - Contributions and Support	
4010 - Operations Contributions	251,000
4015 - Capital Contributions	25,000
4130 - In-Kind Contributions	127,200
4000 - Contributions and Support - Other	
Total 4000 - Contributions and Support	403,200
5000 - Treatment Revenue	
5100 - Residential Treatment Revenue	
5110 - SLCo Block - Residential	636,000
5117 - SLCo DORA - Residential	300,000
5118 - SLCo Fund Codes - Residential	336,000
5119 - SLCo JRI - Residential	120,000
5120 - VA OSAT - Residential	1,104,000
5130 - Utah Co - Residential	23,400
5140 - Food Stamps - Residential	72,303
5150 - Self-Pay - Residential	42,000
5160 - Co-Pay - Residential	3,600
5170 - Summit Co VMH - Residential	
5195 - Wasatch MH - Residential	
5196 - Ute Indian Tribe - Residential	
5199 - Private Insurance - Residential	60,000
5223 - Bear River CC - Residential	
Total 5100 - Residential Treatment Revenue	2,697,303
5200 - Outpatient Treatment Revenue	
5210 - SLCo Block - Outpatient	396,000
5230 - SLCo DORA - Outpatient	95,574
5240 - SLCo Fund Codes - Outpatient	8,400
5241 - SLCo JRI - Outpatient	30,000
5245 - SLCo Assessment - Outpatient	2,271
5220 - VA OSAT - Outpatient	60,000
5250 - Medicaid (Optum) - Outpatient	50,000
5260 - Self-Pay - Outpatient	16,800
5270 - Co-Pay - Outpatient	14,400
5290 - SLCo ATR - Outpatient	
5296 - Private Insurance - Outpatient	11,400
Total 5200 - Outpatient Treatment Revenue	684,845
5291 - FLOSS	40,000

5242 · Peer Support (SLC CDBG)	33,000
5295 · REACH	499,220
5289 · Unified Funding - Outpatient	24,700
5297 · TANF - AI/FI	354,780
5298 · TANF - FR	88,440
5299 · Veterans Special Needs (CTI)	239,634
Total 5000 · Treatment Revenue	4,661,922
 5300 · Housing Revenue	
5302 · VA PD I	161,280
5303 · VA PD II	80,640
5320 · Housing Authority of SL County	67,968
5350 · Transitional Housing Rent	64,800
Total 5300 · Housing Revenue	374,688
 5400 · Revenue from Other Sources	
5493 · Misc. Non-Contract Revenue	1,500
5499 · Interest Income	360
Total 5400 · Revenue from Other Sources	1,860
 Total Income	5,441,670
 Gross Profit	5,441,670
 Expense	
6000 · Personnel Expenses	
6561 · Regular Payroll Expenses	3,021,415
6569 · Payroll PTO Expense	30,000
6586 · Performance Bonus Payroll	
6571 · Payroll Tax Expense	231,144
6576 · Employee Benefits	280,432
6573 · Workers Compensation Insurance	19,896
6574 · Unemployment Insurance	15,111
6577 · 401(k)	30,217
7535 · Payroll Servicing Fees	7,400
7500 · Staff Development	67,150
7510 · Contractual Services	103,275
8530 · Employee Incentives	10,800
Total 6000 · Personnel Expenses	3,816,840
 8100 · Non-Personnel Expenses	
8101 · Food Service Supplies	92,000
8102 · House Supplies	26,800
8103 · Office Supplies	38,100
8104 · UA Supplies	37,200
8105 · Recreation	18,700

8120 · Donated Materials & Supplies	127,200
8130 · Telephone & Telecommunications	58,716
8135 · Software Expense	30,303
8140 · Events	5,000
8195 · Vehicle Expenses	28,860
8198 · Client Assistance	18,750
8199 · ATR Reimbursable Expense	
8525 · Client Incentives	17,020
8585 · Curriculum	16,356
Total 8100 · Non-Personnel Expenses	515,005

8200 · Facilities & Equipment Expense	
8112 · House Maintenance	61,200
8210 · Occupancy Expense	94,672
8220 · Utilities	99,763
8250 · Mortgage Interest	126,984
8399 · Construction Expense	
8400 · Depreciation & Amortization	319,716
Total 8200 · Facilities & Equipment Expense	702,335

8500 · General Administrative Expenses	
7505 · Meeting Expenses	13,100
8505 · Marketing & Advertising	15,000
8510 · Bank Service Fees	7,800
8520 · Insurance - Non-Employee	52,302
8540 · Travel Expense	8,100
8550 · Equipment Rental	17,359
8560 · Licenses and Permits	12,150
8570 · Uniforms	1,200
8590 · Misc. G & A	24,100
Total 8500 · General Administrative Expenses	151,111

8600 · Business Expenses	
8610 · Bad Debt Expense	10,800
8620 · Misc. Business Expense	
8699 · Reconciliation Discrepancies	
Total 8600 · Business Expenses	10,800

Total Expense	5,196,091
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Net Income	245,579
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