

## Board of Directors Handbook

Welcome to the F.R.I.E.N.D.S. of Broomfield, Inc. (FRIENDS) Board of Directors!

As a key member of our leadership team, we trust that you will find your work on the board to be meaningful. We are glad that you have chosen to serve with us as we guide the direction of our organization. With this position comes responsibilities and decision-making power that will shape the operations of FRIENDS for years to come.

This handbook is intended to help Board members get a broad understanding of the mission and vision of FRIENDS, its history, management structure and the various programs designed to support families and individuals with developmental disabilities. In addition, this handbook provides Board-related information, role descriptions and member expectations.

Each member of the Board is expected to contribute to the fundraising responsibilities needed to keep FRIENDS functioning. We also hope that your participation will enhance FRIENDS' exposure and participation in the community at large.

Thank you for being a part of our work. It is an honor to have you serve on our Board and we look forward to developing a collegial and productive work environment together. This handbook is meant to serve as a living document, so if you have any suggestions please feel free to let us know.

However you choose to participate, please know that your contribution is an integral part of the continued operation of our programs

Best regards,

Elizabeth Anderson  
*Board Chairman*

Gina Coufal  
*Chief Executive Officer and  
Founder*

## Meeting Schedule

The Board meets the third Wednesday of each month. The monthly meetings are subject to change according to the needs of the Board and the organization. The Board meetings typically last two hours, from 6:00 PM until 8:00.

## Board Structure

The Board is comprised of five to 15 individuals, including four officers. The Board will be composed of a variety of stakeholders and professionals from the community creating a diverse and skillful member group.

It is expected that a Board member will commit to serve a minimum of one two-year term which can be followed by consecutive one-year terms.

The Board will utilize the following standing committees:

- Executive Committee
- Finance Committee
- Development Committee
- IT Committee

Ad hoc committees may be appointed at the discretion of the Board Chair and Executive Committee, as needed, to address project-specific organizational needs.

Potential Board candidates may be identified at any time during the year. The nominating process may vary depending on the needs of the Board and on particular circumstances of the nominee, but in general follows the guidelines below:

- The annual strategic planning session will identify future Board membership needs and objectives.
- Anyone wishing to present a candidate for consideration will contact an Executive Committee representative who will send the potential candidate a “pre-board” packet consisting of a board application, board member expectations and a page describing the history, mission and values of FRIENDS.
- The Board Chair, Chief Executive Officer (CEO), or other Board member will contact the prospective Board members to discuss their interest, schedule interviews and identify any potential conflicts of interest.
- All Board candidates will complete a Board application form.
- Prospective Board members are invited to attend a Board meeting for a formal interview.
- New Board members will be voted on and the candidate will be notified of the results by the Board Chair.

Board packets will generally be made and distributed prior to each Board meeting. The packets typically include an Executive Staff Board Report from the Chief Executive Officer (CEO), the

Chief Operations Officer (COO), and Chief Financial Officer (CFO). Miscellaneous business will be discussed at the end of each meeting.

All issues that require a Board vote must be done so with a quorum of the Board present.

Board members are expected to make every effort to attend all Board meetings. Board members may be asked to resign if consistent attendance becomes an issue.

FRIENDS provides directors and officers insurance coverage.

### Board Member Responsibilities

The Board is responsible for ensuring that FRIENDS is fulfilling its mission and for the legal accountability of its operations. It is responsible for ensuring effective organizational and strategic planning and for ensuring that FRIENDS has adequate resources to carry out its mission. It is also responsible for hiring and evaluating the performance of the CEO.

### Community Relations

FRIENDS relies on its continuing strong relationships throughout the greater north metro area to support its mission and strategic goals. Board members act as important liaisons to these communities by representing and advocating for the overall interests of FRIENDS.

### Fundraising

Active Board involvement in fundraising is critical to achieve both short-term and long-term goals. While involvement can take a variety of forms, Board members are expected to participate in fundraising efforts and to provide personal financial support according to their own means and interests.

### Financial and Organizational Oversight

The Board is the ultimate governing body of FRIENDS. As such, its members have a collective responsibility to ensure that the organization acts ethically and legally in its fiscal and organizational management and that FRIENDS is effectively and efficiently fulfilling its mission. This includes engaging in strategic planning and policy decision-making regarding major programming, fundraising initiatives and annual audits and reports.

- Review and approve budgets
- Assess progress toward program goals
- Attend regularly-scheduled board meetings
- Review agenda and supporting materials prior to board meetings
- Participate on committee work
- Participate in fundraising activities and special events
- Contribute financially according to ability
- Comply with conflict-of-interest and confidentiality policies
- Act as informed advocate of FRIENDS

## Mission

It is essential that the Board have an informed understanding of and support for the mission of FRIENDS. This includes a general understanding of the developmental disabilities system and the relationship FRIENDS has with Imagine! and other Community Center Boards (CCB).

## Board Officer Responsibilities

### Board Chair

- Ensures the effective action of the Board in governing and supporting the organization.
- Oversees Board and Executive Committee meetings.
- Serves as ex-officio member of all committees.
- Works in partnership with the CEO.
- Develops agendas for meetings in collaboration with the CEO.
- Establishes an effective committee structure in which each committee has clear goals, objectives and timelines that correspond to the organization's mission.
- Assists the CEO in conducting new Board member orientation.
- Establishes search and selection committee for hiring CEO
- Coordinates periodic Board assessments with the CEO.

### Vice-Chair

- Acts as the Board Chair in his or her absence.
- Works with the CEO to guide Board in understanding the organization's mission and to develop an organizational plan to realize the mission.
- Assists the Board Chair in carrying out his or her duties.
- Ensures legal and ethical integrity and maintains fiscal accountability.

### Board Secretary

- Maintains records of the Board and ensures effective management of the organization's records.
- Maintains minutes of Board meetings.
- Assumes responsibilities of Board Chair in the absence of the Board Chair and the Vice-Chair.
- Is sufficiently familiar with legal documents (i.e., articles of incorporation, bylaws, IRS letters, etc.) to note applicability during meetings.

### Board Treasurer

- Chair of the Finance Committee.
- Ensures that appropriate financial reports are made available to the Board.

- Ensures, through the Finance Committee, sound management and maximization of cash and investments where appropriate.
- Reviews the annual budget and presents the budget to the Board for approval.

### Board Committee Responsibilities

#### Executive Committee

- Works with the CEO to guide the Board’s efforts in support of the organizations mission.
- Ensures that each committee is guided by a written plan of objectives, next steps and timelines and that each committee meets on a regular basis.
- Conducts annual performance reviews of the CEO with input from the entire Board.
- Creates and supports an organization strategic plan.
- Periodically reviews and enforcement of bylaws.
- May appoint ad hoc committees as needed to address specific issues.

#### Finance Committee

- Oversees the development of the budget and presents it to the Executive Committee and to the full Board for approval.
- May authorize positive budgetary adjustments of five percent or less within 60 days of the start of the applicable fiscal year. (The full Board can authorize other adjustments, including any that adversely affect net results for the organization.)
- Ensures accurate tracking, monitoring and accountability of funds.
- Reviews major grants and associated terms.

#### Development Committee

- Works with the CEO and the Executive Committee regarding major fundraising initiatives.
- Identifies and cultivates prospective donors through personal meetings and hosting events.
- Recommends prospective donors and assists with follow-up.
- Encourages 100% Board participation in fundraising events and activities.

### Board Policies

#### Organization

The CEO shall develop an organizational structure for the efficient operation of FRIENDS and shall have the necessary authority to hire and dismiss staff<sup>1</sup>, and to delegate this authority as necessary. CEO is also authorized to take the necessary actions, including the adoption of

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<sup>1</sup> The CEO must obtain majority approval from the Board of Directors prior to hiring or terminating any other executive positions, including, but limited to, the Chief Operating Officer (COO) and the Chief Financial Officer (CFO).

operating policies and procedures, to ensure the effective operation of FRIENDS, the implementation of Board policies and compliance with Federal and state statutes and regulations. The CEO of FRIENDS shall not be a voting member of the Board. <sup>2</sup>

#### Records

Administrative records of FRIENDS shall be maintained for a minimum of three years unless otherwise required by law or regulation.

#### Personnel

Organizational decisions regarding personnel matters rest with the CEO. It is the policy of FRIENDS to obtain the best qualified individuals for all positions and to provide equal opportunity without regard to race, color, religion, sex, sexual orientation, disability, age or national origin. We affirmatively implement and administer equal opportunity programs for all employees and qualified applicants for employment.

#### Annual Budget

The CEO, in cooperation with the COO and CFO, shall prepare and present a preliminary annual budget to the Board for adoption prior to the beginning of each new fiscal year. The Board shall adopt a new annual budget not later than the end of the first quarter. Major budgetary modifications resulting from unanticipated factors shall be presented to the Board for review and approval during the fiscal year.

#### Contracts

The CEO is authorized to negotiate and to enter into reasonable and necessary contracts for the purchase of services and equipment. The CEO works with the COO to negotiate and establish payment rates and/or rate ranges for services provided by FRIENDS service providers, vendors and independent contractors. The CEO will have final approval of the aforementioned.

#### Cash Management

The CEO shall oversee the control of the operation of FRIENDS through monitoring of daily expenditures and decisions, and both CEO and COO are authorized to approve or make purchases of up to \$10,000 per transaction. The CEO, in cooperation with the CFO, shall ensure there are appropriate established internal and cash control procedures consistent with standard accounting practices to: (a) safeguard assets; (b) provide adequate accounting information; (c) promote efficiency in operations; and (d) provide data to management which indicates whether Board policy and administrative procedures are being implemented.

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<sup>2</sup> The current CEO is the founder of FRIENDS and, therefore, is emeritus director (i.e., non-voting member of the Board of Directors). This exception shall not apply to any future CEOs of FRIENDS. In the case of a tie when voting, however, all the members of the Board of Directors have agreed to give the CEO the authority to be the deciding vote on any and all ties on any vote.

An examination of FRIENDS financial statements shall be conducted annually by an independent CPA, licensed and qualified to express an opinion on the fairness of presentation of FRIENDS financial statements. The results of the financial audit shall be reported to the Board for review, comment and, when necessary, action.

#### Confidentiality

A majority of our business is handling sensitive information. To ensure that privacy is kept for all people at FRIENDS, Board members will be bound by the strictest confidentiality with regard to any information gathered or shared in activities in which they participate. Board members will not disclose to any third party or make use of any information for other than the purpose for which it was provided unless legally required to do so. Board members are bound by all provisions of the Health Insurance Portability and Accountability Act (HIPAA) as detailed in the organization's Policies and Procedures Manual.

#### Conflict of Interest

If Board members have any financial or managerial connection to a project or organization for which FRIENDS funds are either being sought or have been granted individually or as part of a business or professional firm are involved in business transactions or current professional services, that relationship must be disclosed before any proposal concerning that project or organization is reviewed. Board members shall not accept any fees or other remuneration from any organization or institution in conjunction with a project or program for which FRIENDS funds are being sought or have been granted. Relatives of board members shall not receive preferential treatment of services from FRIENDS. Relatives include parents, siblings and children; people in those categories with a "step" or "in-law" relationship; and any other family member of the board member's immediate household. Board members shall strive to avoid conflicts of interest as well as the appearance of any such conflict.

#### Code of Ethics

The Board and each of its members shall:

- Represent the interests of all people served by FRIENDS and not favor special interests inside or outside of FRIENDS;
- Not use FRIENDS or service on the Board for personal advantage or for the advantage of friends, relatives or supporters;
- Approach all Board issues with an open mind, nonjudgmental attitude and respect for diverse opinions, and strive to make the best decisions for the good of FRIENDS;
- Respect and support majority decisions of the Board;
- Observe the parliamentary procedures and display courteous conduct in all Board and committee meetings;
- Do nothing to violate the trust of those who elected or appointed me to the Board or those we serve;

- Never exercise authority as a Board member except when acting in a meeting with the full Board or as delegated by the Board;
- Maintain confidentiality and avoid conflicts of interest; and
- Consider oneself a trustee of FRIENDS and do one's best to ensure that FRIENDS is well maintained, financially secure and always operating in the best interests of those we serve.



**Bylaws of  
F.R.I.E.N.D.S. of Broomfield, Inc.**

1. Title and Functions.

- 1.1. Title. The name of this non-profit corporation is F.R.I.E.N.D.S. of Broomfield, Inc. (FRIENDS).
- 1.2. Function. The function and purpose of the corporation is to support the interests of citizens with disabilities throughout the greater north metro area. Contributions are to be raised primarily through fund raising by FRIENDS alone, or in conjunction with other non-profit organizations.

2. Offices.

- 2.1. Business Offices. The corporation may have one or more offices at such place or places within or outside of the State of Colorado as the Board of Directors may from time to time determine or as the business of the corporation may require.
- 2.2. Registered Office and Agent. The registered office and registered agent of the corporation shall be registered with the Colorado Secretary of State and as required by the Colorado Business Corporation Code, as amended.

3. Board of Directors.

- 3.1. General Powers. The business and affairs of the corporation shall be managed by its Board of Directors.
- 3.2. Number, Tenure and Qualifications. The Board shall be comprised of no less than five and no more than 15 voting directors. Each director shall serve one two-year term, thereafter renewable in one-year increments with the approval of the majority of the Board. The Board shall establish the requirements of persons eligible to serve.
- 3.3. Regular Meetings. A regular meeting of the Board shall be held as determined by the Board. Written notice shall be provided to all the directors of the date, place and time of the annual or regular meeting no later than 30 days prior to the meeting.
- 3.4. Special Meetings or Consent Action. Special meetings of the Board may be called by or at the request of the CEO or the Board Chair. Notice of a special meeting shall fix the date, place and time of the meeting so called. No special meeting shall be held without written notice to all directors provided not less than ten days prior to the meeting. In place of special meetings, unanimous consent action may be adopted by the directors upon written resolution which is approved and signed by all directors.
- 3.5. Quorum. At any meeting of the Board, a majority shall constitute a quorum for the transaction of business; but if less than a majority is present at a meeting, a majority of the directors then present may adjourn the meeting without further notice.
- 3.6. Newly-Created Directorships. Newly-created directorships resulting from an increase in the number of directors and vacancies occurring in the Board for any reason may be filled by a vote of a majority of the directors then in office. A director elected to

fill a vacancy caused by resignation, death or removal shall be elected to hold office for the unexpired term of his or her predecessor.

- 3.7. Removal. Any of the directors may be removed by a majority of the remaining directors.
- 3.8. Resignation. A director may resign at any time by giving written notice to the Board Chair. Unless otherwise stated in the notice, the resignation shall take effect upon receipt of the notice.
- 3.9. Compensation. No compensation shall be paid to the directors for their services. Upon approval of the Board, one or more directors may be reimbursed for any expenses personally incurred on behalf of the corporation, and which expenses were authorized by prior approval of the Board.
- 3.10. Presumption of Assent. A director who is present at a duly-noticed meeting of the Board shall be deemed to have assented to action taken unless his or her dissent to the action is noted in the minutes of the meeting.
- 3.11. Committees. The Board may by resolution designate from among its members an executive committee and other committees. Each such committee shall serve at the pleasure of the Board. Such committees may also include non-voting members who are not members of the Board upon approval of the Board.
- 3.12. Board Officers. The Board shall elect a Board Chair and may also elect a Vice-Chair, Board Treasurer and Board Secretary.
4. Officers of the Corporation.
  - 4.1. Officers. The officers of the corporation shall at least be a president and a treasurer and may also include one or more vice presidents a secretary, each of whom shall be elected by the Board. Any two offices (other than president and treasurer) may be combined. Such other officers and assistant officers as may be deemed necessary may be elected or appointed by the Board.
  - 4.2. Election and Term of Office. The officers of the corporation shall be elected by the Board. Each officer shall hold office until his or her successor shall be duly elected and shall have qualified, or until his or her death, or until he or she shall resign or be removed in the manner hereafter provided.
  - 4.3. Removal. Any officer or agent elected or appointed by the Board may be removed at any time in the judgement of the Board, but such removal shall be without prejudice to any contract rights, if applicable.
  - 4.4. Vacancies. Any vacancy in any office due to death, resignation, removal, disqualification or otherwise, may be filled by the Board.
  - 4.5. President. The President of the corporation may also be titled the "Chief Executive Officer" of the corporation. The President shall be the principal executive officer of the corporation and, subject to the control of the Board, shall in general supervise and control all of the business and affairs of the corporation. The President

shall preside over all corporate meetings, sign with the Treasurer documents authorized by the Board and conduct all business authorized by the Board. The President's powers and responsibilities shall be broadly construed under the Colorado Business Corporation Code, as amended.

- 4.6. Secretary. The Secretary shall sign all documents with the President as authorized by the Board. Subject to the limitations as determined by the Board, the Secretary's powers and responsibilities shall be broadly construed under the Colorado Business Corporation Code, as amended.
- 4.7. Vice Presidents. Vice presidents shall assist the President. Upon the appointment by the President, resignation, death, incapacity or removal of President, a designated vice president shall exercise all the rights and duties of the President in his or her stead, or if applicable, until a new President is elected by the Board.
- 4.8. Treasurer. The Treasurer shall have charge, custody and control of, and be responsible for, all funds, receipts, donations, contributions and tangible and intangible property of the corporation. The Treasurer shall provide an accounting of the property of the corporation upon request of any Director. Subject to any limitations determined by the Board, the Treasurer's powers and responsibilities shall be broadly construed under the Colorado Business Corporation Code, as amended.
5. Contracts, Loans, Checks and Deposits.
  - 5.1. Contracts. The Board may authorize any officer or officers to enter into any contract or to execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances.
  - 5.2. Loans. No loans shall be contracted on behalf of the corporation and no evidences of indebtedness shall be issued in its name unless first authorized by a resolution of the Board. Such authority may be general or confined to specific instances.
  - 5.3. Checks, Drafts, Etc. All checks, drafts, or other orders for payment of money, notes or other evidences of indebtedness issued in the name of the corporation, shall be signed by such officer or officers, agent or agents of the corporation and in such a manner as shall from time to time be determined by resolution of the Board.
  - 5.4. Deposits. All funds of the corporation not otherwise in use for the benefit of the corporation shall be deposited in a bank or other financial institution as determined by the Board.
6. Fiscal Year. The fiscal year of the corporation shall be the calendar year, unless otherwise determined by the Board, or unless otherwise determined necessary to retain and maintain the corporation's non-profit status.
7. Seal. The existence and form of the corporate seal shall be determined by the Board.
8. Waiver of Notice. Any notice required by these bylaws may be waived only upon written waiver, duly signed by the person or persons entitled to such notice.
9. Amendment. These bylaws may only be altered, amended or replaced by the Board.

10. Non-Profit Status. Nothing in these bylaws shall be construed to impair the non-profit status of the corporation under Section 501(c)(3) of the Internal Revenue Code, as amended.

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**Articles of Incorporation of  
F.R.I.E.N.D.S. of Broomfield, Inc.**

- First: This corporation is organized and operated exclusively for charitable and educational purposes within the meaning of section 501 (c) (3) of the Internal Revenue Code.
- Second: Notwithstanding any other provision of the Articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal income tax under section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law); or (b) by a corporation contribution which are deductible under section 170(c) (2) of the Internal Revenue code of 1986 (or the corresponding provision of any future United States Internal Revenue Law).
- Third: No part of the net earnings of the corporation shall inure to the benefit of, or be distributed to its members, directors, officers, or other private person, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the corporation exempt purposes.
- Fourth: No substantial part of the activities of this corporation shall consist of carrying on propaganda or otherwise attempting to influence legislation, and the corporation shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of, or in opposition to any candidate for public office.
- Fifth: Upon winding up and dissolution of this corporation, after paying or adequately providing for the debts and obligations of the corporation, the remaining assets shall be distributed to a non-profit fund, foundation, or corporation which is operated exclusively for charitable, educational, religious, and or scientific purposes, and which has established its tax-exempt status under Section 501(c)(3) of the Internal Revenue Code.
- Sixth: However, if the named recipient is not then in existence or no longer qualified distribute, or unwilling or unable to accept the distribution, then the assets of this organization shall be distributed to a fund, foundation, or organization which is organized and operated exclusively for the purposes specified in Section 501(c)(3) of the Internal Revenue Code.

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## Organizational Overview

### Our Mission

Dedicated to enhancing communities by creating opportunities for individuals with developmental disabilities through an innovative and person-centered approach.

### Our Vision

*For individuals with intellectual/developmental disabilities, we will insure they have a voice in the community, and access to person centered supports that promote independence and choice*

*For our families, we serve as a support and informational network. And work cooperatively to ensure lifelong supports for their loved ones.*

*For our community, we promote acceptance and understanding through awareness and education, and enhance our community through opportunities for inclusive living.*

### History

In the 1990's, parents searching for information and support for their children with intellectual and developmental disabilities found very few resources. There was no single entry point for families to get information, and Broomfield was splintered by three different Community Centered Boards (CCBs). There were no resources for respite, recreation services, or clear information on how to apply for Medicaid Waiver benefits; something that is critical to providing support for individuals who "age out" of the public school system. The community was largely uneducated about the support needs of people with developmental disabilities, causing families to feel isolated and forcing many to seek support in other communities.

This common struggle began a journey towards the establishment of a local organization that we now call FRIENDS. We have provided advocacy, support, information sharing, referrals, and most recently direct service, since 1998. We are proud to say we are the only Broomfield-based, state-certified, non-profit provider-approved service agency supporting teens and adults with intellectual and developmental disabilities. Since we began providing direct services in 2005, our numbers have jumped from five participants to over 250 across all our programs combined, and the need continues to grow.

FRIENDS began in 1998 as a grass-roots parent network, intended to better the lives of their children with intellectual and developmental disabilities. The name of the organization was chosen because it reflected the values of the organization. F.R.I.E.N.D.S. is an acronym for **F**un, **R**ecreation, **I**nclusive **E**xperiences, **N**etworking and **D**iscovering the **S**pirit. The initial goal of the organization was to develop recreational opportunities in the Broomfield area for adults with intellectual and developmental disabilities. This was first achieved by establishing a Broomfield Special Olympic team in the fall of 1998. In 2000, FRIENDS successfully lobbied the City of Broomfield to hire a therapeutic recreation coordinator and to offer therapeutic activities through the city's recreation department.

FRIENDS became a recognized 501(c) (3) charitable organization in 2002 with the mission to "enrich the lives of our F.R.I.E.N.D.S with developmental disabilities and their families by

creating opportunities for participation in every aspect of community life.” In October of 2005, FRIENDS officially opened with the Friends Unlimited program, a community access/day program serving 5 adults.

It is estimated that, in any community, 3% of the population are individuals who have been diagnosed with an intellectual and developmental disability. Broomfield is no different. The numbers of those diagnosed is increasing at a phenomenal rate. It is imperative that each community have resources and equal opportunities for its citizens with intellectual and developmental disabilities, so that they become full contributing members of the community in which they live, work and recreate. It is our hope and intention to cultivate those same qualities of openness, self-initiative and inclusion, the qualities that directed FRIENDS in the early days and continues to guide the program to this day within the broader community of the City and County of Broomfield and beyond.

### **Program Information**

#### ***Friends Unlimited Day Program***

Friends Unlimited is a day program that operates Monday through Fridays. Participants attend program activities from 10:00 am to 3:00 pm. Transportation is provided to and from FRIENDS via program vehicles, while others utilize natural support or take Access-a-Ride – an RTD service provided to persons with disabilities.

Monthly participant calendars are developed with daily activities that are based on individual and group interests. Activities take place at FRIENDS or in the community and include, but are not limited to; swimming, bowling, adaptive gymnastics and weight training classes, shopping, science, and hiking. FRIENDS site-based activities include pre-vocational and life skills training such as money management, math, communication, safety awareness, computers, cooking, music and crafts. In addition, our participants have provided volunteer support for the City of Broomfield, ARC Thrift stores, Community Food Share, Broomfield FISH and A Precious Child.

#### ***FRIENDS Residential Programs***

##### **Host Homes / Family Care Giver**

FRIENDS strives to create a supportive, community-centered program. This carries through to our Host Homes as well as our Family Care Giver situations. Coupled with the philosophy of independence, FRIENDS aims to provide each participant an individualized home environment that promotes their personal growth and increases the fulfillment they experience in their own life.

FRIENDS is always looking for host home and family care giver contractors who align with our mission and philosophy. These unique and individualized home settings exist in Broomfield, Boulder, and Jefferson counties and include cities such as Broomfield, Lafayette, Louisville, Northern Westminster, Boulder, and South Longmont.

##### **FRIENDS Independent Living Program**

At its core, the independent living program strives to assist adults with developmental disabilities to transition from a lifestyle of dependence to one of independence. The program

empowers individuals with the skills and supports they need to live independently in a setting (separate from family) with or without a roommate. Staff supports are structured to provide no more than the individual needs phasing out as he/she becomes more independent.

FRIENDS encourages new members in the program to live in Broomfield or another nearby area that is currently served by FRIENDS. This is to facilitate independent socialization. Those we support in this model are currently living in Longmont, Lafayette, Boulder and Broomfield. The program can utilize Supported Living Services, Comprehensive Services, or Private Pay options.

### ***FRIENDS At Work Supported Employment Program***

Supported Employment (SE) is an approach to Vocational Rehabilitation that emphasizes helping participants to obtain competitive work in the community and providing the supports necessary to ensure their success in the workplace. The purpose of FRIENDS Supported Employment Services is to help a participant find a job that they would enjoy. To ensure that participants are going to be successful at work, FRIENDS provides support to the individual throughout the entire process, providing support with job development, job searching, the interview process, and on-the-job training and support.

### ***FRIENDS Social and Travel Programs***

Through various social activities and community environments FRIENDS supports adults with intellectual and developmental disabilities, 18 years or older (with the exception of FRIENDS Night Out), to acquire skills, such as: self-advocacy, decision-making, socialization, appropriate behavior, and independence. FRIENDS has a number of programs which achieve these goals.

#### **FRIENDS Night Out**

Social activities for women and men to enjoy together in the community, which provide an environment for learning appropriate social behavior and interaction, following direction, and integrating with the greater community.

#### **Women's and Men's Night Out**

Social activities specifically designed for to provide a unique opportunity for the women and men to get together to participate in activities relevant and important to each group while focusing on both life skill development and socializing. They decide on the activities to schedule both at the facility and in the community.

#### **Travel Program**

The goal is to offer affordable travel and social opportunities that support the creation of social networks and unique experiences through exciting day trips and extended travel to local and far off destinations.