



Footings, Inc.

An Investigation into Management Practices and Board Governance

April 2014

161 Delaware Avenue, Delmar, New York 12054

518-549-0200

www.justicecenter.ny.gov

The Justice Center's Promise to New Yorkers with Special Needs and Disabilities

OUR VISION

People with special needs shall be protected from abuse, neglect and mistreatment. This will be accomplished by assuring that the state maintains the nation's highest standards of health, safety and dignity; and by supporting the dedicated men and women who provide services.

OUR MISSION

The Justice Center is committed to supporting and protecting the health, safety, and dignity of all people with special needs and disabilities through advocacy of their civil rights, prevention of mistreatment, and investigation of all allegations of abuse and neglect so that appropriate actions are taken.

OUR VALUES AND GUIDING PRINCIPLES

Integrity: The Justice Center believes that all people with special needs deserve to be treated with respect and that people's rights should be protected.

Quality: The Justice Center is committed to providing superior services and to ensuring that people with special needs receive quality care.

Accountability: The Justice Center understands that accountability to the people we serve and the public is paramount.

Education: The Justice Center believes that outreach, training, and the promotion of best practices are critical to affect systems change.

Collaboration: Safe-guarding people with special needs is a shared responsibility, and the Justice Center is successful because it works with agencies, providers, people who provide direct services, and people with special needs to prevent abuse and neglect.

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EXECUTIVE SUMMARY

This report summarizes the findings of a NYS Justice Center for the Protection of People with Special Needs investigation into the financial operations of Footings, Inc., a not-for-profit service provider in Monroe, NY, licensed by the Office for People With Developmental Disabilities (OPWDD). The investigation concluded that by operating this corporation like a closely-held family business, Footings' management team diverted hundreds of thousands of dollars of public funds to the benefit of themselves and family members.

With Rori Corbin serving as both board president and executive director, and her husband William Corbin serving as vice president of finance, these individuals exercised complete control over the finances of Footings. The Corbins were further aided by the board of directors, which was staffed with friends and family members. Lacking an independent board of directors to protect the interests of the not-for-profit, the Corbins engaged in numerous transactions with family members.

The Justice Center found that Footings, using a shell corporation, loaned \$95,000 to Dynamic Motorworks, a family-owned auto repair shop. Footings' board minutes contained no discussion or approval of the loans, nor were they disclosed in its financial statements. In addition to the loans, which were made over a five-year period, Justice Center investigators discovered Footings paid more than \$140,000 to Dynamic Motorworks to maintain a small fleet of vehicles. Investigators found one vehicle which had been driven less than 60,000 miles had 30 tires replaced. In another instance, Footings paid almost \$10,000 for repairs and maintenance over a nine-month period on an eight-year-old vehicle which had been driven only 129 miles. Finally, Footings entered into a fleet maintenance agreement with Dynamic Motorworks which resulted in oil change charges of as much as \$249 each.

Investigators further found that Footings billed the state's Medicaid program almost \$21,000 for group day habilitation services for a consumer who was babysitting one of the Corbin grandchildren at Dynamic Motorworks in Warwick, NY. Billing records falsely stated that the individual was receiving services at Footings' day program in Monroe.

Records also revealed that Footings was overpaid by more than \$34,000 because it submitted Individual Support Services Budget Plans claiming rent costs well in excess of the actual rents being paid.

Based on its findings, the Justice Center has referred this case to OPWDD with a recommendation that the state agency terminate all contracts and revoke all operating certificates. This matter has also been referred to the Attorney General's Office and the Orange County District Attorney for any criminal or civil action deemed appropriate. Finally, referrals will be made to the Office of Children and Family Services, state and federal taxing authorities and the Department of Motor Vehicles.

A draft report was issued by the Justice Center in November 2013, with a request that Footings provide a written response. A link to the full response is provided at the end of this report. Although the findings remain essentially unchanged, some minor modifications were made to this report based upon records not previously provided to the Justice Center.

It should be noted, in December 2013, Footings brought legal action against the Justice Center and OPWDD in part claiming that the Justice Center did not have jurisdiction to conduct this investigation. The claim over jurisdiction was subsequently dropped by Footings.

BACKGROUND

Footings, Inc. (Footings) is a not-for-profit corporation organized under the laws of the State of New York and is exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code. Located in southern Orange County in the town of Monroe, Footings began operations in March 1993. Footings provides an array of licensed day services and Medicaid case management to individuals with developmental disabilities as well as various afterschool programs for at-risk youth. Footings receives funding from New York State through contracts with the Office for People With Developmental Disabilities (OPWDD), the Office of Children and Family Services (OCFS), and the state's Medicaid program. In 2012, Footings had a deficit of just over \$163,000 on revenues of \$1,539,000. Its net assets totaled \$513,000 as of December 31, 2012.

The NYS Commission on Quality of Care and Advocacy for Persons with Disabilities (CQCAPD)¹ investigation into Footings began upon receipt of a complaint alleging inappropriate payments to family members of the Executive Director, Rori Corbin and her husband William Corbin, the vice president of finance. Specifically, the complainant alleged that Footings was doing an inordinate amount of business with Dynamic Motorworks, LLC (Dynamic), an auto repair business owned by one of the Corbins' daughters, Drew Gonzalez, and her husband Michael Gonzalez. Both of these individuals were also included on Footings' payroll despite providing questionable personal services. Three other Corbin children also received compensation from Footings as either employees or members of its board of directors. Finally, the complaint alleged that a Footings consumer was providing unpaid "babysitting" services for a Corbin family member which Footings billed to Medicaid as day habilitation.

Based on these allegations, CQCAPD commenced a financial review of Footings in September 2012, covering a three-year period ending December 31, 2011. The review was subsequently expanded to cover transactions occurring between 2008 and 2013. On June 30, 2013, the ongoing investigation was transferred to the Justice Center for the Protection of People with Special Needs (Justice Center).

FINDINGS

1. Falsification of Medicaid Service Records

Footings billed Medicaid for providing day habilitation services to a consumer at its day program in Monroe, New York, when in fact the consumer was at another location babysitting the grandchild of Rori and William Corbin.

Among the allegations in the initial complaint against Footings was that a Footings consumer was being used as an unpaid "babysitter" for one of Rori and William Corbin's grandchildren. The complainant alleged that the consumer was being taken to Dynamic in Warwick, New York, where she would provide babysitting services for the child of Drew and Michael Gonzalez which were subsequently billed to Medicaid as part of the consumer's day habilitation program.

¹ Most functions of the NYS Commission on Quality of Care and Advocacy for Persons with Disabilities (CQCAPD) were transferred to the NYS Justice Center for the Protection of People with Special Needs as of June 30, 2013. Moreover, by Chapter 501, Laws of 2012, Part A, §11, unfinished business of CQCAPD was transferred and assigned to the Justice Center for completion.

Based on these allegations, investigators reviewed the Medicaid service records for the consumer in question and found that during 130 days in 2009 and 2010, Footings' billing records indicated that services were being provided to the consumer at the Footings' day program in Monroe, while other records indicated the consumer was being taken off-site by Drew Gonzalez.

Group day habilitation records, which were used to bill almost \$21,000 to the state's Medicaid program, contain the signatures/initials of Footings staff which indicate the consumer was receiving services at the day program in Monroe. However, log books used to sign consumers in and out of the day program indicate that Drew Gonzalez was taking the consumer off-site during this time period. Additionally, employee time records indicate that Drew Gonzalez was paid as direct care staff for the time she had the consumer signed out of the day program.

When confronted with the conflicting records, a Footings employee responsible for Medicaid billing records told investigators that staff at the Monroe day program was instructed to sign-off on billing records even though the consumer was at Dynamic babysitting. A family member of the consumer further corroborated the fact that the consumer was babysitting the Gonzalez child by visiting the garage and finding the consumer watching the child in a room at Dynamic. The family member was concerned that the consumer's involvement with the Gonzalez family was not a professional relationship and that the consumer was not being paid for taking care of the child. The babysitting arrangement ended in September 2010 when Footings opened an employee daycare program described later in this report. At this time Drew Gonzalez was promoted from a direct care worker to the Coordinator of Media Promotions and Programs and continued to perform her Footings duties from Dynamic's garage in Warwick.

2. Board of Directors

The board of directors of Footings appears to have breached their fiduciary duty under New York State Not-for-Profit Corporation Law by allowing the corporation to operate for the personal benefit of the Corbin family.

A board of directors of a not-for-profit corporation has three primary duties: the duty of care requires members to actively participate in organizational planning and decision-making and to make sound and informed judgments; the duty of loyalty requires members, when acting on behalf of the organization, to put the interests of the not-for-profit before any personal or professional concerns and avoid potential conflicts of interest; and the duty of obedience requires that members ensure that the organization complies with all applicable federal, state, and local laws and regulations, and that it remains committed to its established mission. In several instances, the board of directors of Footings appears to have failed to fulfill these obligations and allowed self-interest to trump these legal obligations to the corporation.

By virtue of its composition, the Footings board of directors was unable to act in an independent manner during the period reviewed because the majority of board members were relatives of Rori Corbin. Between 2008 and 2012, the Footings board of directors varied between four and five members and, until September 2012, it had only one member not related to the Corbin family.

In addition to Rori Corbin who serves as the president of the board, other board members have included: J. Hope Corbin and Joannah Miley, both daughters of William Corbin; Michael Grace, the brother-in-law of Rori Corbin; and Michael Gonzalez Sr., father-in-law of Drew (Corbin) Gonzalez.

Arlene Nozari served as the only non-related member until September 2012 when Shane Langdon was appointed to the board. (Figure 1)

| Board Member | Relationship To Rori Corbin | Active Member as of December 31, | | | | | |
|--|------------------------------------|---|-------------|-------------|-------------|-------------|--------------|
| | | 2008 | 2009 | 2010 | 2011 | 2012 | 2013* |
| Rori Corbin | | x | x | x | x | x | x |
| Arlene Nozari | None | x | x | x | x | x | x |
| Michael Grace | Brother-in-Law | x | x | x | x | x | x |
| Michael Gonzalez Sr. | Daughter's Father-in-Law | x | x | | | | |
| Joannah Miley | Step-Daughter | x | x | x | | | |
| J. Hope Corbin | Step-Daughter | | | | x | x | x |
| Shane Langdon | None | | | | | x | x |
| Independent Members/Total Members | | 1/5 | 1/5 | 1/4 | 1/4 | 2/5 | 2/5 |

* Active members as of the June 27, 2013 meeting

In addition to Rori Corbin’s relationship to board members, her husband, William, held the title of vice president of finance, the top financial position at Footings. With complete control over the corporation and its finances, Corbin family members received wages totaling over one million dollars for 2008 through 2012. Furthermore, the family members were paid an additional \$25,500 because each board member received an annual stipend of \$1,500.² Three board members lived so far away from Footings that they participated in meetings via phone conference – Joannah Miley and J. Hope Corbin lived in Washington State and Michael Grace lived on Long Island.

Without independent oversight to protect the interests of the not-for-profit corporation, Rori and William Corbin were free to exploit it for their personal benefit. This included using Footings funds to make loans and incur excessive charges to support a struggling family business as described more fully in the sections below.

3. Footings Made Loans to a Corbin Family Business

In apparent violation of both the state Not-for-Profit Corporation Law and Mental Hygiene Law, Footings transferred \$95,000 to a related company which in turn loaned the funds to Dynamic, an auto repair business owned by Rori and William Corbin’s daughter, Drew Gonzalez, and her husband Michael. Rori and William Corbin also held a financial interest in Dynamic.

² See Appendix 1 for a detailed breakdown of payments to the Corbin family.

a. Loans Channeled through a Shell Corporation

On January 11, 2007, Footings created Little Foot, LLC (Little Foot), a for-profit limited liability corporation, for the purposes of acquiring real estate.³ Rori Corbin told investigators that Footings set up Little Foot because a banker informed her that an LLC may qualify for better mortgage rates as compared to the not-for-profit corporation. Although board minutes indicate that Footings considered acquiring properties, it never did so. Instead, Little Foot was used as a conduit to loan money from the not-for-profit corporation to a struggling personal business owned by members of the Corbin family.

Based upon an examination of bank records, the only financial activity Little Foot had undertaken was to act as an intermediary for loaning money to Dynamic, a business owned by Rori Corbin’s daughter, Drew Gonzalez, and her husband Michael.



Footings made three transfers of funds to Little Foot as follows:

| <u>Date of transfer</u> | <u>Amount of transfer to Little Foot</u> |
|-------------------------|--|
| October 27, 2008 | \$20,000 |
| December 10, 2008 | \$25,000 |
| July 16, 2012 | \$50,000 |

Board minutes dated September 25, 2008, approved the transfer of the first \$45,000 to Little Foot to “pursue business interests.” However, investigators found no discussion or approval in the board minutes of the \$50,000 transfer, or a loan of any funds by Little Foot to Dynamic.

Nearly all of the funds transferred to Little Foot’s checking account were immediately loaned to Dynamic. Although Little Foot retained a small balance in its checking account, it did not transact any business with other parties. Thus, the timing and nature of transactions show that money flowing from Footings to Little Foot appears to have been intended solely for Dynamic.

According to loan documents provided by Rori Corbin, there were two agreements between Little Foot and Dynamic as follows:

- 1) A \$45,000 line of credit dated October 15, 2008, calling for no payments until January 15, 2012; and
- 2) A consolidating agreement dated July 16, 2012, combining new debt with the existing balance.

³ When investigators first asked the purpose of Little Foot, they were told by William Corbin that the company was created to acquire real estate, consistent with an IRS filing describing Little Foot’s principal business activity as real estate, as well as board minutes from 2007 discussing the creation of the LLC to purchase real property.

Both agreements called for interest to be calculated at an annual rate of six percent. See Appendix 2 for a detailed listing of the transactions and copies of the agreements.

b. Rori and William Corbin have a Membership Interest in Little Foot

According to the operating agreement of Little Foot:

- Rori and William have a combined 48 percent membership interest while Footings has a 52 percent interest. Nevertheless, Rori Corbin is specifically named as the managing partner of Little Foot with all rights and responsibilities.
- No member is required to contribute capital. Profits and losses are to be apportioned based upon capital contributions.

Regarding actions as managing partner, Rori Corbin signed the loan agreements on behalf of Little Foot, while her daughter Drew Corbin signed on behalf of Dynamic (see Appendix 2 for copies of the agreements).

Regarding capital contributions--from 2008 to 2012 Footings transferred a total of \$95,000 to Little Foot while the Corbins contributed \$10,000 in July 2012.

c. Loans to Family Business Hidden through Little Foot and Not Disclosed to the State

There was no practical purpose for using Little Foot as a conduit to loan money to Dynamic. More troubling is the fact that the arrangement was reported to the state merely as an “investment in subsidiary [Little Foot],” while failing to disclose the family relationship. It appears that Footings created an unnecessarily convoluted arrangement to hide the true nature of these transactions.

From 2008 to 2011, Footings annual reports submitted to New York State, and its IRS informational filings (Form 990), lacked proper disclosure of the loan arrangement with Dynamic.⁴ It was not until September 2012, when investigators began to inquire as to the nature of the reported “investment” that Footings provided a copy of the \$45,000 loan agreement between Little Foot and Dynamic. However, at the time the inquiries were made, the loan had more than doubled to \$105,000 due to additional borrowing and accrued interest. Despite direct inquiries, neither William nor Rori Corbin disclosed the full extent of the loans to investigators. It was not until investigators expanded the scope of their review that they learned about the additional loan to Dynamic. Discussions with Footings’ independent auditor revealed that the CPA firm had also been unaware of any loans to Dynamic. Although the latest Footings financial reports for 2012 now include disclosures on the loans, this information only appeared after the state investigation uncovered their existence.

d. Although Dynamic was Delinquent on Payments, Little Foot Loaned More Money

An unusual term of the \$45,000 line of credit initiated in 2008 was that no payments were required until January 2012. Typical line of credit agreements would normally require minimum monthly payments to at least cover the interest. Despite the lengthy deferral, Dynamic was significantly late in making the first required payments. From January to July 2012, only two monthly payments had been made. Notwithstanding this record of delinquencies and non-payments, Footings loaned Dynamic another \$50,000 in July 2012.

⁴ See Financial Accounting Standards Board ASC 850, Related-Party Disclosures.

e. Rori and William Corbin have a Financial Interest in the “Struggling” Dynamic Business

When the additional funds were lent to Dynamic in 2012, not only were the Corbins aware that Dynamic was delinquent on the Little Foot line of credit, but Rori and William Corbin were also aware of other debts owed by Dynamic to a bank, and those bank debts likewise had a poor payment history. Moreover, Rori and William Corbin had signed guarantee agreements on that bank debt. Thus, Rori and William Corbin were financially vested in this family business, and bank records further showed that the Corbins were personally making payments on that bank debt after Dynamic fell behind.

Records from Provident Bank reflect that Drew and Michael Gonzalez, through Dynamic, had taken out several small business loans. The bank considered Dynamic a “struggling” business, and had Rori and William Corbin guarantee its debts because of its weak financial history. An analysis of bank records showed that throughout the years when Footings was funding loans to Dynamic, the Corbins had substantial loan guarantees on bank debt ranging from \$40,000 to \$70,000. The Little Foot loan funded by Footings in July 2012 was used to pay off bank debt guaranteed by the Corbins, which relieved Rori and William Corbin of their financial obligation. Including accrued interest, the total money owed to Little Foot was \$105,000.⁵

f. Delinquencies and Repayments Change Significantly After State Scrutiny

As previously noted, between January and July 2012, only two monthly payments were made by Dynamic to Little Foot. Delinquencies continued in the months following the July 2012 expanded debt agreement, with two bounced checks and delinquencies for August and September 2012. It was not until after the state began its investigation that the payments were regularly made; repayments at that time were coming from Rori and William Corbin.

In July 2013, Rori and William Corbin withdrew retirement funds to prepay the full balance owed by Dynamic to Little Foot. In August 2013, Little Foot returned \$111,177 to Footings and \$10,000 to the Corbins. This included \$16,177 in interest to Footings, with no interest paid to the Corbins.

It is impossible to know whether the recent payments would have occurred had the state not uncovered this financial arrangement. What is certain is that prior to scrutiny by the state:

- Dynamic had a history of delinquent debt service payments and was not viewed as a good credit risk by the bank.
- Under the Corbins’ control, Footings transferred \$95,000 to Little Foot for the purpose of lending it to Dynamic.
- The Corbin family, including Rori and William Corbin had a financial interest in Dynamic.
- The Footings financial reports failed to disclose the loan to Dynamic, hiding the beneficial interest of the Corbin family.

⁵ The payoff of bank debt with Footings funds also benefited Dynamic because the bank was charging 7.6 percent while the Little Foot loans were at 6 percent.

g. Loans to Dynamic Appear to Violate Not-for-Profit Corporation and Mental Hygiene Law

By removing the corporate veil of Little Foot, the reality is that Footings loaned Dynamic \$95,000. Both New York Not-for-Profit Corporation Law and Mental Hygiene Law prohibit loans to entities in which its officers or directors hold a substantial financial interest.⁶ The purpose of these laws is to ensure that conflicts of interest are avoided as loyalty to the not-for-profit corporation must take priority. However, at Footings, the Corbins apparently disregarded their fiduciary duty to the not-for-profit corporation in order to arrange using corporate funds to support their private interests.

Additionally, the Corbins' personal guarantee of as much as \$70,000 of Dynamic's corporate debt, along with their history of personally making payments on this guaranteed debt, appears to constitute a substantial financial interest, thereby making the loans illegal.

4. Excessive Charges by Dynamic Motorworks

Footings paid Dynamic Motorworks amounts far in excess of what is reasonable for repairs and maintenance of its small fleet of vehicles.

a. Fleet Maintenance Costs as Much as 16 Times Higher than Industry Average

Footings maintains a small fleet of company vehicles in order to run its programs and transport consumers to various locations, typically operating eight vehicles during the years reviewed. As part of its investigation, the Justice Center analyzed repair and maintenance costs for these vehicles and found them to be far in excess of what would be considered reasonable. During the five-year period 2008 through 2012, Footings paid \$140,300 to Dynamic for vehicle maintenance. This equates to an annual cost per mile ranging from 18 cents to 48 cents per mile. (Figure 2)

| Year | Amount | Total Fleet Miles | Cost per Mile |
|-------------|---------------|--------------------------|----------------------|
| 2008 | \$21,509 | Not Available | N/A |
| 2009 | \$20,967 | 116,219 | \$0.18 |
| 2010 | \$25,339 | 124,971 | \$0.20 |
| 2011 | \$21,348 | 101,006 | \$0.21 |
| 2012 | \$51,175 | 106,160 | \$0.48 |

According to industry statistics, vehicle maintenance costs range from three to six cents per mile.⁷ Footings' maintenance costs, ranged anywhere from 3 to 16 times higher than industry averages. A detailed analysis of vehicle maintenance records helps explain why Footings costs were so high.

⁶ NPC-L §716 and MHL §16.32

⁷ Mike Antich, "Fleet Car Maintenance Costs Remain Flat in 2011-CY," Automotive Fleet, March 2012, and "Your Driving Costs," American Automobile Association.

b. Frequent Replacement of Tires and Brakes

Charges for replacement of tires and brakes took place at an extraordinary rate.

- In 2010, Footings purchased a new VW Routan. In its first three years in service, Footings purchased 30 tires, four sets of front brake pads and rotors, two sets of rear brake pads and rotors and performed several minor repairs costing a total of \$11,574. Vehicle mileage logs indicate that the Routan was driven a total 58,766 miles during this period.
- In 2011, Footings purchased a new VW Routan. In less than two years of service, Footings purchased ten tires and replaced the front and rear brake pads and rotors for a total cost of \$3,235. The vehicle had been driven just over 29,000 miles during this period.
- Between April 30, 2009 and June 2, 2011, Dynamic replaced five sets of front and rear brake pads and three sets of front and rear brake rotors on a single vehicle at a total cost of \$2,938. The total mileage driven during this period was 44,094 miles.
- Between February 12, 2009 and September 6, 2012, Dynamic replaced six sets of front brake pads and rotors, five sets of rear brake pads and four sets of rear rotors on a single vehicle at a total cost of \$4,394. The vehicle had been driven 62,720 miles during this period.

c. Routine Oil Change Services Cost as Much as \$249

In addition to the frequency of tire and brake replacements, maintenance costs were also driven up by a fleet maintenance agreement between Footings and Dynamic calling for fixed payments, which for 2012 were \$540.47 per month. Under the terms of this agreement, Dynamic would take one vehicle per week and perform an oil change, tire rotation, and certain visual inspections (see Appendix 3 for copies of the agreements). Had Dynamic actually performed the 52 weekly services required under this agreement, the cost per oil change service would have ranged from \$95 in 2009 to \$125 in 2012, with an average service interval between each oil change/tire rotation of only 2,156 miles. However, a detailed review of service records for 2012 showed only 26 of the 52 weekly services were performed resulting in a per-unit cost of \$249.

d. Michael Gonzalez was Paid to Transport Vehicles to His Repair Shop

In addition to the excessive maintenance and repair charges from Dynamic, Michael Gonzalez also received remuneration as an employee of Footings for transporting vehicles to and from his repair shop. Between 2008 and 2012, Michael Gonzalez received over \$6,000 in gross wages from Footings.

e. Checks Made Payable to Cash

Over the five-year period examined by the Justice Center, virtually all of the checks written to pay Dynamic invoices were made payable to cash rather than to Dynamic Motorworks. Checks payable to cash are problematic for several reasons; most importantly, checks to cash can be negotiated by anyone in possession of them. This makes the possibility of theft or defalcation much greater. Proper business practices would preclude writing checks to cash.

5. Individual Support Services Reimbursements

Footings received funding from OPWDD to cover the housing costs of two consumers reported to be living separately; however, these individuals were actually sharing a single apartment resulting in an over-reimbursement of more than \$34,000.

Individual Support Services (ISS) assist adults with developmental disabilities who wish to live independently by providing funds to pay for housing costs, and on a limited basis, for items such as food, transportation and clothing. Over the years, Footings had several individuals enrolled in this program and in July of 2010 an individual who was aging out of foster care was added to the roster.

A budget was developed by Footings and submitted to OPWDD to enable the new consumer to live on her own in an apartment located in Monroe, New York. The budget submitted resulted in a monthly fee or “price” of \$1,295 which covered \$1,171 of the monthly rent for an apartment and a small administrative fee to be retained by Footings. The consumer was to be responsible for all other costs.

On July 16, 2010, Footings filed a DDP-1 form with OPWDD indicating the consumer was living alone in an apartment in Monroe, New York. This never occurred. Instead, the individual moved into an apartment with another Footings consumer. Ms. Corbin stated that the move was initially intended to be a temporary means to transition the consumer from foster care to living alone but the joint living arrangement ultimately became permanent. A memo from Rori Corbin to William Corbin dated October 5, 2010, announced this permanent change as well as the decision to use the unoccupied apartment as a daycare program for employees. Whether or not OPWDD was ever properly notified of this status change is a matter of dispute.

In response to the Justice Center’s draft report, Footings produced two documents which were not found in the records of OPWDD. One of the documents, a DDP-1 dated January 16, 2011, lists the individual’s correct address, but it incorrectly states that the individual is living alone. The second document, a 2011 budget plan, shows the individual’s share of the rent (of the shared apartment) to be \$1,050 which is more than the entire rent of \$1,000 paid by Footings. It is unclear if OPWDD ever received either of these submissions from Footings. Nevertheless, both documents contained inaccurate information and the ISS reimbursements were never reduced to reflect the change from living alone to sharing an apartment.

Ultimately, the ISS funding Footings received was based on budgeted monthly rent costs of \$2,071⁸ while the actual rent for the shared apartment was only \$1,000. Based on these facts, the Justice Center estimates that Footings was over-reimbursed by more than \$34,000 between 2010 and 2012. It should be noted that this arrangement continued beyond 2012 and the overpayment is expected to be significantly higher.

⁸ The calculation of the monthly ISS fees contained a rent component of \$1,171 for one consumer and \$900 for the other consumer.

RECOMMENDATIONS

Based on its findings, the Justice Center has recommended OPWDD take the following actions:

1. Immediately revoke Footings' operating certificate and terminate all funding.
2. Ensure that all Footings' service recipients be referred to other appropriate provider agencies to ensure continuity of services.
3. Request the NYS Department of Health exercise its option under 18 NYCRR §504.7 to terminate Footings participation in the Medicaid program upon 30 days written notice.

REFERRALS

1. **New York State Office for People with Developmental Disabilities**

The Justice Center has referred this report to OPWDD with the specific recommendations described in the preceding section calling for actions to sever its contracts and operating certificates with Footings because Rori and Will Corbin appear to have breached their corporate duties and can no longer be trusted to act in the best interest of the not-for-profit corporation.

2. **New York State Attorney General**

During the course of this investigation, CQCAPD alerted the Attorney General that laws may have been violated. The Justice Center will continue to support efforts to investigate the activities of Footings, Little Foot, and Dynamic.

3. **Orange County District Attorney**

The Justice Center has alerted the District Attorney regarding potential crimes that may have been committed by the Corbins or Footings, Inc.

4. **New York State Office of Children and Family Services**

The Justice Center recommends OCFS take any administrative actions it deems necessary.

5. **New York State Department of Taxation and Finance**

The Justice Center has made a referral to the NYS Department of Taxation and Finance regarding potential underreporting of income relating to Dynamic.

6. **Internal Revenue Service**

A referral will be made to the IRS regarding possible excess benefit transactions under Intermediate Sanctions.

7. **New York State Department of Motor Vehicles**

NYS Department of Motor Vehicles will be notified of apparent violations of DMV regulations regarding deficient information on Dynamic invoices to Footings.

Appendix 1

**Summary of Payments to the Corbin Family
(Dollars)**

| | | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>Total</u> |
|---------------------------|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| <u>WAGES</u> | | | | | | | |
| Rori Corbin | self | 94,450 | 96,429 | 96,202 | 95,584 | 98,641 | |
| William Corbin | spouse | 72,114 | 73,000 | 75,071 | 74,640 | 76,190 | |
| Laurel Corbin | daughter | 4,627 | 145 | 45,923 | 14,215 | 14,399 | |
| Drew Gonzalez | daughter | 2,180 | 11,984 | 9,024 | 24,427 | 30,555 | |
| Michael Gonzalez | son-in-law | 713 | 75 | 2,379 | 1,650 | 1,298 | |
| Total Wages | | <u>174,084</u> | <u>181,633</u> | <u>228,599</u> | <u>210,516</u> | <u>221,083</u> | 1,015,915 |
| <u>BOARD FEES</u> | | | | | | | |
| Rori Corbin | self | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | |
| Michael Gonzalez Sr. | daughter's father-in-law | 1,500 | 1,500 | - | - | - | |
| Joannah Miley | step-daughter | 1,500 | 1,500 | 1,500 | 750 | - | |
| J. Hope Corbin | step-daughter | - | - | - | 750 | 1,500 | |
| Michael Grace | brother-in-law | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | |
| Total Board Fees | | <u>6,000</u> | <u>6,000</u> | <u>4,500</u> | <u>4,500</u> | <u>4,500</u> | 25,500 |
| <u>GRANT WRITING</u> | | | | | | | |
| Joannah Miley | step-daughter | - | 1,000 | - | - | - | 1,000 |
| <u>DYNAMIC MOTORWORKS</u> | | | | | | | |
| Auto Service | daughter & son-in-law | <u>21,509</u> | <u>20,967</u> | <u>25,339</u> | <u>21,348</u> | <u>51,175</u> | 140,338 |
| Loans | daughter & son-in-law | <u>45,000</u> | - | - | - | <u>50,000</u> | 95,000 |

Note: In January 2010 Laurel Corbin was promoted from instructor to compliance officer and received a wage increase from \$15.00 per hour to \$55,000 annually. In November 2010 she changed from full time to 25 percent part-time, proximate to the time she moved to Pennsylvania. Timesheets reviewed for 2011 indicate she often worked offsite.

Little Foot Loans to Dynamic

Under the line of credit agreement dated October 15, 2008, two checks totaling \$45,000 went from Footings to Little Foot from which \$43,000 was borrowed by Dynamic Motorworks as follows:

1. In October 2008, \$20,000 of Footings funds went to Little Foot from which \$18,000 was immediately lent to Dynamic while \$2,000 remained with Little Foot.

| | <u>Footings</u> | | <u>Little Foot</u> | | <u>Dynamic</u> |
|------------------|-----------------|---|--------------------|---|----------------|
| October 27, 2008 | -\$20,000 | → | +\$20,000 | | |
| October 28, 2008 | | | -\$18,000 | → | +\$18,000 |

2. In December 2008, \$25,000 of Footings funds went to Little Foot from which \$22,000 was immediately lent to Dynamic while \$3,000 remained with Little Foot.

| | <u>Footings</u> | | <u>Little Foot</u> | | <u>Dynamic</u> |
|-------------------|-----------------|---|--------------------|---|----------------|
| December 10, 2008 | -\$25,000 | → | +\$25,000 | | |
| December 15, 2008 | | | -\$22,000 | → | +\$22,000 |

3. In November 2009, Little Foot lent Dynamic \$3,000 from the funds remaining in the Little Foot bank account.

| | <u>Footings</u> | | <u>Little Foot</u> | | <u>Dynamic</u> |
|-------------------|-----------------|--|--------------------|---|----------------|
| November 21, 2009 | | | -\$3,000 | → | +\$3,000 |

Net effect of the above transactions:

| | <u>Footings</u> | | <u>Little Foot</u> | | <u>Dynamic</u> |
|--|-----------------|--|--------------------|--|----------------|
| | -\$45,000 | | +2,000 | | +\$43,000 |

Under the consolidating loan agreement dated July 16, 2012, \$54,540 of new debt flowed to Dynamic, using some funds from Rori and William Corbin, but mostly using funds from Footings as follows:

| | <u>R & W Corbin</u> | | <u>Footings</u> | | <u>Little Foot</u> | | <u>Dynamic</u> |
|---------------|-------------------------|---|-----------------|---|--------------------|---|----------------|
| July 16, 2012 | -\$10,000 | → | | | +\$10,000 | | |
| July 16, 2012 | | | -\$50,000 | → | +\$50,000 | | |
| July 17, 2012 | | | | | -\$54,540 | → | +\$54,540 |

PROMISORY NOTE

This document is a promise to pay a loan made to Dynamic Motorworks, LLC by Little Foot, LLC summarized as follows:

Borrower: Dynamic Motorworks, LLC
240 Pine Island Turnpike
Warwick, NY Monroe, NY 10950

Lender: Little Foot, LLC
440 State Route 17M
Monroe, NY 10950

DATE OF THIS AGREEMENT: 10/15/2008
MAXIMUM AVAILABLE LOAN AMOUNT: \$ 45,000.00
INTEREST RATE: 6 % per year
TERM: 10 years and 3 months
(Draw period 10/15/08 – 1/15/12 and Repayment period 1/15/12 - 12/15/19)

PAYMENT SCHEDULE: Without limiting the ability of the Lender to demand payment at any time during the Draw Period, as described below, Borrower agrees to the following provisions:

DRAW PERIOD: There will be a "Draw period" which begins on 10/15/2008 and ends on 1/15/12. Upon request during the draw period, Borrower may obtain loan disbursements up to the loan amount limit listed above. When the draw period ends, no further disbursements are available. During the draw period, no repayments are required and interest will accrue at 6% per year compounded on January 1 of each year. The total of the loan disbursements and accrued interest on 1/15/12 will be the Final Loan Amount.

REPAYMENT PERIOD: Commencing on the 15th day of January, 2012 and without notice from the Lender, Borrower agrees to begin repayment of the Final Loan Amount. This will be amortized over eighty four equal installments with interest continuing at 6% per year during the repayment period. Borrower agrees to pay in full all amounts due by the end of the loan term on 12/15/19. Payments will be due on the 15th of each month. Payments more than 10 days late will incur a late fee of \$15.00. There will be no penalty for early payment of this loan in its entirety.

COLLATERAL: TOOLS AND EQUIPMENT

AGREED TO: 10/15/08

DYNAMIC MOTORWORKS, LLC

by: 
Owner/Partner Managing Partner

LITTLE FOOT, LLC

by: 
Managing Partner

PROMISORY NOTE

This document is a promise to pay a loan made as follows:

Borrower: Dynamic Motorworks, LLC
240 Pine Island Turnpike
Warwick, NY Monroe, NY 10950

Lender: Little Foot, LLC
440 State Route 17M
Monroe, NY 10950

DATE OF THIS AGREEMENT: 7/16/2012

LOAN AMOUNT: \$ 105,000.00

INTEREST RATE: 6 % per year

TERM: 7 years

The purpose of this loan is to consolidate debts of Dynamic Motorworks, LLC, including a preexisting loan from Little Foot, LLC dated 10/15/2008 which has a unpaid balance of \$50,459.56 including all late fees. This loan will replace and fully satisfy the preexisting loan as well as provide funds to pay off other debts.

PAYMENT SCHEDULE:

Commencing on the 15th day of August 2012 and without notice from the Lender, Borrower agrees to begin repayment of the Loan Amount. This will be amortized over eighty four equal installments with interest fixed at 6% per year. The monthly payment amount is \$1,533.90. Borrower agrees to pay in full all amounts due by the end of the loan term on 7/15/19. Payments will be due on the 15th of each month. Payments more than 10 days late will incur a late fee of \$30.00. There will be no penalty for early payment of this loan in its entirety.

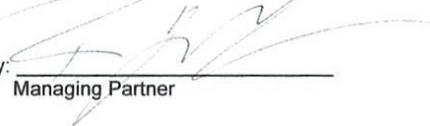
COLLATERAL: ALL ASSETS INCLUDING ACCOUNTS RECEIVABLE, TOOLS AND EQUIPMENT

AGREED TO: 7/16/12

DYNAMIC MOTORWORKS, LLC

by: 
Owner/Partner Managing Partner

LITTLE FOOT, LLC

by: 
Managing Partner

Fleet Maintenance Agreement – 2012

This document constitutes the agreement for services to be provided by Dynamic Motorworks LLC, to vehicles owned by Footings Inc. This agreement will be active as of 1/1/12 and will expire on 12/31/12.

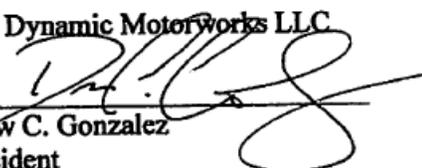
The total number of vehicles covered under this agreement is seven (7) and these vehicles can be serviced in a rotation to be determined by Footings Inc. to meet their needs but not to exceed one service per week. The total monthly cost of this fleet maintenance agreement will be **\$540.47** and payment is due on the 1st of each month. Any repairs or services outside of those expressly described in this agreement are at an extra cost and will be billed separately. Footings Inc. will be contacted for authorization of any repairs outside of this agreement before said repairs will commence.

Each weekly service will include the following maintenance services on 1 vehicle:

- Engine Oil and Filter Change (use of synthetic engine oil when called for by vehicle manufacturer)
- Tire Rotation (when needed)
- Visual Inspection of wipers, belts & fluid levels
- Visual inspection of brake pads and rotors, tire pressure and wear
- Visual inspection of exhaust
- Visual Inspection of drive shafts
- Visual inspection of engine and transmission for fluid leaks
- Installation of BG MOA engine oil additive & BG 44K Fuel system additive
- OBD Scan

AGREED:

For: Dynamic Motorworks LLC

BY: 
Drew C. Gonzalez
President

For: Footings, Inc.

BY: 
Rori Cooper Corbin
President



Fleet Maintenance Agreement

01/01/11

This shall serve as the formal agreement between Dynamic Motorworks LLC (DM) and Footings Inc. (Footings) for maintenance services on the Footings vehicle fleet.

DM will perform weekly servicing to the Footings vehicles (one vehicle per week) for the duration of this agreement which expires on 12/31/11. Each week, one Footings vehicle will receive the following services:

- Engine Oil & Filter Change
- Installation of BG Engine Oil Additive
- Installation of BG 44K Fuel System Cleaner
- Tire Rotation (every other service or as needed)
- OBD Scan
- Visual check of brakes, tires, fluids, belts, exhaust, wipers (replacement or repair will be at additional cost)

The charge for the fleet maintenance services will be paid monthly in the amount of \$489.00 and will be due on the 1st of each month ~~(to pay the preceding month)~~. A check list will be given to Footings, by DM, documenting the services performed on the vehicle in for servicing each week.

X 

Drew C. Gonzalez

For Dynamic Motorworks, LLC

X 

Rori C. Corbin

For Footings, Inc.

FLEET MAINTENANCE AGREEMENT

DYNAMIC MOTORWORKS LLC AND FOOTINGS INC.

Dynamic Motorworks LLC and Footings Inc. are entering into an agreement regarding the service work to be performed on the fleet vehicles owned by Footings Inc. This agreement covers eight vehicles detailed as (2) 2004 Nissan Quest vans, (1) 2005 Nissan Quest Van, (1) 1999 Mercury Villager, (1) 1997 Dodge Caravan, (1) 2009 Kia Soul, (1) 2005 Mercury Mountaineer, (1) Volkswagen Jetta TDI. The work to be included covers: engine oil and filter change, tire rotation (when needed), the installation of BG MOA engine oil additive and BG 44K fuel system additive, a check of tire pressure, tire wear, brake wear, windshield wipers and fluid levels. In addition, the condition of drive belts and drive axles will also be checked. Each vehicle will be serviced on an eight week rotating schedule. Any repairs and/or parts required will be billed under separate invoice with payment by the close of business on the next business day after receipt of the invoice. The designated day of service has been determined and agreed to be Saturday. The charge for this service will be billed monthly at a rate of \$449.84. Payment is due on the first day of each month and the duration of this agreement will be for one calendar year to start on 01/01/10 and expire on 12/31/10.

X 
Drew Gonzalez

President, Dynamic Motorworks LLC

X 
Rori Cooper Corbin

President, Footings Inc.

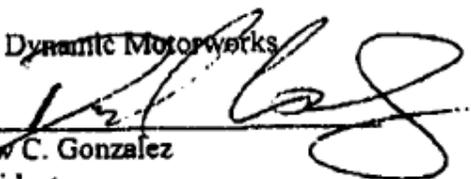
Dynamic Motorworks & Footings, Inc.

Fleet Maintenance Agreement – 2009

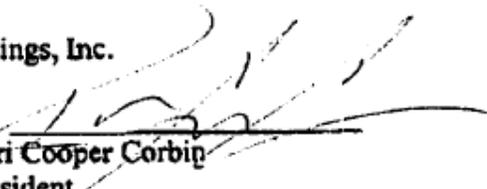
The total number of vehicles covered under this agreement is seven (7) and these vehicles can be serviced in a rotation to be determined by Footings Inc. to meet their needs but not to exceed one service per week. At each service the vehicle will receive an oil change and visual check of brakes, tire wear, fluid level & condition and belts. When needed, the vehicles will receive a tire rotation as part of the pre-paid maintenance agreement. Each vehicle will receive a motor oil & motor oil filter change using oil & parts that meet the manufacturer's specifications. This agreement also includes BG MOA engine oil additive & BG 44K fuel system additive for each vehicle at each service interval. The total monthly cost of this fleet maintenance agreement will be \$409.75 and payment is due on the 1st of each month. Any repairs or services outside of those expressly described in this agreement are at an extra cost and will be billed separately. Footings Inc. will be contacted for authorization of any repairs outside of this agreement before said repairs will commence.

AGREED:

For: Dynamic Motorworks

BY: 
Drew C. Gonzalez
President

Footings, Inc.

BY: 
Rori Cooper Corbin
President

Footings' Response

See Below for Footings' full response to this report and the Justice Center's reply.

| Justice Center Finding | Footings Response | Justice Center Reply |
|--|--|--|
| <p>1. Board of Directors The board of directors of Footings breached its fiduciary duty under New York State Not-for-Profit Corporation Law by allowing the corporation to operate for the personal benefit of the Corbin family.</p> | <ul style="list-style-type: none"> • Footings acknowledges the familial relationships between and among the Board members, corporate officers and certain employees. There was never an attempt by the Agency to hide this fact from the public or any federal or State regulatory body. Board members and key employees have been identified on the Agency's Form 990 returns and in audited financial statements that accompanied the Agency's annual CFR submitted to OPWDD. • The Agency would like to note that Michael Gonzalez Sr. was not related to anyone during the majority of his service as a member of the Board. Mr. Gonzalez resigned in March, 2008, at the annual re-organizational meeting five months after his son married Drew (Corbin) Gonzalez. • Corbin family members who have served as either employees or Board members have all been qualified for their respective positions. Family members employed by the Agency are paid no more than fair market value for the services they render. There is absolutely nothing unlawful about hiring related individuals who are qualified for their positions and who are paid appropriately for services they provide to | <ul style="list-style-type: none"> • Prior to the 2012 financial statements (issued in July 2013), Footings did not disclose significant loans made to a family-owned business. Only after the State's investigation uncovered these loans to Dynamic were the required disclosures made in the financial reports. The IRS Form 990 for 2008, 2009 & 2010 show all voting members of the board as "independent" on the face of the return and otherwise contained conflicting or incomplete information. • Board minutes reflect Michael Gonzalez's resignation effective February 4, 2010. Board minutes also list him as attending five meetings after March 2008, specifically June 22, 2008, September 25, 2008, March 7, 2009, June 13, 2009 and February 4, 2010. • There was never an independent board of directors to scrutinize or approve any of the related party transactions which totaled \$1.28 million between 2008 and 2012. |

| Justice Center Finding | Footings Response | Justice Center Reply |
|---|--|--|
| | <p>the Agency.</p> <ul style="list-style-type: none"> • The Agency recognizes the need to recruit new independent board members and began actively recruiting new board members in 2012. Unfortunately, the Agency's efforts to find additional board members have been hampered by this investigation. • Aggregating the total compensation of all these individuals over a five year period appears to have been done purely for dramatic effect. However, when broken out into its individual components, it is clear that each individual was paid an appropriate salary for services actually provided to the Agency. | <ul style="list-style-type: none"> • This merely underscores the ongoing lack of independent oversight. Further, the investigation is a consequence, not the cause of, longstanding board composition flaws. • The aggregate sum of \$1.28 million was used to show the true extent of the Corbin's control over the finances of the not-for-profit corporation. |
| <p>2. Illegal Loans to a Corbin Family Business In violation of not-for-profit law, Footings transferred \$95,000 to a related company which in turn loaned the funds to Dynamic, a struggling auto repair business owned by Rori and William Corbin's daughter, Drew Gonzalez, and her husband Michael; Rori and William Corbin also held a financial interest in Dynamic.</p> | | |

| Justice Center Finding | Footings Response | Justice Center Reply |
|--|---|---|
| <p>a.) Loans Channeled through a Shell Corporation</p> <p>b.) Rori and William Corbin have a Membership Interest in Little Foot</p> <p>c.) Loans to Family Business Hidden through Little Foot and Not Disclosed to the State</p> <p>d.) Although Dynamic was Delinquent on Payments, Little Foot Loaned More Money</p> <p>e.) Rori and William Corbin have a Financial Interest in the</p> | <ul style="list-style-type: none"> • Little Foot LLC was formed for a legitimate purpose, the 2007 purchase of the property located at 274 Orchard St., Monroe, New York. Little Foot was formed with the full knowledge and consent of the Footings Board. The Agency had every intention of utilizing Little Foot for the purchase of property, but unfortunately, through no fault of the Agency, an appropriate acquisition site could not be located. • Issue not addressed in response. • Issue not addressed in response. • Issue not addressed in response. • ...the Justice Center attempts to classify the personal guarantees of Rori and William Corbin as creating a "financial | <ul style="list-style-type: none"> • We did not dispute that Little Foot was initially formed to acquire real property. However, ultimately Little Foot was used solely to funnel money to Dynamic. The frustration of Little Foot's original purpose did not of itself create a legitimate legal segue to a venture unrelated to Footing's charter purposes. • The Corbins were personally making payments on the bank loans in question. |

| Justice Center Finding | Footings Response | Justice Center Reply |
|---|---|--|
| <p>“Struggling” Dynamic Business</p> | <p>interest" in Dynamic, it cites no legal support for such a proposition. More importantly, the statute requires a showing that a substantial financial interest exists between Rori and William Corbin and Dynamic. There is no basis in law or in fact that guaranteeing a loan would equate to a "substantial financial interest" in an entity.</p> | <p>The Corbins’ loan guarantees were as high as \$70,000.</p> <p>Rori and William Corbin withdrew over \$100,000 from their personal retirement accounts in order to pay off the Dynamic loan balance.</p> <p>Without a specific definition in law, the term “substantial financial interest” means the same as plain language. Given the financial transactions described above, it is reasonable to conclude a substantial financial interest existed. It is also worth noting that Mental Hygiene Law §16.32 has similar language regarding “direct or indirect substantial financial interest” and states further that such a loan “shall be a violation of the duty to the not-for-profit corporation of the directors or officers authorizing or participating in it.”</p> |

| Justice Center Finding | Footings Response | Justice Center Reply |
|--|---|--|
| <p>f.) Delinquencies and Repayments Change Significantly After State Scrutiny</p> <p>g.) Loans to Dynamic Violated Not-for-Profit Corporation Law</p> | <ul style="list-style-type: none"> • Despite the fact that this loan did not violate the NFPCL, the Corbin’s have addressed the Justice Center's concerns by repaying the loan to Little Foot in full and disbursing the full amount owed to Footings, plus interest. • There is no basis in law or in fact that guaranteeing a loan would equate to a "substantial financial interest" in an entity. | <ul style="list-style-type: none"> • Repayment of an unlawful loan does not negate the nature of the transaction. • The Justice Center believes the loan guarantees do create a substantial financial interest. Additionally, there was no discussion or approval of the loans to Dynamic in the board minutes and only \$45,000 of the \$95,000 transferred from Footings to Little Foot was approved in the board minutes. |
| <p>3. Excessive Charges by Dynamic Motorworks Footings paid Dynamic Motorworks amounts far in excess of what is reasonable for repairs and maintenance of its small fleet of vehicles.</p> <p>a.) Fleet Maintenance Costs as Much as 16 Times Higher than Industry Average</p> | <ul style="list-style-type: none"> • ..."industry statistics" cited in the Report are simply not an appropriate baseline by which to judge the reasonableness of Footings' maintenance costs. • Presumably larger fleets receive bulk discounts that lower per-vehicle maintenance costs - discounts not available | <ul style="list-style-type: none"> • The costs per mile statistics were not the sole basis for our determination of reasonableness. Additionally, even accounting for variables such as regional price differences, road conditions and usage patterns would not result in per mile cost of as much as 16 times the national average. |

| Justice Center Finding | Footings Response | Justice Center Reply |
|--|---|--|
| <p>b.) Frequent Replacement of Tires and Brakes</p> | <p>for a fleet of Footings' size.</p> <ul style="list-style-type: none"> • Fleet is used in a rural area and driven on roads replete with potholes, cracks, and steep hills. The roads in Orange and Sullivan Counties routinely cause damage to tires, including bubbles, cuts, and rapid tread wear due to consequent loss of wheel alignment. • ...vehicles being primarily operated while filled to capacity with adult consumers, and used to transport consumers door-to-door in a stop-and-go manner. Footing's geographic location also is characterized by frequent, heavy snowstorms, thus necessitating replacement of the tires with snow tires every winter. • Footings first submits that the 2010 and 2011 Volkswagen Routans in the Fleet are widely considered to be problematic with respect to the braking system, and Exhibits K, L and M show that they require replacement of the braking pads and rotors every 2,000 - 12,000 miles, in the average experience of private, non-commercial drivers....Footings submits that these replacements were required for safety purposes. • Second, with respect to the other two | <ul style="list-style-type: none"> • The cost of replacing brake rotors and pads are only one component of the excessive maintenance costs highlighted in the Justice Center report. Even if we concede that the Routan has inherent brake issues, this fails to address the similar pattern found with Footings other vehicles. Our report highlighted two other vehicles which had the brakes replaced even more frequently. • To state that road conditions in Orange |

| Justice Center Finding | Footings Response | Justice Center Reply |
|------------------------|--|--|
| | <p>vehicles for which the Report indicates that Footings' unnecessarily replaced brakes and tires, the rural conditions in which the Fleet operates explain the need for these replacements.</p> <ul style="list-style-type: none"> • Finally, a third reason for the frequent replacement of Fleet tires is excessive snow tire wear due to the poor management of Footings' former Program Director Christopher Weston...Mr. Weston often neglected to remove the snow tires at the end of the winter season, thereby ruining them for future use. • The increase in repair costs in 2012 from about \$20,000 per year to \$51,000 was due to unexpected major repairs on these older vehicles, particularly one of the 2004 Nissan Quests which had its timing chain break apart inside the engine due to Weston's failure to have it serviced when scheduled. • In addition, the Fleet's vehicles regularly suffer damaged tires as a result of the | <p>and Sullivan Counties are such that they require the extraordinary tire and brake maintenance intervals at Footings defies reason, experience and credibility.</p> <ul style="list-style-type: none"> • Even if this reasoning were to be accepted, the repeated failure of an employee to perform routine duties speaks to unchecked systemic problems of which the Corbins were aware but did not adequately manage. • The 2004 Nissan Quest was driven a total of 129 miles between 12/12/11 and 9/18/12. During this time Dynamic repaired/replaced the following: <ul style="list-style-type: none"> - Front and rear brake rotors and pads. - Power steering pump - 8 tires - Power steering pressure switch - Timing chain replacement (2/24/12) - Timing chain replacement (6/26/12) - Serpentine belts - Sway bars - Lower control arm Total Cost \$9,940.92 • See above comments. Further, replacing only the one damaged tire with the same |

| Justice Center Finding | Footings Response | Justice Center Reply |
|---|---|---|
| <p>c.) Routine Oil Change Services Cost as Much as \$249</p> | <p>numerous potholes and unpaved roads. Again, as a prudent, safety-conscious business, Footings generally endeavors to replace the set of front or rear tires whenever one tire in the front or rear is damaged. This practice is consistent with industry standards, as described in Exhibit 0.</p> <ul style="list-style-type: none"> • Footings' fixed-payment agreement with Dynamic is consistent with industry practice and its payments for routine oil change services are reasonable. As noted in the Report, from 2009 to 2012 the Maintenance Agreements provided for a cost-per-service ranging from \$95 to \$125. Footings contends that this is entirely reasonable, as the average cost of a synthetic oil change alone ranges from \$80 to \$100 in Orange County. See Exhibit J • Unfortunately, mismanagement by Mr. Weston inflated the price per service | <p>tire model is consistent with industry standards and is half the cost of replacing the front or rear set.</p> <ul style="list-style-type: none"> • Footing's own exhibit does not correspond to its cover letter. According to Exhibit J, the top price of a synthetic oil change is \$89.95 not \$100. Further, prior to 2012 the contracts do not specify the use of synthetic oil rather than the less expensive conventional motor oil AND there are no invoices to support its use. (The lack of specificity in Dynamic's invoices was commonplace, and often violated DMV regulations.) Even if the services described in the 2012 contract were actually performed, the price per oil change would have been \$125. This is 39 percent higher than the \$89.95 quoted in the response and equates to an average oil change interval of only 2,100 miles. However, with only 26 documented services, the actual cost per service was \$249. • Michael Gonzalez was responsible for delivering the vehicles to Dynamic for |

| Justice Center Finding | Footings Response | Justice Center Reply |
|--|--|---|
| <p>d.) Michael Gonzalez Paid to Transport Vehicles to His Repair Shop</p> <p>e.) Checks Made Payable to Cash</p> | <p>during this time period, because he routinely failed to make the vehicles available for scheduled services.</p> <ul style="list-style-type: none"> • Footings arranged for Mr. Gonzalez to pick up the vehicles for service on Saturdays and drop them off after he performed that service because it found this to be more cost-effective and reliable than having its staff bring the vehicles to the service appointments mid-week, thus forcing them to wait for service to be performed while on the clock. • Finally, it is also unclear how writing checks payable to cash constitutes misconduct. Notably, the independent CPA firm of Sedore & Co. approved of this practice in the annual audits it conducted from 2008 to 2012. Nonetheless, Footings hereby affirms that this practice was a result of personal habit and not any improper intent. Further, please note that this practice has since been discontinued. | <p>services on Saturdays when they would not otherwise be in use.</p> <ul style="list-style-type: none"> • Besides concurring that Mr. Gonzalez was on the payroll, the response contradicts itself because it claims this process was more cost-effective and reliable than having staff bring the vehicles for service but yet concedes the process was unreliable because it routinely failed to make vehicles available and the process was not cost-effective because it inflated the price per service. • The Justice Center, for the reasons stated in its report, stands by this finding. |
| <p>4. Falsification of Medicaid Service Records Footings billed Medicaid for providing day habilitation services to a consumer at its day program in Monroe, NY</p> | <ul style="list-style-type: none"> • There was nothing fraudulent about the way Footings billed for the provision of day habilitation services. The alleged "babysitting" services were, in fact, legitimate and appropriate components of the service recipient's ISP. | <ul style="list-style-type: none"> • The crux of the Justice Center's finding is that while the consumer in question was off-site with Drew Gonzalez (a fact not disputed by Footings), the Group Day Habilitation Documentation Record – Individual Summary Sheet(s) show that |

| Justice Center Finding | Footings Response | Justice Center Reply |
|---|---|--|
| <p>when in fact the consumer was at another location babysitting the grandchild of Rori and William Corbin.</p> | <ul style="list-style-type: none"> With respect to the allegation that employees were instructed to sign-off on billing records even though the consumer was at Dynamic, OPWDD regulations require that services and interventions provided must be reported on by initialing a daily checklist and by writing a monthly note. Unlike more traditional Day Habilitation services where consumers are assigned to a staff person/classroom for an entire day, at Footings a consumer can interact with multiple employees in a variety of settings. In most instances the Waiver Program Instructor assigned to write the monthly note for a consumer/service recipient may only work directly with that person once or twice a day or once or twice a week. Staff who had an interaction or could attest that the interaction took place with the consumer would initial the checklist. Staff initials are attesting that the valued outcomes were addressed and the Program Director is attesting to the length of the program day. | <p>the individual was at the Rt. 17M site receiving discrete services from other staff members.</p> <ul style="list-style-type: none"> OPWDD requires that the Group Day Habilitation Documentation Record – Individual Summary Sheet be initialed by the individual providing the service. <p>In an interview with investigators from both the Justice Center and Attorney General’s Office, the Footings Waiver Services Coordinator stated that Day Services Staff were instructed to initial summary sheets for services they did not perform.</p> |
| <p>5. Independent Support Services Reimbursements Footings has been receiving</p> | <ul style="list-style-type: none"> At the outset, it should be noted that Footings has not had an Independent Support Service Contract with OPWDD | <ul style="list-style-type: none"> The Justice Center simply referred to the program by the title listed on the participation agreement supplied by |

| Justice Center Finding | Footings Response | Justice Center Reply |
|---|---|---|
| <p>funding from OPWDD to cover the housing costs of two consumers reported to be living separately; however, these individuals were actually sharing a single apartment resulting in an over-reimbursement of more than \$34,000.</p> | <p>since 2004. In 2005, OPWDD converted this program to “Assistive Supports.”</p> <ul style="list-style-type: none"> Regarding this particular circumstance, the 274 Orchard address was not used by OPWDD when it set the rate for this consumer. The circumstances surrounding the rate setting for this particular individual were quite complex and time sensitive. This was a situation requiring a Director-to-Director transfer between DDSOs. The authorization for the consumer, who was aging out of foster care, to participate in the program, came just shortly before she was required to move from her foster home. OPWDD regional staff stated specifically that the rate would be set by OPWDD based on available information at that time and that Footings would be informed of the rate at a later date. | <p>Footings.</p> <ul style="list-style-type: none"> Budget documents provided by the DDSO showed the rent included in price calculation sheets for J.C. and C.Z. to be \$900 and \$1,171 respectively. The actual total rent for the shared apartment was \$1,000. <p>Footings own Exhibit X titled “INDIVIDUAL SUPPORT SERVICES ...BUDGET PLAN” shows C.Z.’s share of the monthly rent to be \$1,050 when in fact it should be \$500 (one-half of the actual rent of \$1,000).</p> |

WHITEMAN
OSTERMAN
& HANNA LLP

Attorneys at Law
www.woh.com

One Commerce Plaza
Albany, New York 12260
518.487.7600 phone
518.487.7777 fax

M. Kathleen Fagan
Of Counsel
518.487.7734 phone
kfagan@woh.com

December 11, 2013

Via Courier

Jeff Wise, Executive Director
Justice Center for the Protection
of People with Special Needs
161 Delaware Avenue
Delmar, NY 12054

Re: Footings, Inc.

Dear Mr. Wise:

This letter is respectfully submitted on behalf of Footings, Inc. ("Footings" or the "Agency") in response to the draft report (the "Report") prepared by Justice Center for the Protection of People with Special Needs (the "Justice Center") that was delivered to Footings on November 18, 2013.¹

By way of background, Footings Inc. was formed by Rori and William Corbin in 1993 for the purpose of providing services to children, teens, and young adults with special needs and all children at risk in Orange, Sullivan and Ulster counties. Currently, the Agency is providing services to approximately 200 consumers and employs approximately 40 full and part-time individuals. The Agency's OPWDD services are provided primarily in Orange County. A variety of diverse services are also provided in Ulster and rural Sullivan County. The Agency provides Medicaid Service Coordination, Day Habilitation, Supplemental Day Habilitation, Community Habilitation, Family Support Services, and Assistive Supports programs. It also offers programs that are not State funded, including a Drop-In Center and social groups.

¹ Footings is in good faith responding to this "Draft Report" with full reservation of its right to raise any and all claims, including without limitation, substantive, procedural and due process claims in any appropriate administrative and/or judicial venue. Additionally, Footings expressly reserves its right to submit sworn affidavits and/or offer sworn testimony in support of the positions set forth herein. Lastly, all of the positions set forth herein are based upon documentary evidence to which the Justice Center was provided access to during its investigation.

Footings also is a credentialed Childcare Development Agency that offers educational classes and academic support for persons with intellectual disabilities. This program provides 1400 classroom and internship hours in the field of childcare along with GED preparation. Upon successful completion of the program, participants earn a child care certification that affords them future job opportunities. The Agency has successfully placed five consumers in positions and currently has sixteen consumers enrolled in the program. Footings is the only agency in the region that offers this certification program.

Throughout its history Footings has maintained an unblemished reputation of quality service. Prior to this most recent investigation, the Agency had only been cited once in its twenty year history by the Office of Persons With Developmental Disabilities² (“OPWDD”). In fact, the Agency Performance Profile currently posted on OPWDD’s website shows that the Agency’s Medicaid Service Coordination Program received scores ranging from 98% - 100% from OPWDD. **Exhibit A.** According to the OPWDD website, the Provider Profile site lists agencies that provide Medicaid Service Coordination services and those that have been reviewed by OPWDD’s Quality Improvement Division. The Footings report appears to have been based on a survey conducted by OPWDD in August of 2012. The current Provider Profile ranks Footings in the top percentile in statewide rankings and gives the Agency a five star rating.

The Agency has and continues to provide vital programs to some of the poorest populations in the State. For example, through its “ClubRec” Program Footings has provided after- school programs to disenfranchised youth in underperforming school districts in Orange and Sullivan counties. Although funding for the Advantage After School Program has decreased steadily over the years, and eventually ended in June of 2012, Footings continues to provide the after- school program in these school districts at greatly reduced rates and offers scholarships for those unable to afford those rates.³

RESPONSE TO FINDINGS:

1. THE BOARD OF DIRECTORS DID NOT BREACH ITS FIDUCIARY DUTIES AS THE AGENCY HAS ALWAYS OPERATED IN FURTHERANCE OF ITS MISSION AND NOT FOR THE BENEFIT OF THE CORBIN FAMILY.

Footings acknowledges the familial relationships between and among the Board members, corporate officers⁴ and certain employees. Footings has always been completely transparent with respect to these relationships. There was never an attempt by the Agency to

² The prior citation was in 2008. The surveyors noted that certain EXIT signs needed to have second light bulbs replaced and that a staff member had been delayed by one week in obtaining a second TB test. These issues immediately addressed and resolved.

³ The Agency is currently seeking grants to subsidize the program. The continued provision of this program without State funding is a substantial factor in the Agency’s current deficit.

⁴ Footings acknowledges the familial relationships referenced in the Draft Report, however the Agency would like to note that Michael Gonzalez Sr. was not related to anyone during the majority of his service as a member of the Board. Mr. Gonzalez resigned in March, 2008, at the annual re-organizational meeting five months after his son married Drew (Corbin) Gonzalez.

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hide this fact from the public or any federal or State regulatory body. Board members and key employees have been identified on the Agency's Form 990 returns and in audited financial statements that accompanied the Agency's annual Consolidated Fiscal Report ("CFR") submitted to OPWDD. **Exhibits B and C.**

As discussed more fully herein, the Corbin family members who have served as either employees or Board members have all been qualified for their respective positions. Family members employed by the Agency are paid no more than fair market value for the services they render. There is absolutely nothing unlawful about hiring related individuals who are qualified for their positions and who are paid appropriately for services they provide to the Agency.

The Agency recognizes the need to recruit new independent board members with expertise and experience in other areas. In fact, the Agency began actively recruiting new board members in 2012 in response to the anticipated enactment of the Nonprofit Revitalization Act, A08072 (2013). Shane Langan, an attorney with no ties to the Corbins, recently joined the Board as a result of those efforts. Unfortunately, the Agency's efforts to find additional board members have been hampered by this investigation. Prospective Board members are understandably reluctant to serve on the Board given the pendency of this investigation. Notwithstanding these difficulties, the Agency is continuing its search.

It is without question that both Rori and William Corbin are highly qualified to perform their respective jobs and have done so diligently for the past twenty years. Mrs. Corbin has dedicated her life to working with and for children and young adults with special needs. She held a position at Willowbrook Developmental Center assisting in the revision of daily programming for a building of young girls aged 6 – 13 and was actively involved in assisting in the investigation into abuse at that facility. Her work earned her a commendation from the FBI as well as the Commissioner of Mental Hygiene. She thereafter served as the Hudson Valley representative for the Consumer Advisory Board which was formed as a result of the Willowbrook investigation.

Mr. and Mrs. Corbin assisted in the development of cutting edge, state of the art programs such as the Sexuality Awareness Program and Independent Living Skills. The results of their research into these programs were published at the American Association on Mental Retardation and Deficiencies International Conference in Montreal. The research was so highly valued, that OMRDD requested that the program development team travel around the state training the clinical staff at the various State facilities. Again, Mrs. Corbin received a Commendation from the Commissioner for her efforts.

Mr. Corbin was a pioneer in New York State's early community inclusion programs for institutionalized consumers at Letchworth Village Developmental Center. As an OPWDD employee, he created what maybe the first large scale Voter's Rights program for individuals with Developmental Disabilities in the state. Mr. Corbin developed a local Jaycees community service chapter at Letchworth Village, a forerunner of today's consumer volunteerism programs.

For more than twenty years, Mr. Corbin worked in the Staff Development Department at Letchworth where, among his other duties, he chaired the Traineeship Council and acted as Master Trainer for Strategies for Crisis Intervention and Prevention (SCIP). In this capacity, he coordinated the SCIP program for a four county region for 20 years becoming widely recognized as an expert in this field.

Mr. Corbin also was honored for his creation of multiple training videos. He has received three separate nominations for the Governor's Productivity Award. He has received about a dozen letters of Commendation from Commissioners of OPWDD in his 30 year career as an employee of OPWDD.

The attached CVs of Rori Corbin and William Corbin confirm their credentials. **Exhibit D.**

There is no dispute that the Corbins are imminently qualified for their positions nor is there any dispute that the Corbins' compensation is well within fair market value for their respective positions. The salaries of both Rori and William Corbin were set by the Board after the Board obtained salary information for comparable positions through the Guidestar Charity Compensation Survey and PayScale. **Exhibit E.** As indicated by the reports, Rori Corbin's compensation has consistently been at or below the median range for executive directors in agencies of comparable size⁵. William Corbin's salary actually is set well below the median. **Exhibit F.**

The same holds true with respect to the employment of the other Corbin family members. Each individual is well qualified to perform his or her respective job and has been paid no more than fair market value.

Drew Corbin Gonzalez was hired by Footings as a part-time Waiver Services Instructor in 1998. Ms. Gonzalez is very familiar with the organization, having volunteered at Footings throughout middle school and high school. She holds a Bachelors degree in Business Administration. Her salary as a Waiver Services Instructor has at all times been consistent with what was being paid to other employees performing the same duties. In 2010, she was hired as the Social Media/Community Liaison after an individual in that same position moved to another position within the Agency. Ms. Gonzalez' current salary in this position (\$22.50/hr) is appropriate for an individual with her level of education and background. Ms. Gonzalez' salary has remained the same since January of 2011.

Laurel (Corbin) Dodgson has volunteered and worked on a part-time basis for Footings while in middle school, high school and when on school break while attending college. In 2009 Footings, as part of its compliance plan, sought to hire a compliance officer. Mrs. Dodgson offered and agreed to leave her full time position as a Physician Assistant in New York City and

⁵ In fact, a comparison on Guidestar reveals that in 2011 there were 3 Executive Directors of agencies of similar budget size in Orange County that were compensated considerably more than the Footings CEO with the highest compensated executive director being paid \$145,000, followed by \$110,000 and \$105,000.

took a \$15,000 pay cut to work as the Agency's compliance officer. In late 2010, when the Compliance program was fully implemented, Mrs. Dodgson became a part-time employee and returned to her full time position as a Physician Assistant. She remains in the same position, employed by a large health organization in Pennsylvania. Mrs. Dodgson holds a Master's of Science with a concentration in Advanced Physician Assistant Studies. She holds a national certification and is currently licensed to practice Medicine in the State of Pennsylvania, where she specializes in Interventional Pain Management. It should be noted that Mrs. Dodgson serves on the Agency's Internal Review Committee as regulations require that at least one of the committee members be a licensed professional.

In addition to their salaries, the benefits received by the Corbins were the same benefits offered to all Footings employees. The employed family members participated in the same 403b plan as other employees. There were and are no deferred compensation plans, no severance packages, no life insurance, no company cars -- effectively no extraordinary benefits of any kind.

Family members who served on the Board were also well qualified for those positions. Joannah (Corbin) Miley holds a B.S. in Chemistry and was herself a service recipient as a child with a learning disability. In addition to volunteering at Footings while she attended college, Hope Corbin (Cherry), who currently holds a PhD. in Health Policy and Promotion, is on the faculty of Western Washington State University and is as a U.S. representative to the International Health Care Policy Council. Michael Grace is a certified public accountant. Michael Gonzalez, Sr. is employed by a large regional medical center in the cardiac care unit. The annual \$1,500 stipend paid to Board members covered the costs incurred by Board members in attending meetings, trainings, open houses and other community events and is entirely permissible under the Not-For-Profit Corporation Law.

Aggregating the total compensation of all these individuals over a five year period appears to have been done purely for dramatic effect. However, when broken out into its individual components, it is clear that each individual was paid an appropriate salary for services actually provided to the Agency.

2. THE LOANS TO DYNAMIC DID NOT VIOLATE THE NOT-FOR-PROFIT CORPORATION LAW.

a. Little Foot LLC was formed for a legitimate purpose.

Little Foot LLC was established in January of 2007 for the purpose of purchasing the property located at 274 Orchard St., Monroe, New York. Prior to that date, the Agency had entered into negotiations and had agreed to the terms of the sale. When the Agency approached Provident Bank to apply for a loan, they were told that the Agency would only qualify for a commercial loan. A commercial loan was far more expensive than a residential loan.

It was the bank representative who first suggested that the Agency form a for-profit limited liability company and to purchase the property through the LLC. According to the bank

representatives, this would allow the Agency (through the LLC) to qualify for a less expensive residential mortgage. **Exhibit G.** The Agency consulted counsel through New York Council of Nonprofits (NYCON), and was told that in addition to allowing the Agency to qualify for the less expensive residential loan, a separate limited liability company would provide liability protection for the Agency.

Little Foot was formed with the full knowledge and consent of the Footings Board. **Exhibit H.** Rori and William Corbin had no desire to become members of Little Foot, however, they were told by the Bank that Little Foot would not qualify for a loan without Rori and William's credit.⁶

The sale of 274 Orchard fell apart through no fault of the Agency. Thereafter, the Board agreed that the Agency should continue to search for properties and maintained Little Foot for that purpose. Several properties were considered, but for a variety of reasons the purchases were never consummated. For example, an offer to purchase a daycare/pre-school in Pine Bush fell apart when the Agency learned there were lawsuits pending against the Seller. Another preschool site located in Monroe was considered, but rejected after an architect opined that the cost of retrofitting the property to bring it up to code would be approximately \$200,000. In 2012, the purchase of 440 Route 17M, Monroe, (the current location of the Agency Day Hab program), fell apart at the last minute when the Seller got "cold feet" and walked away from the deal. An agreement was reached with an owner of property in Harriman, only to fall apart when the seller was unable to produce a clean title.

The Agency had every intention of utilizing Little Foot for the purchase of property, but unfortunately, through no fault of the Agency, an appropriate acquisition site could not be located.

b. The loans to Dynamic were not in violation of the Not For Profit Corporation Law

The Justice Center alleges that the loan from Little Foot LLC to Dynamic violated New York Not-For-Profit Corporation Law ("NFPCL") §716. This is not true.

Section 716 of the NFPCL provides in pertinent part: "No loans, . . . , shall be made by a corporation to its directors or officers, or to any other corporation, firm, association or other entity **in which one or more of its directors or officers are directors or officers or hold a substantial financial interest, . . .**" (emphasis added).

Dynamic Motorworks, LLC ("Dynamic") is a limited liability company owned solely by Michael S. Gonzalez⁷ and Drew Gonzalez. **Exhibit I.** Neither Drew nor Michael were ever

⁶ Because Footings Inc. had no physical assets, both Rori and William Corbin have had to personally guarantee all loans made to the Agency.

⁷ Michael S. Gonzalez is the son of Michael Gonzalez Sr., and the husband of Drew Corbin Gonzalez.

directors or officers of Footings. No current or past Footings directors or officers have ever been directors or officers of Dynamic Motorworks. Further, while the Justice Center attempts to classify the personal guarantees of Rori and William Corbin as creating a “financial interest” in Dynamic, it cites no legal support for such a proposition. More importantly, the statute requires a showing that a *substantial* financial interest exists between Rori and William Corbin and Dynamic. There is no basis in law or in fact that guaranteeing a loan would equate to a “substantial financial interest” in an entity.

Despite the fact that this loan did not violate the NFPCL, the Corbins have addressed the Justice Center’s concerns by repaying the loan to Little Foot in full and disbursing the full amount owed to Footings, plus interest.

3. ALL PAYMENTS TO DYNAMIC MOTORWORKS FOR REPAIR AND MAINTENANCE OF FOOTINGS’ VEHICLE FLEET WERE REASONABLE AND PROPER

Footings submits that the maintenance costs incurred for its fleet of vehicles (the “Fleet”) from 2008 to the present date are entirely reasonable. In determining otherwise, the Report relies upon baseline data that is inapposite to the nature of the Fleet and the conditions in which it operates, and fails to account for several aspects of Footings’ daily operations that justify its maintenance costs. As discussed below, the Fleet, which consists primarily of minivans and sport utility vehicles, is used on a daily basis at full capacity to transport adult consumers on rural roads that are especially prone to snow and ice. Footings takes pride in maintaining these vehicles to the best of its ability in order to ensure the safety of its consumers.

a. The Report improperly judges the reasonableness of Footings’ maintenance costs against studies that do not account for the Fleet’s actual usage.

As a starting point, it is important to note that the “industry statistics” cited in the Report are simply not an appropriate baseline by which to judge the reasonableness of Footings’ maintenance costs. In stating that “vehicle maintenance costs range from three to six cents per mile,” the Report relies upon an article in the March 2012 issue of “Automotive Fleet” that discusses a study conducted in Minnesota and “based on actual maintenance expenses incurred by 13,318 passenger cars from Jan. 1 to Dec. 31, 2011” (emphasis added). The article prefaces its findings by noting that a large number of the fleets on which it relies replaced their vehicles in 2010, which “helped keep a lid on preventive maintenance costs for CY-2011.” Furthermore, the study was conducted by GE Capital Fleet Services – a fleet management company of incredible resources that works primarily with fleets much larger than Footings’ Fleet and that carries significant negotiating power vis-à-vis maintenance/repair providers. The sedan-specific data in this article reflects national maintenance costs for economy-of-scale fleets and is simply inapposite to the Fleet, which consists mostly of minivans, and is operated in a rural, snowy region of the Hudson Valley.

Regional pricing differences alone demonstrate the gross inequity in comparing the findings of this report with Footings' Fleet. For example, the cost for an oil change cited in the article is \$34. The cost of a synthetic oil change in Orange County, New York is \$80 - \$100. See **Exhibit J**. The Report also purports to rely upon "Your Driving Costs," an annual publication of the American Automobile Association that is specific to non-commercial drivers and also reflects nation-wide averages. Again, this is simply inapposite to Footings' Fleet, in which the vehicles are used for commercial purposes on rural, snow-ridden roads.

Indeed, Footings operates under circumstances that, it respectfully submits, completely justify its maintenance costs. First, the Fleet is used in a rural area and driven on roads replete with potholes, cracks, and steep hills. The roads in Orange and Sullivan Counties routinely cause damage to tires, including bubbles, cuts, and rapid tread wear due to consequent loss of wheel alignment. The detrimental effect of the roadways are exacerbated by the nature of Footings' business, which results in the vehicles being primarily operated while filled to capacity with adult consumers, and used to transport consumers door-to-door in a stop-and-go manner. Footing's geographic location also is characterized by frequent, heavy snowstorms, thus necessitating replacement of the tires with snow tires every winter. Also, Footings' Fleet consists mostly of minivans, which are heavier and cost more to maintain than cars. Finally, most fleets, including those referenced in the Report, are much larger than Footings' Fleet of 7-8 vehicles. Presumably larger fleets receive bulk discounts that lower per-vehicle maintenance costs – discounts not available for a fleet of Footings' size.

In addition to demonstrating the material differences between the Fleet and the typical, large-scale national service fleet, the above-cited circumstances explain the specific costs that the Report cites as improper, and are discussed in further detail below.

b. The replacement of tires and brakes is necessary given the nature of the Fleet and the need to ensure the safety of Footings' consumers.

Footings first submits that the 2010 and 2011 Volkswagen Routans in the Fleet are widely considered to be problematic with respect to the braking system, and **Exhibits K, L and M** show that they require replacement of the braking pads and rotors every 2,000 – 12,000 miles, in the average experience of private, non-commercial drivers. As noted in the Report, Footings' 2010 Routan required four new sets of front brake pads and rotors, and two new sets of rear brake pads and rotors in its first 58,766 miles, and Footings' 2011 Routan required one set of front and rear pads and rotors in its first 29,000 miles. Footings submits that these replacements were required for safety purposes.

Indeed, **Exhibit N** shows several photographs of the brakes that Dynamic removed from the 2011 Routan in November 2013, which suffered from "spider cracks," a dangerous defect arising that has plagued both of the Fleet's Routans repeatedly. Furthermore, the replacements are entirely consistent with the average Routan-owner's experience. In fact, **Exhibits K to M** show conclusively that it would have been irresponsible for Footings to replace the brake pads and rotors less frequently than it did, as several Routan owners report that their brake rotors

ceased working properly and required replacement after traveling as little as 2,000 miles. See **Exhibit M**. The fact that Footings replaced the brake pads and rotors of its Routans, at average, once for every 17,000 miles traveled hardly constitutes replacement at an “extraordinary rate.”

Second, with respect to the other two vehicles for which the Report indicates that Footings’ unnecessarily replaced brakes and tires, the rural conditions in which the Fleet operates explain the need for these replacements. In this respect, it is critical to note that Footings made the prudent business decision to fit almost all of the vehicles in its Fleet with four snow tires during winter months. This was a necessary safety expense given that the Fleet is used primarily to transport adult consumers door-to-door, and many of the rural roads and driveways in Orange and Sullivan counties remain covered with snow and ice for the entirety of the winter season. Therefore, vehicles in the Fleet generally have eight tires assigned to them at any given time: four all-purpose tires and four snow tires.

In addition, the Fleet’s vehicles regularly suffer damaged tires as a result of the numerous potholes and unpaved roads. Again, as a prudent, safety-conscious business, Footings generally endeavors to replace the set of front or rear tires whenever one tire in the front or rear is damaged. This practice is consistent with industry standards, as described in **Exhibit O**.

Finally, a third reason for the frequent replacement of Fleet tires is excessive snow tire wear due to the poor management of Footings’ former Program Director Christopher Weston. Mr. Weston had the overall responsibility for maintaining the Fleet. It was Mr. Weston’s responsibility to review reports from staff drivers regarding mechanical issues, authorize sending the vehicles to the mechanic and, as needed, signing off on repairs. As demonstrated by **Exhibit P**, Mr. Weston often neglected to remove the snow tires at the end of the winter season, thereby ruining them for future use. This occurred despite memoranda from Footings management reminding Mr. Weston to remove the tires. See **Exhibit Q**. Snow tires by design are softer and wear faster than all-season tires.

It was Mr. Weston’s failure to manage his responsibilities that caused the need for many of the repairs during this period. Indeed, many of the costs are a result of his failure to bring cars in for maintenance on time, which resulted in aggravation of the vehicles’ malfunctions. His negligence in this regard resulted in Footings hiring an additional driver to assist Mr. Weston in scheduling regular maintenance. When that did not alleviate the problems, the Agency had to take management of the Fleet away from his responsibility in July 2012.

Footings also requests that the Justice Center take into account the fact that, during the pendency of the Justice Center’s investigation, Footings made a business decision to repair certain vehicles as a less expensive alternative to replacing them as they reached higher mileage. While this resulted in substantial repairs costs, it avoided the higher cost of purchasing entire new vehicles. All the repairs cited in the report were required to keep the vehicles in service. The increase in repair costs in 2012 from about \$20,000 per year to \$51,000 was due to unexpected major repairs on these older vehicles, particularly one of the 2004 Nissan Quests

which had its timing chain break apart inside the engine due to Weston's failure to have it serviced when scheduled. Indeed, the 2004 and 2005 Nissan Quests are still on the road today.

Finally, it should also be noted that Footings has a business practice of buying tires and brakes whenever sale prices are extremely favorable, and saving that equipment for down the line when they are needed, in order to save money.

c. Footings' fixed-payment agreement with Dynamic is consistent with industry practice and its payments for routine oil change services are reasonable.

Footings' maintenance agreements with Dynamic (the "Maintenance Agreements") contemplated a scheduled service for one vehicle per week at a fixed, annual cost. See **Exhibit R**. This is entirely consistent with industry practice, as noted in the article cited by the Report. Indeed, such a practice allows Footings to calculate and budget for its annual maintenance costs, rather than subjecting it to unanticipated and substantial repair charges. As noted in the Report, from 2009 to 2012 the Maintenance Agreements provided for a cost-per-service ranging from \$95 to \$125. Footings contends that this is entirely reasonable, as the average cost of a synthetic oil change alone ranges from \$80 to \$100 in Orange County. See **Exhibit J**.

Unfortunately, mismanagement by Mr. Weston inflated the price per service during this time period, because he routinely failed to make the vehicles available for scheduled services. This occurred despite repeated oral directives and written memoranda from Footings management to Mr. Weston directing him to remedy his errors and meet the scheduled services. See **Exhibits P and Q**. In July 2012, it became clear to Footings that Mr. Weston was unable to handle this aspect of his job. Between May 12, 2012 and July 28, 2012 (11 weeks), only one vehicle was serviced. Accordingly, in July of 2012, William Corbin reassigned the management of the Fleet maintenance to Footings' Finance Office. As a result, Footings has finally achieved reasonable per-service maintenance costs. In 2013, the Fleet Maintenance Agreement was restructured from "weekly" services to a defined 36 services for the year. As of December 2013, it appears that Footings will receive 35 services this year, with a cost of \$142 per service. In light of the services provided under this agreement (see **Exhibit R**), this price is extremely competitive.

d. Mr. Gonzalez's employment with Footings was entirely proper and occurred at the direction of Footings' insurance provider.

With respect to the allegation that "Michael Gonzalez also received remuneration as an employee of Footings for transporting vehicles to and from his repair shop," totaling \$6,000 *over a five-year period*, it is unclear how this constitutes misconduct. In contrast, this is entirely reasonable, and there is no indication in the Report why Mr. Gonzalez should not have been paid for the professional services that he provided to Footings. In any event, it bears noting that Footings arranged for Mr. Gonzalez to pick up the vehicles for service on Saturdays and drop them off after he performed that service because it found this to be more cost-effective and reliable than having its staff bring the vehicles to the service appointments mid-week, thus

forcing them to wait for service to be performed while on the clock. Furthermore, Footings only retained Mr. Gonzalez as a formal employee in connection with this service at the direction of its insurance provider, which advised that the policy would not cover issues related to Footings sites if a non-employee had a key to the facilities. Making copies of car keys was cost-prohibitive. Therefore, Mr. Gonzalez needed access to the Agency during off-hours in order to obtain the vehicle key. The decision to hire Mr. Gonzalez, at a rate equal to \$100 per month, was the most cost-effective way to ensure the appropriate maintenance of the Agency vehicles and to ensure the Agency had appropriate liability insurance coverage.

Footings also submits that, although the Justice Center seems to take offense to its decision to contract with Dynamic, this decision was prudent, reasonable, and made in good faith. Prior to contracting with Dynamic for its Fleet maintenance, Footings worked with several auto repair companies that it found patently untrustworthy. Put simply, it felt as though it was getting ripped off. In one extreme example, a repair shop poked holes in the machinery of a Fleet vehicle in order to fabricate the need for certain repairs. Following this experience, Footings made the prudent business decision to enter into a contract with a business that it could trust.

e. There is nothing improper or unlawful about writing checks to cash.

Finally, it is also unclear how writing checks payable to cash constitutes misconduct. Notably, the independent CPA firm of Sedore & Co. approved of this practice in the annual audits it conducted from 2008 to 2012. Nonetheless, Footings hereby affirms that this practice was a result of personal habit and not any improper intent. Further, please note that this practice has since been discontinued.

4. THERE WAS NO FALSIFICATION OF MEDICAID SERVICE RECORDS.

There was nothing fraudulent about the way Footings billed for the provision of day habilitation services. The alleged “babysitting” services were, in fact, legitimate and appropriate components of the service recipient’s ISP.

OPWDD has always required Waiver Service providers under the Home and Community Based Services (HCBS) to provide opportunities for service recipients to associate with non-disabled peers in the least restrictive setting. As noted in the OPWDD’s Waiver Services Guide and MSC Manual, the Individualized Service Environment (ISE) as it relates to the Home and Community Based Waiver Services such as Day Habilitation, supports services provided at home, at work and in the community. The purpose of the Waiver Services is to provide innovative service options not normally provided through more traditional programs and requires the pursuit of the person’s specific requests and valued outcomes. More recently, there has been increased emphasis on employment as an outcome.

At Footings, consumers are provided with the opportunity to plan for their futures and to develop valued outcomes that will assist them in realizing their goals. The valued outcomes are

part of the Individual Service Plan (ISP) which authorizes the services and the selected providers and constitutes the basis for billing.

Most consumers have advocates, but many others choose to be self-advocating. All interested persons are invited to the ISP planning meetings which occur on an annual basis and are reviewed at six month intervals. All service recipients and their advocates are afforded the opportunity to review and sign-off on the ISP once it is formalized.

Based on the choices made by the consumer and advocates (if any), Footings then develops habilitation plans that specifically address each of the valued outcomes. The Program Director develops the objectives and designs the methodologies to achieve the desired outcomes. These plans are distributed to the service recipient, provider agencies as well as designated family (advocates) along with a copy of the ISP.

In this particular case, the consumer chose to receive her waiver services through Footings, Inc. As shown in the attached documents, the service recipient has requested greater involvement in the community through volunteering as well as greater involvement with children. **Exhibit S.**

As noted above, Footings is the only agency in its region that offers Childcare Development Accreditation ("CDA") to its consumers as an avenue to achieve their desired outcomes. Part of the CDA program requires internship hours with children in all age groups. Footings offers interested consumers the opportunity to fulfill the internship requirements through its ClubRec After School Program. ClubRec is licensed by the NYS Office of Children and Family Services and serves on average 135 children each day.

This particular consumer ("B.W.") was offered and accepted the opportunity to volunteer with the school age population and did so successfully. However, due to various factors, including her expressed desire to work with younger children, in April of 2009, she was offered the opportunity, on a trial basis, to work with a toddler aged child. After a successful trial period, this aspect of B.W.'s childcare certification program was formalized during a June, 2009 ISP meeting.

Due to stricter regulations and heightened sensitivities, a volunteer position in a privately operated, community based day care center was not possible. Quite frankly, it would have been very difficult to find a parent of a toddler who would be willing to allow for this type of internship experience. At that time Drew Gonzalez had a toddler child. Ms. Gonzalez worked in Waiver Services and she and the consumer knew each other quite well through years of providing residential habilitation services.

Ms. Gonzalez agreed to alter her schedule to allow her to work with B.W. two times per week teaching her the skills necessary to work with a very young child as well as reinforcing her academic skills such as reading.

It is important to note that Drew Gonzalez was present at all times when B.W. was working with the child. The implication that B.W. was being used for free “babysitting” could not be further from the truth. This is not a situation where the consumer was left with a child while the parent went off to do other things. When the child napped, Drew and B.W. would work on B.W.’s reading and finance skills.

The decision to provide the services at Dynamic was made because Dynamic was located near the child’s daycare center where he would be picked up from and dropped off to when the sessions with B.W. were over.

Ms. Gonzalez, as a Footings employee, was responsible for transporting B.W. from her apartment to the site where B.W. was working with the child and then later, for transporting B.W. back to her apartment. During each program service day one of the two childcare instructors would consult with Ms. Gonzalez on the lessons covered and any issues raised during that day’s program. These issues would then be addressed during the classroom portion of B.W.’s program. This process is the exact same process that is followed when any consumer volunteers at the ClubRec program or at other community locations. Ms. Gonzalez was paid because she was performing her duties as a Waiver Services Instructor, the same way she would provide services in other circumstances.

With respect to the allegation that the site of service did not identify Dynamic’s address; consistent with OPWDD Administrative Memo 2006-01, the certified Monroe site was identified as the “primary service location”, despite the fact that services were provided in the community. The same holds true any time Footings provides community volunteering activities and trips. There was nothing fraudulent in Footings identifying Monroe as the site of service in this particular circumstance.⁸

With respect to the allegation that employees were instructed to sign-off on billing records even though the consumer was at Dynamic, OPWDD regulations require that services and interventions provided must be reported on by initialing a daily checklist and by writing a monthly note. Unlike more traditional Day Habilitation services where consumers are assigned to a staff person/classroom for an entire day, at Footings a consumer can interact with multiple employees in a variety of settings. In most instances the Waiver Program Instructor assigned to write the monthly note for a consumer/service recipient may only work directly with that person once or twice a day or once or twice a week. As a result, the Instructor must rely on reports from other staff to complete the note. Indeed, OPWDD surveyors have commented on multiple occasions that the Footings program is far more stimulating and normal for the consumer.

⁸ A Limited Fiscal Review was conducted by OPWDD in 2008 for a look back period of 2 years. The auditor reviewed all the program documentation, interviewed staff, observed programs and services, reviewed financial records and Medicaid billing practices. Footings received a score of 500 out of 500 in all three categories. The documentation processes in place at that time with respect to site of service have not changed.

w:\22400\22466\cor\footings response 12 11 13.doc

Staff who had an interaction or could attest that the interaction took place with the consumer would initial the checklist. Staff initials are attesting that the valued outcomes were addressed and the Program Director is attesting to the length of the program day.

The allegation that a “family member” (presumably B.W.’s brother and former advocate) was concerned about this arrangement is belied by the fact that this individual was present at the ISP meetings, the plan was developed by the MSC in consultation with B.W.’s advocate and the final plan was signed off on by the advocate. At the six month review, B.W. and her brother expressed satisfaction with the arrangement. **Exhibit T.**

Further, contrary to the implication made in the Report that the arrangement terminated when Drew Gonzalez changed position, in point of fact, that aspect of B.W.’s program began tapering off after Christmas break in 2009, when B.W. expressed an interest in again working with older children.

5. THE ALLEGATION THAT FOOTINGS FRAUDULENTLY RECEIVED FUNDING BECAUSE IT FAILED TO REPORT A CHANGE IN ADDRESS IS FALSE, ON SEVERAL LEVELS.

At the outset, it should be noted that Footings has not had an Independent Support Service Contract with OPWDD since 2004. From 1999 – 2004 Footings did have an ISS Contract with OPWDD to provide financial support to consumers living independently in their own apartments. This was a “net deficit funding” contract, meaning that funding was tied directly to expenses paid for the consumer by the provider as a reimbursement.

In 2005, OPWDD converted this program from an ISS Contract to “Assistive Supports.” Unlike the ISS Contract which reimbursed based on actual expenses incurred, Assistive Supports is a rate based program. The rates for a given consumer are set by OPWDD for Footings to provide “room and board subsidies” for each consumer based upon individual consumer budgets submitted to OPWDD. These individual prices are then “rolled up” into a group price for some consumers.

OPWDD has never disclosed how it arrives at a rate for a given consumer. Indeed, despite submitting annual budgets for consumers that reflected rental increases, the rates paid to Footings for these individuals have never changed. It was only recently that Footing was advised by an OPWDD representative that, theoretically, rates are supposed to change according to changing circumstances. For example, if a consumer was approved mid-year, a rate would be developed specific to that consumer for the remainder of the year. OPWDD apparently would then, in theory, roll that rate into the rates for the other consumers and everyone’s rate would then, of necessity, change for the new year. However, Footings had no way of knowing this and certainly had never experienced a rate change in accord with these purported policies. Footings had two new consumers added after 2008’s original rate and yet the rates never changed for those consumers or for any other consumer.

Regarding this particular circumstance, the 274 Orchard address was not used by OPWDD when it set the rate for this consumer. The circumstances surrounding the rate setting for this particular individual were quite complex and time sensitive. This was a situation requiring a Director-to-Director transfer between DDSOs. The authorization for the consumer, who was aging out of foster care, to participate in the program, came just shortly before she was required to move from her foster home. OPWDD regional staff stated specifically that the rate would be set by OPWDD based on available information at that time and that Footings would be informed of the rate at a later date.

Because of the time constraints in this situation, the DDSO Community Funding staff took the very unusual step of listing an address for which an application had been completed but no rental agreement had been secured. As shown on the attached authorization, the site address used by OPWDD when it determined the rate for this consumer was 2 Lamplight Road, Monroe, New York. **Exhibit U**. The rate has remained unchanged by OPWDD despite Footings having filed two DDP-1's noting address changes.

Thus, Footings did, in fact, notify OPWDD of the address change. An ISS program was initiated for this consumer when Footings submitted Form DDP-1 to OPWDD showing 274 Orchard as the address as of July 1, 2010. **Exhibit V**. Thereafter, another Form DDP-1 was submitted by Footings to OPWDD changing the address for this consumer's ISS to 276 Orchard as of 1/1/2011. **Exhibit W**.

In addition requisite Annual Budgets provided to OPWDD for this consumer showed her living at 276 Orchard (with a roommate) in 2011 and 2012. The narrative accompanying the 2012 budget specifically identifies a change in circumstances. **Exhibit X**.

It should be noted that Footings rented the apartment at 274 Orchard and furnished it with the expectation that the consumer would move into this apartment. However, when the young lady was about to move, a decision was made to initially move the young lady into an apartment with a roommate in order to ease her transition. This consumer had been severely abused and was fearful of living alone in a new area. The two apartments were next door to each other and the two women were introduced to each other and were comfortable with each other.

The intent was to allow the consumer to get acclimated to the new area while living with a roommate for a period of time and then move her into 274 Orchard. This was a team decision made in the best interests of this consumer and made with the agreement of the young women in question. During this entire period, 274 Orchard remained unoccupied and unused. Eventually, in November of 2010, after having taken time to discuss the situation with their advocates, family and friends, the two women made a final decision that they wanted to continue to share an apartment. At that point Footings took steps to effect the change in address with OPWDD.

Conclusion:

Although the Agency believes firmly that it has acted appropriately in all the above referenced circumstances, the Agency is ready and willing to sit down with the Justice Center representatives to discuss its proposed recommendations⁹. Footings is prepared to work with the Justice Center in a way that will allow the Agency to continue to provide exemplary and vital services to its consumers.

Very truly yours,


M. Kathleen Fagan

Encs.

cc: Laurie A. Kelly, Acting Commissioner
OPWDD

Footings, Inc.

⁹ As required pursuant to 14 NYCRR §624.5(i).

Exhibit A

Agency Performance Profile

Footings, Inc.
P.O. Box 2038
Monroe, NY 10949
(845) 783-7505



Executive Director: Mrs. Rori Cooper-Corbin

| Home | Health & Safety | Assistance, Advocacy Education | Work and Meaningful Activities |
|---|---|---|---|
| <ul style="list-style-type: none">» Living with your family in your family's home | <ul style="list-style-type: none">» Fire Safety Assessments | <ul style="list-style-type: none">» Assistance developing and maintaining an Individual Service Plan that reflects the person's needs and choices» Community based, personal training such as using public transportation, shopping, banking, etc.» In-home training in activities such as cleaning, cooking, laundry, parenting skills, etc.» Assistance with budgeting and money management» In-home respite services for individuals living at home with family» Out of home respite services, including after-school programs, summer programs, etc.» Family education and training | <ul style="list-style-type: none">» Volunteerism» Group day programs at a permanent location that do not involve work activities |

| Agency: Footings, Inc. | | | | |
|---|---|-----------|-----------|-----------|
| Category | Criteria | Rating | Agency | Statewide |
| Overall Agency Performance | | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ |
| An average of performance in all categories | | | | |
| Vendor Performance | | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ |
| | Hiring systems to ensure service coordinators are qualified for the position | Met | 98% | |
| | A mechanism to establish and communicate standards of practice to ensure quality services | Met | 98% | |
| | A mechanism to provide training, supervision and monitoring to ensure service coordinators are providing quality services | Met | 98% | |
| | A mechanism to obtain information from stakeholders about their satisfaction and concerns and to respond to the information obtained | Met | 99% | |
| | A system to monitor and prevent conflicts of interest | Met | 99% | |
| Qualified Provider | | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ |
| | Service coordinators have education, experience and training required by OPWDD. | 100% | 98% | |
| | Service coordinators are competent at providing informed choices to individuals, person-centered planning, and assessment of the person's needs for services. | 100% | 99% | |
| Choice | | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ |
| | The individual record of persons who receive service coordination contains a completed and signed form that indicates that the person freely chose waiver services instead of placement in an intermediate care facility. | 100% | 94% | |
| | Based on interview of individuals and service coordinators, the individual was given the information needed to make an informed choice. | 100% | 99% | |
| | Based on interview of individuals and review of individuals' records, the person is supported in making choices in his/her daily life. | 100% | 100% | |
| Rights | | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ |
| | The individual has been informed about his/her rights and the process to object to a limitation or denial of rights. | 100% | 99% | |
| | The MSC ensures that individuals are afforded their rights and live free from abuse and neglect. | 100% | 99% | |
| Service Planning | | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ | ★ ★ ★ ★ ★ |
| | There is a current ISP that meets OPWDD's requirements | 100% | 98% | |
| | The individual and persons of his/her choice are involved in the development of the ISP. | 100% | 99% | |
| | The ISP contains accurate information about the person's safeguarding needs, health care needs, and fire safety needs. | 100% | 98% | |
| | The ISP contains accurate information about the person's valued outcomes, the Natural Supports and Community Resources available to the person and the services the person needs. | 100% | 99% | |

Agency: Footings, Inc.

| Category | Criteria | Agency | Statewide |
|--|--|--------|-----------|
| Responsiveness of the Service Coordinator | | ★★★★★ | ★★★★★ |
| | The individual, and advocate if applicable, can reach the service coordinator whenever needed | 100% | 99% |
| | The ISP is revised timely in response to a significant change in the individual's life or a needed change in services. | 100% | 99% |
| | The MSC meets with the individual when/if needed at the location of the individual's choosing. | 100% | 99% |
| Advocacy and Monitoring | | ★★★★★ | ★★★★★ |
| | The MSC ensures that any allegations of abuse involving the person were investigated and that the individual is protected. | 100% | 99% |
| | The MSC ensures that the individual is receiving safeguarding and health services identified in the ISP. | 100% | 99% |
| | The individual's natural supports are being maintained and/or increased. | 100% | 100% |
| Satisfaction with Service Coordination | | ★★★★★ | ★★★★★ |
| | The individual is satisfied with his/her service coordinator and with the services and supports he/she is receiving. | 100% | 99% |

Exhibit B

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)
▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

OMB No. 1545-0047

2008

Open to Public Inspection

A For the 2008 calendar year, or tax year beginning _____, and ending _____

| | | | |
|--|---|---|--|
| B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Termination <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending | Please use IRS label or print or type. See Specific Instructions. | C Name of organization Footings, Inc. | D Employer identification number 06-1364619 |
| | | Doing Business As | E Telephone number 845-783-7505 |
| | | Number and street (or P.O. box if mail is not delivered to street address) P.O. Box 2038 | Room/suite |
| | | City or town, state or country, and ZIP + 4 Monroe NY 10949 | G Gross receipts \$ 1,500,424 |
| F Name and address of principal officer: | | H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) | |
| I Tax-exempt status: <input checked="" type="checkbox"/> 501(c) (3) ◀ (Insert no.) 4947(a)(1) or 527 | | H(c) Group exemption number ▶ | |
| J Website: ▶ www.footings.org | | L Year of formation: M State of legal domicile: NY | |
| K Type of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶ | | | |

COPY

Part I Summary

| | | | |
|---|--|----------------------------------|----------------------------|
| Activities & Governance | 1 Briefly describe the organization's mission or most significant activities: To Provide Advocacy, Residential Habilitative Services, Day Habilitative Services, Case Management Services and Individualized Support Services to Adults with Disabilities | | |
| | 2 Check this box <input type="checkbox"/> If the organization discontinued its operations or disposed of more than 25% of its assets. | | |
| | 3 Number of voting members of the governing body (Part VI, line 1a) | 3 | 5 |
| | 4 Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 5 |
| | 5 Total number of employees (Part V, line 2a) | 5 | 88 |
| | 6 Total number of volunteers (estimate if necessary) | 6 | |
| | 7a Total gross unrelated business revenue from Part VIII, line 12, column (C) | 7a | |
| b Net unrelated business taxable income from Form 990-T, line 34 | 7b | 0 | |
| Revenue | 8 Contributions and grants (Part VIII, line 1h) | Prior Year 13,841 | Current Year 8,053 |
| | 9 Program service revenue (Part VIII, line 2g) | 1,395,076 | 1,492,069 |
| | 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 246 | 188 |
| | 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 6,902 | 114 |
| | 12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 1,416,065 | 1,500,424 |
| Expenses | 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) | | |
| | 14 Benefits paid to or for members (Part IX, column (A), line 4) | | |
| | 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | 992,049 | 1,099,301 |
| | 16a Professional fundraising fees (Part IX, column (A), line 11e) | | |
| | b Total fundraising expenses (Part IX, column (D), line 25) ▶ 2,302 | | |
| 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24f) | 407,802 | 390,572 | |
| 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) | 1,399,851 | 1,489,873 | |
| 19 Revenue less expenses. Subtract line 18 from line 12 | 16,214 | 10,551 | |
| Net Assets or Fund Balances | 20 Total assets (Part X, line 16) | Beginning of Year 678,024 | End of Year 673,238 |
| | 21 Total liabilities (Part X, line 26) | 113,357 | 98,020 |
| | 22 Net assets or fund balances. Subtract line 21 from line 20 | 564,667 | 575,218 |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer: Rori Cooper Corbin Date: 11/13/09
Type or print name and title: President

| | | | | |
|---------------------------------|---|-----------------|---|--|
| Paid Preparer's Use Only | Preparer's signature | Date | Check if self-employed <input type="checkbox"/> | Preparer's identifying number (see instructions) |
| | Firm's name (or yours if self-employed), address, and ZIP + 4 | <u>11/13/09</u> | | <u>P00020593</u> |
| | <u>Sedore and Company, CPAs</u> | | EIN | <u>14-1698408</u> |
| | <u>2678 South Rd Fl 1</u> | | Phone no. | <u>845-485-5510</u> |
| | <u>Poughkeepsie, NY 12601-5254</u> | | | |

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Part IV Checklist of Required Schedules

| | Yes | No |
|--|-----|----|
| 1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A | X | |
| 2 Is the organization required to complete Schedule B, Schedule of Contributors? | | X |
| 3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I | | X |
| 4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II | | X |
| 5 Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations. Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? If "Yes," complete Schedule C, Part III | | |
| 6 Did the organization maintain any donor advised funds or any accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I | | X |
| 7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II | | X |
| 8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III | | X |
| 9 Did the organization report an amount in Part X, line 21; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV | | X |
| 10 Did the organization hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V | | X |
| 11 Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable | X | |
| 12 Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP? If "Yes," complete Schedule D, Parts XI, XII, and XIII | X | |
| 13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E | | X |
| 14a Did the organization maintain an office, employees, or agents outside of the U.S.? | | X |
| b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the U.S.? If "Yes," complete Schedule F, Part I | | X |
| 15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? If "Yes," complete Schedule F, Part II | | X |
| 16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? If "Yes," complete Schedule F, Part III | | X |
| 17 Did the organization report more than \$15,000 on Part IX, column (A), line 11e? If "Yes," complete Schedule G, Part I | | X |
| 18 Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II | | X |
| 19 Did the organization report more than \$15,000 on Part VIII, line 9a? If "Yes," complete Schedule G, Part III | | X |
| 20 Did the organization operate one or more hospitals? If "Yes," complete Schedule H | | X |
| 21 Did the organization report more than \$5,000 on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II | | X |
| 22 Did the organization report more than \$5,000 on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III | | X |
| 23 Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? If "Yes," complete Schedule J | | X |
| 24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to question 25. | | X |
| b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | | |
| c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | | |
| d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | | |
| 25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I | | X |
| b Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified person from a prior year? If "Yes," complete Schedule L, Part I | | X |
| 26 Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? If "Yes," complete Schedule L, Part II | | X |
| 27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or substantial contributor, or to a person related to such an individual? If "Yes," complete Schedule L, Part III | | X |

SCHEDULE L
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Transactions With Interested Persons

▶ Attach to Form 990 or Form 990-EZ.
▶ To be completed by organizations that answered
"Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c,
or Form 990-EZ, Part V, line 38a or 40b.

OMB No. 1545-0047

2008

Open To Public Inspection

Name of the organization

Footings, Inc.

Employer identification number

06-1364619

Part I Excess Benefit Transactions (section 501(c)(3) and section 501(c)(4) organizations only).

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

| 1 | (a) Name of disqualified person | (b) Description of transaction | (c) Corrected? | |
|---|---------------------------------|--------------------------------|----------------|----|
| | | | Yes | No |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

- 2 Enter the amount of tax imposed on the organization managers or disqualified persons during the year under section 4958 ▶ \$ _____
- 3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$ _____

Part II Loans to and/or From Interested Persons.

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 26, or Form 990-EZ, Part V, line 38a.

| (a) Name of interested person and purpose | (b) Loan to or from the organization? | | (c) Original principal amount | (d) Balance due | (e) In default? | | (f) Approved by board or committee? | | (g) Written agreement? | |
|---|---------------------------------------|------|-------------------------------|-----------------|-----------------|----|-------------------------------------|----|------------------------|----|
| | To | From | | | Yes | No | Yes | No | Yes | No |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
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| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| Total | | | | ▶ \$ | | | | | | |

Part III Grants or Assistance Benefitting Interested Persons.

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 27.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of grant or type of assistance |
|-------------------------------|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |

Part IV Business Transactions Involving Interested Persons.

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of transaction | (d) Description of transaction | (e) Sharing of org. revenues? | |
|-------------------------------|---|---------------------------|--------------------------------|-------------------------------|-------------------------------------|
| | | | | Yes | No |
| Dynamic Motorworks | Daughter | 11,983 | | | <input checked="" type="checkbox"/> |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2009 calendar year, or tax year beginning _____, and ending _____

| | | |
|--|--|---|
| B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Termination <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending | C Name of organization Footings, Inc Doing Business As Number and street (or P.O. box if mail is not delivered to street address) Room/suite PO Box 2038 City or town, state or country, and ZIP + 4 Monroe NY 10949 | D Employer identification number 06-1364619 |
| | E Telephone number 845-783-7505 | G Gross receipts \$ 1,542,898 |
| | F Name and address of principal officer: | H(a) Is this a group return for affiliates? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> X H(b) Are all affiliates included? Yes <input type="checkbox"/> No <input type="checkbox"/> X If "No," attach a list. (see instructions) |
| | I Tax-exempt status: <input checked="" type="checkbox"/> 501(c) (3) ◀ (insert no.) 4947(a)(1) or 527 | H(c) Group exemption number ▶ |
| | J Website: ▶ www.footings.org | |

K Type of organization: Corporation Trust Association Other ▶ **L** Year of formation: _____ **M** State of legal domicile: **NY**

Part I Summary

| | | | |
|---|---|--|----------------------------|
| Activities & Governance | 1 Briefly describe the organization's mission or most significant activities: See Schedule O | | |
| | 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. | | |
| | 3 Number of voting members of the governing body (Part VI, line 1a) | 3 | 5 |
| | 4 Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 5 |
| | 5 Total number of employees (Part V, line 2a) | 5 | 77 |
| | 6 Total number of volunteers (estimate if necessary) | 6 | 64 |
| | 7a Total gross unrelated business revenue from Part VIII, column (C), line 12 | 7a | |
| | b Net unrelated business taxable income from Form 990-T, line 34 | 7b | 0 |
| Revenue | 8 Contributions and grants (Part VIII, line 1h) | Prior Year 8,053 | Current Year 22,183 |
| | 9 Program service revenue (Part VIII, line 2g) | 1,492,069 | 1,516,551 |
| | 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 188 | 56 |
| | 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 114 | 4,108 |
| | 12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 1,500,424 | 1,542,898 |
| Expenses | 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) | | |
| | 14 Benefits paid to or for members (Part IX, column (A), line 4) | | |
| | 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | 1,099,301 | 1,229,436 |
| | 16a Professional fundraising fees (Part IX, column (A), line 11e) b Total fundraising expenses (Part IX, column (D), line 25) ▶ 3,611 | | |
| | 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24f) | 390,572 | 427,933 |
| 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) | 1,489,873 | 1,657,369 | |
| 19 Revenue less expenses. Subtract line 18 from line 12 | 10,551 | -114,471 | |
| Net Assets or Fund Balances | 20 Total assets (Part X, line 16) | Beginning of Current Year 673,238 | End of Year 590,110 |
| | 21 Total liabilities (Part X, line 26) | 98,020 | 129,363 |
| | 22 Net assets or fund balances. Subtract line 21 from line 20 | 575,218 | 460,747 |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer: **Rori Cooper Corbin** Date: _____
 Type or print name and title: **President**

Paid Preparer's Use Only

Preparer's signature: _____ Date: **11/15/10** Check if self-employed:
 Firm's name (or yours if self-employed), address, and ZIP + 4: **Sedore and Company, CPAs**
2678 South Rd Fl 1
Poughkeepsie, NY 12601-5254
 EIN: **14-1698408** Phone no.: **845-485-5510**
 Preparer's identifying number (see instructions): **P00020593**

Part IV Checklist of Required Schedules (continued)

| | Yes | No |
|---|-----|----|
| 21 Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II | 21 | X |
| 22 Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III | 22 | X |
| 23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J | 23 | X |
| 24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25 | 24a | X |
| b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | 24b | |
| c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | 24c | |
| d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | 24d | |
| 25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I | 25a | X |
| b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I | 25b | X |
| 26 Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? If "Yes," complete Schedule L, Part II | 26 | X |
| 27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? If "Yes," complete Schedule L, Part III | 27 | X |
| 28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions): | | |
| a A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV | 28a | X |
| b A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV | 28b | X |
| c An entity of which a current or former officer, director, trustee, or key employee of the organization (or a family member) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV | 28c | X |
| 29 Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M | 29 | X |
| 30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M | 30 | X |
| 31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I | 31 | X |
| 32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II | 32 | X |
| 33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I | 33 | X |
| 34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1 | 34 | X |
| 35 Is any related organization a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2 | 35 | X |
| 36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2 | 36 | X |
| 37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI | 37 | X |
| 38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? Note. All Form 990 filers are required to complete Schedule O. | 38 | X |

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

The organization may have to use a copy of this return to satisfy state reporting requirements.

OMB No. 1545-0047

2010

Open to Public Inspection

A For the 2010 calendar year, or tax year beginning _____, and ending _____

B Check if applicable:
 Address change
 Name change
 Initial return
 Terminated
 Amended return
 Application pending

C Name of organization: **Footings, Inc**
 Doing Business As _____
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite: **PO Box 2038**
 City or town, state or country, and ZIP + 4: **Monroe NY 10949**

D Employer identification number: **06-1364619**

E Telephone number: **845-783-7505**

F Name and address of principal officer: **COPY**

G Gross receipts \$: **1,711,896**

H(a) Is this a group return for affiliates? Yes No
H(b) Are all affiliates included? Yes No
 If "No," attach a list. (see instructions)

I Tax-exempt status: 501(c)(3) 501(c) () (insert no.) 4947(a)(1) or 527

J Website: **www.footings.org**

K Form of organization: Corporation Trust Association Other

L Year of formation: _____

M State of legal domicile: **NY**

Part I Summary

| | | | |
|--|---|---------------------------|--------------|
| Activities & Governance | 1 Briefly describe the organization's mission or most significant activities: See Schedule O | | |
| | 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. | | |
| | 3 Number of voting members of the governing body (Part VI, line 1a) | 3 | 4 |
| | 4 Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 4 |
| | 5 Total number of individuals employed in calendar year 2010 (Part V, line 2a) | 5 | 70 |
| | 6 Total number of volunteers (estimate if necessary) | 6 | 62 |
| | 7a Total unrelated business revenue from Part VIII, column (C), line 12 | 7a | |
| b Net unrelated business taxable income from Form 990-T, line 34 | 7b | 0 | |
| Revenue | 8 Contributions and grants (Part VIII, line 1h) | Prior Year | Current Year |
| | 9 Program service revenue (Part VIII, line 2g) | 22,183 | 13,769 |
| | 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 1,516,551 | 1,698,015 |
| | 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 56 | 112 |
| | 12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 4,108 | 1,711,896 |
| Expenses | 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) | | |
| | 14 Benefits paid to or for members (Part IX, column (A), line 4) | | |
| | 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | 1,229,436 | 1,196,353 |
| | 16a Professional fundraising fees (Part IX, column (A), line 11e) | | |
| | b Total fundraising expenses (Part IX, column (D), line 25) 2,364 | | |
| 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24f) | 427,933 | 429,077 | |
| 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) | 1,657,369 | 1,625,430 | |
| 19 Revenue less expenses. Subtract line 18 from line 12 | -114,471 | 86,466 | |
| Net Assets or Fund Balances | 20 Total assets (Part X, line 16) | Beginning of Current Year | End of Year |
| | 21 Total liabilities (Part X, line 26) | 590,110 | 670,811 |
| | 22 Net assets or fund balances. Subtract line 21 from line 20 | 129,363 | 123,598 |
| | | 460,747 | 547,213 |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here: **Rori Cooper Corbin** President Date: **11/2/11**

Print/Type preparer's name: **James F. Letterio CPA** Preparer's signature: _____ Date: **08/10/11** Check if PTIN self-employed **P00020593**

Firm's name: **Sedore and Company, CPAs** Firm's EIN: **14-1698408**

Firm's address: **2678 South Rd Fl 1 Poughkeepsie, NY 12601-5254** Phone no.: **845-485-5510**

Part IV Checklist of Required Schedules (continued)

| | Yes | No |
|---|------------------------------|--|
| 21 Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II | | X |
| 22 Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III | | X |
| 23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J | | X |
| 24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25 | | X |
| b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | | |
| c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | | |
| d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | | |
| 25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I | | X |
| b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I | | X |
| 26 Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? If "Yes," complete Schedule L, Part II | | X |
| 27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? If "Yes," complete Schedule L, Part III | | X |
| 28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions): | | |
| a A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV | | X |
| b A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV | X | |
| c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV | | X |
| 29 Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M | | X |
| 30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M | | X |
| 31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I | | X |
| 32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II | | X |
| 33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I | | X |
| 34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1 | | X |
| 35 Is any related organization a controlled entity within the meaning of section 512(b)(13)? | | X |
| a Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2 | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| 36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2 | | X |
| 37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI | | X |
| 38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? Note. All Form 990 filers are required to complete Schedule O | X | |

SCHEDULE L
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service
Name of the organization

Transactions With Interested Persons

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.**
▶ **Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.**

OMB No. 1545-0047
2010
Open To Public Inspection

Employer identification number
06-1364619

Footings, Inc

Part I Excess Benefit Transactions (section 501(c)(3) and section 501(c)(4) organizations only).

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

| 1 | (a) Name of disqualified person | (b) Description of transaction | (c) Corrected? | |
|-----|---------------------------------|--------------------------------|----------------|----|
| | | | Yes | No |
| (1) | | | | |
| (2) | | | | |
| (3) | | | | |
| (4) | | | | |
| (5) | | | | |
| (6) | | | | |

- 2 Enter the amount of tax imposed on the organization managers or disqualified persons during the year under section 4958 ▶ \$ _____
- 3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$ _____

Part II Loans to and/or From Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 26, or Form 990-EZ, Part V, line 38a.

| (a) Name of interested person and purpose | (b) Loan to or from the organization? | | (c) Original principal amount | (d) Balance due | (e) In default? | | (f) Approved by board or committee? | | (g) Written agreement? | |
|---|---------------------------------------|------|-------------------------------|-----------------|-----------------|----|-------------------------------------|----|------------------------|----|
| | To | From | | | Yes | No | Yes | No | Yes | No |
| | (1) | | | | | | | | | |
| (2) | | | | | | | | | | |
| (3) | | | | | | | | | | |
| (4) | | | | | | | | | | |
| (5) | | | | | | | | | | |
| (6) | | | | | | | | | | |
| (7) | | | | | | | | | | |
| (8) | | | | | | | | | | |
| (9) | | | | | | | | | | |
| (10) | | | | | | | | | | |
| Total | | | | ▶ \$ | | | | | | |

Part III Grants or Assistance Benefiting Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount and type of assistance |
|-------------------------------|---|-----------------------------------|
| (1) | | |
| (2) | | |
| (3) | | |
| (4) | | |
| (5) | | |
| (6) | | |
| (7) | | |
| (8) | | |
| (9) | | |
| (10) | | |

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2011 calendar year, or tax year beginning _____, **and ending** _____

| | | |
|---|--|---|
| B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending | C Name of organization <p align="center">Footings, Inc.</p> | D Employer identification number <p align="center">06-1364619</p> |
| | Doing Business As | |
| | Number and street (or P.O. box if mail is not delivered to street address) <p align="center">P.O. Box 2038</p> | Room/suite |
| | City or town, state or country, and ZIP + 4 <p align="center">Monroe NY 10949</p> | |
| F Name and address of principal officer: | | E Telephone number <p align="center">845-783-7505</p> |
| | | G Gross receipts \$ 1,683,512 |
| | | H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) |
| I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 | | |
| J Website: www.footings.org | | H(c) Group exemption number ▶ |
| K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶ | | L Year of formation: _____ |
| | | M State of legal domicile: NY |

Part I Summary

| | | | |
|---|--|---|-------------------------------|
| Activities & Governance | 1 Briefly describe the organization's mission or most significant activities: <p align="center">See Schedule O</p> | | |
| | 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. | | |
| | 3 Number of voting members of the governing body (Part VI, line 1a) | 3 | 4 |
| | 4 Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 1 |
| | 5 Total number of individuals employed in calendar year 2011 (Part V, line 2a) | 5 | 61 |
| | 6 Total number of volunteers (estimate if necessary) | 6 | 39 |
| | 7a Total unrelated business revenue from Part VIII, column (C), line 12 | 7a | 0 |
| b Net unrelated business taxable income from Form 990-T, line 34 | 7b | 0 | |
| Revenue | 8 Contributions and grants (Part VIII, line 1h) | Prior Year 13,769 | Current Year 16,470 |
| | 9 Program service revenue (Part VIII, line 2g) | 1,698,015 | 1,665,638 |
| | 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 112 | 41 |
| | 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 0 | 1,363 |
| | 12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 1,711,896 | 1,683,512 |
| Expenses | 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) | 0 | 0 |
| | 14 Benefits paid to or for members (Part IX, column (A), line 4) | 0 | 0 |
| | 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | 1,196,353 | 1,165,454 |
| | 16a Professional fundraising fees (Part IX, column (A), line 11e) | 0 | 0 |
| | b Total fundraising expenses (Part IX, column (D), line 25) ▶ 6,976 | 0 | 0 |
| | 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) | 429,077 | 388,739 |
| 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) | 1,625,430 | 1,554,193 | |
| 19 Revenue less expenses. Subtract line 18 from line 12 | 86,466 | 129,319 | |
| Net Assets or Fund Balances | 20 Total assets (Part X, line 16) | Beginning of Current Year 670,811 | End of Year 808,770 |
| | 21 Total liabilities (Part X, line 26) | 123,598 | 132,238 |
| | 22 Net assets or fund balances. Subtract line 21 from line 20 | 547,213 | 676,532 |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

| | | |
|-------------------------------|--|--|
| Sign Here | Signature of officer <p align="center">Rori Cooper Corbin</p> | Date <p align="center">President</p> |
| | Type or print name and title | |
| Paid Preparer Use Only | Print/Type preparer's name <p>James F. Letterio CPA</p> | Preparer's signature Date <p>11/13/12</p> |
| | Firm's name <p>Sedore & Company, C.P.A.'s, P.C.</p> | Firm's EIN ▶ 14-1698408 |
| | Firm's address <p>2678 South Road, Suite 101 Poughkeepsie, NY 12601-5254</p> | Phone no. 845-485-5510 |

Part IV Checklist of Required Schedules (continued)

| | | Yes | No |
|-----|---|-----|----|
| 21 | Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II | | X |
| 22 | Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III | | X |
| 23 | Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J | | X |
| 24a | Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25 | | X |
| b | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | | |
| c | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | | |
| d | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | | |
| 25a | Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I | | X |
| b | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I | | X |
| 26 | Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? If "Yes," complete Schedule L, Part II | | X |
| 27 | Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III | | X |
| 28 | Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions): | | |
| a | A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV | | X |
| b | A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV | X | |
| c | An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV | | X |
| 29 | Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M | | X |
| 30 | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M | | X |
| 31 | Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I | | X |
| 32 | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II | | X |
| 33 | Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I | | X |
| 34 | Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1 | | X |
| 35a | Did the organization have a controlled entity within the meaning of section 512(b)(13)? | | X |
| b | Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2 | | X |
| 36 | Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2 | | X |
| 37 | Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI | | X |
| 38 | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? Note. All Form 990 filers are required to complete Schedule O | X | |

SCHEDULE L
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Transactions With Interested Persons

▶ Complete if the organization answered
"Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c,
or Form 990-EZ, Part V, line 38a or 40b.
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No. 1545-0047

2011

Open To Public
Inspection

Name of the organization **Footings, Inc.** Employer identification number **06-1364619**

Part I Excess Benefit Transactions (section 501(c)(3) and section 501(c)(4) organizations only).
Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

| 1 | (a) Name of disqualified person | (b) Description of transaction | (c) Corrected? | |
|-----|---------------------------------|--------------------------------|----------------|----|
| | | | Yes | No |
| (1) | | | | |
| (2) | | | | |
| (3) | | | | |
| (4) | | | | |
| (5) | | | | |
| (6) | | | | |

2 Enter the amount of tax imposed on the organization managers or disqualified persons during the year under section 4958 ▶ \$ _____

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$ _____

Part II Loans to and/or From Interested Persons.
Complete if the organization answered "Yes" on Form 990, Part IV, line 26, or Form 990-EZ, Part V, line 38a.

| (a) Name of interested person and purpose | (b) Loan to or from the organization? | | (c) Original principal amount | (d) Balance due | (e) In default? | | (f) Approved by board or committee? | | (g) Written agreement? | |
|---|---------------------------------------|------|-------------------------------|-----------------|-----------------|----|-------------------------------------|----|------------------------|----|
| | To | From | | | Yes | No | Yes | No | Yes | No |
| | | | | | | | | | | |
| (1) | | | | | | | | | | |
| (2) | | | | | | | | | | |
| (3) | | | | | | | | | | |
| (4) | | | | | | | | | | |
| (5) | | | | | | | | | | |
| (6) | | | | | | | | | | |
| (7) | | | | | | | | | | |
| (8) | | | | | | | | | | |
| (9) | | | | | | | | | | |
| (10) | | | | | | | | | | |

Total ▶ \$ _____

Part III Grants or Assistance Benefiting Interested Persons.
Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount and type of assistance |
|-------------------------------|---|-----------------------------------|
| (1) | | |
| (2) | | |
| (3) | | |
| (4) | | |
| (5) | | |
| (6) | | |
| (7) | | |
| (8) | | |
| (9) | | |
| (10) | | |

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

The organization may have to use a copy of this return to satisfy state reporting requirements.

OMB No. 1545-0047

2012

Open to Public Inspection

A For the 2012 calendar year, or tax year beginning _____ **and ending** _____

B Check if applicable:
 Address change
 Name change
 Initial return
 Terminated
 Amended return
 Application pending

C Name of organization
Footings, Inc
 Doing Business As _____
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite
PO Box 2038
 City, town or post office, state, and ZIP code
Monroe NY 10949

D Employer identification number
06-1364619

E Telephone number
845-783-7505

G Gross receipts **1,538,634**

H(a) Is this a group return for affiliates? Yes No
H(b) Are all affiliates included? Yes No
 If "No," attach a list. (see instructions)

I Tax-exempt status: 501(c)(3) 501(c) () (insert no.) 4947(a)(1) or 527

J Website: **www.footings.org**

K Form of organization: Corporation Trust Association Other

L Year of formation: _____ **M State of legal domicile:** **NY**

Part I Summary

| | | | |
|---|--|--|------------------|
| Activities & Governance | 1 Briefly describe the organization's mission or most significant activities: See Schedule O | | |
| | 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. | | |
| | 3 Number of voting members of the governing body (Part VI, line 1a) | 3 | 5 |
| | 4 Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 2 |
| | 5 Total number of individuals employed in calendar year 2012 (Part V, line 2a) | 5 | 55 |
| | 6 Total number of volunteers (estimate if necessary) | 6 | 30 |
| | 7a Total unrelated business revenue from Part VIII, column (C), line 12 | 7a | 4,470 |
| b Net unrelated business taxable income from Form 990-T, line 34 | 7b | 3,470 | |
| Revenue | 8 Contributions and grants (Part VIII, line 1h) | Prior Year | Current Year |
| | 9 Program service revenue (Part VIII, line 2g) | 16,470 | 6,775 |
| | 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 1,665,638 | 1,509,014 |
| | 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 41 | 16 |
| | 12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 1,683,512 | 1,538,634 |
| | Expenses | 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) | |
| 14 Benefits paid to or for members (Part IX, column (A), line 4) | | | 0 |
| 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | | 1,165,454 | 1,259,110 |
| 16a Professional fundraising fees (Part IX, column (A), line 11e) | | | 0 |
| b Total fundraising expenses (Part IX, column (D), line 25) ▶ 6,976 | | | |
| 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) | | 388,739 | 442,796 |
| 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) | 1,554,193 | 1,701,906 | |
| 19 Revenue less expenses. Subtract line 18 from line 12 | 129,319 | -163,272 | |
| Net Assets or Fund Balances | 20 Total assets (Part X, line 18) | Beginning of Current Year | End of Year |
| | 21 Total liabilities (Part X, line 26) | 808,770 | 654,960 |
| | 22 Net assets or fund balances. Subtract line 21 from line 20 | 132,238 | 141,819 |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer: **Rori Cooper Corbin** President Date: _____

Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name: **James F. Letterio CPA** Preparer's signature: _____ Date: **11/18/13** Check if self-employed PTIN: **P00020593**

Firm's name: **Sedore & Company, C.P.A.'s, P.C.** Firm's EIN: **14-1698408**

Firm's address: **2678 South Road, Suite 101 Poughkeepsie, NY 12601-5254** Phone no.: **845-485-551**

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

For Paperwork Reduction Act Notice, see the separate instructions.
DAA

Part IV Checklist of Required Schedules (continued)

| | Yes | No |
|--|----------|----------|
| 21 Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II | | X |
| 22 Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III | | X |
| 23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J | | X |
| 24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25 | | X |
| b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | | |
| c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | | |
| d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | | |
| 25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I | | X |
| b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I | | X |
| 26 Was a loan to or by a current or former officer, director, trustee, key employee, highest compensated employee, or disqualified person outstanding as of the end of the organization's tax year? If "Yes," complete Schedule L, Part II | | X |
| 27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III | | X |
| 28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions): | | |
| a A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV | | X |
| b A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV | X | |
| c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV | X | |
| 29 Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M | | X |
| 30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M | | X |
| 31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I | | X |
| 32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II | | X |
| 33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I | | X |
| 34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, or IV, and Part V, line 1 | | X |
| 35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? | | X |
| b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2 | | |
| 36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2 | | X |
| 37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI | | X |
| 38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O | X | |

SCHEDULE L
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Transactions With Interested Persons

▶ Complete if the organization answered
"Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c,
or Form 990-EZ, Part V, line 38a or 40b.
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No. 1545-0047

2012

Open To Public
Inspection

Name of the organization

Footings, Inc

Employer identification number

06-1364619

Part I Excess Benefit Transactions (section 501(c)(3) and section 501(c)(4) organizations only).
Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

| 1 | (a) Name of disqualified person | (b) Relationship between disqualified person and organization | (c) Description of transaction | (d) Corrected? | |
|-----|---------------------------------|---|--------------------------------|----------------|----|
| | | | | Yes | No |
| (1) | | | | | |
| (2) | | | | | |
| (3) | | | | | |
| (4) | | | | | |
| (5) | | | | | |
| (6) | | | | | |

2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958 ▶ \$ _____

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$ _____

Part II Loans to and/or From Interested Persons.
Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22.

| (a) Name of interested person | (b) Relationship with organization | (c) Purpose of loan | (d) Loan to or from the org.? | | (e) Original principal amount | (f) Balance due | (g) In default? | | (h) Approved by board or committee? | | (i) Written agreement? | |
|-------------------------------|------------------------------------|---------------------|-------------------------------|------|-------------------------------|-----------------|-----------------|----|-------------------------------------|----|------------------------|----|
| | | | To | From | | | Yes | No | Yes | No | Yes | No |
| | | | | | | | | | | | | |
| (1) | | | | | | | | | | | | |
| (2) | | | | | | | | | | | | |
| (3) | | | | | | | | | | | | |
| (4) | | | | | | | | | | | | |
| (5) | | | | | | | | | | | | |
| (6) | | | | | | | | | | | | |
| (7) | | | | | | | | | | | | |
| (8) | | | | | | | | | | | | |
| (9) | | | | | | | | | | | | |
| (10) | | | | | | | | | | | | |

Total ▶ \$ _____

Part III Grants or Assistance Benefiting Interested Persons.
Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of assistance | (d) Type of assistance | (e) Purpose of assistance |
|-------------------------------|---|--------------------------|------------------------|---------------------------|
| (1) | | | | |
| (2) | | | | |
| (3) | | | | |
| (4) | | | | |
| (5) | | | | |
| (6) | | | | |
| (7) | | | | |
| (8) | | | | |
| (9) | | | | |
| (10) | | | | |

Exhibit C

INDEPENDENT AUDITORS' REPORT

To the Members of the
Board of Directors
Footings, Inc.
PO Box 2038
Monroe, New York 12949

Ladies and Gentlemen:

We have audited the accompanying statement of Financial Position of Footings, Inc. (a non-profit organization) as of December 31, 2008 and 2007, and the related statements of Activities and Changes in Net Assets, Functional Expenses, and Cash Flows for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Footings, Inc. as of December 31, 2008 and 2007, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Sedore & Company, CPAs

Poughkeepsie, New York
November 2, 2009

FOOTINGS, INC.
NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
DECEMBER 31, 2008 AND 2007

NOTE 8 – Occupancy Expense and Leases (cont'd)

The minimum lease payments for which the Agency is obligated are as follows:

| <u>December 31,</u> | <u>Amount</u> |
|---------------------|-------------------|
| 2009 | \$ 49,099 |
| 2010 | 50,081 |
| 2011 | 33,830 |
| Total | <u>\$ 133,010</u> |

NOTE 9 – Retirement Program

The Agency has a section 403(b) type retirement plan for all eligible employees. For the year ended December 31, 2008 and 2007, the total expense was \$12,680 and \$15,060, respectively.

NOTE 10 – Related Party Transactions

The Agency has their vehicles serviced under contract with a family member of the president of the Agency. The Agency paid \$11,983 and \$8,727 to this vendor as of December 31, 2008 and 2007, respectively.

Additionally, the vice-president of Footings, Inc. is the spouse of the president. The vice-president is paid a salary of \$72,114. The president's child also works part-time for the company and is paid a wage of \$4,627.

Footings, Inc. established a for-profit limited liability company called Little Foot, LLC. It was created to further the expansion of Footings, Inc. and to invest in vehicles that will earn a greater return. Transactions between Footings, Inc. and Little Foot, LLC are accounted for under the equity method of accounting. Contributions of \$45,000 were made to Little Foot, LLC during 2008.

NOTE 11 – Advertising Costs

Advertising costs are charged to operations when incurred. The Agency did not have any advertising expense for the year ended December 31, 2008 or 2007.

NOTE 12 - Commitments and Contingent Liabilities

The Agency has received or is owed amounts from various grantor agencies. Any disallowed claims, including amounts already collected, may constitute a liability of the Agency. The amount, if any, of expenditures which may be disallowed by the grantors cannot be determined at this time.



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Partners

James L. Sedore, Jr., CPA
Mark S. O'Sullivan, CPA
James F. Letterio, Jr., CPA
Linda M. Hannigan, CPA
Karen T. Hansen, CPA
Jefrie L. Brown, CPA
Charles R. Rue, Jr., CPA

INDEPENDENT AUDITORS' REPORT

To the Members of the
Board of Directors
Footings, Inc.
PO Box 2038
Monroe, New York 12949

Ladies and Gentlemen:

We have audited the accompanying Statements of Financial Position of Footings, Inc. (a non-profit organization) as of December 31, 2010 and 2009, and the related Statements of Activities and Changes in Net Assets, Functional Expenses, and Cash Flows for the years then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Footings, Inc. as of December 31, 2010 and 2009, and the changes in its net assets and its cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

Sedore Hudson Valley, CPAs

Poughkeepsie, New York
April 14, 2011

Poughkeepsie Office

2678 South Road | Suite 101 Poughkeepsie, New York 12601

Tel: (845) 485-5510 | Fax: (845) 485-5547 | Email: info@sedoreco.com | Web: www.sedoreco.com

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FOOTINGS, INC.
NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
DECEMBER 31, 2010 AND 2009

NOTE 7 – Deferred Revenue

The Deferred Revenues account represents advance payments made to the Agency by the various funding sources. These advance payments are deducted from the reimbursement vouchers submitted by the Agency to the funding sources, until the full amount of the advance payments are recouped. Deferred Revenues as of December 31, 2010 and 2009 amounted to \$1,435 and \$1,365, respectively.

NOTE 8 – Occupancy Expense and Leases

The Agency currently has 2 property leases for its office and operations. The first lease was \$950 per month and expired on March 31, 2007 but the Agency continues to rent on a month to month basis. The second lease is a 5 year escalating lease commencing on September 1, 2006 and expiring on August 31, 2011. Rental payments were \$3,985 from September 1, 2007 until August 31, 2008, \$4,065 from September 1, 2008 until August 31, 2009, \$4,146 from September 1, 2009 until August 31, 2010, and \$4,229 from September 1, 2010 until December 31, 2010. Total property leases expense for the Agency's office and operations for 2010 amounted to \$50,081.

The minimum lease payments for which the Agency is obligated are as follows:

| <u>December 31,</u> | <u>Amount</u> |
|---------------------|-------------------------|
| 2011 | 33,830 |
| 2012 | - |
| Total | <u>\$ 33,830</u> |

NOTE 9 – Retirement Program

The Agency has a section 403(b) type retirement plan for all eligible employees. For the year ended December 31, 2010 and 2009, the total expense was \$21,002 and \$18,068, respectively.

NOTE 10 – Related Party Transactions

The Agency has their vehicles serviced under contract with a family member of the president of the Agency. The Agency paid \$22,365 and \$20,967 to this supplier for the year ended December 31, 2010 and 2009, respectively. Additionally, this family member acted as a business advising consultant to the board president, earning a total of \$713 for these services for the year ending December 31, 2009. No additional consulting services from this family member were provided in the year ending December 31, 2010.

Additionally, the vice-president of Footings, Inc. is the spouse of the president. The vice-president is paid a salary of \$75,071. Two of their children also work for the Agency and were paid \$47,429 and \$13,808, respectively, during 2010.

FOOTINGS, INC.
NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
DECEMBER 31, 2010 AND 2009

NOTE 10 – Related Party Transactions (Continued)

Footings, Inc. established a for-profit limited liability company called Little Foot, LLC. It was created to further the expansion of Footings, Inc. and to seek investment vehicles that will earn a greater return. Transactions between Footings, Inc. and Little Foot, LLC are accounted for under the equity method of accounting. No contributions were made to Little Foot, LLC during 2010 or 2009.

NOTE 11 – Advertising Costs

Advertising costs are charged to operations when incurred. The Agency did not have any advertising expense for the years ended December 31, 2010 or 2009.

NOTE 12 - Commitments and Contingent Liabilities

The Agency has received or is owed amounts from various grantor agencies. Any disallowed claims, including amounts already collected, may constitute a liability of the Agency. The amount, if any, of expenditures which may be disallowed by the grantors cannot be determined at this time.

NOTE 13 – Concentrations

The Agency receives a substantial amount of its support from federal, state and local governments. A significant reduction in the level of this support, if this were to occur, may have an effect on the programs and activities provided by the Agency.

Financial instruments which potentially subject the Agency to concentrations of credit risk consist principally of cash and cash equivalents. At December 31, 2010 and 2009, the Agency maintained balances that at times exceeded the federally insured limits. The Agency reduces its exposure to credit risk by maintaining its cash balances with quality financial institutions.



CERTIFIED PUBLIC ACCOUNTANTS, P.C.

Navigating Your Success

Members:
Mark J. Sedore, CPA
Linda M. Stranahan, CPA
James L. Sedore, CPA
Thomas R. B... CPA

INDEPENDENT AUDITORS' REPORT

To the Members of the
Board of Directors
Footings, Inc.
P.O. Box 2038
Monroe, NY 10949

Report on the Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of Footings, Inc. and Affiliate (the "Organization"), which comprise the consolidated statements of financial position as of December 31, 2012 and 2011, and the related consolidated statements of activities and cash flows for the years then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement.

Ploughkeepsie Office

2575 South Road - Suite 101 - Ploughkeepsie, New York 12561

Tel: 845-485-5510 Fax: (845) 485-5547 Email: info@sedoreco.com Web: www.sedoreco.com

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An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Footings, Inc. and Affiliate as of December 31, 2012 and 2011, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Sedau & Company, CPAs

Poughkeepsie, New York
July 29, 2013

FOOTINGS, INC. AND AFFILIATE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONT'D.)
DECEMBER 31, 2012 AND 2011

NOTE 8 – Occupancy Expense and Leases (Continued)

The second agreement was entered in January 2011 for monthly payments of \$1,500 on a month to month basis. Payments for this agreement for 2012 are: Rent \$17,100 and Participant Incidentals \$900 for a total of \$18,000. Total rent expense for the Organization's Club Rec programs for 2012 was \$21,300.

Total property lease expense for the Organization's office and operations for 2012 amounted to \$63,945. Other rent paid on rental agreements totaled \$40,500. Total payments recorded as Rent-Provider Paid for 2012 were \$104,445.

NOTE 9 – Retirement Program

The Organization has a section 403(b) type retirement plan for all eligible employees. For the years ended December 31, 2011 and 2010, the total expense was \$21,005 and \$19,751, respectively.

NOTE 10 – Related Party Transactions

Footings, Inc. established a for-profit limited liability company called Little Foot, LLC. It was created to further the expansion of Footings, Inc. and to seek investments that would earn a greater return. Transactions between Footings, Inc. and Little Foot, LLC are eliminated in consolidation.

The loan receivable – related party (funds loaned to Little Foot, LLC), had a balance of \$99,905 and \$43,000 as of December 31, 2012, and 2011, respectively. In 2012, a total of \$50,000 was loaned to Little Foot, LLC. All loans from Footings, Inc. to Little Foot, LLC, were approved by an independent board member of Footings, Inc.

The funds loaned to Little Foot, LLC were subsequently loaned to another related party entity called Dynamic Motorworks, LLC. Dynamic Motorworks, LLC is a for-profit limited liability company owned by the daughter and son-in-law of the President and Vice-President of Footings, Inc. Total loans from Little Foot, LLC to Dynamic Motorworks, LLC, were \$99,905 as of December 31, 2012. The loan made to Dynamic Motorworks, LLC, was paid in full on July 24, 2013.

Footings, Inc. has their vehicles serviced by Dynamic Motorworks, LLC, and Footings, Inc. paid to Dynamic Motorworks, LLC, a total of \$51,175 and \$21,348, for the years ended December 31, 2012 and 2011, respectively, for vehicle service and repairs.

Finally, the Vice-President of Footings, Inc. is the spouse of the President. The Vice-President was paid a salary of \$76,572 for the year 2012. Two of their children and their son-in-law also work for Footings, Inc., and were paid a total of \$52,023 for 2012.



Partners
James L. Sedore, Jr., CPA
Mark S. O'Sullivan, CPA
James F. Letterio, Jr., CPA
Linda M. Hannigan, CPA
Karen T. Hansen, CPA
Jelhey L. Brown, CPA
Charles R. Rau, Jr., CPA

INDEPENDENT AUDITORS' REPORT

To the Members of the
Board of Directors
Footings, Inc.
PO Box 2038
Monroe, New York 12949

Ladies and Gentlemen:

We have audited the accompanying Statements of Financial Position of Footings, Inc. (a non-profit organization) as of December 31, 2009 and 2008, and the related Statements of Activities and Changes in Net Assets, Functional Expenses, and Cash Flows for the years then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Footings, Inc. as of December 31, 2009 and 2008, and the changes in its net assets and its cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

Sedore & Company, CPAs
Poughkeepsie, New York
October 8, 2010

FOOTINGS, INC.
NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
DECEMBER 31, 2009 AND 2008

NOTE 9 – Retirement Program

The Agency has a section 403(b) type retirement plan for all eligible employees. For the year ended December 31, 2009 and 2008, the total expense was \$18,068 and \$12,680, respectively.

NOTE 10 – Related Party Transactions

The Agency has their vehicles serviced under contract with a family member of the president of the Agency. The Agency paid \$20,967 and \$11,583 to this vendor as of December 31, 2009 and 2008, respectively. Additionally, this family member acted as a business advising consultant to the board president, earning a total of \$713 for these services for the year ending December 31, 2009.

Additionally, the vice-president of Footings, Inc. is the spouse of the president. The vice-president is paid a salary of \$73,000. Two of their children also work part-time for the company and were paid \$145 and \$13,965, respectively, during 2009.

Footings, Inc. established a for-profit limited liability company called Little Foot, LLC. It was created to further the expansion of Footings, Inc. and to invest in vehicles that will earn a greater return. Transactions between Footings, Inc. and Little Foot, LLC are accounted for under the equity method of accounting. No contributions were made to Little Foot, LLC during 2009.

NOTE 11 – Advertising Costs

Advertising costs are charged to operations when incurred. The Agency did not have any advertising expense for the year ended December 31, 2009 or 2008.

NOTE 12 - Commitments and Contingent Liabilities

The Agency has received or is owed amounts from various grantor agencies. Any disallowed claims, including amounts already collected, may constitute a liability of the Agency. The amount, if any, of expenditures which may be disallowed by the grantors cannot be determined at this time.

NOTE 13 – Concentrations

The Agency receives a substantial amount of its support from federal, state and local governments. A significant reduction in the level of this support, if this were to occur, may have an effect on the programs and activities provided by the Agency.

Financial instruments which potentially subject the Agency to concentrations of credit risk consist principally of cash and cash equivalents. At December 31, 2009 and 2008, the Agency maintained balances that at times exceeded the federally insured limits. The Agency reduces its exposure to credit risk by maintaining its cash balances with quality financial institutions.



CERTIFIED PUBLIC ACCOUNTANTS, P.C.

Navigating Your Success

Partners

Mark S. O'Sullivan, CPA

James F. Letterio, Jr., CPA

Linda M. Hannigan, CPA

James L. Sedore, Jr., CPA

Charles R. Rae, Jr., CPA

INDEPENDENT AUDITORS' REPORT

To the Members of the
Board of Directors
Footings, Inc.
PO Box 2038
Monroe, New York 12949

Ladies and Gentlemen:

We have audited the accompanying Statements of Financial Position of Footings, Inc. (a non-profit organization) as of December 31, 2011 and 2010, and the related Statements of Activities and Changes in Net Assets, Functional Expenses, and Cash Flows for the years then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provided a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Footings, Inc. as of December 31, 2011 and 2010, and the changes in its net assets and its cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

Sedore & Company CPAs, P.C.

Poughkeepsie, New York
November 8, 2012

Poughkeepsie Office

2678 South Road | Suite 101 | Poughkeepsie, New York 12601

Tel: (845) 485-5510 | Fax: (845) 485-5547 | Email: info@sedoreco.com | Web: www.sedoreco.com

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FOOTINGS, INC.
NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
DECEMBER 31, 2011 AND 2010

NOTE 9 – Retirement Program

The Agency has a section 403(b) type retirement plan for all eligible employees. For the years ended December 31, 2011 and 2010, the total expense was \$19,751 and \$21,002, respectively.

NOTE 10 – Related Party Transactions

The Agency has their vehicles serviced under contract with a family member of the president of the Agency. The Agency paid \$21,348 and \$22,365 to this supplier for the year ended December 31, 2011 and 2010, respectively.

Additionally, the vice-president of Footings, Inc. is the spouse of the president. The vice-president was paid a salary of \$74,640 during 2011. Two of their children and their son-in-law also work for the Agency and were paid salaries of \$14,215, \$29,625, and \$1,650, respectively, during 2011.

Footings, Inc. established a for-profit limited liability company called Little Foot, LLC. It was created to further the expansion of Footings, Inc. and to seek investment vehicles that will earn a greater return. Transactions between Footings, Inc. and Little Foot, LLC are accounted for under the equity method of accounting. No contributions were made to Little Foot, LLC during 2011 or 2010.

NOTE 11 – Advertising Costs

Advertising costs are charged to operations when incurred. The Agency did not have any advertising expense for the years ended December 31, 2011 or 2010.

NOTE 12 - Commitments and Contingent Liabilities

The Agency has received or is owed amounts from various grantor agencies. Any disallowed claims, including amounts already collected, may constitute a liability of the Agency. The amount, if any, of expenditures which may be disallowed by the grantors cannot be determined at this time.

NOTE 13 – Concentrations

The Agency receives a substantial amount of its support from federal, state and local governments. A significant reduction in the level of this support, if this were to occur, may have an effect on the programs and activities provided by the Agency.

Financial instruments which potentially subject the Agency to concentrations of credit risk consist principally of cash and cash equivalents. At December 31, 2011, the Agency maintained balances that at times exceeded the federally insured limits. The Agency reduces its exposure to credit risk by maintaining its cash balances with quality financial institutions.

Exhibit D

Rori Cooper Corbin

159 Pine Tree Rd.

Monroe, N.Y. 10950

CURRICULUM VITAE

EDUCATION: 1980 - M.A. NYU- Health, Nursing and Education; Non-Cognitive Counseling

B.S. – S.U.N.Y. Purchase – Social Sciences

AWARDS: NYU Fellowship

Educational Leave With Pay; NYS

Letter Of Commendation: FBI (Willowbrook)

Letter of Commendation: Commissioner NYS Dept. of Mental Hygiene

Letter of Commendation: Commissioner NYS OMRDD

1973 – 1974 - Willowbrook D.C. assisting in revision of daily programming for building of girls aged 6 – 13; assistance as needed for the investigation into abuse at the facility. Her work earned her a commendation from the FBI as well as the Commissioner of Mental Hygiene.

1974-1986 – Letchworth D.C. - provided services in the Pre-placement Unit preparing residents of the unit for eventual community placement. Member of Team that pioneered or assisted in the development of cutting edge, state of the art programs such as the Sexuality Awareness Program, Voting Rights Education and Independent Living Skills. To assure effectiveness, the program became a 3 year research project to establish validity and reliability of the assessment instrument. The results of the research were published and reported at the AAMRD International Conference in Montreal. The research was so highly valued, that OMRDD requested that the program development team, travel around the state training the clinical staff at the various state facilities. Again, Mrs. Corbin received a Commendation from the Commissioner.

1988 – 1994 - President allied health care consulting company providing behavioral research and administrative services for pharmaceutical companies, medical schools and hospitals.

1993 – 1996 - Consumer Advisory Board (Willowbrook) representative for Hudson Valley

1993- Present – Co-Founder and President of Footings, Inc; at not-for-profit that specializes in providing non-traditional programs and service to persons with special needs and children at risk.

Exhibit E



PayScale Professional Report • Executive Director, Non-Profit Organization

New York, New York, United States

Report date Wednesday, March 21, 2007

Prepared for Phil Andrews



Report Contents Executive Director, Non-Profit Organization
New York, New York, United States

a. Introduction

- i. about your report
- ii. specified search criteria
- iii. report data summary

b. Compensation and Benefits Summary

- i. salaried
 - total cash compensation*
 - base salary*
 - bonus*
- ii. vacation weeks
- iii. benefits summary

c. Compensation Influencers

- i. employment setting
- ii. skills and experience
- iii. education
- iv. location

d. Anonymous Matching Profiles

e. Methodology

Introduction Executive Director, Non-Profit Organization
New York, New York, United States

About Your Report

Thank you for choosing PayScale as a compensation data resource. This report provides you with data for the job title **Executive Director, Non-Profit Organization** located in **New York, New York, United States**. This report was run on **March 21, 2007** and is based on **100** individual matches, with an average age of **141 days**. The records used in this report are matched to the job profile that you specified.

Specified Search Criteria

This report is based on the following targeted searches, made **Wednesday, March 21, 2007**. You can refine your search criteria in the *Match Criteria* window on the Search results page at: www.payscale.com/pro/hrreportdetails.asp.

Years Experience Range: - All -
Number of Employees Range: - All -
Type of Organization: - All -
Number Supervised Range: - All -

Product / Business Activity: - All -
Region: New York-Wayne-White Plains, New York /
New Jersey Metropolitan Area
Date Run: Wednesday, March 21, 2007

Report Data Summary

This report is based on **100** profiles matching your specified criteria. Note: *Required Match* searches have a smaller sample size than more broadly-defined searches. If you have any questions, please call: 1-888-699-0702.

Cities:

(New York-Wayne-White Plains, New York / New Jersey Metropolitan Area)

| | |
|----------|-----|
| New York | 87% |
| Bronx | 2% |
| Paterson | 2% |
| Other | 9% |

Organization Sizes:

| | |
|----------|-----|
| 1-9 | 44% |
| 10-49 | 29% |
| 50-199 | 13% |
| 200-599 | 9% |
| 600-1999 | 4% |
| Other | 1% |

Industries and Product Activities:

| | |
|-------------------------------|-----|
| Non-Profit Organization | 11% |
| Social Services | 6% |
| Membership Advocacy | 6% |
| Education, K-12 Schools | 5% |
| Healthcare | 4% |
| Religion | 4% |
| Education, College/University | 4% |
| Other | 60% |

Years Experience Ranges:

| | |
|------------------|-----|
| 10-19 years | 31% |
| 20 years or more | 29% |
| 1-4 years | 23% |
| 5-9 years | 15% |
| Other | 2% |

Organization Types:

| | |
|--------------------------|-----|
| Non-Profit Organization | 82% |
| Foundation / Trust | 8% |
| School / School District | 3% |
| College / University | 2% |
| Other | 5% |

Compensation and Benefits Summary Executive Director, Non-Profit Organization
 New York, New York, United States
 See page 3 for search criteria

The following section shows cash compensation and benefits for employees matched to use this report's search criteria. Depending on the position, this section will include compensation type (salary, hourly rates, bonuses, profit share, etc.), vacation weeks, and common benefits (health care, 401K plans, casual dress atmosphere, etc.).

Salaried

| | # Reporting | Average | 10% | 25% | 50% | 75% | 90% |
|-------------------------|-------------|----------|----------|----------|----------|-----------|-----------|
| total cash compensation | 82 | \$97,167 | \$53,082 | \$70,137 | \$93,305 | \$125,162 | \$162,811 |
| base salary | 82 | \$94,380 | \$51,746 | \$68,239 | \$90,646 | \$121,454 | \$157,865 |
| bonus | 25 | \$10,290 | \$1,000 | \$1,000 | \$4,500 | \$10,000 | \$25,000 |

Currency: U.S. Dollar (USD)

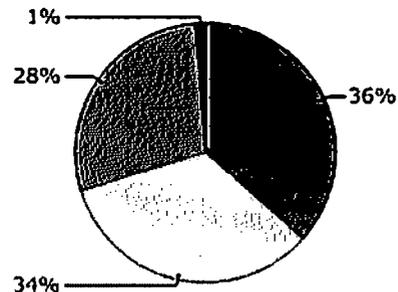
Vacation Weeks

years experience average
 all 3 weeks

Benefits Summary

Health Benefits for this Position:

- Dental & Medical / Health 36% receive ☉
 - Medical / Health 34% receive ○
 - Dental, Medical / Health & Vision 28% receive ☉
 - Dental & Vision 1% receive ●
- 74 reporting



Other Popular Benefits for this Position:

- Paid Holidays / Vacation
- Paid Sick Leave
- 401(k)
- Casual Dress/Atmosphere
- Life Insurance/Disability

Compensation Influencers Executive Director, Non-Profit Organization
 New York, New York, United States

The following section provides unique data on factors that influence compensation for your position. Use this information to determine pay based on the employee's unique background (experience, education, certifications, etc.). You can also use this data to set pay for positions with specific job requirements (experience level, education, unique skills, etc.). Note: influencer data will vary based on job type (i.e. number of hospital beds for nurses vs. coding language for software programmers).

Employment Setting

Salary By Product Activity

| | # Reporting | Average | 10% | 25% | 50% | 75% | 90% |
|--------------------------------------|-------------|-----------|----------|----------|-----------|-----------|-----------|
| <i>base salary - your search</i> | | \$94,380 | \$51,746 | \$68,239 | \$90,646 | \$121,454 | \$157,865 |
| non-profit organization | 9 | \$77,936 | - | \$63,583 | \$75,886 | \$92,801 | - |
| membership advocacy | 5 | \$135,512 | - | - | \$132,584 | - | - |
| social services | 4 | \$87,835 | - | - | \$83,845 | - | - |
| healthcare | 3 | \$130,978 | - | - | \$126,844 | - | - |
| religion | 3 | \$88,409 | - | - | \$86,862 | - | - |
| youth services | 3 | \$51,489 | - | - | \$50,422 | - | - |
| education, k-12 schools | 3 | \$101,698 | - | - | \$97,884 | - | - |
| child care / day care | 3 | \$62,329 | - | - | \$60,302 | - | - |
| education, college/university | 3 | \$89,924 | - | - | \$87,471 | - | - |
| advocacy & human rights organization | 3 | \$91,102 | - | - | \$89,716 | - | - |

Currency: U.S. Dollar (USD)

Salary by Employer Type

| | # Reporting | Average | 10% | 25% | 50% | 75% | 90% |
|----------------------------------|-------------|----------|----------|----------|----------|-----------|-----------|
| <i>base salary - your search</i> | | \$94,380 | \$51,746 | \$68,239 | \$90,646 | \$121,454 | \$157,865 |
| non-profit organization | 68 | \$94,368 | \$52,399 | \$68,635 | \$90,692 | \$121,020 | \$156,863 |
| foundation / trust | 7 | \$73,993 | - | \$49,684 | \$70,520 | \$99,169 | - |

Currency: U.S. Dollar (USD)

Compensation Influencers Executive Director, Non-Profit Organization
 New York, New York, United States

Salary by Company Size (People)

| | # Reporting | Average | 10% | 25% | 50% | 75% | 90% |
|----------------------------------|-------------|-----------|----------|----------|-----------|-----------|-----------|
| <i>base salary - your search</i> | | \$94,380 | \$51,746 | \$68,239 | \$90,646 | \$121,454 | \$157,865 |
| 1-9 | 27 | \$85,014 | \$51,728 | \$64,605 | \$82,099 | \$106,152 | \$134,579 |
| 10-49 | 19 | \$77,302 | \$38,483 | \$53,500 | \$73,901 | \$101,953 | \$135,105 |
| 50-199 | 10 | \$99,630 | \$67,407 | \$79,873 | \$96,807 | \$120,092 | \$147,610 |
| 200-599 | 5 | \$124,974 | - | - | \$121,221 | - | - |
| 600-1999 | 3 | \$155,693 | - | - | \$153,853 | - | - |

Currency: U.S. Dollar (USD)

Compensation Influencers Executive Director, Non-Profit Organization
 New York, New York, United States

Skills and Experience

Salary By Experience

| | # Reporting | Average | 10% | 25% | 50% | 75% | 90% |
|----------------------------------|-------------|-----------|----------|----------|-----------|-----------|-----------|
| <i>base salary - your search</i> | | \$94,380 | \$51,746 | \$68,239 | \$90,646 | \$121,454 | \$157,865 |
| 1-4 years | 18 | \$72,008 | \$41,768 | \$55,142 | \$69,414 | \$91,258 | \$116,666 |
| 5-9 years | 20 | \$85,039 | \$54,360 | \$68,194 | \$82,803 | \$102,785 | \$126,762 |
| 10-19 years | 27 | \$101,994 | \$63,770 | \$78,482 | \$98,377 | \$127,406 | \$161,011 |
| 20 years or more | 17 | \$117,153 | \$61,776 | \$84,788 | \$113,119 | \$152,271 | \$198,221 |

Currency: U.S. Dollar (USD)

Salary by Number of Employees Supervised

| | # Reporting | Average | 10% | 25% | 50% | 75% | 90% |
|----------------------------------|-------------|-----------|----------|----------|-----------|-----------|-----------|
| <i>base salary - your search</i> | | \$94,380 | \$51,746 | \$68,239 | \$90,646 | \$121,454 | \$157,865 |
| 4-10 | 4 | \$111,850 | - | - | \$107,950 | - | - |
| 11+ | 4 | \$101,240 | - | - | \$96,680 | - | - |

Currency: U.S. Dollar (USD)

Compensation Influencers Executive Director, Non-Profit Organization
New York, New York, United States

Training and Education

Salary by Degree

| | <i># Reporting</i> | <i>Average</i> | <i>10%</i> | <i>25%</i> | <i>50%</i> | <i>75%</i> | <i>90%</i> |
|----------------------------------|--------------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|
| <i>base salary - your search</i> | | <i>\$94,380</i> | <i>\$51,746</i> | <i>\$68,239</i> | <i>\$90,646</i> | <i>\$121,454</i> | <i>\$157,865</i> |
| master's degree (non-m.b.a) | 14 | \$90,429 | \$53,789 | \$67,964 | \$87,220 | \$113,697 | \$144,989 |
| bachelor's degree | 9 | \$85,243 | - | \$58,114 | \$81,367 | \$113,341 | - |
| m.b.a. | 5 | \$127,942 | - | - | \$123,997 | - | - |

Currency: U.S. Dollar (USD)

Compensation Influencers Executive Director, Non-Profit Organization
 New York, New York, United States

Location

Salary By City

| | # Reporting | Average | 10% | 25% | 50% | 75% | 90% |
|----------------------------------|-------------|----------|----------|----------|----------|-----------|-----------|
| <i>base salary - your search</i> | | \$94,380 | \$51,746 | \$68,239 | \$90,646 | \$121,454 | \$157,865 |
| new york | 71 | \$95,049 | \$54,484 | \$70,177 | \$91,496 | \$120,809 | \$155,452 |

Currency: U.S. Dollar (USD)

Salary By State

| | # Reporting | Average | 10% | 25% | 50% | 75% | 90% |
|----------------------------------|-------------|----------|----------|----------|----------|-----------|-----------|
| <i>base salary - your search</i> | | \$94,380 | \$51,746 | \$68,239 | \$90,646 | \$121,454 | \$157,865 |
| new york | 78 | \$94,120 | \$52,303 | \$68,480 | \$90,457 | \$120,676 | \$156,389 |
| new jersey | 4 | \$99,456 | - | - | \$94,392 | - | - |

Currency: U.S. Dollar (USD)

Anonymous Matching Profiles Executive Director, Non-Profit Organization
New York, New York, United States

The following section provides a sampling of anonymous profiles used in this report. These are real-world profiles showing examples of compensation packages, skill sets, and experience levels of employed individuals that match your search criteria. Use this information to compare your position(s) to real people in the same position.

Profile No. 1

| | |
|-------------------------------|---|
| Current Employer | Years with Employer:30 Employer's Product/Business:Social Services Number of Employees:400 Employer Type:Non-Profit Organization |
| Job/Position/Title | Executive Director, Non-Profit Organization |
| Years In Field/Career | 30 |
| Number Supervised | 10 |
| Budget Managed | \$24,000,000 |
| Salary | \$155,000 |
| | Salary Type:Standard Full-Time 40+ Hours Per Week |
| Bonus | \$0.00 |
| Profit/Equity Share | Annual Profit Share:\$0.00 |
| Commission on Sales | Commission:\$0.00 |
| Benefits/Perks | Paid Holidays / Vacation, Paid Sick Leave, 401(k), Life Insurance/Disability |
| Health Insurance | Dental, Vision, Medical / Health |
| Job Location | State or Province:New York Country:United States |
| School/Degree | Year Graduated:1973 School Name:This data point withheld for privacy. Degree/Major Subject:Bachelor of Arts (BA) |
| Reasons we chose this profile | same or similar job |

Profile No. 2

| | |
|-------------------------------|--|
| Current Employer | Employer Type:Non-Profit Organization Years with Employer:25 Employer's Product/Business:Membership Advocacy Number of Employees:15 |
| Job/Position/Title | Executive Director, Non-Profit Organization |
| Years In Field/Career | 25 |
| Budget Managed | \$3,000,000 |
| Salary | \$165,000 |
| | Salary Type:Standard Full-Time 40+ Hours Per Week |
| Bonus | \$0.00 |
| Profit/Equity Share | Annual Profit Share:\$0.00 |
| Commission on Sales | Commission:\$0.00 |
| Benefits/Perks | Paid Holidays / Vacation, Paid Sick Leave, 401(k), Life Insurance/Disability, Laptop / Notebook Computer, Internet Access (DSL/ISDN/Cable...), Cell Phone |
| Health Insurance | Dental, Medical / Health |
| Job Location | State or Province:New York Country:United States |
| School/Degree | Year Graduated:1995 School Name:This data point withheld for privacy. Degree/Major Subject:Doctorate |
| Reasons we chose this profile | same or similar job |

Anonymous Matching Profiles Executive Director, Non-Profit Organization
New York, New York, United States

Profile No. 3

Current Employer Employer Type:Non-Profit Organization
 Years with Employer:3
 Employer's Product/Business:Community Development
 Number of Employees:7

Job/Position/Title Executive Director, Non-Profit Organization
Years In Field/Career 15
Budget Managed \$1,300,000
Salary \$55,000
 Salary Type:Part-time: 35-39 Hours
Bonus \$0.00
Profit/Equity Share Annual Profit Share:\$0.00
Commission on Sales Commission:\$0.00
Health Insurance None
Job Location State or Province:New York
 Country:United States

School/Degree Year Graduated:1981
 School Name:This data point withheld for privacy.
 Degree/Major Subject:Executive MBA

Reasons we chose this profile same or similar job

Profile No. 4

Current Employer Employer Type:Hospital
 Years with Employer:8
 Employer's Product/Business:Healthcare
 Number of Employees:1200

Job/Position/Title Executive Director, Non-Profit Organization
Years In Field/Career 12
Number Supervised 0
Budget Managed \$600,000
Salary \$165,000
 Salary Type:Part-time: 35-39 Hours
Bonus \$4,500
Profit/Equity Share Annual Profit Share:\$0.00
Commission on Sales Commission:\$0.00
Benefits/Perks Paid Holidays / Vacation, Paid Sick Leave, 401(k), Life Insurance/Disability
Health Insurance Dental, Vision, Medical / Health
Job Location State or Province:New York
 Country:United States

School/Degree Year Graduated:1992
 School Name:This data point withheld for privacy.
 Degree/Major Subject:Master of Business Administration (MBA)

Reasons we chose this profile same or similar job

Anonymous Matching Profiles Executive Director, Non-Profit Organization
New York, New York, United States

Profile No. 5

Current Employer Employer Type:Non-Profit Organization
Years with Employer:18
Number of Employees:4
Employer's Product/Business:Advocacy & Human Rights Organization

Job/Position/Title Executive Director, Non-Profit Organization
Years In Field/Career 18
Number Supervised 4
Budget Managed \$500,000
Salary \$100,000
Salary Type:Standard Full-Time 40+ Hours Per Week
Bonus \$0.00
Profit/Equity Share Annual Profit Share:\$0.00
Commission on Sales Commission:\$0.00
Benefits/Perks Paid Holidays / Vacation, Education/Training/Tuition/Certification Reimbursement, Paid Sick Leave, Life Insurance/Disability, Free Drinks/Coke/Juice/Water, Malpractice / Liability Insurance, Internet Access (DSL/ISDN/Cable...), Casual Dress/Atmosphere, Flex-Time / Flexible Schedule

Health Insurance Medical / Health
Job Location State or Province:New York
Country:United States

School/Degree Year Graduated:1967
School Name:This data point withheld for privacy.
Degree/Major Subject:B.A, Year Graduated:1977, School Name:This data point withheld for privacy., Degree/Major Subject:M.A.

Reasons we chose this profile same or similar job

Profile No. 6

Current Employer Employer Type:Non-Profit Organization
Years with Employer:0
Employer's Product/Business:Human Services Agency

Job/Position/Title Executive Director, Non-Profit Organization
Years In Field/Career 30
Number Supervised 150
Budget Managed \$1,000,000
Salary \$130,000
Salary Type:Standard Full-Time 40+ Hours Per Week
Bonus \$0.00
Profit/Equity Share Annual Profit Share:\$0.00
Commission on Sales Commission:\$0.00
Benefits/Perks Paid Holidays / Vacation, Education/Training/Tuition/Certification Reimbursement, Paid Sick Leave, Life Insurance/Disability

Health Insurance Dental, Vision, Medical / Health
Job Location State or Province:New York
Country:United States

Reasons we chose this profile same or similar job

Anonymous Matching Profiles Executive Director, Non-Profit Organization
New York, New York, United States

Profile No. 7

Current Employer Employer Type:Non-Profit Organization
Years with Employer:1
Employer's Product/Business:Software, Gaming
Number of Employees:5

Job/Position/Title Executive Director, Non-Profit Organization
Years In Field/Career 15
Number Supervised 5
Budget Managed \$2,000,000,000
Salary \$135,000
Salary Type:Standard Full-Time 40+ Hours Per Week

Bonus \$0.00
Profit/Equity Share Annual Profit Share:\$0.00
Commission on Sales Commission:\$0.00
Benefits/Perks Education/Training/Tuition/Certification Reimbursement, Casual Dress/Atmosphere, Flex-Time / Flexible Schedule, Telecommute/Work from Home

Health Insurance None
Job Location State or Province:New York
Country:United States

School/Degree Year Graduated:1982
School Name:This data point withheld for privacy.
Degree/Major Subject:B.A, Year Graduated:1985, School Name:This data point withheld for privacy., Degree/Major Subject:M.A.

Reasons we chose this profile same or similar job

Profile No. 8

Current Employer Employer Type:Non-Profit Organization
Years with Employer:15
Employer's Product/Business:Education, K-12 Schools
Number of Employees:55

Job/Position/Title Executive Director, Non-Profit Organization
Years In Field/Career 15
Number Supervised 30
Budget Managed \$2,200,000
Salary \$65,000
Salary Type:Standard Full-Time 40+ Hours Per Week

Bonus \$1,000
Profit/Equity Share Annual Profit Share:\$0.00
Commission on Sales Commission:\$0.00
Benefits/Perks Paid Holidays / Vacation, Paid Sick Leave, 401(k), Laptop / Notebook Computer, Internet Access (DSL/ISDN/Cable...), Cell Phone, Casual Dress/Atmosphere

Health Insurance Dental, Medical / Health
Job Location State or Province:New York
Country:United States

School/Degree Year Graduated:1988
School Name:This data point withheld for privacy.
Degree/Major Subject:B.A

Reasons we chose this profile same or similar job

Anonymous Matching Profiles Executive Director, Non-Profit Organization
New York, New York, United States

Profile No. 9

Current Employer Employer Type:Non-Profit Organization
Years with Employer:15
Number of Employees:50
Employer's Product/Business:Museum

Job/Position/Title Executive Director, Non-Profit Organization
Years In Field/Career 15
Number Supervised 30
Budget Managed \$350,000
Salary \$63,000
Salary Type:Standard Full-Time 40+ Hours Per Week

Bonus \$0.00
Profit/Equity Share Annual Profit Share:\$0.00
Commission on Sales Commission:\$0.00
Benefits/Perks Paid Holidays / Vacation, Paid Sick Leave, Free Drinks/Coke/Juice/Water, Internet Access (DSL/ISDN/Cable...), Casual Dress/Atmosphere, Flex-Time / Flexible Schedule

Health Insurance Medical / Health
Job Location State or Province:New York
Country:United States

Reasons we chose this profile same or similar job

Profile No. 10

Current Employer Employer Type:Non-Profit Organization
Years with Employer:2
Employer's Product/Business:Community Development

Job/Position/Title Executive Director, Non-Profit Organization
Years In Field/Career 10
Budget Managed \$3,000,000
Salary \$110,000
Salary Type:Standard Full-Time 40+ Hours Per Week

Bonus \$5,000
Profit/Equity Share Annual Profit Share:\$0.00
Commission on Sales Commission:\$0.00
Benefits/Perks Paid Holidays / Vacation, Paid Sick Leave, 401(k), Gym / Health Club / Fitness Membership, Life Insurance/Disability

Health Insurance Dental, Vision, Medical / Health
Job Location State or Province:New York
Country:United States

School/Degree Year Graduated:2000
School Name:This data point withheld for privacy.
Degree/Major Subject:Ph.D. Education

Reasons we chose this profile same or similar job

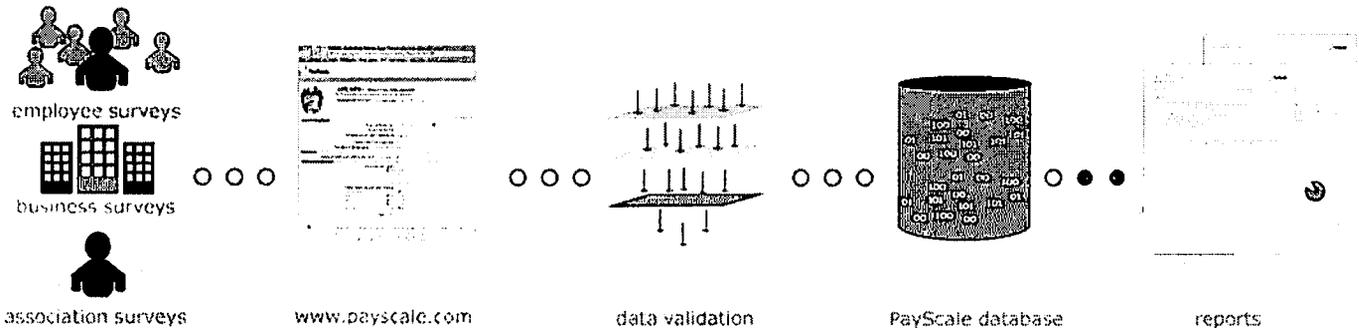
Methodology Executive Director, Non-Profit Organization
New York, New York, United States

Data Collection. PayScale administers the largest real-time salary survey in the world with more than a quarter-of-a-million new survey records being added to its database every month on positions from every industry, organization size and type.

PayScale's data sources include employee-submitted data collected through its website at www.payscale.com, and employer-submitted data collected by PayScale's research group on behalf of private companies and professional associations. PayScale does not pay individuals or companies to participate in surveys.

PayScale maintains an active database of nearly 2 million incumbents (individual job profiles with salaries), which is updated nightly in order to reflect the most up-to-date information available.

Data Validation. Profiles are reviewed using advanced, patent-pending algorithms to check for outliers or illogical data sequences before being utilized in our reports. Any data profile deemed questionable, incomplete, or duplicate is not used in calculating compensation reports. PayScale research has shown that its reports are not only within expected ranges, but can be more accurate than reports from other data providers because the reported data is more precisely matched to both the type and size of organization, and the skills and experience of the position.

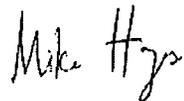


Data Analysis. PayScale's database maintains each individual profile in its entirety, preserving the detailed data points that make each record unique. PayScale does not modify or blend profile data, use inflation or cost of living adjustments, or age data. This way, PayScale avoids the shortcomings of surveys that use "averages of averages" or "surveys of surveys" approaches to market data reporting.

Data Reporting. PayScale's system reports data matched to the user's specific query. In job categories and industries with hard-to-find data, a minimum of six matched records must be available to calculate a report and the system shows you this information. In most cases, many more data points are available that precisely match the user's query using more factors than other surveys offer. Outliers below the 10th or above the 90th percentiles are not reported. Please see <http://www.payscale.com/pro/FAQ> for more details.

Thank you for choosing PayScale. We value your patronage and hope that you have found this report to be helpful and informative. PayScale is dedicated to providing you with the most accurate, relevant and timely compensation data available.

Sincerely,



Mike Hayes,
Vice President, PayScale Business Solutions

Contact Us:
Phone: 1-888-699-0702
Fax: +1-206-625-2114
316 Occidental Ave, Suite 310
Seattle, Washington 98104

Exhibit F

| Name | Location | National Taxonomy of Exempt Entities (NTEE) Classification | Revenue | Highest Paid Employee(s) | | |
|---|---------------------|--|---------------|---|---|-----------------------------------|
| | | ID | | | | |
| <i>Footings, Inc.</i> | Monroe, NY | (P80 - Services to Promote the Independence of Specific Populations) | \$2 million | CEO - Rori Cooper Corbin = \$100,000 | CFO - Will Corbin = \$77,000 | |
| <i>Rayim of Hudson Valley</i> | Monroe, NY | P82 - Developmentally Disabled Services/Centers | \$4.5 million | Executive Director - Sarah Kraus = \$102,000 | Administrator - Israel Kraus = \$102,000 | |
| <i>Chemlu Developmental Disabilities Center, Inc.</i> | Monroe, NY | F33 - Group Home, Residential Treatment Facility - Mental Health Related | \$1.5 million | Program Dire - Aron Teitelbaum = \$151,318 | COO/CFO - Moses Braver = \$196,128 | CEO - Pinkus Jakobwitz = \$61,065 |
| <i>Action Toward Independence</i> | Monticello, NY | P80 - Services to Promote the Independence of Specific Populations | \$1.1 million | Executive Director - Steven McLaughlin = \$64,000 | | |
| <i>Center for Disability Services Foundation</i> | Albany, NY | P80 - Services to Promote the Independence of Specific Populations | \$1.2 million | President/CEO - Alan Krafchin = \$284,000 | CFO/COO/Treasurer - Gregory Sorentino = \$165,000 | |
| <i>Center for Independence of the Disabled</i> | New York, NY | P80 - Services to Promote the Independence of Specific Populations | \$1.9 million | Executive Director - Susan Dooha = \$110,000 | | |
| <i>Westchester Independent Living</i> | White Plains, NY | P80 - Services to Promote the Independence of Specific Populations | \$2.4 million | Executive Director - Joseph Bravo = \$120,108 | | |
| <i>Independent Living Center of the Hudson Valley</i> | Troy, NY | P80 - Services to Promote the Independence of Specific Populations | \$1.8 million | Executive Director - Denise Figueroa = \$61,275 | | |
| <i>Lexington Hearing and Speech Center</i> | Jackson Heights, NY | P80 - Services to Promote the Independence of Specific Populations | \$1.3 million | CEO - Manuel Mosquera = \$198,756 [\$7,083 (reportable compensation from organization) + \$166,382 (reportable compensation from related organizations) + \$25,291 (estimated amount of compensation from related organizations)] | CFO - Maria Noto = \$140,050 [\$4,590 (reportable compensation from organization) + \$98,106 (reportable compensation from related organizations) + \$37,354 (estimated amount of compensation from related organizations)] | |

Exhibit G

Provident Bank



12/21/2006

Footings Inc.
PO Box 2038
Monroe, NY 10950
Attention: Rori Corbin

Provident Bank
400 Rella Boulevard
Montebello, NY 10901-4243
T 845.369.8040
F 845.369.8255
www.providentbanking.com

Dear Ms. Corbin:

As per our conversation regarding the purchase of a single family home for Footings Inc., I have discussed with Provident Bank's lending department the items you will need to qualify the loan as a personal mortgage.

They can only lend to private individuals or Limited Liability Corporations who have private owners. Once those requirements are met the loan is handled like a conventional first mortgage on the proposed property.

If you have any questions please feel free to me at 845-782-8166. Thanks for your attention to this matter.

Sincerely,

Jeffrey Hering
Assistant Vice President
Business Branch Manager Monroe

Exhibit H

FOOTINGS BOARD MEETING

1/9/07

Attendees: Rori Corbin, Will Corbin, Mike Grace, Joannah Miley, Mike Gonzales

President's Report:

Rori has signed the Articles of Organization to form the LLC. She met with the attorney Mike West. He filed the papers via U.S. Mail instead of on-line as was requested by Rori. This will cost us a lot of time. Using an attorney has cost us a lot of money. We may want to review his performance and reconsider his representing Footings in the future.

Footings received a letter from the bank saying that the LLC will qualify for a 5.78% loan (mortgage). The electrical contractor gave us a written estimate to upgrade and bring the property up to code. The estimate was \$6,700. We will ask the sellers for a reduction in the price to reflect this estimate. The sellers have indicated that the septic has been taken care of and we are still waiting for the certificates that must be issued when a septic system is serviced. Rori will continue to monitor and follow-up with the sellers. The heating system is 25 years old. It is still working, but may need to be replaced in the next few years.

Rori has asked if any board members are interested in joining the LLC or if they know of anyone who might be interested. No one has stepped forward. After much discussion it was decided that Rori and Will will be named partners with Footings. Footings will maintain a majority interest of 51% with the remaining interest to be split between Rori & Will. Rori will not be voting on Footings business that relates to the LLC. Three other board members will have to be present to make a quorum on LLC business.

Budget:

At this time Footings is still settling some contracts from 2005. Many people from the State have taken advantage of early retirement packages. This has left a dearth of knowledgeable people in the state government. Footings has been working on verbal contracts. Last year we were required to absorb some costs that had previously been authorized by the DDSO but not by Albany until much later in the year. Another issue is that we have been providing services under two regional offices. The Taconic office has verbally requested that we continue to provide services but has not forwarded the contracts for completion and thus has not paid us. This has been an ongoing battle. We have negotiated to move the client that is overseen by that office to a different office. We have finally gotten a verbal agreement to do this; however, the final paperwork authorizing the move (a Director to Director transfer) has not been approved.

We are also in negotiations with Albany over a recent rate cut. We are appealing the cut. The state has found some merit in our appeal, but we are waiting for a final decision. Rori asked to continue with last year's budget until March when we meet for our re-organization meeting. **The board authorized to continue at current level.**

Paid Holidays:

Rori asked the board if we should continue with last years paid holidays or add December 24th and/or December 26th. Last year people had requested services for the day after Thanksgiving so we denied staff requests for that day off based on those requests. Only four people actually showed up to receive services that day and staff were understandably upset. In anticipation of something similar happening right around Christmas should we just go ahead and shut down? Mike Grace asked if we do that for Christmas will we run into a problem over New Years? Rori doesn't think so. Will said that he thinks we should keep the holidays consistent from one year to the next. After some further discussion, the board had a consensus that December 24th, 26th, and December 31st would not be paid holidays but that we would grant vacations days to people as we could spare them.

Mutual of America:

There have been some federal regulation changes. Employers need to have accelerating vesting programs where employees are vested after three years of service. Footings asked Mutual of America if there were any alternatives to the three year cliff. The alternative is graded vesting in which an employee is 20% vested after 2 years, 40% vested after 3 years, 60% vested after 4 years, and 100% vested after 5 years. If Footings chooses this there are no additional charges but we must let them know by Friday. Mike Grace said that the record keeping for this can get very complicated. Rori said that Mutual of America will track it all for us. Mike Grace said that it can still get very complicated keeping all the employment records especially when people have leaves of absence, or leave the company and then return later. Rori asked if Mike was recommending the three year cliff. Mike said he wasn't. Rori said she goes back and forth. The board voted (Rori was abstaining) and there was a consensus that we should go with the graded vesting.

Update from the Compensation Committee:

Past deadline. Mike, Mike, and Arlene had a brief phone meeting. Aside from the recommendations in June of the base salary and full expense reimbursement for travel or via use of company credit card(s), the committee recommends bringing in someone to review compensation for past service and long term care and disability coverage. Mike Grace is going to talk with Will and he is going to order a booklet from boardsource.com. Rori said that New York State is running a series on long term care to be held periodically around the state. Would the compensation committee be willing to

go to this? They would have suggestions on policies and providers. Footings is bringing in Aflac to offer a pre-tax benefit to the staff. Should we look at reimbursing Rori for this coverage? Mike Grace said that that sounded really simple. How much? Rori said it was about \$70/month. Mike Grace said that sounds reasonable. Will suggested getting some quotes from other carries for comparison. Rori doesn't know of other companies, but she will have Aflac get copies of the policy to the board. Mike Grace asked Rori if she is looking for something above and beyond disability? Rori said that currently Footings does not allow vacation and sick time to accrue. She would like to have her vacation and sick time rollover and accumulate since she never really seems to be able to take more than 1-2 weeks of either annually. Mike Grace wonders if we can do this just for Rori? Mike Gonzales asked if there is a maximum amount of vacation and sick time that can accrue by law? Mike Grace and Rori both said no. Mike Grace agreed to contact the attorney Michael West to inquire as to the advisability/ legality of Rori's request to accumulate leave benefits. They are currently set at 8 weeks vacation and 6 weeks personal/sick.

Employment Issues:

Footings is involved in a hearing over an employee who is trying to collect unemployment even though she was fired for theft. The former employee was turned in by her uncle, the school custodian, for stealing candy and supplies from a school that was collecting the candy and supplies to send to soldiers in Iraq. The former employee denies doing it to the unemployment office and they would like to award her the benefit. Rori objected so there will be a hearing.

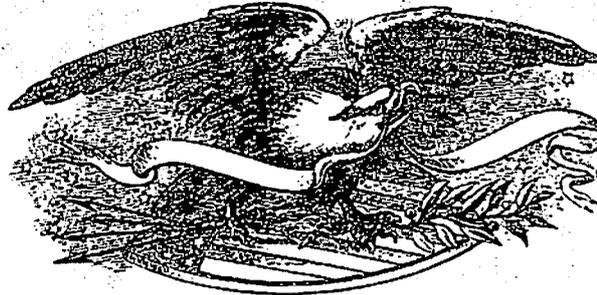
Any Questions about anything on the agenda?

No concerns or questions.

Meeting Adjourned.

Exhibit I

NUMBER
08

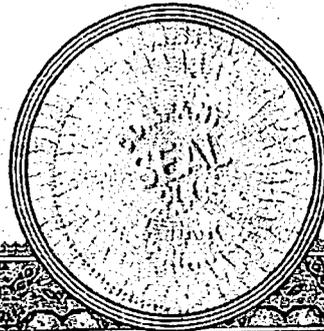


UNITS
33

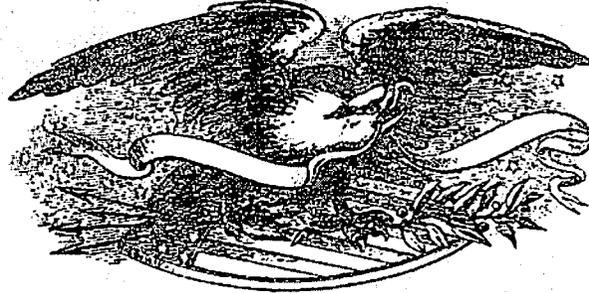
Dynamic MotorWorks LLC
ORGANIZED UNDER THE LAWS OF THE STATE OF NEW YORK
MEMBERSHIP CERTIFICATE

This Certifies That Michael S. Gonzalez is the owner
of thirty-three Units in the above Limited Liability Company
transferable only on the books of the Limited Liability Company by the holder hereof in person or by duly authorized attorney upon
surrender of this Certificate properly endorsed, and is entitled to the full benefits and privileges of such membership subject to the duties and
obligations, as more fully set forth in the Company's Articles of Organization/Operating Agreement/Regulations for this Limited
Liability Company. Transfer of these Units is subject to restrictions in the books of the Limited Liability Company.

In Witness Whereof, The said Limited Liability Company has caused this Certificate to be executed
by its duly authorized Member(s)/Manager(s) and its Limited Liability Company Seal to be hereunto
affixed, this First day of November A.D., 2007



NUMBER
07



UNITS
67

Dynamic MotorWorks LLC
ORGANIZED UNDER THE LAWS OF THE STATE OF NEW YORK
MEMBERSHIP CERTIFICATE

This Certifies That Drew Corbin Gonzalez is the owner
of sixty-seven Units in the above Limited Liability Company
transferable only on the books of the Limited Liability Company by the holder hereof in person or by duly authorized attorney upon
surrender of this Certificate properly endorsed, and is entitled to the full benefits and privileges of such membership subject to the duties and
obligations, as more fully set forth in the Company's Articles of Organization/Operating Agreement/Regulations for this Limited
Liability Company. Transfer of these Units is subject to restrictions in the books of the Limited Liability Company.

In Witness Whereof, The said Limited Liability Company has caused this Certificate to be executed
by its duly authorized Member(s) Manager(s) and its Limited Liability Company Seal to be hereunto
affixed, this First day of November A.D., 2007



Exhibit J

Sales

[Home](#)
 [New Cars](#)
 [Pre-Owned Cars](#)
 [Service-Parts-Collision Centre](#)
 [Dealer Specials](#)
 [Finance](#)

Competition? What competition?

Exclusive benefits that make all the difference.

At our dealership, we give you more than competitive pricing on services and repairs. You'll get the expertise and advantage the other guys can't provide.

We're the experts when it comes to servicing your VW, and the only place that can offer:

- **Genuine VW Parts** that are precision-made to fit perfectly and perform like factory originals, complete with limited warranty
- **VW-Certified Technicians** who know your car like no one else and use advanced diagnostic tools to make sure your car is serviced right the first time
- **A convenient location** with flexible scheduling and a warm, inviting atmosphere
- **A great, competitive price**

When you want the best place for your car, come to the place that has it all.

Check out our prices. With all the VW advantages you get at our dealership, why go anywhere else?

| Services | Hudson Valley Volkswagen | Firestone Complete Auto Care 1840 South Rd | Firestone 41 N Plank Rd |
|---------------------------|--------------------------|---|----------------------------|
| Full Synthetic Oil Change | \$89.95 | \$82.47 | \$80.49 |
| 4-Wheel Alignment | \$109.95 | \$79.99 | \$79.99 |
| Pollen Filter Replacement | \$58.95 | \$65 | \$49.99 |

| | | | |
|----------------------------|--------------|-----------------|-----------------|
| Battery Replacement | \$168 | \$169.99 | \$169.99 |
| Spark Plugs | \$230 | \$234 | \$217.45 |

Pricing information was gathered August 1st through August 31st 2013 by an independent third party. Prices shown are for a 2008 Jetta 2.5L and vary t labor where applicable. Prices exclude tax.

Hudson Valley VW

1148 Rte 9

Wappingers Falls, NY 12590

[Site Map](#)

Exhibit K



VOLKSWAGEN ROUTAN Problems with Service Brakes, Suspension

g+1
Auto Recalls For Consumers

[Car Recalls](#) [Tire Recalls](#) [Motorcycle Recalls](#) [RV Recalls](#) [Commercial Vehicles](#) [Child Car Seats](#) [Complaints](#) [Search](#) | [Alerts](#)

2009 VOLKSWAGEN ROUTAN Problems & Complaints

Read complaint(s) filed for the [2009 VOLKSWAGEN ROUTAN](#). These complaints & problems includes information received by [NHTSA](#) from consumers either directly or as recorded by the Vehicle Safety Hotline. This information may be used by NHTSA during the investigation process. You may file your own complaint for the **2009 VOLKSWAGEN ROUTAN** by calling the NHTSA Monday-Friday 8am to 8pm at (888) 327-4236, TTY: (800) 424-9153. You can also [file your complaint online](#).

Michelin® Official Site

www.michelinman.com

Find Top Michelin Snow Tires Now. Use Our Tire Selector.

Vehicle Information *(74 Complaints)*

| | |
|----------------|--|
| Date reported | Aug 12, 2013 |
| Location | ANNANDALE, VA |
| Manufacturer | Volkswagen of America, Inc. |
| Vehicle | 2009 VOLKSWAGEN ROUTAN |
| Transmission | Not Specified |
| Drivetrain | Not Specified |
| Fuel type | Gas |
| Occurences | 1 |
| Crash involved | N |
| Injuries | 0 |
| Deaths | 0 |
| Source | NHTSA Website |

Holiday Savings Offer

bridgestonetire.com/HolidaySavi...

Buy Four New Tires & Receive A \$50 Visa® Prepaid Card By Mail!

Complaint - [Service Brakes](#), [Suspension](#)

[All Complaints](#)

SINCE PURCHASING THE VEHICLE AS A NEW CAR IN OCTOBER OF 2009 WE HAVE EXPERIENCED INTERMITTENT BUT CHRONICALLY RECURRING ISSUES WITH VIOLENT SHAKING DURING BRAKING ON OUR 2009 VW ROUTAN. TO WORK THE PROBLEM THE REAR BRAKE ROTORS AND PADS WERE REPLACED BY THE OEM THREE MONTHS AFTER PURCHASING THE VEHICLE. THE PROBLEM PERSISTED & AFTER REPEATED VISITS TO THE DEALER THE FRONT BRAKES AND ROTORS WERE REPLACED BY THE OEM AT 15,019 MILES ON OCTOBER 27, 2010. VIBRATION DURING BREAKING STILL PERSISTED AT HIGHWAY SPEEDS BUT WAS MANAGEABLE. IN JULY OF 2013 HEAVY VIBRATION RETURNED. THE DEALER INFORMED US ALL FOUR TIRES HAD UNEVEN WEAR AND WOULD NEED TO BE REPLACED, ALONG WITH ALL 4 AIR PRESSURE GAUGES. SHAKING CONTINUED SO WE THEN PAID TO HAVE THE FRONT ROTORS AND BRAKE PADS REPLACED AGAIN AT 47,300 MILES (APPX) ON AUGUST 6, 2013. AS OF NOW THE VEHICLE STILL VIBRATES AT HIGHWAY SPEED BRAKING ALTHOUGH LESS VIOLENTLY. WE BELIEVE SEVERAL ISSUES ARE AT PLAY POSSIBLY: - INFERIOR OR DEFECTIVE BRAKE ROTORS, BOTH FACTORY INSTALLED AND OEM REPLACEMENT ROTORS - CHRONIC STABILITY ISSUE AT HIGHWAY SPEEDS - UNEVEN WEAR ON TIRES WHICH CONTRIBUTED TO MORE RAPID WEAR AND TEAR - NEAR SIMULTANEOUS FAILURE OF ALL 4 AIR PRESSURE GAUGES BEFORE 50,000 MILES. WE HAVE KEPT THE REPLACED TIRE PRESSURE GAUGES, BRAKE ROTORS AND PADS IF NHTSA WOULD LIKE TO EXAMINE.

The connection was reset

The connection to the server was reset while the page was loading.

\$85.

[Now lower prices on ALL K&N products. Save up to 15% /](#)

[Previous Complaint](#) | [Next Complaint](#)

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[Edmunds](#) • [Kelley Blue Book](#) • [SaferCar.gov](#) • [Consumer Recalls](#) • [Government Recalls](#)





Search for cars:

Search

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Volkswagen Routan - Service brakes

» [Volkswagen](#) » [volkswagen routan](#)

Michelin® Official Site

www.michelinman.com

View Our Selection of Safe Car Tires For Your Vehicle Here.

Table of contents:

- [Volkswagen Routan 2009](#)
 - [Consumer Complaints](#)

Volkswagen Routan 2009 Consumer Complaints

| Fail date | miles | occurences | Purchase date |
|---------------------------|-------|---|---------------|
| SERVICE BRAKES, AIR | | | |
| 06/01/2010 | 25000 | Shaking brakes reported to dealership. rotor repaired underwarranty, brakes repaired at our expense. <5000 miles later, same problem - dealership telling us to replace rotors and brakes, again. ironically, the routan that the dealer used to shuttle me to and from the service station was shaking while braking. | |
| 06/01/2010 | 25000 | Shaking brakes reported to dealership. rotor repaired underwarranty, brakes repaired at our expense. <5000 miles later, same problem - dealership telling us to replace rotors and brakes, again. ironically, the routan that the dealer used to shuttle me to and from the service station was shaking while braking. | |
| 06/01/2010 | 25000 | Shaking brakes reported to dealership. rotor repaired underwarranty, brakes repaired at our expense. <5000 miles later, same problem - dealership telling us to replace rotors and brakes, again. ironically, the routan that the dealer used to shuttle me to and from the service station was shaking while braking. | |
| 06/01/2010 | 25000 | Shaking brakes reported to dealership. rotor repaired underwarranty, brakes repaired at our expense. <5000 miles later, same problem - dealership telling us to replace rotors and brakes, again. ironically, the routan that the dealer used to shuttle me to and from the service station was shaking while braking. | |
| SERVICE BRAKES, ELECTRIC | | | |
| 10/19/2009 | | Braking is inadequate and is likely to fail as brake rotors are warped after less than a 8,000 miles. warped rotors could affect abs system and lead to more accidents. vw has replaced rotors with same part number so problem repeats itself shortly after installation. vw needs to improve their brakes for this vehicle given the safety of the typical customer is usually a family of four or more. a recent search on google shows that many others have reported similar problems to vw who continues to simply replace the part with the same one. they need to take this seriously and engineer a better braking system for this vehicle or buy better quality braking components. | |
| 10/19/2009 | | Braking is inadequate and is likely to fail as brake rotors are warped after less than a 8,000 miles. warped rotors could affect abs system and lead to more accidents. vw has replaced rotors with same part number so problem repeats itself shortly after installation. vw needs to improve their brakes for this vehicle given the safety of the typical customer is usually a family of four or more. a recent search on google shows that many others have reported similar problems to vw who continues to simply replace the part with the same one. they need to take this seriously and engineer a better braking system for this vehicle or buy better quality braking components. | |
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| SERVICE BRAKES, HYDRAULIC | | | |
| 06/01/2010 | | After less than 1 year of driving the van, i noticed shaking while braking. i thought it was just bad braking habits. last year, i rode an american version of this van (chrysler or dodge), there was the same problem. i sent it to the dealership today and found out that rear rotors were bad. i checked the internet and there were similar problems. i asked them to repair it hopefully, they will replace with better parts. i think the brakes were not designed for the v8 engine. | |
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| 12/17/2009 | 12000 | | |

Brake rotors warp very quickly on this vehicle (which is also made by chrysler) during heavy braking at 40mph the steering wheel vibrates very heavily due to warped brake rotors (happens under 12000miles) dont see how antilock sensors can withstand this vibration and get an accurate reading to keep the vehicle from locking the wheels i have already had incidents where applying the brakes at 40mph hour that i have skidded but was smart enough to let off once i realized the abs was not functioning correctly and re-applied the brakes vw and dealer acknowledge the problem and replace the rotors with the same defective rotors on the vehicle. this is an engineering problem and not a wear and tear issue as they claim it will only be a matter of time before someone gets killed in a bad accident thinking that abs brakes and there braking system is realiable high speed braking is not something you do everyday but in an emergency and thats when you realize that your brakes are warped and in need of repair!!! but it might be too late!!!

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12/28/2010 26000

Tf the contact owns a 2009 volkswagen routan the contact stated that the front brake rotors were warped while depressing the brakes to a stop, the vehicle would shimmer before stopping the vehicle was taken to the dealer previously who replaced the brake pads and rotors under warranty the manufacturer was not notified of the recent failure the vin was unknown the failure mileage was 26,000

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12/02/2010 20041

The 09 vw routan has needed brakes and rotors replaced every 9 months to date vw has covered the cost of replacement under warranty however have yet to make a recall on these parts

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05/10/2011 32878

Bought the van in sept of 2009 with approximately 1000 m.es were told it was a demo vehicle for auto shows had to bring it back within a couple of weeks for brake issues. pounding-pulsating when stopping brake rotors and pads continually pulsate problem is worse when stopping on the downhill or when brakes are heated or pressured feel like we lose braking ability when braking on the downhill we have brought the car in multiple times to have the situation corrected under warrantee agreement. rotors have been replaced a couple of times, pads replaced several times at volkswagen's expense problem continues to occur last service (5/10/11) at volkswagen dealership brakes were inspected and we were told numerous problems needed fixing including front and rear rotors resurfaced, pads, etc. but even though car was still under warrantee, they would not cover the repairs and we would have to pay for them. volkswagen has records of service to our van so know of the ongoing issue with the brakes from the time we purchased it. we have spoken to other owner who is experiencing same issue with her brakes we feel that volkswagen needs to help solve this problem as obviously replacing rotors and pads does not solve the problem. we use this car to travel between homes in ct and fl and feel that this is a safety issue that needs to be addressed. car was purchased from and serviced at gene langan volkswagen in glastonbury, ct and also serviced at lokay volkswagen in clearwater, fl last service, when they refused to cover cost of repairs to brakes was at lokay in fl. we have complete set of service records

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- 03/06/2010 200
Tl:the contact owns a 2009 volkswagen routan. the contact was driving various speeds, and when pressure was applied to the brake pedal there was a delayed response with an excessive vibration. the vehicle was taken to an authorized dealer on five separate occasions who stated the brakes were not compatible for the vehicle weight capacity. the front and rear rotors were replaced five different times. the manufacturer was made aware of the defect. the approximate failure mileage was 200 js.
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- 01/18/2010 18000
Vw routan 2009-the braking system after 6 weeks started to shake and at times i have come close to not coming to a full stop due to the violent vibration it caused. i am thinking that if i don't ease up on the brakes that something is going to explode. this continues even after requesting for the dealership to investigate. now at 18000 miles i am requiring to replace rotors and brakes. \$\$\$ unfair with all the recalls associated with this vehicle. i am tempted to trade in. i use to love and trust the vw reputation ((time to change!!
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- 03/14/2011 40715
Premature rear brake failure with 40k miles the rear caliper locked causing burning of the pads, and requiring complete replacement of all rear brake components.
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- 03/15/2010 3000

Brakes started shaking at around 3000 miles when the brakes were applied the warped rotors caused a shimmy that was almost uncontrollable the dealer turned the rotors and within 500 miles they exhibited the same problem again the dealer then changed all four rotors the vehicle now has 20000 miles and is showing the same problem again.

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02/18/2011 30000
 Bad rear brakes / rotors

02/18/2011 30000
 Bad rear brakes / rotors

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 Bad rear brakes / rotors

02/14/2011 3499
 The rotors in my 2009 vw routan had to be replaced after 3900 miles and now again at 9930 miles the van shakes horribly when braking on the freeway or going downhill - usually associated with any speed over 40 miles an hour the service at the dealership seemed aware that it was a continual problem the rotors will always become warped the van will shake and we will have to take the van to it to have to rotors adjusted - according to my records roughly every 4000 miles the van has 10040 miles on it and is 1 year old

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05/15/2009 5000
 TI-the contact owns a 2009 volkswagen routan while the vehicle was parked with the key in the ignition the rear door open and would not close she turned the vehicle off and restarted it and later the door closed she stated once her baby hands got caught in the rear door the child was taken to the doctors and she was advised that they were lucky that it did not take the child's fingers off the vehicle was taken to the dealer seven times to two different dealers for the failure once the dealer vacuumed out the channels were the pulleys were to the door after the dealer did this repair she stated the doors hesitated but do not stay open the vehicle was taken to a local mechanic because the brakes were grinding and she was advised that the rear drums needs replacing she also stated that because of this failure the rear rotors needs replacing she also stated the transmission was hesitating and the seams were separating on the rear portion of the front seats the vehicle had not been repaired the contact stated there were 5 recalls for the vehicle and the recall work was performed the vin was not available the failure mileage was 5,000 and the current mileage was 26,000 vwb

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10/13/2010 6000
 Excessive vibration during light/moderate braking; this has been noticeable at a very early mileage after 16,000 miles the noise and vibration has become very annoying-the whole vehicle vibrates

10/13/2010 6000

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A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

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Exhibit L

[Home](#) > [Road Tests](#) > [Long Term](#) > Verdict: 2010 Volkswagen Routan SEL

Verdict: 2010 Volkswagen Routan SEL

There's no shrugging off its Chrysler roots

By [Rory Jurnecka](#) | Photos By Motor Trend Staff | From the September 2011 issue of Motor Trend |



[See All 9 Photos](#)

The Volkswagen Routan isn't like every other [minivan](#) on the market today -- it's like two other minivans. With the structure of the Dodge Grand Caravan/Chrysler Town & Country beneath its shiny new skin, the Routan is a mixture of Teutonic ingenuity and Canadian build quality. The result is a baffling vehicle with both eye-popping improvements over the Chrysler duo and forehead-slapping oversights. Whether or not you agree with VW's decision to restyle its competitor's minivan for the U.S. market rather than build its own from scratch, the German brand did manage to get at least one thing right about the Routan: This people-mover is better-

looking than either Chrysler product. Staffers praised the improved interior materials and seats. Still, the basic Chrysler interior layout is nearly identical (though Stow 'n Go seating isn't available in the Routan), and it's easy to point out the cheaper components. The light-feeling shift lever, outdated navigation system (standard in our top-trim version), and cheap switchgear and plastic trim all drew complaints.



Volkswagen says the Routan's improvements go beneath the surface, and to a degree, that is correct. Spring rates that are significantly higher than those of the Chrysler duo give the Routan a more planted feel on highways and twistier roads with only a slight penalty in ride quality. Per associate online editor Benson Kong: "I'm not exactly sure what the Routan's 'European-tuned suspension' entails, but it works. The minivan's suspension seems to have found a good compromise between cruising civility and reactive roadholding, though this Volkswagen obviously skews toward the former." Volkswagen also chose to outfit the SEL model with the most powerful of the available Chrysler engines—a 251-horse, 4.0-liter V-6. For 2011, a single 283-horse Pentastar V-6 is offered for the entire Routan range, and that's a good thing. According to senior photographer Brian Vance, the large V-6 felt a little sluggish when used for its intended purpose of people-hauling. "Load the Routan up with six passengers, and it's easy to feel a noticeable lag in performance off the line," Vance notes. Associate online editor Nate Martinez concurs. "The V-6 with six-speed automatic has enough grunt to get the van going relatively quickly, but it struggles to pull with people and their gear aboard. The mill is also loud at wide-open throttle, and fuel economy isn't stellar. It gets even worse when lurching in stop-and-go traffic."



Still, for all the complaints our staff had about power, concerns about braking -- just as with our previous long-term 2008 Chrysler Town & Country -- were far greater. We found the rotors yet again not up to the task of hauling down this heavy minivan from speed, especially with a full load of passengers. "All our Town & Country's old ghosts are coming back to haunt the Routan already," noted associate editor Scott Evans at the 13,000-mile point. "The brakes are fried and will make the whole vehicle shudder violently when you use them hard-and they aren't great at restraining the vehicle to begin with." Evans' comments came just 7000 miles after we'd already had the brakes serviced for the same issue. Testing director Kim Reynolds, no stranger to a minivan, simply remarked, "A shame VW didn't insist on an improvement in the brakes before allowing its name to be put on this vehicle." It's worth mentioning that the brake service, along with three standard services at 6000-mile intervals, were performed at zero cost per VW's three-year free maintenance program. Still, the Routan acquitted itself well as an around-town hauler. It was praised for its comfortable ride, few squeaks and rattles, and storage capacity. Executive editor Ed Loh used the VW to shuttle guests around Los Angeles for a weekend, leaving the family of five impressed by the dual LCD entertainment screens, satellite radio, and passenger space. "The Routan was generally excellent and much admired by our French friends," Loh jotted. "The father was amazed by all the automation and impressed by the power sliding doors and tailgate, but the remote start really blew his mind." As competition has moved forward, the Routan feels a little behind the times. What move will VW make when the Routan reaches the end of its product cycle? That remains to be seen. For now, Reynolds sums things up best. "All in all, it's a better looking, previous iteration Town & Country, which is to say -- well, I don't know what."

From The Logbook

"Whenever I have a passenger along in the Routan, I have to go through the whole tiresome story of it really being a Chrysler and, frankly, I'd rather have a vehicle I don't have to explain over and over again."

Kim Reynolds

"For deal-seekers who don't want to pay for a V-6-powered Toyota Sienna or Honda Odyssey, the Routan isn't a bad choice, but it isn't a great one either."

Zach Gale

"The transmission is about as smooth as they come and the ride quality is quite good. Were it not for the rapidly failing interior and brakes, it would have been a very nice road-trip conveyance."

Scott Evans

Read more:

http://www.motortrend.com/roadtests/oneyear/1109_2010_volkswagen_routan_sel_verdict/view_all.html#ixzz2miNXmZHj

| Our Vehicle | |
|-------------------------------|--|
| Base Price | \$37,300 |
| Options | Rear Seat Entertainment Package (\$2000) |
| Price as tested | \$39,300 |
| Total mileage | 20,792 miles |
| Avg fuel economy | 18.4 mpg |
| Problem areas | Warped brake rotors |
| Maintenance cost | \$0 |
| Normal-wear cost | \$0 |
| 3-year residual value* | \$14,073 |
| Recalls | Front bumper cover deformation, ignition switch inspection/replacement |
| *Automotive Lease Guide | |

| 2010 Volkswagen Routan SEL | |
|----------------------------|-----------------------------|
| POWERTRAIN/CHASSIS | |
| DRIVETRAIN LAYOUT | Front engine, FWD |
| ENGINE TYPE | 60-deg V-6 alum block/heads |
| VALVETRAIN | SOHC, 4 valves/cyl |
| DISPLACEMENT | 241.2 cu in/3952 cc |
| COMPRESSION RATIO | 10.2:1 |
| POWER (SAE NET) | 251 hp @ 6000 rpm |

| | |
|--------------------------------|---|
| TORQUE (SAE NET) | 259 lb-ft @ 4100 rpm |
| REDLINE | 6000 rpm |
| WEIGHT TO POWER | 18.1 lb/hp |
| TRANSMISSION | 6-speed automatic |
| AXLE/FINAL-DRIVE RATIO | 3.25:1/2.23:1 |
| SUSPENSION, FRONT; REAR | Struts, coil springs, anti-roll bar; torsion beam, coil springs |
| STEERING RATIO | 16.9:1 |
| TURNS LOCK-TO-LOCK | 3.2 |
| BRAKES, F;R | 11.9-in vented disc; 12.0-in disc, ABS |
| WHEELS | 6.5 x 17-in, cast alum |
| TIRES | 225/65R17 100T M+S Bridgestone Turanza EL 400 |
| DIMENSIONS | |
| WHEELBASE | 121.2 in |
| TRACK, F/R | 65.0/64.8 in |
| LENGTH x WIDTH x HEIGHT | 202.5 x 76.9 x 68.9 in |
| TURNING CIRCLE | 38.0 ft |
| CURB WEIGHT | 4544 lb |
| WEIGHT DIST., F/R | 55/45% |
| SEATING CAPACITY | 7 |
| HEADROOM, F/M/R | 37.2/39.2/37.9 in |
| LEGROOM, F/M/R | 40.6/36.3/31.8 in |
| SHOULDER ROOM, F/M/R | 63.0/64.7/62.0 in |
| CARGO VOLUME, F/M/R | 140.6/82.7/32.3 cu ft |
| TEST DATA | |
| ACCELERATION TO MPH | |
| 0-30 | 2.8 sec |
| 0-40 | 4.2 |
| 0-50 | 5.9 |
| 0-60 | 8.1 |
| 0-70 | 10.5 |
| 0-80 | 14.1 |
| 0-90 | 18.3 |

| | |
|-------------------------------------|---------------------------|
| PASSING, 45-65 MPH | 4.3 |
| QUARTER MILE | 16.2 sec @ 85.1 mph |
| BRAKING, 60-0 MPH | 136 ft |
| LATERAL ACCELERATION | 0.71 g (avg) |
| MT FIGURE EIGHT | 29.0 sec @ 0.56 g (avg) |
| TOP-GEAR REVS @ 60 MPH | 1500 rpm |
| CONSUMER INFO | |
| STABILITY/TRACTION CONTROL | Yes/yes |
| AIRBAGS | Dual front, f/m/r curtain |
| BASIC WARRANTY | 3 yrs/36,000 mi |
| POWERTRAIN WARRANTY | 5 yrs/60,000 mi |
| ROADSIDE ASSISTANCE | 3 yrs/36,000 mi |
| FUEL CAPACITY | 20.5 gal |
| EPA CITY/HWY ECON | 17/25 mpg |
| ENERGY CONSUMPTION, CITY/HWY | 125/135 kW-hrs/100 mi |
| CO2 EMISSIONS | 0.98 lb/mi |
| RECOMMENDED FUEL | Unleaded regular |

12 comments

Scott Evans Jul 25, 2011

@ adamlink It is indeed a known issue at both VW and Chrysler. The problem, as explained to me by Chrysler engineers, is that customers overwhelmingly opt for the 16-inch wheels and they have to build brakes that will fit under them. They know the van needs larger brakes so it won't kill them in 7000 miles (as happened with our last two long-term models), but they also have to respond to customer demands. The brakes are as large as they can be without interfering with the wheels already and they're not enough.

adamlink Jul 23, 2011

There is no problem with the brakes. I talked to two different VW service managers I used to work with, and there is no "known issue" with Routan brakes. Whatever the editors at MT are experiencing, it is not a normal occurrence. I participated in VW's launch of the Routan and drove the Routan around a test track at high speed when the van was loaded with people and after an hour of driving like a maniac, we never experienced any issue with the brakes. None. Chrysler would not sell the rights to Stow-n-Go to VW. VW does NOT slap on a "huge mark-up" on these vans. They are extremely well priced-- lower than the Odyssey, lower than the Sienna. If VW had developed this type of vehicle from scratch and built it in Germany, you'd be

looking at a price \$3-5000 more than the competition. So VW uses the #1 best selling minivan platform out there and everybody complains that it's not a "true" VW. Makes me want to laugh-- first-- and then ask, why don't you step up to the plate and pay for a true VW?

The_Rat Jul 22, 2011

Hmmm a 2010 model? Hasn't VW been selling the new 2011 with the pentastar and what not for some time? Seems almost mean in a way to throw this old timer out like that lol.

-Dequindre- Jul 22, 2011

\$39,000?!?! I'll take a Dodge Caravan with rear seat entertainment for 28K!

Inyurahsya Jul 22, 2011

What an irrelevant van this is. Bring the Micro Bus already. Right now, it's all about the Odyssey and Sienna.

92Vectra1.6i Jul 22, 2011

For a vehicle with the aerodynamics of a brick and for what this thing weighs, 18.4 mpg average isn't bad at all. The brakes would be a much bigger concern to me than the engine, especially if I were to buy a new, Pentastar V6 equipped one.

tortillarat Jul 22, 2011

adamlink, initial quality doesn't say much about long-term quality - especially when it comes from JD Power. Consumer Reports shows the Town & Country has well below average reliability. 77% below average, actually.

Specter88 Jul 22, 2011

I never see these on the road, which is not surprising. That base price doesn't scream deal to me at over \$37k. The Odyssey has much more going for it.

skyguy Jul 22, 2011

Yikes! That brake problem alone is a deal killer. Odyssey still rules this segment.

bdpmc68 Jul 22, 2011

true_enthusiastVW didn't throw away the S&G seats - Chrysler wouldn't let them have their signature feature.

true_enthusiast Jul 22, 2011

Way to go VW. Take a Chrysler product, throw away the best feature (stow and go seats), slap on a logo and some styling changes, and then charge a huge mark up? How long did it take you to think of this?

adamlink Jul 22, 2011

There's no need for the Routan to "shrug off" its Chrysler roots . . . especially since J.D. Power rates the Town & Country as the Highest Ranked Midsize Van in Initial Quality. They also call the Routan the Most Appealing New Minivan, and Strategic Vision also rates the Chrysler and the Routan very highly. Not to mention the fact that the Routan is priced a heck of a lot lower than the Odyssey and the Sienna. VW spent a lot of money on this vehicle, and made changes to the suspension and upgraded the interior quality-- changes which predated the upgrades in the new T & C, which were highly praised. If you take one of the best minivans on the market and

Read more:

http://www.motortrend.com/roadtests/oneyear/1109_2010_volkswagen_routan_sel_verdict/view_all.html#ixzz2miKbzBbS

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Thread: Routan Brake Issues - Again!?

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07-12-2010, 01:13 PM

#1

itisroutan

Semi-n00b

Join Date: May 7th, 2009

Posts: 16

Routan Brake Issues - Again!?

Van is in again for brake issues. New front rotors at 4,000 miles and new rear rotors at 12,000. Now at 15,000 miles we need new both front and rear rotors. Right now call in with VWOA to see if they will cover it and stand by their product. Dealer said it's wear and tear and they will not cover it - cause could be that I drive with my foot on the brake. VWOA rep let me know that it is a heavy vehicle. Hard to believe that I could be on my 3rd set of rotors - all I want is to stop the van without the steering column shaking. Is that too much to ask!?

Reply With Quote

07-13-2010, 11:40 PM

#2

thedrowningman

Member



Join Date: Jul 15th, 2004

Location: Lincoln, California

Posts: 623

You know.... I thought I was immune to the brake issue on the Routan until about 3 hours ago.

Was on the freeway and had to brake somewhat hard for traffic. And there it was.... very noticeable shake of warped front rotors.

9300 miles on it.

I am super light on my brakes. Almost all of my driving is freeway driving. These rotors are clearly crap.

Looks like I get to play the new rotor game with VWOA now too.



Reply With Quote

07-14-2010, 12:04 AM

Whataguy ◊

Member



Join Date: Sep 5th, 2003
 Location: Far East of the
 Western world - St. John's
 Newfoundland CAN A1B1C2
 Posts: 475

Brakes AGAIN too

My machine goes in the garage for a few problems next week. The rear right signal bulb blew and the signal indicator goes nuts when on - annoying. BUT the brakes are wobbling again, so they'll be rechecked too.

I had the rotors resurfaced TWICE without replacement - at 2 and 3,000KM. Guess they are literally wearing down now - "they can only be resurfaced so much" I was told by the service manager, hinting at the next step, 6 months ago. For me as well, here comes the two strike pitch to replace them without cost... we'll see where that goes. I will certainly be adamant on getting free ones with only 16 KM (10,000 or so miles). Notwithstanding the brake pads having to suffer through it all.

Just thought I'd add it to the pile.

Reply With Quote

07-14-2010, 01:28 PM

#4

itisroutan ◊

Semi-n00b

Join Date: May 7th, 2009
 Posts: 16

Still waiting...

Nothing to update yet - VWOA called late afternoon yesterday and said they will be doing some fact finding on the case and get back to me. I am not a mechanic - maybe someone can post some ideas on what could be the mechanical cause. That would be greatly appreciated. Service manager's only thought is that I drive with my foot on the brake and that is the cause of it. 🙄

From reading other forums I have found some possibilities: stuck caliper or slide pins, bad strut or ball joint, wheels out of balance, or ABS not working correctly. Not sure of quality of rotors they are using either.

I know a lot have posted about brake problems. Has anyone had a tech find a mechanical cause other than blaming it on driver error? Thanks for the help.

Reply With Quote

07-14-2010, 03:35 PM

#5

redzone98 ◊

Member



Join Date: Jun 10th, 2004

Originally Posted by **itisroutan**

Nothing to update yet - VWOA called late afternoon yesterday and said they will be doing some fact finding on the case and get back to me. I am not a mechanic - maybe someone can post some ideas on

Location: Cape May NJ
 Posts: 9,258

what could be the mechanical cause. That would be greatly appreciated. Service manager's only thought is that I drive with my foot on the brake and that is the cause of it. 🙄

From reading other forums I have found some possibilities: stuck caliper or slide pins, bad strut or ball joint, wheels out of balance, or ABS not working correctly. Not sure of quality of rotors they are using either.

I know a lot have posted about brake problems. Has anyone had a tech find a mechanical cause other than blaming it on driver error? Thanks for the help.

No need to search around of the cause. The cause is Sub-Standard, Cheap "Made in China" Rotors.

Reply With Quote

07-14-2010, 10:48 PM

#6

luckeydoug1 ◊

Member



Join Date: Feb 11th, 2001
 Posts: 812

Unfortunately, this is nothing new for Chrysler. The problem of warped rotors goes back to at least the 70s. Their big cars (yeah, all cars were big back then, but I am talking about the huge cars like the New Yorkers, etc), were notorious for this problem. The rotors just weren't manufactured to take the amount of heat that was generated. My full size (B250) vans from the 80s suffered from this as well, but at least I usually got 25-30000 miles on a set before trouble set in. The best solution was to buy a good set of replacements when the originals went. I tried the resurfacing route a couple of times, but that was usually only good for another 5-10000 miles at best and they usually took out the new set of pads when the rotors warped again. None of the Chrysler/Dodge/Plymouth mini vans have ever done well with rotors, either, but the problems seem to be even worse on the Routans (and I would guess their Chrysler sisters as well). Nearly every one of the Routans I test drove had this problem, even with near zero miles on them. The dealer thought the problem was from rust setting in from the vans sitting on the lot for extended periods of time. This is when VW was replacing the rotors without even trying to resurface them.

To put this in perspective, I got just under 40000 miles on my first set of pads and rotors on my 2003 Eurovan (and the mechanic said the rotors were still good for another 10000 but I had them replaced anyway). My current set has gone over 40000 as well. The Routan may be a heavy vehicle, but the Eurovan is a heavy vehicle as well and most of the miles on our Eurovan have been with a heavy

load of either passengers, cargo or both.

[Reply With Quote](#)

07-15-2010, 05:33 PM

#7

itisroutan ◊

Semi-n00b

Join Date: May 7th, 2009

Posts: 16

Just got the van back this afternoon. VWOA covered the third set of rotors. Dealer's "service" not good at all, so I would insist on giving VWOA a call directly if you are experiencing problems. Brakes actually feel like they are working correctly. First time in...15,000 miles 😊

[Reply With Quote](#)

07-19-2010, 07:05 PM

#8

Zipp_n ◊

Member

Join Date: Mar 15th, 2007

Posts: 176

My dealer covered the warped brakes and said it was either recalled or that VWOA knows it's a problem and it'll be covered. (I'm not sure if it'll ever get to recall levels.) My dealer called VWOA directly and got the low down on the issue.

It took twice fo them to "catch it in the act" and I did a happy dance in the service bay when they said they got it to shake!

[Reply With Quote](#)

07-19-2010, 09:59 PM

#9

redzone98 ◊

Member



Join Date: Jun 10th, 2004

Location: Cape May NJ

Posts: 9,258

i was talking with a woman in my Neighborhood that has a 2009 T&C Limited. She told me that she got a letter from the Chrysler Group stating that they will replace the rotors and pad on all 2009+ Town and Country's. She also said that if you did it yourself, they will reimburse you to 100% less a 50 dollar fee.

Sounds like a recall to me, and the Routan should not be far behind

[Reply With Quote](#)

07-20-2010, 02:57 PM

#10

haunted reality ◊

Member



Join Date: Apr 18th, 2001

Location: Delton, MI

Posts: 4,239

🗨️ Originally Posted by **Zipp_n** 🗨️

My dealer covered the warped brakes and said it was either recalled or that VWOA knows it's a problem and it'll be covered. (I'm not sure if it'll ever get to recall levels.) My dealer called VWOA directly and got the low down on the issue.

It took twice fo them to "catch it in the act" and I did a happy dance in the service bay when they said

they got it to shake!

Mine's doing it again too, got an appointment for the 12k oil change this weekend and I already mentioned this to the dealer. We'll see how it goes.

Reply With Quote

07-21-2010, 01:29 PM

#11

Tax Consel ◦

Semi-n00b

Join Date: Apr 21st, 2010

Posts: 17

Chrysler's Brake Campaign for 2009 Minivans

Because of the close relation of my Routan to the Mopar world I also watch the chrysler minivan fourms--another very good resource for our shared platform vehicles. There's a post over there that describes the brake campaign. If you're one of the brake afflicted you may want to share news of this campaign with the good folks over at VWOA.

<http://forum.chryslerminivan.net/showthread.php?p=1>

TC

Reply With Quote

07-23-2010, 10:55 PM

#12

haunted reality ◦

Member



Join Date: Apr 18th, 2001

Location: Delton, MI

Posts: 4,239

Originally Posted by **haunted reality**

Mine's doing it again too, got an appointment for the 12k oil change this weekend and I already mentioned this to the dealer. We'll see how it goes.

Dealer replaced all four rotors, VW paid for it. I get the van back tomorrow, hopefully this fixes that issue.

Reply With Quote

07-28-2010, 08:29 PM

#13

jaar1006 ◦

n00b

Join Date: Jul 28th, 2010

Posts: 2

BRAKE ISSUES on my New 2010 Routan

My 2010 Routan, with litterally 2000 miles had to have the front rotors and pads replaced!!!!

The problem started about 500 miles ago, with a periodoc squeak upon apply

Reply With Quote

07-28-2010, 08:36 PM

#14

jaar1006 ◦

n00b

Join Date: Jul 28th, 2010

Posts: 2

BRAKE ISSUES on my New 2010 Routan

My 2010 Routan, with litterally 2000 miles had to have the front rotors and pads replaced!!!!

The problem started about 500 miles ago, with a periodoc squeaking. It has only gotten worse. I took it into the VW dealer. I was told there was a residue on the rotors that should not be there. The dealer contacted VW tech support, they were advised to replace the rotors and pads.

Is this common with VW/Chyrsler vans? Is there or will there be any kind of recall? Will I be back in the next 2000 miles, to have the same issue.

If anyone is reading this, please offer your insight.

Reply With Quote

07-28-2010, 11:31 PM

#15

haunted reality ◦

Member



Join Date: Apr 18th, 2001

Location: Delton, MI

Posts: 4,239

I wondered that too, they told me they replaced all four rotors, but if it's the same bad designed rotors, I'll have the same issue. It is a known issue with Chrysler's as well.

Reply With Quote

08-01-2010, 10:21 PM

#16

N2OIL ◦

Junior Member



Join Date: Apr 22nd, 2006

Posts: 31

You might look on Facebook under VW Routan. The one that has a few thousand memebbers. They have an

interesting list of issues to look at.



Reply With Quote

08-06-2010, 03:02 PM

#17

MRP2001GTi ◦

Member



Join Date: Oct 6th, 2000

Posts: 12,171



We are not alone. My friends that have Asian minivans ALL have the same brake shimmy issue. The problem is the manufacturers install brakes from a CAR on this 6000lb van and expect it to work. If I purchase my Routan at the end of the lease I will order aftermarket rotors and hope like heck they are made from better material or look into doing an SRT8 brake swap with one of the Dodge products.

Reply With Quote

08-06-2010, 04:27 PM

#18

TCM GLX ◦

Member



Join Date: Jan 2nd, 2000
Posts: 2,777

Totally with these comments... my sister in law has a Toyota Sienna that goes through brakes every 10K miles.

As for a brake upgrade, I wonder if stuff from some of the Dodge SRT stuff would bolt up? I would be interested in that as well.

Reply With Quote

08-07-2010, 09:36 PM

#19

redzone98 ◦

Member



Join Date: Jun 10th, 2004
Location: Cape May NJ
Posts: 9,258

Originally Posted by **TCM GLX**

Totally with these comments... my sister in law has a Toyota Sienna that goes through brakes every 10K miles.

As for a brake upgrade, I wonder if stuff from some of the Dodge SRT stuff would bolt up? I would be interested in that as well.

im putting on Power slot rotors next week, that and some acebono pads should help the brake feel 🙌

Just a thought out there tho... it seems that 100% of the Routans out there are experiencing brake issues, besides **** quality brake pads / rotors, has anyone thought about the brake calipers themselves being the culprits ? possibly not retracting enough and super heating the rotors ?

Last edited by redzone98; 08-07-2010 at 09:54 PM.

Reply With Quote

#20

08-25-2010, 01:26 PM

Cool Dub ◊

Junior Member



Join Date: Aug 25th, 2010
 Location: Dallas, TX, USA
 Posts: 41

Neighbor with Honda van

The new Odyssey next door has gone through brakes twice.
 Dealer replace our scored 09 rotors (4) free. No problems.

[Reply With Quote](#)

08-26-2010, 11:51 AM

#21

redzone98 ◊

Member



Join Date: Jun 10th, 2004
 Location: Cape May NJ
 Posts: 9,258

Brakes just arrived from The Tire Rack, ill be installing them tomorrow!

[Reply With Quote](#)

08-29-2010, 12:02 PM

#22

TCM GLX ◊

Member



Join Date: Jan 2nd, 2000
 Posts: 2,777

So not much to add yet, our routan barely has 2500 miles.

Took it in for the 1500 mile pre service check, and talked to the Service Manager,..... he says, we have had problems, and are working testing better pads and rotors, for now, looks at it like this, you get new brakes every time they go bad for free.... I laughed, he had a good attitude about it.

As for Minivans, my brother had an 08 Odyssey, and my sister in law has an 07 SIenna, and BOTH eat brakes like a 10 year old kills a Happy Meal, QUICKLY! My brothers ODyssey was about every 10K miles, and the Sienna is about every 15-20, so it seems Minivan builders need to figure out a btter overall solution. BREMBOS?

[Reply With Quote](#)

08-29-2010, 10:24 PM

#23

redzone98 ◊

Member



Join Date: Jun 10th, 2004
 Location:

Simple, They need to understand that these people movers, always have some sort of additional cargo in-stow. Usually 4 or 5 passengers. so an additional 500 lbs minimum to the vehicle weight !

Cape May NJ
Posts: 9,258

Last edited by redzone98; 06-21-2012 at 03:11 PM.

[Reply With Quote](#)

12-17-2010, 07:05 PM

#24

gsgrace 

n00b

Join Date: Dec 17th, 2010

Posts: 1

Routan brake problems

Just got off the phone with VW of America. Unwilling to do anything for us on the brakes and Rotors which need replacement at 26,000 miles, about 10,000 of which are highway miles. I am not hard on brakes. Had a Honda Odyssey with 140,000 and only replaced brakes about every 40,000 miles. VW claims they know nothing of any brake problems. HA! I've been complaining about excessive brake dust and vibration in the brakes since the first month I owned the car. Now I see that there are so many complaints that there HAS to be a problem. Chrysler recalled the Town and Country brakes. This is the same van so VW should stand behind this product and do the same!

[Reply With Quote](#)

12-17-2010, 08:22 PM

#25

Steveaut 

Member

Join Date: Sep 16th, 2010

Posts: 378

I thought I would mention that I have 8k miles on a 2010 SEL and no brake problems as of yet. I am wondering if VW found a solution with better pads and/or rotors and have upgraded everyone who have had replacements. My Journey first went out around 18k and then a continuous 10-15k after that. The idea that it could be a caliper sounds logical to me. If they don't properly retract it would cause excessive heat and wear, causing warping.

[Reply With Quote](#)

12-18-2010, 12:07 PM

#26

TCM GLX 

Member



Join Date: Jan 2nd, 2000

Posts: 2,777

 Originally Posted by **Steveaut** 

I thought I would mention that I have 8k miles on a 2010 SEL and no brake problems as of yet. I am wondering if VW found a solution with better pads and/or rotors and have upgraded everyone who have had replacements. My Journey first went out around 18k and then a continuous 10-15k after that. The idea that it could be a caliper sounds logical to me. If they don't properly retract it would cause excessive heat and wear, causing warping.

I do not want to jinx myself, but I have 7500K on my 2010 Routan SE, and so far brakes seem good. Low brake dust, and not any vibes or anything!

Reply With Quote

12-19-2010, 09:24 PM

#27

kyle01 ◊

Junior Member

Join Date: Feb 19th, 2006

Location: Chicago, IL.

Posts: 92

Chrysler/Jeep/Dodge brakes suck. Period.

And NOT all minivans eat brakes like that- my 2003 Eurovan has 115k on the original rotors (on our 3rd set of pads) No shimmy. Ever. Never been resurfaced even.

Good, thick, oversized rotors and huge calipers vs. undersized chinese Chrysler junk...

I had a Grand Cherokee back in 03' that had a similar issue. Dealer replaced the first time, I paid the second time, then the third time- I did some research. There was a class action lawsuit pending on the brake issues!

I ended up being reimbursed for the replacement I paid for out of pocket and FINALLY got the rotors replaced with an improved part. I got rid of it shortly after that.

Sorry to chime in here, I was only curious because a friend just bought a Routan and I was sniffing around...

Cheers

Kyle

Reply With Quote

12-21-2010, 09:16 AM

#28

Optical TDI ◊

Member

Join Date: Dec 18th, 2001

Location: NE Ohio

Posts: 415

If VW won't cover the costs, then don't buy the VW rotors again. Tire Rack sells Centric brand rotors for our vans. These are the same rotors that Powerslot rotors use, just without the slots. They are about \$50 each are a much better quality than the stockers.

Yeah it's \$200, but I would bet these will not warp like the stock rotors. This is what I will do if we end up having the same issues. 3k miles so far and they are okay.

Current:

2012 GTI / 2010 VW Routan / 2002 S2000

Previous:

2002 996 targa / 2007 RX8 / 2006 GTI / 2006 A3 / 2003 WRX /

2000 Golf TDI / 1987 Wrangler / 1987 RX7 Turbo / 1984 RX7
GSL-SE / 1982 RX7 / 1978 280Z / 1977 Buick Century

Reply With Quote

12-21-2010, 01:33 PM

#29

58kafer ◊

Member

Join Date: Jun 27th, 2007

Posts: 753

Here are some rotor upgrades. All rotors are not created equally. Some big box autoparts stores sell lower cost parts because we all watch our money. But those lower prices usually come with a sacrifice and the manufacturers cut material from the parts to keep the costs down. You want to find a rotor with the thickest rotor surface before it gets to the cooling veins of the rotor. Manufacturers will make the veins longer and take the surface thickness away thus resulting in a thinner rotor while still maintaining the proper surface to surface thickness. For example if a rotor is supposed to be 1-1/4 thick surface to surface that distance needs to be maintained but everything inbetween is fair game for material removal. So if you were to look at a rotor from looking at the veins the rotor surface might measure 3/8" on either side of the veins, but by removing a 1/16" or more from either inside surface would result in more rotors out the door for the manufacturer. A 1/16" might not seem like much but it could be the difference between warp or no warp possibly. Also look for a rotor that is either slotted or cross drilled, that will help in the cooling process allowing the hot gasses and surface temp to escape. I personally prefer cross-drilled rotors. I have been thru countless rotors and pads on my GMC Yukon (horrible brakes). When I switched to cross drilled rotor my warpage problems were gone for good. I could warp a set of OEM rotors in a months time. Only draw back to the crossdrilled rotors is some places will tell you they can't cut them because of the holes in them. You'll need to go to an oldtime repair shop to have it done because they're the only ones who understand how a brake lathe works. I heard a guy tell a customer that when the holes pass past the cutter, the cutter will move into the hole and break the cutting tool. I tried to explain to him that the feed of the tool is only moving a few thousandths of an inch over the whole cutting surface and he may only remove 10 thousandths of an inch to true a rotor (business card thickness) and the tool will not move in any farther than the feed rate tells the tool to move. I'm hoping more businesses get into the game for these rotors but here are a few links to rotors. Either site has pads to choose from. Just a little food for thought, though not the answer for everyone. We're at 3,700 miles and all is smooth so far.

<http://www.frozenrotors.com/search/index.php>

Just enter the vans info and you'll need to choose 2009 as the year.

http://ebcbrakes.iwebcat.com/_Member...57176&hdnSts=0

Same as above choose the van either 2009 or 2010. The GD series are the ones.

They claim that the cross drilled rotors crack, Ive got over 100K on crossdrilled rotors with no cracks.

Reply With Quote

12-22-2010, 05:26 PM

#30

blizno ◊

Junior Member

Join Date: Dec 11th, 2009

Posts: 90

Looks like mine will be back in for a brake job. About 14K miles on the clock and brakes/rtors replaced at about 4500. ☹

Reply With Quote

01-04-2011, 11:38 AM

#31

nater ◊

Global CSI Moderator



Join Date: Apr 10th, 2000

Posts: 31,346

Unfortunately the problem is inherent in the design of the rotors. Not in where they were produced. You can put the best rotors in the world on that car and they will still warp. Vw/Chrysler would need to spec a larger and thicker rotor to help dissipate heat properly. All aftermarket will make the rotor to fit, based on the crappy oem specs.

So, get used to having new rotors put on...because recall or not, Chrysler still needs to redesign that rotor. FYI, I'm in the same boat as you guys! These rotors suck!

iPhone

[O2M Swap](#)
[Extensive Turbo Build Thread VR6](#)
[nateronline.com](#)
[B6 Wagon](#)

Reply With Quote

02-20-2011, 09:14 PM

#32

warped sense of rotor?

I know this is going to sound odd, but some brake rotors are very sensative to lug nut torque. I didn't have problems with my brakes until I had the tires rotated at the first oil change. I then later had a flat on the RR, and darn if the lug nuts were on so tight it took a long breaker-bar to remove them. So.....make sure your

VWroutanvanman ◊

Member



Join Date: Feb 12th, 2011
Location: Florida
Posts: 395

wheels aren't over-torqued. I'm not sure of the value (reading on torque wrench), but it isn't much. After checking all 4 wheels, they were all over-tightened. VW dealer should have the value. By the way, it was the VW dealer that did that first oil change and rotated the tires.

PS..... I'm not saying that there isn't the possibility of poor quality parts, but the torque of the lugs should be correct so that can be ruled out as a problem. Also, the dealer replaced the rear rotors and pads under warrantee at 12,000 miles, and were very good about it.

Last edited by VWroutanvanman; 02-24-2011 at 09:11 PM.

Reply With Quote

02-20-2011, 09:53 PM

#33

nater ◊

Global CSI Moderator



Join Date: Apr 10th, 2000
Posts: 31,346

I agree, over-trq can EASILY warp rotors.

iPhone

[O2M Swap](#)
[Extensive Turbo Build Thread VR6](#)
[nateronline.com](#)
[B6 Wagon](#)

Reply With Quote

02-20-2011, 09:55 PM

#34

58kafer ◊

Member

Join Date: Jun 27th, 2007
Posts: 753

Originally Posted by **nater**

I agree, over-trq can EASILY warp rotors.

iPhone

+ 1 here

I can't stand getting my cars back from inspection only to rotate the tires in 5K to have to hang from the breaker bar!

BTW :The correct wheel nut tightness is 95 ft lbs (130 N·m).

Reply With Quote

02-24-2011, 08:07 PM #35

Whataguy

Member



Join Date: Sep 5th, 2003
 Location: Far East of the Western world - St. John's Newfoundland CAN A1B1C2
 Posts: 475

Any Canadians have theirs replaced post 12 months?

09 with 16,000 miles 1.5 years old went into garage today (towed-in via road side assistance, unrelated 'bad key' error - wouldn't start). Coincidentally had an appointment scheduled for next week; tapping noise underneath rear, constant, stops when brakes applied. Diagnosis: "brakes gone". Dealer said nothing can be done for warranty, acknowledging all the brake issues. \$374 for rear disc and pads.

Guess I will make a call to VWCanada, but not optimistic.
Any Canadians have theirs replaced post 12 months?

No history of 'rear' brake issues on this unit, yet 'front' brakes had issues - rotors repaired once, and then rotors replaced at about 5,000 miles.

Thanks.

Reply With Quote

Page 1 of 4 **1** 2 3 4 ▶ Last ▶▶

Quick Navigation **Routan** **Top**

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All times are GMT -4. The time now is 12:06 PM.

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Digital Point modules: [Sphinx-based search](#)

Exhibit N







Exhibit O

Tire Tech Information/General Tire Information

[\[Email a Friend \]](#)
[More Tire Tech Information](#)

Mixing Tires

[Lea esta página en español](#)

As a general rule, tires should not be mixed on any vehicle unless specified as acceptable by the tire or vehicle manufacturer. Drivers should avoid mixing tires with different tread patterns, internal constructions or sizes, and use identical tires on all of their vehicle's wheel positions in order to maintain the best control and stability. Additionally, drivers should never mix winter tires with all-season/summer tires, or mix run-flat tires with non-run-flat tires.

This is one of the reasons that it is desirable to have all of a vehicle's tires wear out at the same time. It's confirmation that the vehicle design, driving conditions and maintenance practices worked in unison to equalize tire wear and performance. It also lets drivers know they got their money's worth out of the current tires and allows them to choose a set of replacements that will either maintain the Original Equipment (O.E.) tires' capabilities, or help tune the vehicle's qualities to even better suit their needs.

Unfortunately wearing out all tires at the same time isn't always possible. Sometimes vehicle design, the use of differently sized tires on front and rear axles, insufficient maintenance and/or driving conditions conspire to prevent it from happening.

If a vehicle's tires don't all wear out at the same time, drivers are typically forced to decide whether they should purchase a new set of tires (forfeiting the worth of the two tires not fully worn out) or just a pair of replacements. While purchasing a new set of tires is best because it will maintain the handling balance engineered into the vehicle while restoring poor weather traction, it is also more expensive. And while purchasing a pair of replacement tires reduces immediate expense, it brings with it the options of choosing exact, equivalent or alternative tires.

Of the three, the best choice is to select the exact tire currently on the vehicle. This assures that the tire's physical dimensions, internal construction, tread design and tread compound are equal to the tires being replaced.

The second option is to choose equivalent tires from the same [tire performance category](#) that share the same speed rating, handling and traction characteristics of the original tires. While this isn't as desirable as selecting the exact tire currently on the vehicle, it can become necessary when the original tires are no longer available.

The third option, choosing alternative tires, should only be considered as a temporary solution in an emergency situation. Using alternative tires from different tire performance categories, with alternate sizes or different speed ratings can unbalance the vehicle's handling in poor weather or when pushed to the limit in an emergency.

Because tires play such an important role in every vehicle's comfort qualities and handling capabilities, it is always best to drive on tires that are identical in every detail, including tire brand, model, size and remaining tread depth. Anything else involves some type of compromise.

Most Popular Links

[Air Pressure - Correct, Underinflated and Overinflated](#)
[Air Pressure vs. Dry Performance](#)
[Air Pressure vs. Wet Performance](#)
[Air Pressure, Temperature Fluctuations](#)
[Air Pressure/Load Adjustment for High Speed Driving](#)
[Air Pressure: When and How to Set](#)
[Alignment](#)
[Breaking In Your Tires](#)
[Calculating Tire Dimensions](#)
[Checking Tire Inflation Pressure](#)

Related Links:
[Four Winter Tires...](#)
[The Only Way To Go](#)
[Matching Tires on Four-Wheel Drive and All-Wheel Drive Vehicles](#)
[Tire Rotation Instructions](#)
[Where to Install New Pairs of Tires?](#)

- [Determining the Age of a Tire](#)
- [Diameter Comparison of Light Truck Tire Sizes](#)
- [How Do I Compare Price vs. Value?](#)
- [How to Read Speed Rating, Load Index & Service Descriptions](#)
- [Load Range/Ply Rating Identification](#)
- [Match Mounting to Enhance Tire & Wheel Uniformity](#)
- [Load Reduction of Euro- and P-Metric Tires on Light Trucks](#)
- [Measuring Tire Tread Depth with a Coin](#)
- [Mounting and Balancing](#)
- [P-Metric and Euro Metric Tire Sizing](#)
- [Run-Flat Tires](#)
- [Selecting the Right Tires](#)
- [Sidewall Markings](#)
- [Specific Mileage Warranties](#)
- [The Plus Concept](#)
- [Tire & Wheel Owner's Manual](#)
- [Tire & Wheel Package Installation Instructions](#)
- [Tire & Wheel Package Ride Uniformity Confirmation](#)
- [Tire Pressure Monitoring Systems](#)
- [Tire Rotation](#)
- [Tire Size Conversion Chart](#)
- [Tire Size Information](#)
- [Tire Warranties](#)
- [Uniform Tire Quality Grade \(UTQG\) Standards](#)
- [Where to Install New Pairs of Tires?](#)

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Exhibit P

TO Chris -

SUBJECT Arrow Tires

MESSAGE DATE 4/17/12
I noticed the sensors on the vans/vehicles -
almost dead - why? isn't this why we
need Gary? Kelsey on go please
Please take care of it ASAP
Thanks
SIGNED [Signature]

REPLY DATE

SIGNED

TO

Chris -

SUBJECT

MESSAGE

DATE 11/26/12

Sue tells me you are refusing to sign the P.O. for the Snow ties. Please see me -

SIGNED 

REPLY

DATE

SIGNED

Exhibit Q

FOOTINGS, INC.

MEMO

TO: Chris Weston, Program Director

FROM: Rori Cooper Corbin, President

RE: Medical Leave

DATE: 7/17/12

As you know my surgery date has been moved up and will result in my taking a medical leave the last week in July through possibly late September. During our recent Administrative Team meeting we mentioned several areas of concern that will need to be addressed during my absence.

Vehicle Maintenance: Dynamic has mentioned that we have had difficulty scheduling vehicles for servicing and send the same vehicle well before it is due for a service visit. When this occurs, they are not going to be taking the vehicle. Obviously this is a waste of our money and their time If we forget to rearrange the vehicle assignments and do not keep the appropriate vehicle here for the weekend. Lisa has indicated that she knows this must be done, but often forgets to rearrange the runs. Perhaps looking at this on a Thursday when we do not have the pressure of the weekend would work better?

CRjr.: scheduling the consumers for the Internships to begin ASAP

Planning for the Fall class schedule. As we have talked about before, several of the consumers have "outgrown" what we are offering. Footings philosophy has always been to work with participants strengths and to challenge them to grow and take risks. Many of our programs have not changed anything in the last 2 years except for their titles and possibly the staff instructor. We can and must change what we are offering. [REDACTED] tc...have all commented on the fact that they are doing things they enjoy, but some days they want it to be different and that they are bored. Please look at your staffing schedule which is very rich....we can bring consumers in Child Care to CR in Monticello again; have others explore public transportation such as Shortline etc...I have asked you to consider the "academy" concept which would include "core" courses that everyone takes but also allows for a specialization area. If you are still opposed to this upon my return, we can discuss the alternative you have developed. If you do not develop an alternative suggestion, we will begin to develop the "academy" model.

I do appreciate and thank you for your efforts. As I mentioned at our meeting, I expect that after the first 2 weeks, I will be well enough to take calls and answer questions...so do not hesitate to contact me if the need arises.

Exhibit R



Footings, Inc.

*We Build Community Supports
We Build Success*

PO Box 2038
Monroe, NY 10949
Phone: (845) 783-7505
Fax: (845) 781-7961
E-mail: footings.org@juno.com

FLEET MAINTENANCE AGREEMENT – 2013

This document constitutes the agreement for general maintenance services to be provided by Dynamic Motorworks, LLC to vehicles owned by Footings, Inc. This agreement will be active as of 1/1/13 and will expire on 12/31/13.

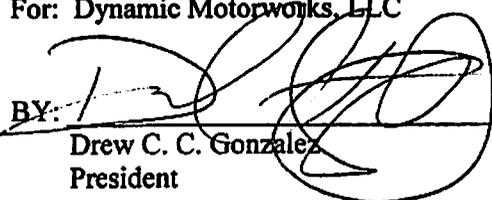
The total number of vehicles covered under this agreement is eight (8). The vehicles can be serviced in a rotation to be determined by Footings, Inc. to meet their needs but not to exceed one service per week. The total number of services for this agreement will not exceed 36 and the total number of services for any one vehicle will not exceed 6. The total cost of this fleet maintenance agreement is \$4,980.00 with payments due on the 1st of each month as follows: January & February \$480.00; March – December \$402.00. Any repairs or additional services outside of those expressly described in this agreement are at an extra cost and will be billed separately. The designated employee of Footings, Inc. will be contacted by Dynamic Motorworks for authorization of any repairs outside of this agreement before said repair will commence.

Under this agreement each service will include maintenance on one vehicle as follows:

- Engine Oil and Filter Change – with reminder stickers at 3,000 mile intervals for all vehicles (use of synthetic engine oil when called for by vehicle manufacturer)
- Installation of BG MOA engine oil additive
- Tire Rotation - when needed based upon visual inspection of tire wear (+/- 6,000 miles)
- Visual inspection of lights, wipers and belts
- Fluids check for levels and condition
- Visual inspection of brake pads and rotors
- Tire check for pressure and wear patterns
- Visual inspection of drive shafts and exhaust system
- Visual inspection of engine and transmission for fluid leaks

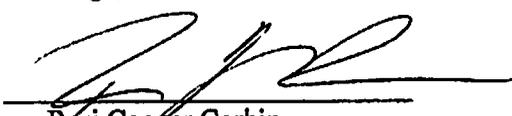
AGREED:

For: Dynamic Motorworks, LLC

BY: 

Drew C. C. Gonzalez
President

For: Footings, Inc.

BY: 

Rori Cooper Corbin
President



240 Pine Island Turnpike

Warwick, NY 10990

(845) 986-6220

FOOTINGS INC.

FLEET MAINTENANCE CHECKLIST

DATE: _____

YEAR: _____ MAKE: _____ MODEL: _____

LICENSE PLATE #: _____ MILEAGE: _____

- Change Engine Oil & Filter
- Install BG MOA Engine Oil Additive
- Install 44K Fuel System Cleaner
- Rotate Tires (when needed)
- Check Windshield Wipers
- Check Brake Pad & Rotor Wear
- Check Engine & Transmission for fluid leaks
- Check fluid level & condition
- Check Exhaust System

Technician's comments/recommendations:

Exhibit S

Footings, Inc. PO Box 2038 Monroe, NY 10949

INDIVIDUALIZED SERVICE PLAN

Name: [REDACTED]
Address: [REDACTED]
Telephone: (845) [REDACTED]
(845) [REDACTED]
SS# [REDACTED]

DOB: [REDACTED]
Medicaid Number: [REDACTED]
Initial ISP: 3/1/00
Effective ISP: 6/19/09

Revised ISP:

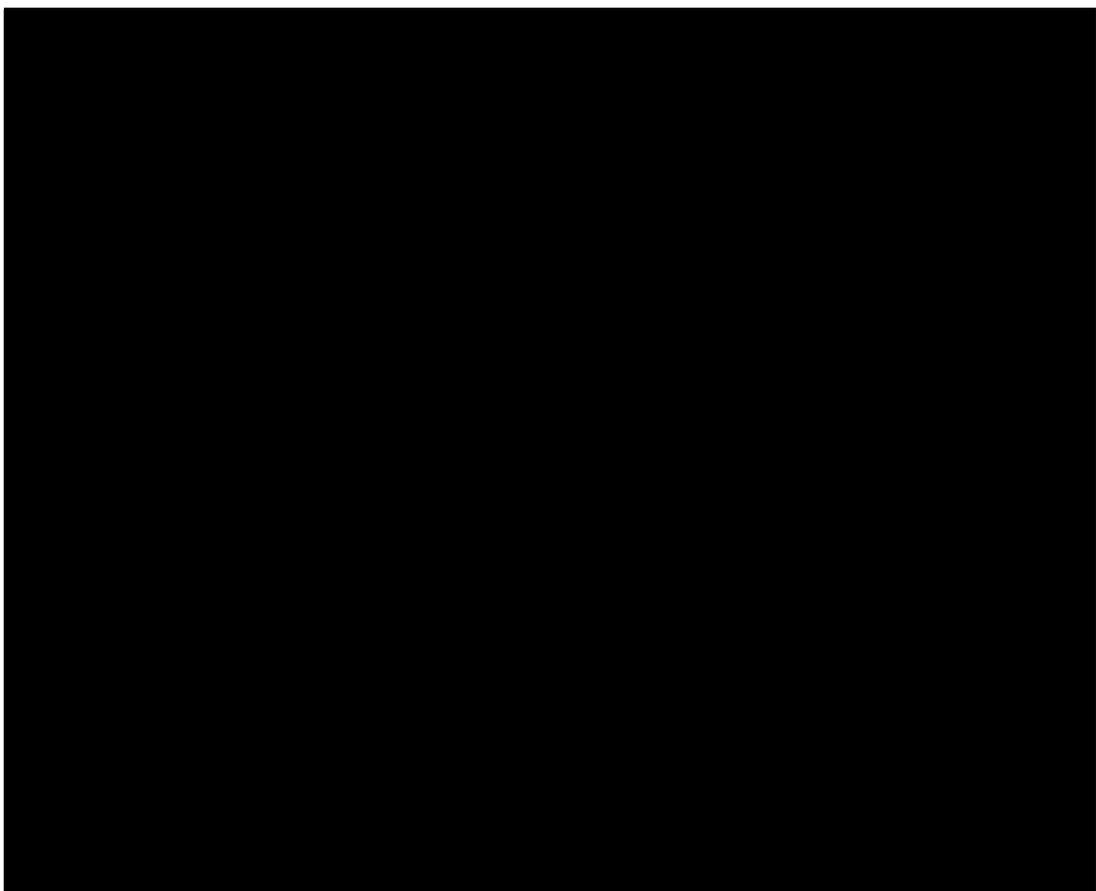
Date ISP Reviewed: _____

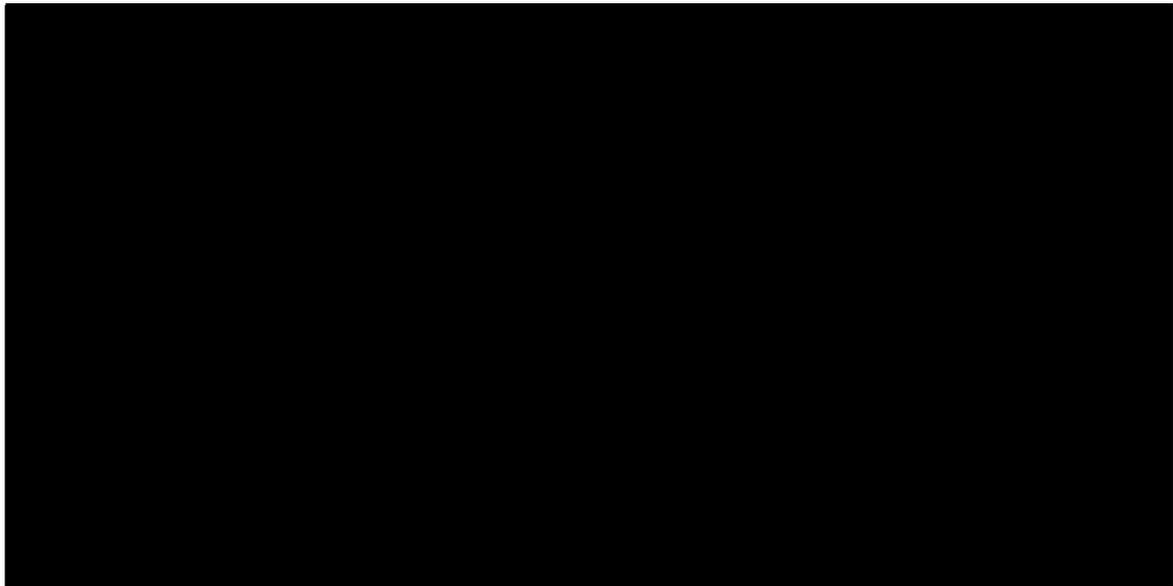
MSC Initials: _____

Date ISP Reviewed: _____

MSC Initials: _____

PROFILE:

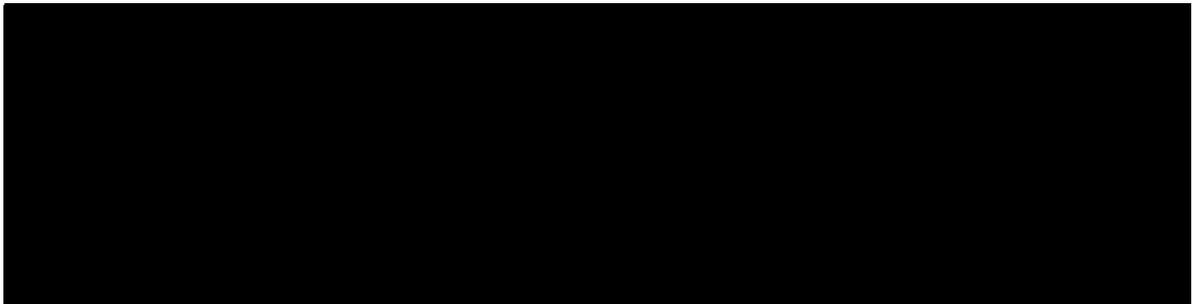




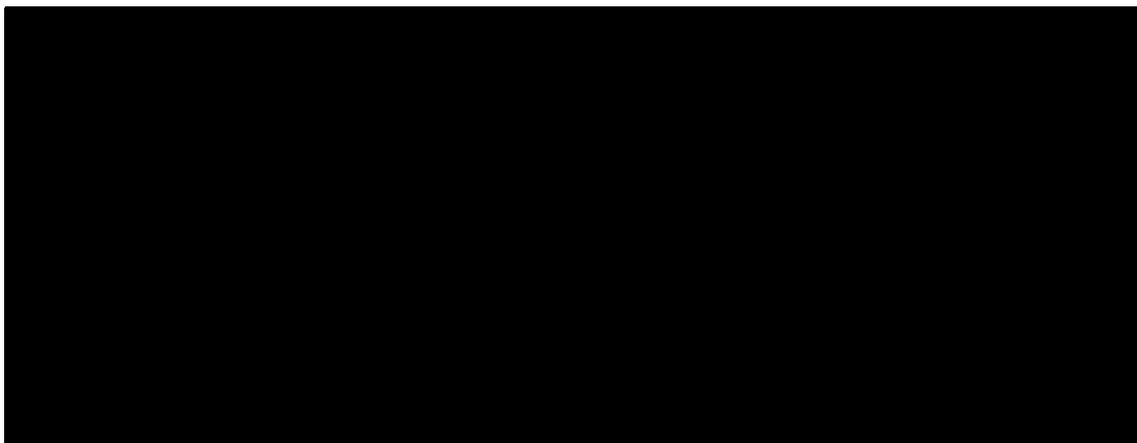
PERSONAL VALUED OUTCOMES:

- "I want to be more patient with peers and staff."
- "I want to continue to exercise and eat healthy."
- "I want to tell time and learn about money"
- "I want to continue to go out in the community."
- "I want to stand up for myself and not be afraid of my family in Warwick."
- "I want to take the subway to Michael's house by myself from the Port Authority."
- "I want help to learn how to manage money, do laundry and go food shopping"
- "I want to learn how to properly clean my bathroom and maintain a clean house."
"I would like to work on word recognition and my vocabulary."
- "I want to continue to paint and sell my art work."
- "I want to work on not cursing anymore."
- "I need to learn how not to yell when I am mad or get frustrated."
- "I love children and want the opportunity to work with them."

SAFEGUARDS:



NATURAL SUPPORTS & COMMUNITY ACTIVITIES:



MEDICAID STATE PLAN SERVICES:

Service Coordination

Footings, Inc.

PO Box 2038

Monroe, NY 10950

(845) 783-7505

Frequency: monthly

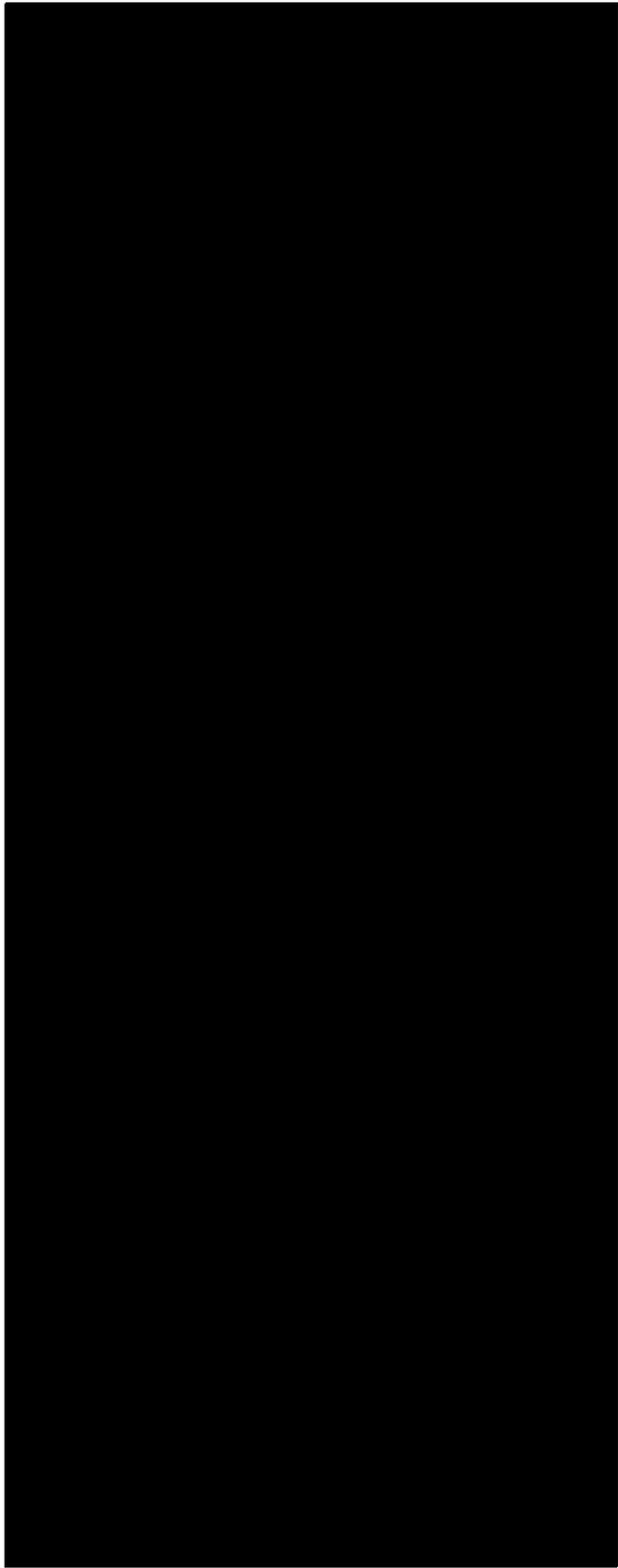
Duration: ongoing

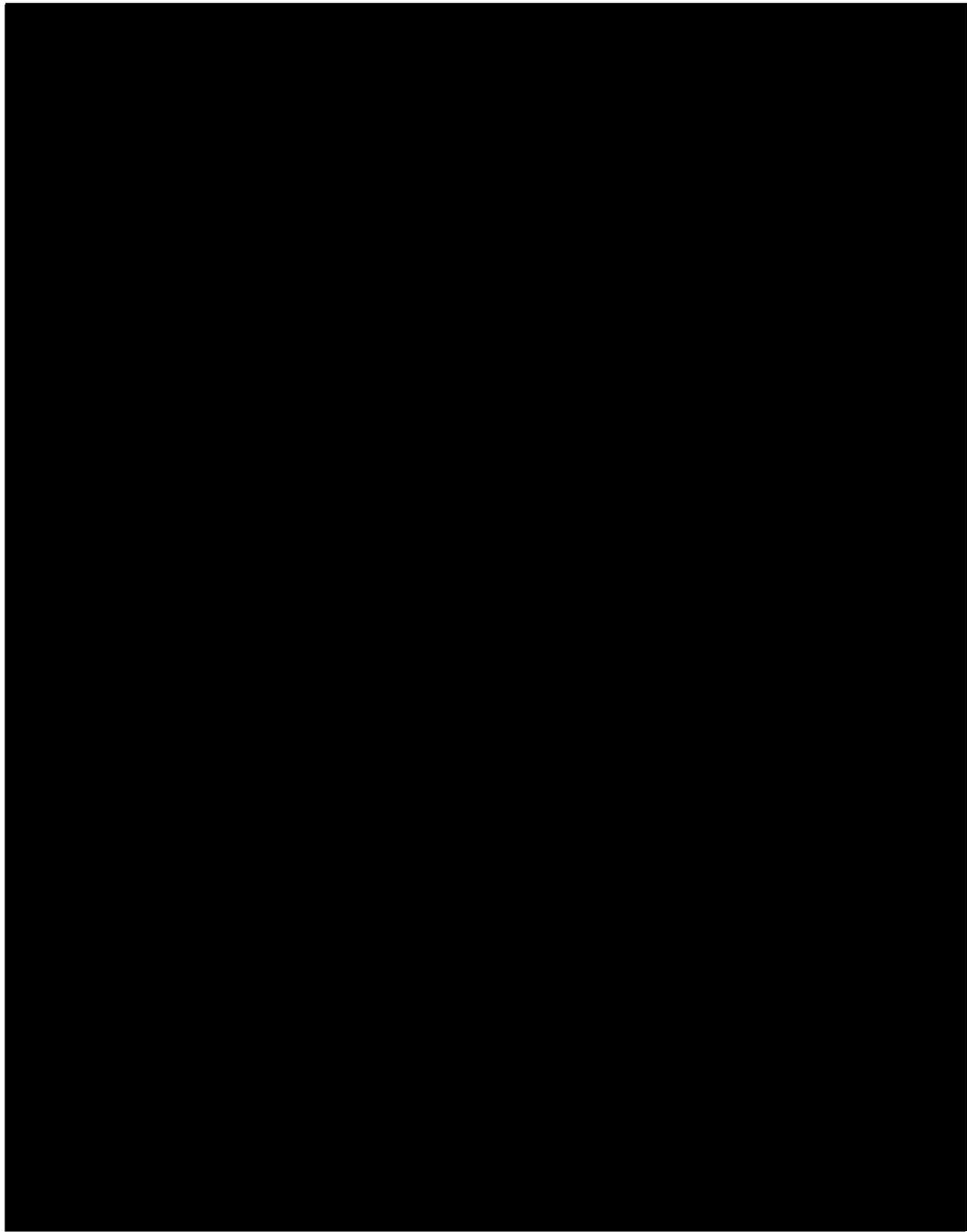
Effective: Date: 3/1/00

Reason: To create, implement and maintain the ISP.

Physician







HCBS WAIVER SERVICES

At Home Residential Habilitation
Footings, Inc
PO Box 2038
Monroe, NY 10950
(845) 783-7505

Frequency: hourly
Duration: ongoing
Effective Date: 6/00



Day Services
Footings, Inc.
PO Box 2038
Monroe, NY 10950
(845) 783-7505
Frequency: Daily
Duration: ongoing
Effective Date 11/01

Reason: "I want to tell time and learn about my money." "I want to volunteer and go out into the community."

Supplemental Group Day Habilitation

Footings, Inc.
P.O. Box 2038
Monroe, NY 10949
(845)783-7505
Effective: 3/01/06

Frequency: Daily
Duration: ongoing
Reason: To socialize and be involved in the community.

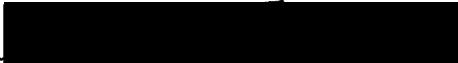
OTHER SERVICES OR 100% OMRDD FUNDED SUPPORTS AND SERVICES

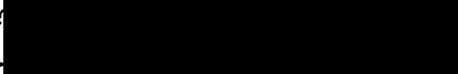
Footings, Inc
PO Box 2038
Monroe, NY 10949
(845)783-7505
ISS Apartment
Frequency: Monthly
Duration: Ongoing
Effective: February 2007

Reason: To provide the least restrictive living situation fostering independence.

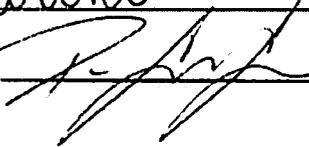
| Provider Name: | Date Sent: | Provider Name: | Date Sent: |
|-------------------------------|------------|----------------|------------|
| Footings (MS, RH, DH, ISS) | 7/16/09 | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |

SIGNATURES:

Participant  Date 6/24/09

Advocate  Date 6/30/09

Service Coordinator: Amarino Date 6/22/09

Service Coordinator Supervisor:  Date 6/22/09

FOOTINGS INC. SEMI-ANNUAL/ANNUAL ISP REVIEW

Consumer Name:



Date:

6/19/09

Location:

Monroe, NY

Time:

2:30p

ATTENDANCE:

Name:

Agency/Relationship

Amarino

Footings/MSC



P. J. Flanagan

FOOTINGS / DS & SDS INST.

Exhibit T

Footings, Inc.

Service Coordination Monthly Face to Face

December 17, 2009 4:00pm

I met with [REDACTED] at Footings, Inc, in Monroe, NY for our monthly meeting and ISP review. Also present for this meeting was MSC supervisor, Alyssa Marino, Coordinator of Waiver Services, Chris Weston, and residential habilitation worker, P.J. Flannigan. [REDACTED] was unable to attend the meeting in person, so I arranged for [REDACTED] to be present via phone conference. [REDACTED]

I began the meeting by reviewing the "Profile" section. Chris reported that [REDACTED] [REDACTED] Although there was thorough conversation about this section, we all agreed that [REDACTED] was accurate and complete. There were no changes to this section at this time.

Next, we discussed the "Personal Valued Outcomes" section. We discussed many of these outcomes, and [REDACTED] would like to continue working on all outcomes. [REDACTED] would like to keep the outcome [REDACTED] no longer wants to work at the Footings, Inc. store. After a discussion [REDACTED] we arranged for [REDACTED] a schedule change. [REDACTED] informed decision. There were no changes to this section at this time.

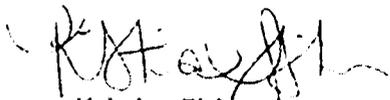
Next, we reviewed the "Safeguards" section. We added that [REDACTED] PJ reported that [REDACTED] making great progress in Residential Habilitation. Furthermore, [REDACTED] displaying increasing independence, and [REDACTED] displaying responsibility to ask for assistance [REDACTED] displaying increasing cleanliness in [REDACTED] apartment. Although this remains a current outcome, [REDACTED] There were no additional changes to this section at this time.

In the "Natural Supports and Community Activities" section we clarified [REDACTED] [REDACTED]

classes." There were no additional changes to this section at this time.

In the "Medicaid State Plan Services" section we updated [REDACTED] which [REDACTED] the beginning of this month. [REDACTED] to her previous doctor. We updated [REDACTED] has recently changed. At the end of last month, [REDACTED] After a thorough search, I found a therapist with prior experience with individuals with developmental disabilities. I added [REDACTED] provider to this section as well. There were no other changes to this section. There were no other changes to [REDACTED] this time.

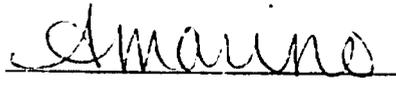
[REDACTED] did not have any significant events this month. There are no new needs or interests. There are no safety concerns to report at this time.


Kristina Fisher

12/17/09

Date

Medicaid Service Coordinator

 12/17/09

Alyssa Marino Date

MSC Supervisor

Exhibit U



David A. Paterson, Governor
Max E. Chmura, Acting Commissioner

Hudson Valley DDSO

Michael Kirchmer, Director

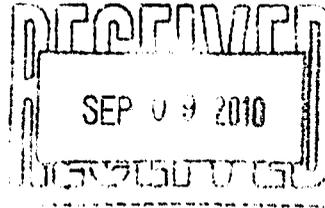
COMMUNITY FUNDING UNIT
P.O. Box 470
Thiells, NY 10984-0470

TEL: 845-947-6369
FAX: 845-947-6379

omr.state.ny.us

September 1, 2010

Ms. Rori Cooper Corbin
President
Footings, Incorporated
P.O. Box 2038
Monroe, New York 10950



Dear Ms. Cooper Corbin,

This is to inform you that Hudson Valley DDSO has set the following Assistive Support price for 2010. This price reflects OMRDD review and approval of your agency's 2010 ISS Participation Agreement, Part 3 Budget Plans for the individual listed below. The price sheet associated with this price letter is attached and enclosed are the State Paid Services Billing Form and Standard Voucher, which are required for Assistive Supports billing. The instructions for completing these forms are on the reverse of each form. Additional billing forms (State Paid Services) and standard vouchers (AC92), required for future use, can be downloaded from the following OMRDD website. You will need to select the News & Publications link, then the Forms link and then the Central Operations – Payment Processing Unit Billing Forms and Instructions link.

(www.omr.state.ny.us)

AGENCY: Footings, Incorporated
SITE: [REDACTED]
SERVICE: Assistive Support

| | | |
|------------------|---------------|-------------------------------|
| <u>CONSUMER:</u> | <u>TABS#:</u> | <u>EFFECTIVE BILLING DATE</u> |
| [REDACTED] | 226707 | 7/01/10 |

APPROVED TOTAL BUDGETED AMOUNT: \$ 15,534
APPROVED ANNUAL UNITS: 12
APPROVED PRICE PER UNIT: \$1294.50

PRICE ID: TTS4153

When billing OMRDD Bureau of Community Funding for non-HCBS enrollees, your agency may bill **only** for consumers the DDSO has approved under this price ID. You must include the consumers' TABS ID number and this PRICE ID on the billing sheet you submit. **Any billings in excess of DDSO authorized units are subject to disallowance and recovery.**

Please contact your price setter, Elizabeth Holpuch at (845) 947-6368 with any questions regarding this price.

Sincerely,

Patricia Walker-Albertus
Coordinator of Community Funding
Community Services

PWA:EH:mab
CC: Eileen Wood
Elizabeth Holpuch

NYS OMRDD - PRICESHEET FOR HOME AND COMMUNITY BASED SERVICES VERSION MAY 2010

| | | | | |
|-----------------|----------------------------|-----------------|-------------------|----------------------------|
| PRICE ID: | TTS4153 | (INITIAL PRICE) | PRICE PERIOD: | 07/01/2010-12/31/2010 |
| AGENCY (26390): | Footings, Inc. | | BUDGET PERIOD: | 01/01/2010-12/31/2010 |
| SITE ADDRESS: | Monroe NY 10950 | | TREND FACTOR: | 1.0000 |
| PROGRAM TYPE: | Assistive Supports - Daily | | MMIS PROVIDER ID: | Do not input to this cell. |
| OP CERT NUMBER: | Op Cert # Here | | LOCATOR CODE: | Do not input to this cell. |
| CAPACITY: | 1 | | | |

| EXPENSE CATEGORIES | ANNUAL BUDGET | BUDGET ADJUSTMENTS | ADJUSTED BUDGET | OTHER ADJUSTMENTS | TOTAL APPROVED |
|---|-----------------|--------------------|-----------------|-------------------|-------------------|
| DIRECT CARE PS: | | | | | |
| SALARIED \$s | 0 | 0 | 0 | 0 | 0 |
| SALARIED FTEs | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| CONTRACTED | 0 | 0 | 0 | 0 | 0 |
| SUPPORT PS: | | | | | |
| SALARIED \$s | 0 | 0 | 0 | 0 | 0 |
| SALARIED FTEs | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| CONTRACTED | 0 | 0 | 0 | 0 | 0 |
| CLINICAL PS: | | | | | |
| SALARIED \$s | 0 | 0 | 0 | 0 | 0 |
| SALARIED FTEs | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| CONTRACTED | 0 | 0 | 0 | 0 | 0 |
| DC, SUPP, CLINICAL FRINGE BENEFITS | 0 | 0 | 0 | 0 | 0 |
| SITE OTPS | 14,052 | 0 | 14,052 | 0 | 14,052 |
| TOTAL OPERATING | \$14,052 | \$0 | \$14,052 | \$0 | \$14,052 |
| PROGRAM ADMIN | 0 | 0 | 0 | 0 | 0 |
| AGENCY ADMIN | 1,482 | 0 | 1,482 | 0 | 1,482 |
| TOTAL ADMINISTRATION | \$1,482 | \$0 | \$1,482 | \$0 | \$1,482 |
| TOTAL OPER & ADMIN | \$15,534 | \$0 | \$15,534 | \$0 | \$15,534 |
| TO / FROM DH TRANSPORT | | 0 | 0 | 0 | 0 |
| TO / FROM UNITS | | 0 | 0 | 0 | 0 |
| TOTAL OPER / ADM / TRNS | \$15,534 | \$0 | \$15,534 | \$0 | \$15,534 |
| TRENDED OPER / ADM / TRNS | \$15,534 | \$0 | \$15,534 | \$0 | \$15,534 |
| PROVIDER-PAID PROPERTY: | | | | | |
| EQUIPMENT | 0 | 0 | 0 | 0 | 0 |
| PROPERTY | 0 | 0 | 0 | 0 | 0 |
| BONDING | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROV-PD PROPERTY | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL ALL CATEGORIES | \$15,534 | \$0 | \$15,534 | \$0 | \$15,534 |
| ANNUAL UNITS OF SERVICE | | | | | 12 |
| PER-UNIT PRICE (EXCLUSIVE OF STATE-PAID ITEMS) | | | | | \$1,294.50 |
| PER-UNIT STATE-PAID ITEMS | | | | | \$0.00 |
| PER-UNIT MMIS PRICE | | | | | \$1,294.50 |
| PER-UNIT LAND PRICE | | | | | \$0.00 |
| PER-UNIT "OTHER SHORT-TERM COSTS" PRICE | | | | | \$0.00 |
| MONTHLY PROPERTY PRICE | | | | | \$0.00 |

Chelsea Zuidema is authorized to receive ISS room and board effective 7/01/10.

[2]

[3]

[4]

Exhibit V

DEVELOPMENTAL DISABILITIES PROFILE REGISTRATION / MOVEMENT FORM

Fill in the blanks or mark the appropriate number for each shaded item. Complete other items as required.

| | | | | | | | |
|---|---|--|---|---|---|--|---|
| 1 | PURPOSE: | <input type="checkbox"/> 1 Demographic Data Change <input type="checkbox"/> 3 Moved Out of State <input type="checkbox"/> 5 Died <input checked="" type="checkbox"/> 2 Add <input type="checkbox"/> 4 Remove <input type="checkbox"/> 6 Transferred within Agency | | | | | |
| 2 | TAB ID: <i>(if known)</i> | | | | | | |
| 3 | PERSON'S NAME: | | | | | | |
| 4 | SEX: | <input checked="" type="checkbox"/> MALE <input type="checkbox"/> FEMALE <input type="checkbox"/> 5 | DATE OF BIRTH: | | | | |
| 6 | COUNTY OF RESIDENCE: | ORANGE | | | | | |
| 7 | AGENCY NAME: | FOOTINGS, INC. | | PROGRAM NAME: ISS | | | |
| 8 | REMOVE PROGRAM CODE: | | | 9 ADD PROGRAM CODE: 8 7 4 8 0 1 1 0 | | | |
| 10 | REMOVE / ADD DATE: | MO: 0 7 | DAY: 0 1 | YR: 1 0 | | | |
| 11 | RESIDENTIAL ADDRESS: <i>(please print)</i> | | | | | | |
| 12 | INDIVIDUAL'S RESIDENCE TYPE: <i>(mark only one)</i> | <input checked="" type="checkbox"/> 1 Alone <input type="checkbox"/> 2 With Friends / Housemates <input type="checkbox"/> 3 With Member of His / Her Own Family <input type="checkbox"/> 4 Department of Social Services Residence or Foster Care Home <input type="checkbox"/> 5 Nursing Facility <input type="checkbox"/> 6 Homeless or Shelter <input type="checkbox"/> 7 OMRDD / Agency Operated Residence <input type="checkbox"/> 8 Other <i>(specify)</i> | | | | | |
| 13 | SOCIAL SECURITY NUMBER: | | | 14 PERSON'S MEDICAID NUMBER (CIN): | | | |
| 15 | ETHNICITY / RACE: | <input checked="" type="checkbox"/> 1 White <input type="checkbox"/> 2 Black <input type="checkbox"/> 3 Hispanic <input type="checkbox"/> 4 Asian or Pacific Islander <input type="checkbox"/> 5 American Indian / Alaskan <input type="checkbox"/> 8 Other | | | | | |
| 16 | DISABILITIES: Indicate "1" for Primary (mark only one) and "2" for All Other Disabilities: (mark as many as apply) | | | | | | |
| | <input type="checkbox"/> 1 Developmental Delay <input checked="" type="checkbox"/> 2 Mental Retardation <input checked="" type="checkbox"/> 3 Autism <input type="checkbox"/> 4 Cerebral Palsy <input type="checkbox"/> 5 Epilepsy / Seizure Disorder <input type="checkbox"/> 6 Learning Disability <input type="checkbox"/> 7 Other Neurological Impairment | <input type="checkbox"/> 8 Psychiatric Disability <input type="checkbox"/> 9 Chronic Physical / Medical Condition <input type="checkbox"/> 10 Sensory Impairment <input type="checkbox"/> 11 Undetermined <input type="checkbox"/> 12 Other <i>(specify)</i> _____ <input type="checkbox"/> 13 Traumatic Brain Injury (TBI) <input type="checkbox"/> 14 Prader-Willi Syndrome (PWS) | <input type="checkbox"/> 15 Fetal Alcohol Syndrome <input type="checkbox"/> 16 Narcolepsy <input type="checkbox"/> 17 Neurofibromatosis <input type="checkbox"/> 18 (Code Not Valid at this Time) <input type="checkbox"/> 19 Spina Bifida <input type="checkbox"/> 20 Tourette Syndrome <input type="checkbox"/> 21 Toxic Substance Exposure <input type="checkbox"/> 22 Child Under 5 Unable to Diagnose | | | | |
| 17 | PREFERRED LANGUAGE: | <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"> Spoken <input checked="" type="checkbox"/> 1 English <input type="checkbox"/> 2 Spanish <input type="checkbox"/> 97 None <input type="checkbox"/> 98 Other _____ </td> <td style="width: 33%;"> Nonverbal <input type="checkbox"/> 1 Sign <input type="checkbox"/> 2 Other Symbolic <input checked="" type="checkbox"/> 97 None <input type="checkbox"/> 98 Other _____ </td> <td style="width: 33%;"> Understood <input checked="" type="checkbox"/> 1 English <input type="checkbox"/> 2 Spanish <input type="checkbox"/> 97 None <input type="checkbox"/> 98 Other _____ </td> </tr> </table> | | | Spoken <input checked="" type="checkbox"/> 1 English <input type="checkbox"/> 2 Spanish <input type="checkbox"/> 97 None <input type="checkbox"/> 98 Other _____ | Nonverbal <input type="checkbox"/> 1 Sign <input type="checkbox"/> 2 Other Symbolic <input checked="" type="checkbox"/> 97 None <input type="checkbox"/> 98 Other _____ | Understood <input checked="" type="checkbox"/> 1 English <input type="checkbox"/> 2 Spanish <input type="checkbox"/> 97 None <input type="checkbox"/> 98 Other _____ |
| Spoken <input checked="" type="checkbox"/> 1 English <input type="checkbox"/> 2 Spanish <input type="checkbox"/> 97 None <input type="checkbox"/> 98 Other _____ | Nonverbal <input type="checkbox"/> 1 Sign <input type="checkbox"/> 2 Other Symbolic <input checked="" type="checkbox"/> 97 None <input type="checkbox"/> 98 Other _____ | Understood <input checked="" type="checkbox"/> 1 English <input type="checkbox"/> 2 Spanish <input type="checkbox"/> 97 None <input type="checkbox"/> 98 Other _____ | | | | | |
| 18 | DATE COMPLETED: | MO: 0 7 | DAY: 1 6 | YR: 1 0 | | | |
| | COMPLETED BY: <i>(Print staff name)</i> | ANJSA MARINO | | PHONE NUMBER: (845) 783 - 7505 | | | |

Exhibit W

DEVELOPMENTAL DISABILITIES PROFILE REGISTRATION / MOVEMENT FORM

Fill in the blanks or mark the appropriate number for each shaded item. Complete other items as required.

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--|---------------------------------|----|--|---|--|--|---|---|--|--|---|---|---|---|--|--|--|--|--|--|--|---|--|--|--|--|
| 1 | PURPOSE: | <input checked="" type="checkbox"/> 1 Demographic Data Change <input type="checkbox"/> 3 Moved Out of State <input type="checkbox"/> 5 Died <input checked="" type="checkbox"/> 2 Add <input type="checkbox"/> 4 Remove <input type="checkbox"/> 6 Transferred within agency | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | TAB ID: <i>(if known)</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | PERSON'S NAME | LAST | FIRST | MI | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | SEX: | <input checked="" type="checkbox"/> MALE | <input type="checkbox"/> FEMALE | 5 | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | COUNTY OF RESIDENCE: | ORANGE | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | AGENCY NAME: | FOOTINGS, INC. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | ADD PROGRAM CODE: | 8 7 4 8 0 1 1 0 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | REMOVE / ADD DATE: | MO | DAY | YR | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | RESIDENTIAL ADDRESS: <i>(please print)</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | INDIVIDUAL'S RESIDENCE TYPE: <i>(mark only one)</i> | <input checked="" type="checkbox"/> 1 Alone <input type="checkbox"/> 4 Department of Social Services Residence or Foster Care Home <input type="checkbox"/> 7 OMRDD / Agency Operated Residence <input type="checkbox"/> 2 With Friends / Housemates <input type="checkbox"/> 5 Nursing Facility <input type="checkbox"/> 8 Other <i>(specify)</i> <input type="checkbox"/> 3 With Member of His / Her Own Family <input type="checkbox"/> 6 Homeless or Shelter | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13 | SOCIAL SECURITY NUMBER: | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 | PERSON'S MEDICAID NUMBER (CIN): | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | ETHNICITY / RACE: | <input checked="" type="checkbox"/> White <input type="checkbox"/> 3 Hispanic <input type="checkbox"/> 5 American Indian / Alaskan <input type="checkbox"/> 2 Black <input type="checkbox"/> 4 Asian or Pacific Islander <input type="checkbox"/> 6 Other | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16 | DISABILITIES: Indicate "1" for Primary (mark only one) and "2" for All Other Disabilities: (mark as many as apply) | <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 1 Developmental Delay</td> <td><input type="checkbox"/> 8 Psychiatric Disability</td> <td><input type="checkbox"/> 15 Fetal Alcohol Syndrome</td> </tr> <tr> <td><input checked="" type="checkbox"/> 2 Mental Retardation</td> <td><input type="checkbox"/> 9 Chronic Physical / Medical Condition</td> <td><input type="checkbox"/> 16 Narclepsy</td> </tr> <tr> <td><input checked="" type="checkbox"/> 3 Autism</td> <td><input type="checkbox"/> 10 Sensory Impairment</td> <td><input type="checkbox"/> 17 Neurofibromatosis</td> </tr> <tr> <td><input type="checkbox"/> 4 Cerebral Palsy</td> <td><input type="checkbox"/> 11 Undetermined</td> <td><input type="checkbox"/> 18 (Code Not Valid at this Time)</td> </tr> <tr> <td><input type="checkbox"/> 5 Epilepsy / Seizure Disorder</td> <td><input type="checkbox"/> 12 Other <i>(specify)</i> _____</td> <td><input type="checkbox"/> 19 Spina Bifida</td> </tr> <tr> <td><input type="checkbox"/> 6 Learning Disability</td> <td><input type="checkbox"/> 13 Traumatic Brain Injury (TBI)</td> <td><input type="checkbox"/> 20 Toxic Syndrome</td> </tr> <tr> <td><input type="checkbox"/> 7 Other Neurological Impairment</td> <td><input type="checkbox"/> 14 Prader-Willi Syndrome (PWS)</td> <td><input type="checkbox"/> 21 Toxic Substance Exposure</td> </tr> <tr> <td></td> <td></td> <td><input type="checkbox"/> 22 Child Under 5 Unable to Diagnose</td> </tr> </table> | | | <input type="checkbox"/> 1 Developmental Delay | <input type="checkbox"/> 8 Psychiatric Disability | <input type="checkbox"/> 15 Fetal Alcohol Syndrome | <input checked="" type="checkbox"/> 2 Mental Retardation | <input type="checkbox"/> 9 Chronic Physical / Medical Condition | <input type="checkbox"/> 16 Narclepsy | <input checked="" type="checkbox"/> 3 Autism | <input type="checkbox"/> 10 Sensory Impairment | <input type="checkbox"/> 17 Neurofibromatosis | <input type="checkbox"/> 4 Cerebral Palsy | <input type="checkbox"/> 11 Undetermined | <input type="checkbox"/> 18 (Code Not Valid at this Time) | <input type="checkbox"/> 5 Epilepsy / Seizure Disorder | <input type="checkbox"/> 12 Other <i>(specify)</i> _____ | <input type="checkbox"/> 19 Spina Bifida | <input type="checkbox"/> 6 Learning Disability | <input type="checkbox"/> 13 Traumatic Brain Injury (TBI) | <input type="checkbox"/> 20 Toxic Syndrome | <input type="checkbox"/> 7 Other Neurological Impairment | <input type="checkbox"/> 14 Prader-Willi Syndrome (PWS) | <input type="checkbox"/> 21 Toxic Substance Exposure | | | <input type="checkbox"/> 22 Child Under 5 Unable to Diagnose |
| <input type="checkbox"/> 1 Developmental Delay | <input type="checkbox"/> 8 Psychiatric Disability | <input type="checkbox"/> 15 Fetal Alcohol Syndrome | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input checked="" type="checkbox"/> 2 Mental Retardation | <input type="checkbox"/> 9 Chronic Physical / Medical Condition | <input type="checkbox"/> 16 Narclepsy | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input checked="" type="checkbox"/> 3 Autism | <input type="checkbox"/> 10 Sensory Impairment | <input type="checkbox"/> 17 Neurofibromatosis | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> 4 Cerebral Palsy | <input type="checkbox"/> 11 Undetermined | <input type="checkbox"/> 18 (Code Not Valid at this Time) | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> 5 Epilepsy / Seizure Disorder | <input type="checkbox"/> 12 Other <i>(specify)</i> _____ | <input type="checkbox"/> 19 Spina Bifida | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> 6 Learning Disability | <input type="checkbox"/> 13 Traumatic Brain Injury (TBI) | <input type="checkbox"/> 20 Toxic Syndrome | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> 7 Other Neurological Impairment | <input type="checkbox"/> 14 Prader-Willi Syndrome (PWS) | <input type="checkbox"/> 21 Toxic Substance Exposure | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | <input type="checkbox"/> 22 Child Under 5 Unable to Diagnose | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 17 | PREFERRED LANGUAGE: | <table style="width: 100%; border: none;"> <tr> <td>Spoken</td> <td>Nonverbal</td> <td>Understood</td> </tr> <tr> <td><input checked="" type="checkbox"/> 1 English</td> <td><input type="checkbox"/> 1 Sign</td> <td><input checked="" type="checkbox"/> 1 English</td> </tr> <tr> <td><input type="checkbox"/> 2 Spanish</td> <td><input type="checkbox"/> 2 Other Symbolic</td> <td><input type="checkbox"/> 2 Spanish</td> </tr> <tr> <td><input type="checkbox"/> 97 None</td> <td><input checked="" type="checkbox"/> 97 None</td> <td><input type="checkbox"/> 97 None</td> </tr> <tr> <td><input type="checkbox"/> 98 Other _____</td> <td><input type="checkbox"/> 98 Other _____</td> <td><input type="checkbox"/> 98 Other _____</td> </tr> </table> | | | Spoken | Nonverbal | Understood | <input checked="" type="checkbox"/> 1 English | <input type="checkbox"/> 1 Sign | <input checked="" type="checkbox"/> 1 English | <input type="checkbox"/> 2 Spanish | <input type="checkbox"/> 2 Other Symbolic | <input type="checkbox"/> 2 Spanish | <input type="checkbox"/> 97 None | <input checked="" type="checkbox"/> 97 None | <input type="checkbox"/> 97 None | <input type="checkbox"/> 98 Other _____ | <input type="checkbox"/> 98 Other _____ | <input type="checkbox"/> 98 Other _____ | | | | | | | | | |
| Spoken | Nonverbal | Understood | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input checked="" type="checkbox"/> 1 English | <input type="checkbox"/> 1 Sign | <input checked="" type="checkbox"/> 1 English | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> 2 Spanish | <input type="checkbox"/> 2 Other Symbolic | <input type="checkbox"/> 2 Spanish | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> 97 None | <input checked="" type="checkbox"/> 97 None | <input type="checkbox"/> 97 None | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> 98 Other _____ | <input type="checkbox"/> 98 Other _____ | <input type="checkbox"/> 98 Other _____ | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 | DATE COMPLETED: | MO | DAY | YR | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 01 | 16 | 11 | | | | | | | | | | | | | | | | | | | | | | | | |
| | COMPLETED BY: <i>(Print staff name)</i> | ALYSA MARINO | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | PHONE NUMBER: | (815) 783-7505 | | | | | | | | | | | | | | | | | | | | | | | | | | |

Exhibit X

INDIVIDUAL SUPPORT SERVICES-HUDSON VALLEY DDSO PART 3: BUDGET PLAN

| | | | |
|---------------------|----------|-----------------------------|----------------|
| BUDGET PERIOD FROM: | 1/1/2011 | TO: | 12/31/2011 |
| PARTICIPANT'S NAME: | | CONTRACT/PRICE AGENCY NAME: | Footings, Inc. |
| PARTICIPANT ADDRESS | | COUNTY: | Orange |
| | | MSC NAME: | Alyssa Marino |
| | | MSC PHONE: | (845)783-7505 |

| <u>PARTICIPANT'S INCOME SOURCES</u> | <u>PARTICIPANT'S MONTHLY INCOME</u> | <u>FROM THOSE LIVING WITH PARTICIPANT</u> | <u>MONTHLY TOTAL (TOTAL =PARTICIPANT'S SHARE)</u> |
|-------------------------------------|-------------------------------------|---|---|
| SSI | \$ 741 | \$ 175 | \$ 916 |
| SSA | \$ - | \$ 606 | \$ 606 |
| WAGES | \$ - | \$ - | \$ - |
| FOOD STAMPS | \$ - | \$ 133 | \$ 133 |
| OTHER**: | \$ - | \$ - | \$ - |
| **CHILD SUPPORT | \$ - | \$ - | \$ - |
| ** | \$ - | \$ - | \$ - |
| MONTHLY TOTAL | \$ 741 | \$ 914 | \$ 1,655 |
| YEARLY TOTAL | \$ 8,892 | \$ 10,968 | \$ 19,860 |

It is important to list all income and revenue for the participant and any other who lives in the home; ie: spouse's/roommate's wages, unemployment, SSI, food stamps, WIC, DSS funding, child support, etc.. If no benefits must provide reason for denial in narrative.

| <u>PARTICIPANT'S EXPENSES</u> | <u>PARTICIPANT'S MONTHLY EXPENSES</u> | <u>PARTICIPANT'S SHARE (TOTAL = YEARLY INCOME)</u> | <u>PRICE/CONTRACT</u> |
|-------------------------------|---|--|-----------------------|
| RENT** | \$ 1,050.00 | | \$ 1,050.00 |
| HEAT (GAS/OIL)** | \$ 150.00 | \$ 150.00 | \$ - |
| ELECTRICITY** | \$ 50.00 | \$ 50.00 | \$ - |
| WATER** | \$ 25.00 | \$ 25.00 | \$ - |
| TELEPHONE * | \$ 30.00 | \$ 30.00 | \$ - |
| CABLE TV* | \$ 30.00 | \$ 30.00 | \$ - |
| TRANSPORTATION** | \$ 67.00 | \$ 67.00 | \$ - |
| FOOD/HOUSEHOLD* | \$ 200.00 | \$ 200.00 | \$ - |
| CLOTHING* | \$ 40.00 | \$ 40.00 | \$ - |
| LESIURE/REC.* | \$ 85.00 | \$ 85.00 | \$ - |
| HEALTH** | \$ 20.00 | \$ 20.00 | \$ - |
| LAUNDRY* | \$ 44.00 | \$ 44.00 | \$ - |
| MEDICAID SPENDDOWN** | \$ - | \$ - | \$ - |
| OTHER**: | \$ - | \$ - | \$ - |
| ** | \$ - | \$ - | \$ - |
| ** | \$ - | \$ - | \$ - |
| TOTAL MONTHLY | \$ 1,791.00 | \$ 741.00 | \$ 1,050.00 |
| YEARLY TOTAL | \$ 21,492.00 | \$ 8,892.00 | \$ 12,600.00 |
| START-UP | (PROVIDE DETAILED LIST IN PART 1: NARRATIVE) | | \$ - |
| SECURITY | | | \$ - |
| OTHER: | | | \$ - |
| START UP TOTAL | | | \$ - |

**= PROVIDE DETAIL IN NARRATIVE; *>=IF EXCEEDS MAX MUST BE STRONGLY JUSTIFIED IN NARRATIVE

NEW YORK STATE OFFICE OF MENTAL RETARDATION AND DEVELOPMENTAL DISABILITIES
INDIVIDUAL SUPPORT SERVICES PLAN

| |
|--|
| PARTICIPANT'S NAME: [REDACTED] |
| CONTRACT AGENCY'S NAME: Footings, Inc. |
| CONTRACT AGENCY'S REPRESENTATIVE: Rori Cooper Corbin |
| DDSO: HUDSON VALLEY |

PART 1: PLAN NARRATIVE

Describe the living arrangement that the participant is living in or plans to move into. Will he/she be living alone or with someone else? What is the relationship with the person(s) sharing the apartment? What if any will be the financial contribution to the household from the person(s)? Specify all start-up or nonrecurring expenses that are associated with the apartment.

The past six months has given [REDACTED] the opportunity to live independently after [REDACTED]. During this period of time, [REDACTED] has discovered [REDACTED] would like to live with a roommate [REDACTED] does not like to spend large periods of time alone. [REDACTED] has bonded with another consumer [REDACTED]. The other consumer is in agreement and would also like to have a roommate. That being said, [REDACTED] will be living in a two bedroom apartment in [REDACTED] NY. [REDACTED] roommate will split cost of utilities, telephone and cable services. Heat, fueled by natural gas, and electricity appear on the same monthly bill from Orange and Rockland. Last year, the average monthly bill for an apartment of similar size was \$200 per month. In our current economic climate, we have accounted for a rise in the cost of utilities in the proposed budget. [REDACTED] roommate will also be responsible for paying a Town water bill every three months. [REDACTED] does not drive and relies solely on public transportation to and from all community activities. When the Dial-a-Bus is not operating, [REDACTED] relies on local taxi's [REDACTED] transportation needs. A taxi trip costs \$6 each way for all trips within the Town of [REDACTED]. [REDACTED] is responsible for purchasing [REDACTED] food. [REDACTED] a budget of \$50 per week. [REDACTED] utilizes [REDACTED] to help plan meals and use coupons. [REDACTED] receives \$93 for Food Stamp benefits monthly. [REDACTED] clothing budget is \$40 per month. [REDACTED] able to utilize clothing sales and shops wisely. [REDACTED] laundry weekly and spends \$11 per week. [REDACTED] capable of laundering [REDACTED] properly and caring [REDACTED] wardrobe. [REDACTED] enjoys many different types of recreational activities [REDACTED] community. [REDACTED] will go to see a movie (\$10), see a play or show (\$15) or other seasonal activities. [REDACTED] has basic cable and will be responsible for paying approximately \$30 per month [REDACTED] share of this service. [REDACTED] has a landline telephone with basic service. [REDACTED] will be responsible for paying approximately \$30 per month for this service. [REDACTED] also has a portion [REDACTED] monthly budget set aside to pay for over-the-counter medications [REDACTED].

PART4: BUDGET PLAN SUPPLEMENTAL INFORMATION

PARTICIPANT: [REDACTED] **DATE COMPLETED:**

AGENCY'S REPRESENTATIVE: PHONE # (845)783-7505

AGENCY: Footings, Inc.

The information below will facilitate the Individual Support Services (ISS) contract renewal or revision and will be reviewed by your county CSP Panel. In order to assess current needs and determine the level of support required for the current year in the case of a revision, or the following year in the case of a renewal. Please provide the following information for each individual to be served.

INCOME: Please briefly explain any changes, which have occurred, or you anticipate occurring during this or next contract year.

[REDACTED] has applied and been approved for supportive employment services through ACCESS-VR. [REDACTED] not yet begun working with a job coach and has not yet found employment.

EXPENSES: Please briefly explain any changes, which have occurred or you anticipate occurring during this or next contract year.

We anticipate a 10% increase in rent to reflect the fair market value. We also anticipate a rise in the cost of transportation and heating oil. All of these costs have been accounted for in the 2012 budget.

EXTENDING CIRCUMSTANCES: Have circumstances changed in any significant way, which impact on the needs of this individual. Are there any other situations, which produce a compelling justification for continuation of services under the ISS Contract?

N/A

PART4: BUDGET PLAN SUPPLEMENTAL INFORMATION

PARTICIPANT:

DATE COMPLETED:

AGENCY'S REPRESENTATIVE: PHONE #

AGENCY

The information below will facilitate the Individual Support Services (ISS) contract renewal or revision and will be reviewed by your county CSP Panel. In order to assess current needs and determine the level of support required for the current year in the case of a revision, or the following year in the case of a renewal. Please provide the following information for each individual to be served.

INCOME: Please briefly explain any changes, which have occurred, or you anticipate occurring during this or next contract year.

EXPENSES: Please briefly explain any changes, which have occurred or you anticipate occurring during this or next contract year.

EXTENUATING CIRCUMSTANCES: Have circumstances changed in any significant way, which impact on the needs of this individual. Are there any other situations, which produce a compelling justification for continuation of services under the ISS Contract?

**NEW YORK STATE OFFICE OF MENTAL RETARDATION & DEVELOPMENTAL DISABILITIES
INDIVIDUAL SUPPORT SERVICES QUALITY ASSURANCE CHECKLIST**

PARTICIPANT'S NAME:

PARTICIPANT'S ADDRESS:

CONTRACT AGENCY'S NAME:

CONTRACT AGENCY'S REVIEWER'S NAME:

SERVICE COORDIANTOR'S NAME:

This checklist is to be completed **SEMI-ANNUALLY** for individuals participating in Individual Support Services.
CIRCLE "YES" OR "NO" AFTER EACH OF THE FOLLOWING STATEMENTS:

- | | | |
|--|-----|----|
| 1. The home has smoke detectors in the corridors outside the sleeping areas. | YES | NO |
| 2. The smoke detectors work. | YES | NO |
| 3. An evacuation plan was developed and reviewed with the individual particular to his/her living situation. | YES | NO |
| 4. The home has a working telephone. | YES | NO |
| 5. Local emergency phone contact is available and appropriate to the individual. | YES | NO |
| 6. The home is reasonably clean and maintained. | | |
| 7. The home is free from hazardous conditions. | YES | NO |
| 8. The furnishings are adequate. | YES | NO |
| 9. The home meets the individual's physical needs and requirements. | YES | NO |
| 10. The heat, water, electricity, and air conditioning (if applicable) are in good working order. | YES | NO |
| 11. The person's health, safety, and well being are reasonably maintained in the home. | YES | NO |

If **"NO"** is circled for any of the above items, check either (a), (b), or (c) below and describe needed actions.

(a) The reviewer has discussed with the participant any problems with the above item(s), and does not consider them to a significant threat to the individual's health, safety, or well-being.

(b) The reviewer has discussed problems with the above item(s), and the individual has been encouraged to accept available services to address behaviors or activities which jeopardizes his/her health, safety, or well-being.

(c) The participant has not engaged in activities necessary to ensure his/her health, safety, or well-being, and therefore an alternate living arrangement must be developed.

Action Taken:

| |
|--|
| |
| |
| |

Participant/advocate's Signature:

Service Coordinator's Signature:

Date:

Date:

Contract Agency Reviewer's Signature:

Date:

DDSO: