

# MINUTES

of the **REGULAR MEETING** of the  
**BOARD OF DIRECTORS**  
of the  
**DEVELOPMENTAL DISABILITIES RESOURCE CENTER**



DDRC Building, 11177 W. 8<sup>th</sup> Ave., Lakewood, CO 80215  
April 25, 2018

*Our mission is to create opportunities for people with intellectual and developmental disabilities and their families to participate fully in the community.*

## I -- PRELIMINARY

A. **CALL TO ORDER:** Mr. Pemberton, President of the Board, called the regular meeting of the Board of Directors of the Developmental Disabilities Resource Center for April 25, 2018, to order at 5:30 p.m.

B. **ROLL CALL:**

### BOARD MEMBERS PRESENT

David Pemberton, President  
Jean Armour  
Jan Beckett  
Frankie Cole  
Joanne Elliott  
Dan Fishbein  
Corinne Gray  
Susan Hartley  
Margaret Huffman  
Joni Krickbaum  
Doreen Raad  
Sarah Rivard  
Jodi Schoemer

### BOARD MEMBERS ABSENT

Pat Bolton  
Tonya Kelly  
Kent Willis

### SENIOR STAFF PRESENT

Beverly Winters, Executive Director  
Kristie Braaten  
Jane Byron  
Rob DeHerrera  
Tammy Drumright  
Keith Frambro  
Deb Gordon  
Dianne Hitchingham  
Terri Hulstrom  
Pat Jefferson  
Susan Johnson  
Micki Klawes for Roanna Davis  
Michele Majeune  
Liz Pahr  
Diana Patty  
Annette Rogers  
Jeanne Terrell

A quorum was declared present.

C. **MINUTES:** Ms. Armour moved to approve the minutes of the March 28, 2018, meeting, seconded by Ms. Beckett and carried unanimously.

D. **FINANCIAL STATEMENTS (18-041)** Robert DeHerrera, Deputy Director/CFO, reviewed the February financial statements, including revenue, expenses and variances.

Mrs. Krickbaum moved to approve the financial statements as submitted, seconded by Mrs. Hartley and carried unanimously.

## II -- COMMUNICATIONS (18-042)

- None

### III – PUBLIC COMMENT

- Ms. Beckett reported that Speaking for Ourselves recently held its quarterly meeting in Fort Collins where a special election of one officer took place. The next meeting will be held in July in Grand Junction.

### IV – ACTION ON ROUTINE ITEMS

CONSENT AGENDA: Mr. Pemberton asked if there were items Board members wanted held off the consent agenda. Mrs. Gray moved that the following items be approved under the consent agenda.

- VI Human Resources (18-044)
- VII Development Report (18-045)
- VIII-A Enrollment (18-046)
- VIII-B Waiting List (18-047)
- IX-D Policies Submitted for Deletion (18-052)
- IX-E Executive Committee and Finance/HR Committee Recommendations (18-053)
  - Recommendation to approve the 2018-2019 Holiday calendars.

Motion seconded by Ms. Beckett and carried unanimously.

### V – COMMENDATIONS AND AWARDS (18-043)

CAREER LADDER – There were four career level advancements last month. It was noted that over the past year a task force met to evaluate the effectiveness of the Career Ladder program in terms of its return on investment and determined it no longer meets the goals originally set forth for the program. As a result, the program will be phased out. Staff has been notified and no major concerns have been communicated. Staff will have until January 2019 to complete the level they are currently working on. Changes will be made to the introductory language of this report to reflect the status of the program.

COMMENDATIONS – There were no commendations given last month.

Mrs. Elliott moved to approve the commendations report as submitted, seconded by Ms. Schoerner and carried unanimously.

### VIII – INFORMATION ON PEOPLE RECEIVING SERVICES

C. HUMAN RIGHTS COMMITTEE (HRC) (18-048) – Ms. Armour gave an overview of the report for April explaining that rights suspension is one of the areas reviewed by the HRC.

Mrs. Elliott moved to approve the HRC report as submitted, seconded by Mrs. Hartley and carried unanimously.

## IX – BUSINESS

### A. LEGISLATIVE UPDATE (18-049)

- House Bill 18-1407, the “Increasing Access to Services for Persons with Intellectual and Developmental Disabilities that are Provided by a Stable Workforce” bill is moving forward. Thank you to the Board members who signed the petition and reached out to their legislators about the bill, which is expected to be heard by the House Public Health and Human Services Committee on Friday. The effort originally was targeted toward aging caregivers but the bill also includes caregivers in crisis who don’t meet emergency criteria. The Joint Budget Committee (JBC) bill includes 300 new resources statewide to take people off the Home and Community Based Services – Developmental Disabilities (comprehensive) waiver waitlist. There are currently 2,900 individuals on the waitlist statewide, including 350 who have indicated they need services as soon as available through DDRC. The second part of the bill includes an additional 6.5% Medicaid waiver rate increase with assurances that the money goes to direct service professionals. This does not mean that all direct service professionals would get a 6.5% compensation increase. There is latitude in how the rate increase will be implemented but we need to show that it went to direct service professionals. This will not include Targeted Case Management (TCM). However, there is still a 1% rate increase in the common policy for all community providers, which could help with TCM.
- House Bill 18-1376, the Host Home Bill, passed through the House Public Health and Human Services Committee. The bill gives authority to the Department of Health Care Policy and Financing (HCPF) to promulgate rules. It requires the Division of Housing of the Department of Local Affairs to do inspections of host homes. The first inspection would take place within a specified amount of time after an individual moves in and then every two years at minimum.
- House Bill 18-0145, the Employment First bill is also moving forward. This legislation requires employment specialists to have training or certification in order to support positive outcomes. There is a \$1.6 million fiscal note attached that will be implemented over five years.

### B. EXECUTIVE DIRECTOR’S REPORT (18-050)

- DDRC hosted a successful donor reception on April 10.
- A drop-in lunch at DDRC’s Café Soul was held to thank volunteers.
- Staff has recently received the results from the 2018 Employment Satisfaction Survey. The overall rating moved from the “positive” range in 2015 to the “very positive” range this year. A summary of the results will be shared at a later date.

### C. CONFLICT FREE CASE MANAGEMENT (CFCM) UPDATE (18-051)

- The Executive Management Team has completed a draft of the Business Continuity Plan (BCP). The information will be fine-tuned before it is submitted to HCPF in June. HCPF continues to state that this is a working document. Staff will share an executive summary of the plan in May. Once all 20 CCBs submit their plans, HCPF will look at all the options selected to take a statewide view of where case management and/or direct

services will be provided to determine where there are going to be gaps in access. They will then provide feedback and work with each CCB on their plan.

- House Bill 18-1288, the CFCM bill for Single Entry Points has been postponed indefinitely.

X – SPECIAL ITEM

Katie Tallercio, Self-Advocacy Coordinator, provided an overview of DDRC's Self-Determination Initiative (SDI), including background, usage statistics, outcomes and success stories. As a testimony to the success of the program, an individual demonstrated that through a program funded by the SDI he has been able to begin walking with crutches rather than using wheelchair at all times.

XI – PUBLIC COMMENT

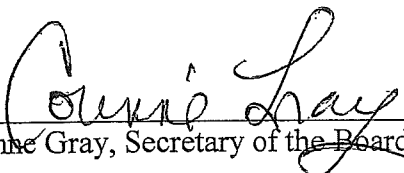
None

XII – ITEMS OF GENERAL DISCUSSION

- A. UNFINISHED BUSINESS – None
- B. NEW BUSINESS – None

XIII – ADJOURNMENT

Meeting adjourned at 7:10 p.m. The next regular meeting of the board will be held on Wednesday, May 23, 2018, at 5:30 p.m. at the DDRC building.

  
\_\_\_\_\_  
Corinne Gray, Secretary of the Board

  
\_\_\_\_\_  
Annette Rogers, Executive Assistant

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED SUMMARY OF REVENUES & EXPENSES

MONTH ENDED MARCH 31, 2018

	TOTAL BUDGET	MONTHLY BUDGET	CURRENT MONTH ACTUAL	Y-T-D BUDGET	Y-T-D ACTUAL	Y-T-D VARIANCE FAV (-UNFAV) DOLLARS	%
<b>REVENUES</b>	\$37,744,435	\$3,145,370	\$ 3,337,054	\$28,308,326	\$ 28,379,197	\$70,871	0.3%
<b>EXPENDITURES</b>							
PERSONNEL	\$22,622,146	\$1,885,179	\$ 1,709,760	\$16,966,610	\$ 16,264,602	\$702,008	4.1%
OPERATING	\$10,383,778	\$865,315	\$ 947,615	\$7,787,834	\$ 7,713,925	\$73,909	0.9%
HOST HOMES	\$1,409,326	\$117,444	\$ 107,477	\$1,056,995	\$ 996,754	\$60,241	5.7%
PURCHASE OF SERVICES	\$3,137,345	\$261,445	\$ 252,572	\$2,353,009	\$ 2,281,028	\$71,981	3.1%
<b>TOTAL EXPENDITURES</b>	\$37,552,595	\$3,129,383	\$ 3,017,424	\$28,164,446	\$ 27,256,309	\$908,137	3.2%
<b>REVENUES OVER EXPENSES NET INCOME/(LOSS)</b>	\$191,840	\$15,987	\$ 319,630	\$143,880	\$ 1,122,888	\$979,008	

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED REVENUES

MONTH ENDED MARCH 31, 2018

SOURCE	TOTAL BUDGET	MONTHLY BUDGET	CURRENT MONTH REVENUE	Y-T-D BUDGET	Y-T-D REVENUE	MONTH	Y-T-D VARIANCE FAV (-UNFAV) DOLLARS	9
								%
STATE PROGRAM	\$5,380,776	\$448,398	\$ 511,889	\$4,035,582	\$ 4,015,535		(\$20,047)	-0.5%
FAMILY SUPPORT SERVICES	\$664,718	\$55,393	\$ 45,172	\$498,539	\$ 346,090		(\$152,449)	-30.6%
MEDICAID COMPREHENSIVE SERVICES	\$17,048,859	\$1,420,738	\$ 1,429,404	\$12,786,644	\$ 12,444,338		(\$342,306)	-2.7%
SUPPORTED LIVING SERVICES	\$3,263,027	\$271,919	\$ 275,395	\$2,447,270	\$ 2,397,935		(\$49,335)	-2.0%
CHILDREN'S EXTENSIVE SUPPORT	\$673,676	\$56,140	\$ 35,997	\$505,257	\$ 435,134		(\$70,123)	-13.9%
JEFFERSON COUNTY	\$7,971,017	\$664,251	\$ 769,298	\$5,978,263	\$ 6,293,403		\$315,140	5.3%
ROOM AND BOARD	\$1,242,139	\$103,512	\$ 123,633	\$931,604	\$ 915,114		(\$16,490)	-1.8%
WORK CONTRACTS	\$292,000	\$24,333	\$ 22,740	\$219,000	\$ 190,909		(\$28,091)	-12.8%
HUD SUBSIDIES	\$190,748	\$15,896	\$ 24,202	\$143,061	\$ 148,441		\$5,380	3.8%
INTEREST	\$1,500	\$125	\$ 118	\$1,125	\$ 1,626		\$501	44.5%
RENTAL REVENUE	\$402,688	\$33,557	\$ 36,439	\$302,016	\$ 297,452		(\$4,564)	-1.5%
DONATIONS/GRANTS	\$20,000	\$1,667	\$ 4,056	\$15,000	\$ 56,174		\$41,174	274.5%
MISCELLANEOUS	\$73,578	\$6,132	\$ 7,844	\$55,184	\$ 435,727		\$380,544	689.6%
ELDERLY, BLIND AND DISABLED	\$205,647	\$17,137	\$ 20,665	\$154,235	\$ 164,515		\$10,280	6.7%
EXTERNAL TOTAL REVENUE	\$37,430,373	\$3,119,198	\$ 3,306,852	\$28,072,780	\$ 28,142,393		\$69,613	0.2%
INTERNAL REVENUES	\$314,062	\$26,172	\$ 30,202	\$235,547	\$ 236,804		\$1,258	0.5%
	\$37,744,435	\$3,145,370	\$ 3,337,054	\$28,308,326	\$ 28,379,197		\$70,871	0.3%
1% OF Y-T-D REVENUE					\$ 281,424			
1/2 % OF Y-T-D REVENUE					\$ 140,712			
LESS THAN 1/2 % OF Y-T-D REVENUE					\$ 10,000			

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

NOTES TO REVENUE STATEMENT

VARIANCE IN REVENUES OF MORE THAN \$10,000 AND 10%

MONTH ENDED MARCH 31, 2018

FAMILY SUPPORT SERVICES	REVENUE IS RECOGNIZED AS EXPENSES ARE INCURRED. SEE CORRESPONDING VARIANCE IN DIRECT EXPENSE.
CHILDREN'S EXTENSIVE SUPPORT	THE BUDGET WAS BUILT ON PRIOR YEAR UTILIZATION. WE HAVE SEEN A SLIGHT DECREASE IN UTILIZATION IN THE CURRENT FISCAL YEAR.
WORK CONTRACTS	ADULT VOCATIONAL SERVICES LOST A CREW THAT WAS INCLUDED IN THE CURRENT YEAR BUDGET.
DONATIONS/GRANTS	DDRC IS OVER BUDGET IN DONATIONS/GRANTS AS A RESULT OF COLORADO GIVES DAY, THE YEAR END APPEAL AND A RESTRICTED DONATION FOR QLO.
MISCELLANEOUS	IN DECEMBER THE CEDAR FACILITY WAS SOLD WITH A GAIN OF NEARLY \$360,000.

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED EXPENSES

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MONTH ENDED MARCH 31, 2018

DEPARTMENT/SECTION/UNIT	TOTAL BUDGET	MONTHLY BUDGET	CURRENT MONTH EXPENSES	Y-T-D BUDGET	Y-T-D EXPENSES	Y-T-D VARIANCE FAV (-UNFAV) DOLLARS	%
<b>EARLY INTERVENTION</b>							
PERSONNEL	\$1,548,870	\$129,073	\$ 123,654	\$1,161,653	\$ 1,058,123	\$103,530	8.9%
OPERATING / PURCHASE OF SERVICE	\$1,434,077	\$119,506	\$ 147,447	\$1,075,558	\$ 1,210,278	(\$134,720)	-12.5%
TOTALS	\$2,982,947	\$248,579	\$ 271,101	\$2,237,210	\$ 2,268,401	(\$31,191)	-1.4%
<b>ADULT DAY PROGRAM</b>							
PERSONNEL	\$4,568,552	\$380,713	\$ 338,800	\$3,426,414	\$ 3,160,763	\$265,651	7.8%
OPERATING	\$1,163,701	\$96,975	\$ 110,271	\$872,776	\$ 995,098	(\$122,322)	-14.0%
PURCHASE OF SERVICES	\$664,423	\$55,369	\$ 52,949	\$498,317	\$ 465,117	\$33,200	6.7%
TOTALS	\$6,396,676	\$533,056	\$ 502,020	\$4,797,507	\$ 4,620,978	\$176,529	3.7%
<b>ADMINISTRATION</b>							
PERSONNEL	\$3,217,570	\$268,131	\$ 232,287	\$2,413,178	\$ 2,412,983	\$195	0.0%
OPERATING	\$1,010,017	\$84,168	\$ 103,919	\$757,513	\$ 782,072	(\$24,559)	-3.2%
TOTALS	\$4,227,587	\$352,299	\$ 336,206	\$3,170,690	\$ 3,195,055	(\$24,365)	-0.8%
<b>THERAPEUTIC LEARNING CONNECTIONS</b>							
PERSONNEL	\$434,916	\$36,243	\$ 31,078	\$326,187	\$ 320,567	\$5,620	1.7%
OPERATING	\$92,288	\$7,691	\$ 8,094	\$69,216	\$ 67,706	\$1,510	2.2%
TOTALS	\$527,204	\$43,934	\$ 39,172	\$395,403	\$ 388,273	\$7,130	1.8%
<b>TRANSPORTATION</b>							
PERSONNEL	\$422,058	\$35,172	\$ 32,007	\$316,544	\$ 306,677	\$9,867	3.1%
OPERATING / PURCHASE OF SERVICE	\$485,064	\$40,422	\$ 40,698	\$363,798	\$ 333,987	\$29,811	8.2%
TOTALS	\$907,122	\$75,594	\$ 72,705	\$680,342	\$ 640,664	\$39,678	5.8%
<b>RESOURCE COORDINATION</b>							
PERSONNEL	\$2,897,079	\$241,423	\$ 229,909	\$2,172,809	\$ 2,118,228	\$54,581	2.5%
OPERATING	\$227,776	\$18,981	\$ 22,307	\$170,832	\$ 168,704	\$2,128	1.2%
TOTALS	\$3,124,855	\$260,405	\$ 252,216	\$2,343,641	\$ 2,286,932	\$56,709	2.4%
<b>CHILDREN AND FAMILY SERVICES</b>							
PERSONNEL	\$1,373,468	\$114,456	\$ 114,591	\$1,030,101	\$ 1,018,541	\$11,560	1.1%
OPERATING	\$183,555	\$15,296	\$ 16,140	\$137,666	\$ 148,713	(\$11,047)	-8.0%
DIRECT FAMILY	\$664,718	\$55,393	\$ 45,172	\$498,539	\$ 346,090	\$152,449	30.6%
JEFFCO CFS FUND	\$0	\$0	\$ 62,007	\$0	\$ 145,520	(\$145,520)	100.0%
TOTALS	\$2,221,741	\$185,145	\$237,910	\$1,666,306	\$1,658,864	\$7,442	0.4%



DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED EXPENSES

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MONTH ENDED MARCH 31, 2018

DEPARTMENT/SECTION/UNIT	TOTAL BUDGET	MONTHLY BUDGET	CURRENT MONTH EXPENSES	Y-T-D BUDGET	Y-T-D EXPENSES	Y-T-D VARIANCE FAV (-UNFAV) DOLLARS	%
<b>RESIDENTIAL - ALL</b>							
PERSONNEL	\$6,335,374	\$527,948	\$ 458,447	\$4,751,531	\$ 4,503,627	\$247,904	5.2%
OPERATING	\$2,114,942	\$176,245	\$ 179,767	\$1,586,207	\$ 1,474,980	\$111,227	7.0%
HOST HOMES	\$1,409,326	\$117,444	\$ 107,477	\$1,056,995	\$ 996,754	\$60,241	5.7%
PURCHASE OF SERVICES	\$2,472,922	\$206,077	\$ 199,623	\$1,854,692	\$ 1,815,911	\$38,781	2.1%
TOTALS	\$12,332,564	\$1,027,714	\$ 945,314	\$9,249,423	\$ 8,791,272	\$458,151	5.0%
<b>SUPPORTED LIVING SERVICES/CES</b>							
PERSONNEL	\$1,439,351	\$119,946	\$ 116,351	\$1,079,513	\$ 1,091,331	(\$11,818)	-1.1%
OPERATING / PURCHASE OF SERVICE	\$2,531,960	\$210,997	\$ 182,500	\$1,898,970	\$ 1,765,171	\$133,799	7.0%
TOTALS	\$3,971,311	\$330,943	\$ 298,851	\$2,978,483	\$ 2,856,502	\$121,981	4.1%
<b>GRANTS</b>							
PERSONNEL	\$56,103	\$4,675	\$ 4,868	\$42,077	\$ 43,860	(\$1,783)	-4.2%
OPERATING	\$1,518	\$127	\$ 1,006	\$1,139	\$ 7,937	(\$6,799)	-597.1%
TOTALS	\$57,621	\$4,802	\$ 5,874	\$43,216	\$ 51,797	(\$8,581)	-19.9%
<b>BEHAVIORAL HEALTH</b>							
PERSONNEL	\$328,805	\$27,400	\$ 27,768	\$246,604	\$ 229,902	\$16,702	6.8%
OPERATING	\$174,162	\$14,514	\$ 15,327	\$130,622	\$ 129,432	\$1,190	0.9%
TOTALS	\$502,967	\$41,914	\$ 43,095	\$377,225	\$ 359,334	\$17,891	4.7%
<b>SELF DETERMINATION</b>							
OPERATING	\$300,000	\$25,000	\$ 12,960	\$225,000	\$ 138,237	\$86,763	38.6%
<b>SUMMARY</b>							
PERSONNEL	\$ 22,622,146	\$ 1,885,179	\$ 1,709,760	\$ 16,966,610	\$ 16,264,602	\$ 702,008	4.1%
OPERATING	\$10,383,778	\$865,315	\$947,615	\$7,787,834	\$7,713,925	\$73,909	0.9%
HOST HOMES	\$1,409,326	\$117,444	\$107,477	\$1,056,995	\$996,754	\$60,241	5.7%
PURCHASE OF SERVICES	\$3,137,345	\$261,445	\$252,572	\$2,353,009	\$2,281,028	\$71,981	3.1%
TOTALS	\$37,552,595	\$3,129,383	\$ 3,017,424	\$28,164,446	\$ 27,256,309	\$908,137	3.2%
1% OF Y-T-D EXPENSE					\$ 272,563		
1/2 % OF Y-T-D EXPENSE					\$ 136,282		
1/2 % OF Y-T-D EXPENSE					\$ 10,000		

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

NOTES TO EXPENSE STATEMENT

VARIANCE IN EXPENSES OF MORE THAN \$10,000 AND 10%

MONTH ENDED MARCH 31, 2018

EARLY INTERVENTION	OPERATING	OVER BUDGET IN OPERATING EXPENSES FOR CONTRACTED THERAPISTS TO OFFSET VACANCY SAVINGS.
ADULT DAY PROGRAM	OPERATING	ADULT VOCATIONAL SERVICES IS OVER BUDGET IN A VARIETY OF OPERATING EXPENSES INCLUDING PROGRAM SUPPLIES, FURNISHINGS AND REPAIRS AND MAINTENANCE.
CHILDREN AND FAMILY SERVICES	DIRECT FAMILY	REVENUE IS RECOGNIZED AS EXPENSES ARE INCURRED. SEE CORRESPONDING VARIANCE IN FAMILY SUPPORT SERVICES REVENUE.
	JEFFCO CFS FUND	OVER BUDGET IN THE JEFFCO CFS FUND AS THE BOARD APPROVED \$500,000 OF NEW SPENDING IN DECEMBER 2017
SELF DETERMINATION		WE ARE UNDERUTILIZED IN THE SELF DETERMINATION PROGRAM. WE CONTINUE TO REVIEW REQUESTS FOR FUNDING AND NEW INDIVIDUALS TO THE PROGRAM.

Developmental Disabilities Resource Center  
Unaudited Statement of Financial Position

ASSETS	Unaudited March 31, 2018	Audited June 30, 2017
<b>Current Assets</b>		
Cash		
Cash and cash equivalents	\$15,855,975	\$14,275,081
<b>Including capital reserve of \$4,160,360</b>		
Certificates of deposit	1,069,877	1,068,859
Receivables		
Fees and grants from governmental agencies	3,666,628	4,198,347
Workshop contracts	13,508	23,076
Other	526,426	939,053
Prepaid expenses and other	489,854	494,268
	21,622,268	20,998,684
<b>Total Current Assets</b>	21,622,268	20,998,684
Land, building and equipment	24,491,112	24,040,203
Less: Accumulated Depreciation	15,516,012	15,027,894
	8,975,100	9,012,309
<b>Net Fixed Assets</b>	8,975,100	9,012,309
Restricted certificates of deposit	159,625	159,267
<b>Total Assets</b>	\$30,756,993	\$30,170,260
<b>Days of operations in operating cash balance</b>	<b>127</b>	<b>114</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts payable	\$1,528,435	\$1,660,666
Notes payable	183,400	183,400
Accrued expenses	1,655,287	2,153,960
Deferred Revenue	325,547	230,798
	3,692,669	4,228,824
<b>Total liabilities</b>	3,692,669	4,228,824
<b>Net assets</b>		
Net assets	27,064,324	25,941,436
	27,064,324	25,941,436
<b>Total net assets</b>	27,064,324	25,941,436
	\$30,756,993	\$30,170,260
<b>Total liabilities and net assets</b>	\$30,756,993	\$30,170,260

Developmental Disabilities Resource Center  
 Unaudited Statement of Cash Flows

	Unaudited March 31, 2018	Audited June 30, 2017
Cash flows from operating activities:		
Change in net assets	\$1,122,888	\$990,822
Adjustment for non cash items:		
In-Kind Donation	0	(478,153)
Depreciation	649,211	968,229
(Gain)/loss on asset disposition	(361,788)	(425,993)
Change in assets and liabilities:		
Accounts receivable	953,914	1,160,245
Other assets	4,414	(128,681)
Accounts payable and accrued expense	(630,904)	521,574
Deferred Revenue	94,749	230,798
Cash provided by operations	<u>1,832,484</u>	<u>2,838,841</u>
Cash flows from investing activities:		
Change in investments	(1,376)	(1,855)
Proceeds from redemption of investments	-	-
Proceeds from sale of fixed assets	423,459	421,712
Purchase of fixed assets	<u>(673,673)</u>	<u>(599,820)</u>
Cash provided by investing activity	<u>(251,590)</u>	<u>(179,963)</u>
Cash flows from financing activities:		
Issuance of notes payable	-	-
Payments on notes payable	<u>-</u>	<u>(7,415)</u>
	<u>-</u>	<u>(7,415)</u>
 NET INCREASE (DECREASE) IN CASH	 1,580,894	 2,651,463
Cash balance, beginning of period	<u>14,275,081</u>	<u>11,623,618</u>
Cash balance, end of period	<u><u>\$15,855,975</u></u>	<u><u>\$14,275,081</u></u>