

MINUTES

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



DDRC Building, 1177 W. 8th Ave., Lakewood, CO 80215
February 28, 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 February 28, 2018, to order at 5:30 p.m.

B. **ROLL CALL:**

BOARD MEMBERS PRESENT

David Pemberton, President
Jean Armour
Jan Beckett
Pat Bolton
Joanne Elliott
Dan Fishbein
Corinne Gray
Susan Hartley
Tonya Kelly
Joni Krickbaum
Doreen Raad
Jodi Schoemer
Kent Willis (by phone)

BOARD MEMBERS ABSENT

Frankie Cole
Margaret Huffman
Sarah Rivard

SENIOR STAFF PRESENT

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

A quorum was declared present.

C. **MINUTES:** Mrs. Elliott moved to approve the minutes of the January 24, 2018, meeting, seconded by Ms. Beckett and carried unanimously.

D. **FINANCIAL STATEMENTS (18-014)** Rob DeHerrera, Deputy Director/Chief Financial Officer, reviewed the December financial statements, including revenue, expenses and variances.

Mrs. Elliott moved to approve the financial statements as submitted, seconded by Ms. Beckett and carried unanimously.

II -- COMMUNICATIONS (18-015)

- Letter from Jefferson Center for Mental Health appointing Dr. Fishbein to another one-year term on the DDRC Board of Directors. Mrs. Krickbaum moved to ratify the appointment of Dr. Fishbein to the DDRC Board of Directors, seconded by Ms. Schoemer and carried unanimously.

III – PUBLIC COMMENT

- Ms. Beckett announced that Speaking for Ourselves is hosting the Self Advocates Becoming Empowered (SABE) conference in 2020.

IV – ACTION ON ROUTINE ITEMS

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

- VI Human Resources Report (18-017)
- VIII-A Enrollment (18-019)
- VIII-B Waiting List (18-020)
- IX-D Executive Committee and Finance/HR Committee Recommendations (18-025):
 - Approve the recommendation to phase out the Career Ladder over the next year.

Motion seconded by Ms. Armour and carried unanimously.

V – COMMENDATIONS AND AWARDS (18-016)

CAREER LADDER – There were two career level advancements last month.

COMMENDATIONS – Awards given last month included five 20/20 Vision Awards and two Dynamo Awards.

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

VII – DEVELOPMENT (18-018)

Mrs. Kelly shared information about DDRC’s Impact Circle, which is a new planned giving initiative. She noted that designating DDRC in estate planning speaks to a high level of long-term confidence in the organization. She commended the Development team for their work on the program.

Ms. Armour moved to approve the Development report as submitted, seconded by Mrs. Hartley and carried unanimously.

VIII – INFORMATION ON PEOPLE RECEIVING SERVICES

C. HUMAN RIGHTS COMMITTEE (HRC) (18-021) – Ms. Armour gave an overview of the report for February noting that she was satisfied with the findings in all instances.

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

IX -- BUSINESS

A. LEGISLATIVE UPDATE (18-022)

- At the federal level, the Intellectual/Developmental Disabilities (I/DD) community is monitoring the momentum toward Medicaid reform that could include per capita caps or block grants for states and focus on traditional Medicaid populations versus Medicaid expansion and more flexibility at the state level.
- There is also concern that the federal Americans with Disabilities Act enforcement is putting more burden of proof on the individual filing a complaint rather than on the business having to comply with the regulations.
- Budget supplementals have passed through the Legislature and are on their way to the Governor. There has been some progress toward getting partially reimbursed for the EI contract shortfall experienced last fiscal year.
- Work continues on a proposed bill that would provide relief to elderly caregivers by giving them access to HCBS-DD (comprehensive) funding. The proposal also includes a rate increase directed for direct support professional compensation to ease capacity issues. The Joint Budget Committee has agreed to draft a bill. The newest development is some discussion about targeting a segment of the waiting list that meets criteria for most in need instead of or in addition to elderly caregivers. Stakeholders, including DDRC, continue to focus efforts on this potential legislation.
- The Employment First bill calls for a curriculum and training for employment counselors and coaches. There may be some funding attached to the bill.
- A Home Host Oversight bill is currently in draft form and would include conditional use permits among other requirements. Reaction to the bill draft is that more consistency and best practices among host home providers would be better achieved through the Department of Healthcare Policy and Financing (HCPF) promulgating and/or enforcing monitoring standards.
- There continues to be concern about the proposed move of Child Find (for 0-3 years of age) from the Department of Education to HCPF. Community Centered Boards (CCBs) would support the move if there is funding attached as they do not want to take on an unfunded mandate. It is estimated that Child Find costs \$9 million statewide each year. The state has estimated the cost at \$2.5-\$3 million annually.
- Figure setting and the state revenue forecast are forthcoming.

B. EXECUTIVE DIRECTOR'S REPORT (18-023)

- A successful Years of Service event was held celebrating milestones of employment among staff, including one gentleman who has been with DDRC for 40 years. Thanks went to the Board members who were able to attend.
- I/DD Awareness Day was a success with a number of legislators in attendance at the event, which was sponsored by Alliance, the Colorado Arc and JFK Partners. Two DDRC employees were nominated for the Direct Support Professional of the Year.
- Michele Majeune has joined the DDRC Senior Management Team as the Director of Community Relations. She brings a wealth of experience in public relations, marketing and community engagement to the role.

C. CONFLICT FREE CASE MANAGEMENT (CFCM) UPDATE (18-024)

- HCPF has released proposed qualifications for Case Management Agencies (CMAs) and case managers. A major proposed change includes a requirement that CMAs provide case management for all Home and Community Based Services (HCBS) waivers. They must show experience and financial viability and case managers must go through numerous background checks. The proposed qualifications also state that case managers must be employed by a CMA.
- Staff are in dialogue with HCPF about expectations surrounding the Business Continuity Plan, which will be a working document that outlines the Conflict Free Case Management (CFCM) option the CCB chooses and how the organization is going to come into compliance with CFCM legislation. HCPF has said that CCB designation is not dependent on the option selected.

X – SPECIAL ITEM

Calvin Logan from Logan, Thomas & Johnson, LLC, Certified Public Accountants, presented the annual audit of financial statements for the year ending June 30, 2017. DDRC received an unmodified opinion with no management comments. The financial statements presented included the Statement of Financial Position, Statement of Activities, Statement of Cash Flow and the notes to the financials. The Financial Accounting Standards Board (FASB), the body that establishes financial accounting and reporting standards for public and private companies and nonprofit organizations that follow Generally Accepted Accounting Principles (GAAP), has made some changes that will affect DDRC and numerous other organizations in the next few years. These include revenue recognition, financial statement presentation, leases, functional expenses and how restricted funds are reported and classified.

Mrs. Elliott moved to accept the audit as submitted, seconded by Ms. Beckett and carried unanimously.

Rob DeHerrera and Calvin Logan commended Gena Colbert, Director of Finance, and the finance staff for their work on preparing for the audit. The audit will be posted on DDRC's website.

XI – PUBLIC COMMENT

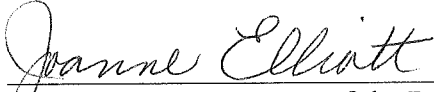
- Mrs. Hartley noted the success of Colorado Gives day, which generated more donations than last year.

XII – ITEMS OF GENERAL DISCUSSION

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

XIII – ADJOURNMENT

Meeting adjourned at 6:45 p.m. The next regular meeting of the board will be held on Wednesday, March 28, 2018, at 5:30 p.m. at the DDRC building.



Corinne Gray, Secretary of the Board
Acting Secretary



Annette Rogers, Executive Assistant

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED SUMMARY OF REVENUES & EXPENSES

MONTH ENDED JANUARY 31, 2018

	TOTAL BUDGET	MONTHLY BUDGET	CURRENT MONTH ACTUAL	Y-T-D BUDGET	Y-T-D ACTUAL	Y-T-D VARIANCE FAV (-UNFAV) DOLLARS	%
REVENUES	\$37,744,435	\$3,145,370	\$ 3,233,634	\$22,017,587	\$ 21,903,646	(\$113,941)	-0.5%
EXPENDITURES							
PERSONNEL	\$22,622,146	\$1,885,179	\$ 1,804,356	\$13,196,252	\$ 12,702,412	\$493,840	3.7%
OPERATING	\$10,383,778	\$865,315	\$ 1,009,384	\$6,057,204	\$ 5,865,036	\$192,168	3.2%
HOST HOMES	\$1,409,326	\$117,444	\$ 114,773	\$822,107	\$ 788,459	\$33,648	4.1%
PURCHASE OF SERVICES	\$3,137,345	\$261,445	\$ 253,470	\$1,830,118	\$ 1,799,379	\$30,739	1.7%
TOTAL EXPENDITURES	\$37,552,595	\$3,129,383	\$ 3,181,983	\$21,905,680	\$ 21,155,286	\$750,394	3.4%
REVENUES OVER EXPENSES NET INCOME/(LOSS)	\$191,840	\$15,987	\$ 51,651	\$111,907	\$ 748,360	\$636,453	

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED REVENUES

MONTH ENDED JANUARY 31, 2018

MONTH 7

SOURCE	TOTAL BUDGET	MONTHLY BUDGET	CURRENT MONTH REVENUE	Y-T-D BUDGET	Y-T-D REVENUE	Y-T-D VARIANCE FAV (-UNFAV) DOLLARS	%
STATE PROGRAM	\$5,380,776	\$448,398	\$ 402,859	\$3,138,786	\$ 3,011,832	(\$126,954)	-4.0%
FAMILY SUPPORT SERVICES	\$664,718	\$55,393	\$ 46,782	\$387,752	\$ 255,794	(\$131,958)	-34.0%
MEDICAID COMPREHENSIVE SERVICES	\$17,048,859	\$1,420,738	\$ 1,439,488	\$9,945,168	\$ 9,705,363	(\$239,805)	-2.4%
SUPPORTED LIVING SERVICES	\$3,263,027	\$271,919	\$ 270,780	\$1,903,432	\$ 1,855,301	(\$48,131)	-2.5%
CHILDREN'S EXTENSIVE SUPPORT	\$673,676	\$56,140	\$ 73,453	\$392,978	\$ 354,495	(\$38,483)	-9.8%
JEFFERSON COUNTY	\$7,971,017	\$664,251	\$ 769,298	\$4,649,760	\$ 4,754,807	\$105,047	2.3%
ROOM AND BOARD	\$1,242,139	\$103,512	\$ 102,519	\$724,581	\$ 691,951	(\$32,630)	-4.5%
WORK CONTRACTS	\$292,000	\$24,333	\$ 15,392	\$170,333	\$ 147,602	(\$22,731)	-13.3%
HUD SUBSIDIES	\$190,748	\$15,896	\$ 24,463	\$111,270	\$ 113,955	\$2,685	2.4%
INTEREST	\$1,500	\$125	\$ 61	\$875	\$ 1,454	\$579	66.2%
RENTAL REVENUE	\$402,688	\$33,557	\$ 32,172	\$234,901	\$ 236,304	\$1,403	0.6%
DONATIONS/GRANTS	\$20,000	\$1,667	\$ 2,572	\$11,667	\$ 44,295	\$32,628	279.7%
MISCELLANEOUS	\$73,578	\$6,132	\$ 7,386	\$42,921	\$ 424,326	\$381,406	888.6%
ELDERLY, BLIND AND DISABLED	\$205,647	\$17,137	\$ 20,164	\$119,961	\$ 125,284	\$5,323	4.4%
EXTERNAL TOTAL REVENUE	\$37,430,373	\$3,119,198	\$ 3,207,389	\$21,834,384	\$ 21,722,763	(\$111,621)	-0.5%
INTERNAL REVENUES	\$314,062	\$26,172	\$ 26,245	\$183,203	\$ 180,883	(\$2,320)	-1.3%
	\$37,744,435	\$3,145,370	\$ 3,233,634	\$22,017,587	\$ 21,903,646	(\$113,941)	-0.5%
1% OF Y-T-D REVENUE					\$ 217,228		
1/2 % OF Y-T-D REVENUE					\$ 108,614		
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 JANUARY 31, 2018

FAMILY SUPPORT SERVICES	REVENUE IS RECOGNIZED AS EXPENSES ARE INCURRED. SEE CORRESPONDING VARIANCE IN DIRECT EXPENSE.
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 JANUARY 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	%
EARLY INTERVENTION							
PERSONNEL	\$1,548,870	\$129,073	\$ 117,900	\$903,508	\$ 815,838	\$87,670	9.7%
OPERATING / PURCHASE OF SERVICE	\$1,434,077	\$119,506	\$ 155,644	\$836,545	\$ 922,398	(\$85,853)	-10.3%
TOTALS	\$2,982,947	\$248,579	\$ 273,544	\$1,740,052	\$ 1,738,236	\$1,816	0.1%
ADULT DAY PROGRAM							
PERSONNEL	\$4,568,552	\$380,713	\$ 335,113	\$2,664,989	\$ 2,453,986	\$211,003	7.9%
OPERATING	\$1,163,701	\$96,975	\$ 125,756	\$678,826	\$ 743,662	(\$64,836)	-9.6%
PURCHASE OF SERVICES	\$664,423	\$55,369	\$ 53,473	\$387,580	\$ 363,481	\$24,099	6.2%
TOTALS	\$6,396,676	\$533,056	\$ 514,342	\$3,731,394	\$ 3,561,129	\$170,265	4.6%
ADMINISTRATION							
PERSONNEL	\$3,217,570	\$268,131	\$ 273,388	\$1,876,916	\$ 1,915,065	(\$38,149)	-2.0%
OPERATING	\$1,010,017	\$84,168	\$ 119,670	\$589,177	\$ 601,773	(\$12,596)	-2.1%
TOTALS	\$4,227,587	\$352,299	\$ 393,058	\$2,466,092	\$ 2,516,838	(\$50,746)	-2.1%
THERAPEUTIC LEARNING CONNECTIONS							
PERSONNEL	\$434,916	\$36,243	\$ 36,843	\$253,701	\$ 256,281	(\$2,580)	-1.0%
OPERATING	\$92,288	\$7,691	\$ 6,846	\$53,835	\$ 53,108	\$727	1.3%
TOTALS	\$527,204	\$43,934	\$ 43,689	\$307,536	\$ 309,389	(\$1,853)	-0.6%
TRANSPORTATION							
PERSONNEL	\$422,058	\$35,172	\$ 31,385	\$246,201	\$ 239,553	\$6,648	2.7%
OPERATING / PURCHASE OF SERVICE	\$485,064	\$40,422	\$ 41,943	\$282,954	\$ 258,864	\$24,090	8.5%
TOTALS	\$907,122	\$75,594	\$ 73,328	\$529,155	\$ 498,417	\$30,738	5.8%
RESOURCE COORDINATION							
PERSONNEL	\$2,897,079	\$241,423	\$ 236,752	\$1,689,963	\$ 1,641,213	\$48,750	2.9%
OPERATING	\$227,776	\$18,981	\$ 20,040	\$132,869	\$ 130,710	\$2,159	1.6%
TOTALS	\$3,124,855	\$260,405	\$ 256,792	\$1,822,832	\$ 1,771,923	\$50,909	2.8%
CHILDREN AND FAMILY SERVICES							
PERSONNEL	\$1,373,468	\$114,456	\$ 114,616	\$801,190	\$ 782,774	\$18,416	2.3%
OPERATING	\$183,555	\$15,296	\$ 16,547	\$107,074	\$ 116,744	(\$9,670)	-9.0%
DIRECT FAMILY	\$664,718	\$55,393	\$ 46,782	\$387,752	\$ 255,794	\$131,958	34.0%
JEFFCO CFS FUND	\$0	\$0	\$ 50,858	\$0	\$ 52,858	(\$52,858)	100.0%
TOTALS	\$2,221,741	\$185,145	\$228,803	\$1,296,016	\$1,208,170	\$87,846	6.8%

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED EXPENSES

PAGE 2 OF 2

MONTH ENDED JANUARY 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	%
RESIDENTIAL - ALL							
PERSONNEL	\$6,335,374	\$527,948	\$ 510,808	\$3,695,635	\$ 3,539,384	\$156,251	4.2%
OPERATING	\$2,114,942	\$176,245	\$ 173,278	\$1,233,716	\$ 1,140,020	\$93,696	7.6%
HOST HOMES	\$1,409,326	\$117,444	\$ 114,773	\$822,107	\$ 788,459	\$33,648	4.1%
PURCHASE OF SERVICES	\$2,472,922	\$206,077	\$ 199,997	\$1,442,538	\$ 1,435,898	\$6,640	0.5%
TOTALS	\$12,332,564	\$1,027,714	\$ 998,856	\$7,193,996	\$ 6,903,761	\$290,235	4.0%
SUPPORTED LIVING SERVICES/CES							
PERSONNEL	\$1,439,351	\$119,946	\$ 115,006	\$839,621	\$ 849,734	(\$10,113)	-1.2%
OPERATING / PURCHASE OF SERVICE	\$2,531,960	\$210,997	\$ 214,190	\$1,476,977	\$ 1,375,730	\$101,247	6.9%
TOTALS	\$3,971,311	\$330,943	\$ 329,196	\$2,316,598	\$ 2,225,464	\$91,134	3.9%
GRANTS							
PERSONNEL	\$56,103	\$4,675	\$ 4,855	\$32,727	\$ 34,140	(\$1,413)	-4.3%
OPERATING	\$1,518	\$127	\$ 686	\$886	\$ 6,604	(\$5,719)	-645.8%
TOTALS	\$57,621	\$4,802	\$ 5,541	\$33,612	\$ 40,744	(\$7,132)	-21.2%
BEHAVIORAL HEALTH							
PERSONNEL	\$328,805	\$27,400	\$ 27,690	\$191,803	\$ 174,444	\$17,359	9.1%
OPERATING	\$174,162	\$14,514	\$ 14,033	\$101,595	\$ 99,349	\$2,246	2.2%
TOTALS	\$502,967	\$41,914	\$ 41,723	\$293,397	\$ 273,793	\$19,604	6.7%
SELF DETERMINATION							
OPERATING	\$300,000	\$25,000	\$ 23,111	\$175,000	\$ 107,422	\$67,578	38.6%
SUMMARY							
PERSONNEL	\$ 22,622,146	\$ 1,885,179	\$ 1,804,356	\$ 13,196,252	\$ 12,702,412	\$ 493,840	3.7%
OPERATING	\$10,383,778	\$865,315	\$1,009,384	\$6,057,204	\$5,865,036	\$192,168	3.2%
HOST HOMES	\$1,409,326	\$117,444	\$114,773	\$822,107	\$788,459	\$33,648	4.1%
PURCHASE OF SERVICES	\$3,137,345	\$261,445	\$253,470	\$1,830,118	\$1,799,379	\$30,739	1.7%
TOTALS	\$37,552,595	\$3,129,383	\$ 3,181,983	\$21,905,680	\$ 21,155,286	\$750,394	3.4%
1% OF Y-T-D EXPENSE					\$ 211,553		
1/2 % OF Y-T-D EXPENSE					\$ 105,776		
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 JANUARY 31, 2018

EARLY INTERVENTION

OPERATING OVER BUDGET IN OPERATING EXPENSES FOR CONTRACTED THERAPISTS TO OFFSET VACANCY SAVINGS.

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 January 31, 2018	Audited June 30, 2017
Current Assets		
Cash		
Cash and cash equivalents	\$14,682,206	\$14,275,081
Including capital reserve of \$4,014,816		
Certificates of deposit	1,069,715	1,068,859
Receivables		
Fees and grants from governmental agencies	4,683,511	4,198,347
Workshop contracts	5,980	23,076
Other	427,406	939,053
Prepaid expenses and other	558,347	494,268
	21,427,165	20,998,684
Total Current Assets	21,427,165	20,998,684
Land, building and equipment	24,427,167	24,040,203
Less: Accumulated Depreciation	15,372,114	15,027,894
	9,055,053	9,012,309
Net Fixed Assets	9,055,053	9,012,309
Restricted certificates of deposit	159,507	159,267
	\$30,641,725	\$30,170,260
Total Assets	\$30,641,725	\$30,170,260
Days of operations in operating cash balance	122	114
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable	\$1,717,609	\$1,660,666
Notes payable	183,400	183,400
Accrued expenses	1,657,903	2,153,960
Deferred Revenue	393,017	230,798
	3,951,929	4,228,824
Total liabilities	3,951,929	4,228,824
Net assets		
Net assets	26,689,796	25,941,436
	26,689,796	25,941,436
Total net assets	26,689,796	25,941,436
	\$30,641,725	\$30,170,260
Total liabilities and net assets	\$30,641,725	\$30,170,260

Developmental Disabilities Resource Center
 Unaudited Statement of Cash Flows

	Unaudited January 31, 2018	Audited June 30, 2017
Cash flows from operating activities:		
Change in net assets	\$748,360	\$990,822
Adjustment for non cash items:		
In-Kind Donation	0	(478,153)
Depreciation	505,308	968,229
(Gain)/loss on asset disposition	(361,788)	(425,993)
Change in assets and liabilities:		
Accounts receivable	43,579	1,160,245
Other assets	(64,079)	(128,681)
Accounts payable and accrued expense	(439,114)	521,574
Deferred Revenue	162,219	230,798
Cash provided by operations	<u>594,485</u>	<u>2,838,841</u>
Cash flows from investing activities:		
Change in investments	(1,096)	(1,855)
Proceeds from redemption of investments	-	-
Proceeds from sale of fixed assets	423,459	421,712
Purchase of fixed assets	(609,723)	(599,820)
Cash provided by investing activity	<u>(187,360)</u>	<u>(179,963)</u>
Cash flows from financing activities:		
Issuance of notes payable	-	-
Payments on notes payable	-	(7,415)
	<u>-</u>	<u>(7,415)</u>
NET INCREASE (DECREASE) IN CASH	407,125	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>\$14,682,206</u></u>	<u><u>\$14,275,081</u></u>