

MINUTES

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



DDRC Building, 11177 W. 8th Ave., Lakewood, CO 80215
February 22, 2023

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:** Mrs. Hartley, President of the Board, called the regular meeting of the Board of Directors of the Developmental Disabilities Resource Center for February 22, 2023, to order at 5:30 p.m.
- B. **ROLL CALL:**

BOARD MEMBERS PRESENT

Susan Hartley, President
Jean Armour
Pat Bolton
Joanne Elliott
Chuck English
Mary Margaret Fouse-Bishop
Megan MacHatton
Amy Miller
David Pemberton
Doreen Raad
Matt Rotter
Tim Schimberg
Jodi Schoemer
Mary Ann Tillman

BOARD MEMBERS ABSENT

Jan Beckett
Heidi Markley

SENIOR STAFF PRESENT

Rob DeHerrera, Executive Dir.
Kristie Braaten
Jane Byron
Gena Colbert
Jamie Haney
Kevin Harding
Kelly Hulstrom
Terri Hulstrom
Steve Jimenez
Susan Johnson
Micki Klawes
Michele Majeune
Dorothy Nwoke
Liz Pahr
Jeanne Terrell
Annette Rogers

A quorum was present.

- C. **MINUTES:** Mr. Rotter moved to approve the minutes of the January 25, 2023, meeting as written. Seconded by Ms. Schoemer and carried unanimously.
- D. **FINANCIAL STATEMENTS:** Mr. Rotter, Treasurer, presented the December financials, including revenue, expenses and variances.

Mrs. MacHatton moved to approve the financial statements as submitted. Seconded by Ms. Armour and carried unanimously.

II – COMMUNICATIONS

None

III – PUBLIC COMMENT

- Joni Krickbaum, Chair of the Family Support Council, thanked the Board for the additional funding for the Jeffco CFS Unmet Needs Fund.

IV – ACTION ON ROUTINE ITEMS

CONSENT AGENDA: Ms. Schoemer moved that Board approve the following items under the consent agenda.

- VI Human Resources Report
- VII Development Report
- VIII-A Case Management Status Report
- VIII-B Community Services Status Report
- VIII-C Status of Waiting List
- VIII-D Human Rights Committee
- IX-C Executive Committee and Finance/HR Committee Recommendations
 - Approval of the HCPF Contract Amendment #5
 - Approval of the 401(k) Board Resolution

Motion seconded by Mr. Pemberton and carried unanimously.

V – COMMENDATIONS

There was one D.U.C.K. Award given this month.

Mr. Pemberton moved to approve the commendations report as presented. Seconded by Mr. Rotter and carried unanimously.

IX – BUSINESS

A. EXECUTIVE DIRECTOR'S REPORT

- The Public Health Emergency (PHE) will end on May 11th. Staff are working to help spread the word and working with individuals and families to help maintain financial and waiver eligibility as the PHE unwinds.
- The Joint Budget Committee (JBC) is conducting figure setting meetings as part of the FY 23-24 Colorado budget building process. The JBC has proposed a 3% common policy community provider rate increase and some targeted rate increases.
- The JBC also voted to approve \$3.5 million in the FY 23-24 budget for Early Intervention (EI) workforce issues. There is an EI Workforce Task Force looking at how to address workforce issues with these dollars and DDRC has representation on the task force. The Department of Early Childhood is also looking at how to utilize \$4 million the JBC approved for this fiscal year to address EI workforce challenges.
- As part of IDD Awareness Month in March, there are several events:
 - Disability Rights Awareness Day on March 1st at the capitol with our partners from Disability Law Colorado and the Arc of Colorado.

- Spring into Awareness is March 28th held jointly with the West Metro Chamber and Fairfield, Denver West. The event is free and Board members are encouraged to attend.
- Alliance's IDD Awareness Day at the capitol is March 29th. An individual in our direct services will lead the pledge of allegiance in the house or senate. DDRC is also nominating two Direct Support Professionals from Adult Vocational Services for Alliance's DSP of the Year honor. The day's events will be available virtually and staff will send more information to the Board in March.
- Planning for the 2023 Golf Tournament is underway. Thanks go to FirstBank and the Arc of Jefferson, Clear Creek and Gilpin Counties for being our first sponsors. Registration information will be coming soon. Volunteers are welcome to join the planning committee or help on event day, which is August 14th at the Hiwan Golf Club.
- DDRC recently received two grants:
 - A \$140,000 grant from the Colorado Department of Transportation to assist with expenses associated with our transportation operations.
 - A \$54,000 American Rescue Plan Act (ARPA) Training Grant to help support the implementation of the National Alliance for Direct Support Professionals (NADSP) curriculum.
- The most recent Annual Report is available on the website.
- DDRC has been experiencing email issues with Google/Gmail. We have corrected the issue that allowed this to happen, so it will not happen again. We have a temporary workaround in place that is invisible to users and once we have verified and tested our systems we will be back to normal.
- A long-time supporter and volunteer of DDRC was a guest at the Board meeting.

B. CASE MANAGEMENT REDESIGN (CMRD) UPDATE

- The Department of Health Care Policy and Financing (HCPF) is looking at all rules related to Long-Term Services and Supports as part of CMRD. In March they will be looking specifically at rules related case management services, including Case Management Agency (CMA) requirements, Case Manager (CM) requirements and the functions for both. The meetings are to review and provide explanations as to changes to CMA and CM roles and responsibilities as part of CMRD. This is happening after the Request for Proposal (RFP) deadline.
- The RFP is nearly complete and will be ready to submit by the deadline of February 28th with Jefferson County Human Services taking the lead and DDRC's assistance.
- Internally, all Resource Coordinators, Family Support and Quality Assurance staff met to hear a variety of updates on CMRD with representatives from JCHS in attendance.

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, 2022. DDRC received an unmodified opinion with no management comments and no concerns about internal controls. Mr.

Logan thanked Gena Colbert, CFO, and the entire DDRC finance team for their assistance with the audit.

Mr. Pemberton moved to accept the audit as presented. Seconded by Mr. Rotter and carried unanimously.

XI – PUBLIC COMMENT


None

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 is on Wednesday, March 22, 2023, at 5:30 pm, at DDRC, 11177 W. 8th Avenue, Lakewood, CO 80215.



Jodi Schoemer, Secretary



Annette Rogers, Executive Assistant

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED SUMMARY OF REVENUES & EXPENSES

January 31, 2023

	MONTHLY BUDGET	CURRENT MONTH ACTUAL	Y-T-D BUDGET	Y-T-D ACTUAL	Y-T-D VARIANCE FAV (-UNFAV) DOLLARS	%
REVENUES	\$ 3,282,461	\$ 3,762,075	\$ 22,977,228	\$ 23,276,703	\$ 299,475	1.3%
EXPENDITURES						
PERSONNEL	\$ 2,286,065	\$ 2,281,007	\$ 16,002,452	\$ 15,451,752	\$ 550,700	3.4%
OPERATING	\$ 774,384	\$ 848,268	\$ 5,420,688	\$ 5,788,391	\$ (412,703)	-7.6%
HOST HOMES	\$ 112,826	\$ 136,875	\$ 789,781	\$ 915,383	\$ (75,602)	-9.6%
PURCHASE OF SERVICES	\$ 26,309	\$ 27,783	\$ 184,163	\$ 176,910	\$ 2,253	1.2%
TOTAL EXPENDITURES	\$ 3,199,584	\$ 3,293,933	\$ 22,397,085	\$ 22,332,436	\$ 64,649	0.3%
REVENUES OVER EXPENSES SURPLUS/(DEFICIT)	\$ 82,878	\$ 468,142	\$ 580,144	\$ 944,270	\$ 364,123	
UNREALIZED GAIN/(LOSS) ON LT INVESTMENTS	\$ -	\$ 213,058	\$ -	\$ 288,494	\$ 288,494	
REVENUES OVER EXPENSES NET OF LT INVESTMENTS SURPLUS/(DEFICIT)	\$ 82,878	\$ 255,084	\$ 580,144	\$ 655,776	\$ 75,629	

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED REVENUES

January 31, 2023

SOURCE	MONTHLY BUDGET	CURRENT MONTH REVENUE	Y-T-D BUDGET	Y-T-D REVENUE	MONTH #	Y-T-D VARIANCE FAV (UNFAV) DOLLARS	%
					7		
STATE PROGRAM	\$ 681,732	\$ 658,386	\$ 4,772,125	\$ 4,491,515	\$	(280,610)	-5.9%
FAMILY SUPPORT SERVICES	\$ 70,833	\$ 62,090	\$ 495,833	\$ 339,362	\$	(156,471)	-31.6%
MEDICAID REVENUE	\$ 1,289,147	\$ 1,350,282	\$ 9,024,028	\$ 9,148,895	\$	124,867	1.4%
SUPPORTED LIVING SERVICES	\$ 82,845	\$ 83,141	\$ 579,913	\$ 584,352	\$	4,439	0.8%
CHILDREN'S EXTENSIVE SUPPORT	\$ 19,737	\$ 10,289	\$ 138,158	\$ 205,870	\$	67,712	49.0%
JEFFERSON COUNTY	\$ 950,058	\$ 950,058	\$ 6,650,408	\$ 6,650,408	\$	(0)	0.0%
ROOM AND BOARD	\$ 85,648	\$ 80,779	\$ 599,533	\$ 569,707	\$	(29,826)	-5.0%
HUD SUBSIDIES	\$ 25,750	\$ 22,013	\$ 180,250	\$ 138,494	\$	(41,756)	-21.2%
INTEREST	\$ 208	\$ 4,629	\$ 1,458	\$ 11,726	\$	10,268	704.1%
RENTAL REVENUE	\$ 30,119	\$ 28,018	\$ 210,830	\$ 198,894	\$	(11,936)	-5.7%
DONATIONS/GRANTS	\$ 29,167	\$ 275,799	\$ 204,167	\$ 468,978	\$	264,811	129.7%
UNREALIZED GAIN/(LOSS) ON INVESTMENT	\$ -	\$ 213,058	\$ -	\$ 288,494	\$	288,494	100.0%
PRIVATE PAY	\$ 2,789	\$ 984	\$ 19,523	\$ 17,989	\$	(1,534)	-7.9%
MISCELLANEOUS	\$ 1,650	\$ 7,096	\$ 11,550	\$ 30,925	\$	19,375	167.7%
EXTERNAL TOTAL REVENUE	\$ 3,269,682	\$ 3,746,622	\$ 22,887,776	\$ 23,145,609	\$	257,833	1.1%
INTERNAL REVENUES	\$ 12,779	\$ 15,453	\$ 89,452	\$ 131,094	\$	41,642	46.6%
	\$ 3,282,461	\$ 3,762,075	\$ 22,977,228	\$ 23,276,703	\$	299,475	1.3%
1% OF Y-T-D REVENUE				\$ 231,456			
1/2 % OF Y-T-D REVENUE				\$ 115,728			
FLUCTUATION THRESHOLD				\$ 25,000	& 10%		

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

NOTES TO REVENUE STATEMENT

VARIANCE IN REVENUES OF MORE THAN \$25,000 AND 10%

January 31, 2023

- FAMILY SUPPORT SERVICES** UNDER BUDGET AS REVENUE IS RECOGNIZED AS EXPENSES ARE INCURRED. SEE CORRESPONDING VARIANCE IN DIRECT EXPENSE.
- CHILDREN EXTENSIVE SUPPORT** OVER BUDGET DUE TO VEHICLE MODIFICATIONS FOR APPROXIMATELY \$84K; SEE CORRESPONDING VARIANCE IN EXPENSE.
- HUD SUBSIDIES** UNDER BUDGET BASED ON CURRENT NUMBER OF ACTIVE VOUCHERS VERSES WHAT WAS BUDGETED. NEW VOUCHERS WILL BE ACCESSIBLE IN APRIL AND IT IS ANTICIPATED THAT WE WILL BE AWARDED NEW VOUCHERS TO THE EXTENT OF THE BUDGET.
- DONATIONS/GRANTS** OVER BUDGET DUE TO COLORADO GIVES DAY, THE ANNUAL APPEAL, AND A \$250,000 DONATION IN JANUARY 2023.

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED EXPENSES

January 31, 2023

DEPARTMENT/SECTION/UNIT	MONTHLY BUDGET	CURRENT MONTH EXPENSES	Y-T-D BUDGET	Y-T-D EXPENSES	Y-T-D VARIANCE FAV (UNFAV) DOLLARS	%
EARLY INTERVENTION						
PERSONNEL	\$ 276,932	\$ 251,748	\$ 1,938,523	\$ 1,638,017	\$ 300,506	15.5%
OPERATING / PURCHASE OF SERVICE	\$ 180,556	\$ 222,994	\$ 1,263,891	\$ 1,410,998	\$ (147,107)	-11.6%
TOTALS	\$ 457,488	\$ 474,742	\$ 3,202,415	\$ 3,049,015	\$ 153,400	4.8%
ADULT DAY PROGRAM						
PERSONNEL	\$ 309,203	\$ 274,052	\$ 2,164,422	\$ 1,891,279	\$ 273,143	12.6%
OPERATING	\$ 119,572	\$ 123,930	\$ 837,002	\$ 849,616	\$ (12,614)	-1.5%
TOTALS	\$ 428,775	\$ 397,982	\$ 3,001,424	\$ 2,740,895	\$ 260,529	8.7%
ADMINISTRATION						
PERSONNEL	\$ 303,309	\$ 307,172	\$ 2,123,161	\$ 2,127,648	\$ (4,487)	-0.2%
OPERATING	\$ 97,847	\$ 119,079	\$ 684,928	\$ 909,501	\$ (224,573)	-32.8%
TOTALS	\$ 401,156	\$ 426,251	\$ 2,808,089	\$ 3,037,149	\$ (229,060)	-8.2%
THERAPEUTIC LEARNING CONNECTIONS						
PERSONNEL	\$ 41,713	\$ 43,349	\$ 291,993	\$ 266,618	\$ 25,375	8.7%
OPERATING	\$ 7,888	\$ 5,977	\$ 55,215	\$ 44,448	\$ 10,767	19.5%
TOTALS	\$ 49,601	\$ 49,326	\$ 347,208	\$ 311,066	\$ 36,142	10.4%
TERMINAL						
PERSONNEL	\$ 23,255	\$ 15,094	\$ 162,782	\$ 100,121	\$ 62,661	38.5%
OPERATING / PURCHASE OF SERVICE	\$ 10,629	\$ 10,190	\$ 74,400	\$ 53,789	\$ 20,611	27.7%
TOTALS	\$ 33,883	\$ 25,284	\$ 237,182	\$ 153,910	\$ 83,272	35.1%
RESOURCE COORDINATION						
PERSONNEL	\$ 302,558	\$ 322,373	\$ 2,117,907	\$ 2,166,903	\$ (48,996)	-2.3%
OPERATING	\$ 22,193	\$ 34,602	\$ 155,351	\$ 180,583	\$ (24,732)	-15.9%
TOTALS	\$ 324,751	\$ 356,975	\$ 2,273,258	\$ 2,347,486	\$ (73,728)	-3.2%
CHILDREN AND FAMILY SERVICES						
PERSONNEL	\$ 175,239	\$ 199,014	\$ 1,226,673	\$ 1,290,152	\$ (63,479)	-5.2%
OPERATING	\$ 25,817	\$ 18,452	\$ 180,718	\$ 197,355	\$ (16,636)	-9.2%
DIRECT FAMILY	\$ 70,833	\$ 62,090	\$ 495,833	\$ 339,362	\$ 156,471	31.6%
JEFFCO CFS FUND	\$ 8,333	\$ 8,602	\$ 58,333	\$ 107,418	\$ (49,085)	-84.1%
TOTALS	\$ 280,223	\$ 288,158	\$ 1,961,558	\$ 1,934,286	\$ 27,271	1.4%
RESIDENTIAL - ALL						
PERSONNEL	\$ 665,393	\$ 728,018	\$ 4,657,752	\$ 4,889,870	\$ (232,118)	-5.0%
OPERATING	\$ 156,598	\$ 142,971	\$ 1,096,183	\$ 1,000,931	\$ 95,252	4.6%
HOST HOMES	\$ 112,826	\$ 136,875	\$ 789,781	\$ 915,383	\$ (125,602)	-9.6%
PURCHASE OF SERVICES	\$ 26,309	\$ 27,783	\$ 184,163	\$ 176,910	\$ 7,253	1.2%
TOTALS	\$ 961,126	\$ 1,035,647	\$ 6,727,879	\$ 6,983,094	\$ (255,215)	-3.8%
SUPPORTED LIVING SERVICES/CES						
PERSONNEL	\$ 131,786	\$ 108,170	\$ 922,504	\$ 832,532	\$ 89,972	9.8%
OPERATING / PURCHASE OF SERVICE	\$ 39,236	\$ 61,814	\$ 274,653	\$ 464,388	\$ (189,735)	-69.1%
TOTALS	\$ 171,022	\$ 169,984	\$ 1,197,156	\$ 1,296,920	\$ (99,764)	-8.3%
GRANTS						
PERSONNEL	\$ 6,030	\$ -	\$ 42,207	\$ 25,450	\$ 16,757	39.7%
OPERATING	\$ 273	\$ 910	\$ 1,909	\$ 20,535	\$ (18,626)	-975.6%
TOTALS	\$ 6,302	\$ 910	\$ 44,116	\$ 45,985	\$ (1,869)	-4.2%

BEHAVIORAL HEALTH							
PERSONNEL	\$ 50,647	\$ 32,017	\$ 354,528	\$ 223,162	\$ 131,366		37.1%
OPERATING	\$ 17,943	\$ 18,484	\$ 125,604	\$ 120,049	\$ 5,555		4.4%
TOTALS	\$ 68,590	\$ 50,501	\$ 480,132	\$ 343,211	\$ 136,921		28.5%

SELF DETERMINATION							
OPERATING	\$ 16,667	\$ 18,173	\$ 116,667	\$ 89,419	\$ 27,248		23.4%

SUMMARY							
PERSONNEL	\$ 2,286,065	\$ 2,281,007	\$ 16,002,452	\$ 15,451,752	\$ 550,700		3.4%
OPERATING	\$ 774,384	\$ 848,268	\$ 5,420,688	\$ 5,788,391	\$ (412,703)		-7.6%
HOST HOMES	\$ 112,826	\$ 136,875	\$ 789,781	\$ 915,383	\$ (75,602)		-9.6%
PURCHASE OF SERVICES	\$ 26,309	\$ 27,783	\$ 184,163	\$ 176,910	\$ 2,253		1.2%
TOTALS	\$ 3,199,584	\$ 3,293,933	\$ 22,397,085	\$ 22,332,436	\$ 64,649		0.3%

1% OF Y-T-D EXPENSE	\$ 223,324
1/2 % OF Y-T-D EXPENSE	\$ 111,662
FLUCTUATION THRESHOLD	\$ 25,000 & 10%

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

NOTES TO EXPENSE STATEMENT

VARIANCE IN EXPENSES OF MORE THAN \$25,000 AND 10%

January 31, 2023

EARLY INTERVENTION

PERSONNEL UNDER BUDGET DUE TO VACANCY SAVINGS FOR PROGRAM EXPANSION AND THE EARLY INTERVENTION EVALUATION PROGRAM.

OPERATING OVER BUDGET DUE TO THE INCREASE USE OF CONTRACTORS. THE USE OF CONTRACTORS IS OFFSETTING A PORTION OF THE VACANCY SAVINGS IN PERSONNEL.

ADULT DAY PROGRAM

PERSONNEL UNDER BUDGET DUE TO VACANCY SAVINGS.

ADMINISTRATION

OPERATING OVER BUDGET IN A VARIETY OF ITEMS PRIMARILY INFORMATION TECHNOLOGY EQUIPMENT, CONTRACTED SERVICES, AND MAINTENANCE.

TERMINAL

PERSONNEL UNDER BUDGET DUE TO VACANCY SAVINGS.

CHILDREN AND FAMILY SERVICES

DIRECT FAMILY UNDER BUDGET AS REVENUE IS RECOGNIZED AS EXPENSES ARE INCURRED. SEE CORRESPONDING VARIANCE IN FAMILY SUPPORT SERVICES REVENUE.

JEFFCO CFS OVER BUDGET AS THE BUDGET IS DISTRIBUTED BY 1/12 THROUGHOUT THE YEAR.

SUPPORTED LIVING SERVICES/CES

OPERATING OVER BUDGET PRIMARILY DUE TO VEHICLE MODIFICATIONS AND ASSISTIVE TECHNOLOGY EQUIPMENT. SEE CORRESPONDING VARIANCE IN REVENUE.

BEHAVIORAL HEALTH

PERSONNEL UNDER BUDGET DUE TO VACANCY SAVINGS AND PROGRAM EXPANSION.

SELF DETERMINATION

UNDER BUDGET AS COSTS ARE INCURRED WHEN REQUESTED, APPROVED, AND PURCHASED. THE COMMITTEE CONTINUES TO REVIEW REQUESTS FOR FUNDING AND NEW INDIVIDUALS TO THE PROGRAM.

Developmental Disabilities Resource Center
 Unaudited Statement of Financial Position

ASSETS	Unaudited January 31, 2023	Audited June 30, 2022
Current Assets		
Cash		
Cash and cash equivalents	\$12,695,744	\$14,039,307
Including capital reserve of \$6,576,700		
Certificates of deposit	391,524	391,175
Receivables		
Fees and grants from governmental agencies	7,093,586	6,183,708
Workshop contracts	-	-
Other	716,735	475,029
Prepaid expenses and other	968,673	963,505
Total Current Assets	<u>21,866,262</u>	<u>22,052,724</u>
Land, building and equipment	25,144,713	24,917,625
Less: Accumulated Depreciation	<u>18,485,817</u>	<u>18,087,254</u>
Net Fixed Assets	6,658,896	6,830,371
Restricted certificates of deposit	166,485	166,112
Investments	5,194,717	4,482,029
Restricted cash	424,434	427,234
Total Assets	<u><u>\$34,310,794</u></u>	<u><u>\$33,958,470</u></u>
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable	1,618,457	\$2,199,878
Notes payable	135,820	135,820
Accrued expenses	2,018,032	2,028,557
Deferred Revenue	0	0
Total liabilities	<u>3,772,309</u>	<u>4,364,255</u>
Net assets		
Net assets	<u>30,538,485</u>	<u>29,594,215</u>
Total net assets	<u>30,538,485</u>	<u>29,594,215</u>
Total liabilities and net assets	<u><u>\$34,310,794</u></u>	<u><u>\$33,958,470</u></u>

Developmental Disabilities Resource Center
 Unaudited Statement of Cash Flows

	Unaudited January 31, 2023	Audited June 30, 2022
Cash flows from operating activities:		
Change in net assets	\$944,270	\$502,596
Adjustment for non cash items:		
In-Kind Donation		-
Depreciation	398,565	787,509
(Gain)/loss on asset disposition		8,683
Unrealized (Gain)/Loss on Investment	(288,494)	833,533
Change in assets and liabilities:		
Accounts receivable	(1,151,584)	(1,060,529)
Other assets	(5,168)	141,788
Accounts payable and accrued expense	(591,946)	60,003
Deferred Revenue	-	(277,868)
Cash provided by operations	<u>(694,357)</u>	<u>995,715</u>
Cash flows from investing activities:		
Change in CDs	(722)	(749)
Proceeds from redemption of investments		312,831
Proceeds from sale of fixed assets	-	0
Purchase of investments	-	(1,666,874)
Purchase of fixed assets	(227,084)	(315,671)
Cash provided by investing activity	<u>(227,806)</u>	<u>(1,670,463)</u>
Cash flows from financing activities:		
Issuance of notes payable	-	-
Payments on notes payable	-	(11,117)
	<u>-</u>	<u>(11,117)</u>
 NET INCREASE (DECREASE) IN CASH	 (922,163)	 (685,865)
Cash balance, beginning of period	<u>14,466,541</u>	<u>15,152,406</u>
Cash balance, end of period	<u>\$13,544,378</u>	<u>\$14,466,541</u>