

MINUTES

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



Conducted via Zoom
January 26, 2022

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 January 26, 2022, to order at 5:30 p.m.

B. **ROLL CALL:**

BOARD MEMBERS PRESENT

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

BOARD MEMBERS ABSENT

Jan Beckett
Megan MacHatton

SENIOR STAFF PRESENT

Rob DeHerrera, Executive Dir.
Kristie Braaten
Jane Byron
Gena Colbert
Keith Frambro
Jamie Haney
Kelly Hulstrom
Terri Hulstrom
Susan Johnson
Michele Majeune
Dorothy Nwoke
Liz Pahr
Annette Rogers
Jeanne Terrell
Melanie White

A quorum was declared present.

C. **MINUTES:** Mrs. Bolton moved to approve the minutes of the December 8, 2021, meeting as written. Seconded by Mr. Rotter and carried unanimously.

D. **FINANCIAL STATEMENTS:** Mrs. Hartley, Treasurer, presented the October and November financial statements, including revenue, expenses and variances. Because financials are cumulative, only November was reviewed.

Mrs. Tillman moved to approve the financial statements as submitted. Seconded by Mrs. Elliott and carried unanimously.

II -- COMMUNICATIONS

None

III – PUBLIC COMMENT

Mrs. Krickbaum, Chair of the Family Support Council, thanked the Board for the funding for the Jeffco CFS Unmet Needs Fund, noting that these resources will be very important for families. She also thanked the Board for approving the one-time awards that were given to eligible employees in December, including Family Caregivers.

IV – ACTION ON ROUTINE ITEMS

CONSENT AGENDA: Ms. Armour moved that the following items be approved 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 Proposed Policy Revision
- IX-D Service Provider/Host Home Contracts
- IX-F Executive Committee and Finance/HR Committee Recommendations
 - Approval of three new FTEs for Early Intervention/Service Coordination.
 - Approval that DDRC move forward with the county to engage a consultant to assist with a comprehensive review of CMRD on behalf of both organizations for an approximate cost to DDRC of \$40,000.
 - Approval that DDRC execute the Case Management Agency corporation at a cost of less than \$10,000.
 - Approval of a 5.5% salary increase for the Executive Director effective with the December/January pay period.

Motion seconded by Mr. Rotter and carried unanimously.

V – COMMENDATIONS

There was one Customer Service Award given this month.

Mrs. Hartley moved to approve the Commendations report as submitted. Seconded by Ms. Schoemer and carried unanimously.

IX – BUSINESS

A. EXECUTIVE DIRECTOR'S REPORT

- The U.S. Secretary of Health and Human Services renewed the declaration of the Public Health Emergency for another 90 days related to COVID thereby extending enhanced funding for states, among other things.
- The Annual Appeal raised \$59,000 and Colorado Gives Day generated \$78,100. These results are year-end. The total is ten percent higher than last year.

- Anna Bishop, Director of Development, has taken another position and is no longer with DDRC.
- Long time employees Deb Gordon, Director of QLO (IRSS), and Diana Patty, Director of ABC/Supported Living Services, are both retiring. Combined they have over 70 years of contributions to DDRC and to the individuals and families we support. The Board recognized their years of service and deep commitment to DDRC.
- The Direct Services department is being reorganized. Jeanne Terrell is the new Director of Residential Services and Kelly Hulstrom is the Director of Admissions and Support Services.
- Staff are incredibly thankful for the compensation adjustments and awards the Board approved using the ARPA funding.
- The Annual Report is available on our website.
- COVID Update
 - The Supreme Court issued an injunction with respect to the OSHA temporary standard that would have required business with at least 100 employees to ensure employees are vaccinated or undergo weekly testing. At DDRC we already fall under a Public Health Order through Jefferson County that requires proof of vaccination or weekly testing. In our licensed settings we must adhere to stricter guidance through the Colorado Department of Public Health and Environment (CDPHE).
 - Even with all our prudent measures, DDRC has been impacted by the Omicron variant. Fortunately, all the cases have been relatively mild. We continue to monitor very closely the impact this is having on service delivery and staffing in all areas. Staffing is hitting a critical level with vacancies and Omicron and we are looking at contingency plans including consolidation of programs while trying to avoid potential short-term closures if at all possible.

B. CASE MANAGEMENT REDESIGN (CMRD) UPDATE – Included as the Special Item.

E. ANNUAL FORMS – Reminder to sign and return the Board Member Agreement and Conflict of Interest forms.

X – SPECIAL ITEM

Rob DeHerrera, Executive Director, gave an update on Case Management Redesign (CMRD), including the differences between it and Conflict Free Case Management, a review of possible changes to CCB functions, a CMRD timeline and next steps.

XI – PUBLIC COMMENT

Lori Ropa, Executive Director of the Arc of Jefferson, Clear Creek and Gilpin Counties, shared that the Arc has a deep commitment to provide platforms for stakeholder input during the CMRD process and that they are looking forward to working together during the transition. She noted that they are experiencing staffing shortages as well, especially for advocates. Lastly, the Arc Board is starting an in-depth strategic planning process with a facilitator in February.

XII – ITEMS OF GENERAL DISCUSSION

A. UNFINISHED BUSINESS – None

B. NEW BUSINESS – None

XIII – ADJOURNMENT

Meeting adjourned at 6:50 p.m. The next regular meeting of the Board will be held on Wednesday, February 23, 2022, via Zoom.

Jean Armour, Secretary

Annette Rogers, Executive Assistant

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED SUMMARY OF REVENUES & EXPENSES

December 31, 2021

	TOTAL BUDGET	MONTHLY BUDGET	CURRENT MONTH ACTUAL	Y-T-D BUDGET	Y-T-D ACTUAL	Y-T-D VARIANCE FAV (-UNFAV) DOLLARS	%
REVENUES	\$ 36,844,245	\$ 3,070,354	\$ 3,215,629	\$ 18,422,123	\$ 18,548,134	\$ 126,012	0.7%
EXPENDITURES							
PERSONNEL	\$ 24,088,858	\$ 2,007,405	\$ 2,246,614	\$ 12,044,429	\$ 12,122,409	\$ (77,980)	-0.6%
OPERATING	\$ 9,957,479	\$ 829,790	\$ 748,136	\$ 4,978,740	\$ 4,468,938	\$ 509,802	10.2%
HOST HOMES	\$ 1,239,453	\$ 103,288	\$ 123,150	\$ 619,727	\$ 722,294	\$ (102,568)	-16.6%
PURCHASE OF SERVICES	\$ 904,663	\$ 75,389	\$ 69,187	\$ 452,332	\$ 431,675	\$ 20,657	4.6%
TOTAL EXPENDITURES	\$ 36,190,453	\$ 3,015,871	\$ 3,187,087	\$ 18,095,227	\$ 17,745,316	\$ 349,911	1.9%
REVENUES OVER EXPENSES SURPLUS/(DEFICIET)	\$ 653,792	\$ 54,483	\$ 28,542	\$ 326,896	\$ 802,818	\$ 475,922	

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED REVENUES

December 31, 2021

SOURCE	TOTAL BUDGET	MONTHLY BUDGET	CURRENT MONTH REVENUE	Y-T-D BUDGET	Y-T-D REVENUE	MONTH #	Y-T-D VARIANCE FAV (UNFAV) DOLLARS	%
						6		
STATE PROGRAM	\$ 6,388,191	\$ 532,349	\$ 534,283	\$ 3,194,096	\$ 3,196,716	\$	2,621	0.1%
FAMILY SUPPORT SERVICES	\$ 1,208,561	\$ 100,713	\$ 59,834	\$ 604,281	\$ 276,454	\$	(327,827)	-54.3%
MEDICAID REVENUE	\$ 14,707,687	\$ 1,225,641	\$ 1,198,374	\$ 7,353,844	\$ 7,374,794	\$	20,951	0.3%
SUPPORTED LIVING SERVICES	\$ 1,552,183	\$ 129,349	\$ 96,939	\$ 776,092	\$ 644,250	\$	(131,842)	-17.0%
CHILDREN'S EXTENSIVE SUPPORT	\$ 335,655	\$ 27,971	\$ 24,888	\$ 167,828	\$ 124,794	\$	(43,034)	-25.6%
JEFFERSON COUNTY	\$ 10,325,958	\$ 860,497	\$ 860,497	\$ 5,162,979	\$ 5,162,979	\$	-	0.0%
ROOM AND BOARD	\$ 1,161,169	\$ 96,764	\$ 100,134	\$ 580,585	\$ 542,213	\$	(38,372)	-6.6%
WORK CONTRACTS	\$ 123,560	\$ 10,297	\$ 9,479	\$ 61,780	\$ 54,689	\$	(7,091)	-11.5%
HUD SUBSIDIES	\$ 163,053	\$ 13,588	\$ 9,890	\$ 81,527	\$ 73,388	\$	(8,139)	-10.0%
INTEREST	\$ 2,000	\$ 167	\$ 2	\$ 1,000	\$ 299	\$	(701)	-70.1%
RENTAL REVENUE	\$ 331,893	\$ 27,658	\$ 22,641	\$ 165,947	\$ 145,962	\$	(19,985)	-12.0%
DONATIONS/GRANTS	\$ 250,000	\$ 20,833	\$ 156,060	\$ 125,000	\$ 689,130	\$	564,130	451.3%
UNREALIZED GAIN/(LOSS) ON INVESTMENT	\$ -	\$ -	\$ 121,226	\$ -	\$ 115,851	\$	115,851	100.0%
MISCELLANEOUS	\$ 26,000	\$ 2,167	\$ 4,409	\$ 13,000	\$ 17,942	\$	4,942	38.0%
ELDERLY, BLIND AND DISABLED	\$ 77,595	\$ 6,466	\$ 4,844	\$ 38,798	\$ 42,968	\$	4,171	10.7%
EXTERNAL TOTAL REVENUE	\$ 36,653,505	\$ 3,054,459	\$ 3,203,500	\$ 18,326,753	\$ 18,462,429	\$	135,677	0.7%
INTERNAL REVENUES	\$ 190,740	\$ 15,895	\$ 12,129	\$ 95,370	\$ 85,705	\$	(9,665)	-8.1%
	\$ 36,844,245	\$ 3,070,354	\$ 3,215,629	\$ 18,422,123	\$ 18,548,134	\$	126,012	0.7%
1% OF Y-T-D REVENUE					\$ 184,624			
1/2 % OF Y-T-D REVENUE					\$ 92,312			
FLUCTUATION THRESHOLD					\$ 10,000	& 10%		

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

NOTES TO REVENUE STATEMENT

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

December 31, 2021

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

SUPPORTED LIVING SERVICES/CES UNDER UTILIZATION DUE TO THE PANDEMIC.

RENTAL REVENUE UNDER BUDGET AS ONE GROUP HOME, AVAILABLE FOR LEASE, IS CURRENTLY VACANT.

DONATIONS/GRANTS OVER BUDGET DUE TO RECOGNITION OF A PORTION OF REMAINING CARES ACT FUNDING AND SEVERAL DONATIONS INCLUDING ONE FOR APPROXIMATELY \$200,000.

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED EXPENSES

December 31, 2021

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	\$ 2,231,444	\$ 185,954	\$ 201,412	\$ 1,115,722	\$ 1,132,461	\$ (16,739)	-1.5%
OPERATING / PURCHASE OF SERVICE	\$ 2,100,178	\$ 175,015	\$ 155,025	\$ 1,050,089	\$ 975,027	\$ 75,062	7.1%
TOTALS	\$ 4,331,622	\$ 360,969	\$ 356,437	\$ 2,165,811	\$ 2,107,488	\$ 58,323	2.7%
ADULT DAY PROGRAM							
PERSONNEL	\$ 3,747,201	\$ 312,267	\$ 293,813	\$ 1,873,601	\$ 1,535,695	\$ 337,906	18.0%
OPERATING	\$ 1,441,459	\$ 120,122	\$ 123,274	\$ 720,730	\$ 748,532	\$ (27,803)	-3.9%
PURCHASE OF SERVICES	\$ 324,523	\$ 27,044	\$ 30,561	\$ 162,262	\$ 148,329	\$ 13,933	8.6%
TOTALS	\$ 5,513,183	\$ 459,432	\$ 447,648	\$ 2,756,592	\$ 2,432,556	\$ 324,036	11.8%
ADMINISTRATION							
PERSONNEL	\$ 3,462,041	\$ 288,503	\$ 320,726	\$ 1,731,021	\$ 1,787,466	\$ (56,446)	-3.3%
OPERATING	\$ 1,087,258	\$ 90,605	\$ 79,138	\$ 543,629	\$ 517,362	\$ 26,267	4.8%
TOTALS	\$ 4,549,299	\$ 379,108	\$ 399,864	\$ 2,274,650	\$ 2,304,828	\$ (30,179)	-1.3%
THERAPEUTIC LEARNING CONNECTIONS							
PERSONNEL	\$ 468,942	\$ 39,079	\$ 40,575	\$ 234,471	\$ 234,361	\$ 110	0.0%
OPERATING	\$ 84,907	\$ 7,076	\$ 5,278	\$ 42,454	\$ 35,585	\$ 6,869	16.2%
TOTALS	\$ 553,849	\$ 46,154	\$ 45,853	\$ 276,925	\$ 269,946	\$ 6,979	2.5%
TERMINAL							
PERSONNEL	\$ 258,604	\$ 21,550	\$ 23,209	\$ 129,302	\$ 130,354	\$ (1,052)	-0.8%
OPERATING / PURCHASE OF SERVICE	\$ 120,430	\$ 10,036	\$ 9,968	\$ 60,215	\$ 58,133	\$ 2,082	3.5%
TOTALS	\$ 379,034	\$ 31,586	\$ 33,177	\$ 189,517	\$ 188,487	\$ 1,030	0.5%
RESOURCE COORDINATION							
PERSONNEL	\$ 3,345,706	\$ 278,809	\$ 321,187	\$ 1,672,853	\$ 1,715,527	\$ (42,674)	-2.6%
OPERATING	\$ 241,287	\$ 20,107	\$ 18,215	\$ 120,644	\$ 115,574	\$ 5,070	4.2%
TOTALS	\$ 3,586,993	\$ 298,916	\$ 339,402	\$ 1,793,497	\$ 1,831,101	\$ (37,605)	-2.1%
CHILDREN AND FAMILY SERVICES							
PERSONNEL	\$ 1,938,043	\$ 161,504	\$ 171,327	\$ 969,022	\$ 959,411	\$ 9,611	1.0%
OPERATING	\$ 295,306	\$ 24,609	\$ 19,293	\$ 147,653	\$ 132,049	\$ 15,604	10.6%
DIRECT FAMILY	\$ 1,208,561	\$ 100,713	\$ 59,834	\$ 604,281	\$ 276,454	\$ 327,828	54.3%
JEFFCO CFS FUND	\$ 100,000	\$ 8,333	\$ 10,386	\$ 50,000	\$ 113,209	\$ (63,209)	-126.4%
TOTALS	\$ 3,541,910	\$ 295,159	\$ 260,840	\$ 1,770,955	\$ 1,481,123	\$ 289,833	16.4%
RESIDENTIAL - ALL							
PERSONNEL	\$ 6,692,929	\$ 557,744	\$ 690,590	\$ 3,346,465	\$ 3,661,159	\$ (314,695)	-9.4%
OPERATING	\$ 1,972,821	\$ 164,402	\$ 132,297	\$ 986,411	\$ 884,336	\$ 102,075	10.3%
HOST HOMES	\$ 1,239,453	\$ 103,288	\$ 123,150	\$ 619,727	\$ 722,294	\$ (102,568)	-16.6%
PURCHASE OF SERVICES	\$ 580,140	\$ 48,345	\$ 38,626	\$ 290,070	\$ 283,346	\$ 6,724	2.3%
TOTALS	\$ 10,485,343	\$ 873,779	\$ 984,663	\$ 5,242,672	\$ 5,551,135	\$ (308,464)	-5.9%
SUPPORTED LIVING SERVICES/CES							
PERSONNEL	\$ 1,444,416	\$ 120,368	\$ 149,224	\$ 722,208	\$ 753,937	\$ (31,729)	-4.4%
OPERATING / PURCHASE OF SERVICE	\$ 970,635	\$ 80,886	\$ 103,879	\$ 485,318	\$ 451,219	\$ 34,099	8.0%
TOTALS	\$ 2,415,051	\$ 201,254	\$ 253,103	\$ 1,207,526	\$ 1,205,156	\$ 2,370	0.2%
GRANTS							
PERSONNEL	\$ 67,494	\$ 5,625	\$ 6,200	\$ 33,747	\$ 34,348	\$ (601)	-1.8%
OPERATING	\$ 2,837	\$ 236	\$ 139	\$ 1,419	\$ 910	\$ 509	35.8%
TOTALS	\$ 70,331	\$ 5,861	\$ 6,339	\$ 35,166	\$ 35,258	\$ (93)	-0.3%

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

UNAUDITED EXPENSES (CONTINUED)

December 31, 2021

BEHAVIORAL HEALTH													
PERSONNEL	\$	370,659	\$	30,888	\$	28,351	\$	185,330	\$	177,690	\$	7,640	4.1%
OPERATING	\$	187,408	\$	15,617	\$	15,955	\$	93,704	\$	93,898	\$	(194)	-0.2%
TOTALS	\$	558,067	\$	46,506	\$	44,306	\$	279,034	\$	271,588	\$	7,446	2.7%
SELF DETERMINATION													
OPERATING	\$	200,000	\$	16,667	\$	15,455	\$	100,000	\$	66,650	\$	33,350	33.4%
SUMMARY													
PERSONNEL	\$	24,088,858	\$	2,007,405	\$	2,246,614	\$	12,044,429	\$	12,122,409	\$	(77,980)	-0.6%
OPERATING	\$	9,957,479	\$	829,790	\$	748,136	\$	4,978,740	\$	4,468,938	\$	509,802	10.2%
HOST HOMES	\$	1,239,453	\$	103,288	\$	123,150	\$	619,727	\$	722,294	\$	(102,568)	-16.6%
PURCHASE OF SERVICES	\$	904,663	\$	75,389	\$	69,187	\$	452,332	\$	431,675	\$	20,657	4.6%
TOTALS	\$	36,190,453	\$	3,015,871	\$	3,187,087	\$	18,095,227	\$	17,745,316	\$	349,911	1.9%
1% OF Y-T-D EXPENSE	\$								\$	177,453			
1/2 % OF Y-T-D EXPENSE	\$								\$	88,727			
FLUCTUATION THRESHOLD	\$								\$	10,000	& 10%		

DEVELOPMENTAL DISABILITIES RESOURCE CENTER

NOTES TO EXPENSE STATEMENT

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

December 31, 2021

ADULT DAY PROGRAM

PERSONNEL UNDER BUDGET DUE TO VACANCY SAVINGS.

CHILDREN AND FAMILY SERVICES

OPERATING UNDER BUDGET DUE TO OTHER PROFESSIONAL SERVICES WHICH IS PRIMARILY INTERPRETER SERVICES.

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

JEFFCO CFS FUNDS THE BUDGET IS EVENLY DISTRIBUTED BY 1/12TH THROUGHOUT THE YEAR. OVER BUDGET AS ACTUAL YEAR TO DATE COSTS ARE GREATER THAN 6/12TH OF THE ANNUAL BUDGET.

RESIDENTIAL - ALL

OPERATING UNDER BUDGET DUE TO VEHICLE RELATED COSTS AND PROGRAM SUPPLIES.

HOST HOMES OVER BUDGET AS THE INDIVIDUALS' PERSONAL NEEDS FUNDING WERE NOT INCLUDED IN THE BUDGET.

SELF DETERMINATION

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

Developmental Disabilities Resource Center
 Unaudited Statement of Financial Position

ASSETS	Unaudited December 31, 2021	Unaudited June 30, 2021
Current Assets		
Cash		
Cash and cash equivalents	\$14,023,639	\$14,533,028
Including capital reserve of \$6,215,923		
Certificates of deposit	390,863	390,758
Receivables		
Fees and grants from governmental agencies	4,540,535	4,915,543
Workshop contracts	-	-
Other	256,320	391,285
Prepaid expenses and other	1,037,231	953,642
Total Current Assets	<u>20,248,588</u>	<u>21,184,256</u>
Land, building and equipment	24,711,281	24,668,987
Less: Accumulated Depreciation	17,701,120	17,287,701
Net Fixed Assets	<u>7,010,161</u>	<u>7,381,286</u>
Restricted certificates of deposit	165,864	165,780
Investments	5,577,380	3,961,529
Restricted cash	621,171	621,171
Total Assets	<u>\$33,623,164</u>	<u>\$33,314,022</u>
Days of operations in operating cash balance	83	90
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable	1,580,091	\$1,805,583
Notes payable	157,188	157,188
Accrued expenses	1,891,708	1,891,708
Deferred Revenue	0	277,868
Total liabilities	<u>3,628,987</u>	<u>4,132,347</u>
Net assets		
Net assets	<u>29,994,177</u>	<u>29,181,675</u>
Total net assets	29,994,177	29,181,675
Total liabilities and net assets	<u>\$33,623,164</u>	<u>\$33,314,022</u>

Developmental Disabilities Resource Center
 Unaudited Statement of Cash Flows

	Unaudited December 31, 2021	Unaudited June 30, 2021
Cash flows from operating activities:		
Change in net assets	\$802,818	\$2,145,057
Adjustment for non cash items:		
In-Kind Donation		-
Depreciation	413,418	811,376
(Gain)/loss on asset disposition		0
Unrealized (Gain)/Loss on Investment	0	(570,521)
Change in assets and liabilities:		
Accounts receivable	509,973	637,859
Other assets	(83,589)	(163,380)
Accounts payable and accrued expense	(215,799)	(930,056)
Deferred Revenue	(277,868)	277,868
Cash provided by operations	<u>1,148,953</u>	<u>2,208,203</u>
Cash flows from investing activities:		
Change in CDs	(189)	(1,059)
Proceeds from redemption of investments	-	-
Proceeds from sale of fixed assets	-	0
Purchase of investments	(1,615,851)	0
Purchase of fixed assets	(42,294)	(57,256)
Cash provided by investing activity	<u>(1,658,334)</u>	<u>(58,315)</u>
Cash flows from financing activities:		
Issuance of notes payable	-	-
Payments on notes payable	-	-
	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>
NET INCREASE (DECREASE) IN CASH	(509,390)	2,149,888
Cash balance, beginning of period	<u>15,154,199</u>	<u>13,004,311</u>
Cash balance, end of period	<u>\$14,644,809</u>	<u>\$15,154,199</u>