

# MINUTES

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



Conducted via Zoom  
October 27, 2021

*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 October 27, 2021, to order at 5:30 p.m.

B. **ROLL CALL:**

### BOARD MEMBERS PRESENT

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

### BOARD MEMBERS ABSENT

Lori Swanson-Lamm

### SENIOR STAFF PRESENT

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

A quorum was declared present.

C. **MINUTES:** Mrs. Hartley moved to approve the minutes of the September 22, 2021, meeting as written. Seconded by Mr. Rotter and carried unanimously.

D. **FINANCIAL STATEMENTS:** Mrs. Hartley, Treasurer, presented the July and August financial statements. Because the financials are cumulative August was reviewed, including revenue, expenses and variances, noting that donations and grants are well over budget.

Mrs. Bolton moved to approve the financial statements as submitted. Seconded by Mr. Rotter and carried unanimously.

## II -- COMMUNICATIONS

Agency appointments presented for ratification:

- o Letter from Jefferson Center appointing Amy Miller to the DDRRC Board of Directors for a one-year term.
- o Letter from Jefferson County Public Health appointing Mary Margaret Fouse-Bishop to the DDRRC Board of Directors for a one-year term.

Mrs. Hartley moved to ratify the appointments from the two agencies. Seconded by Mrs. Elliott and carried unanimously.

III – PUBLIC COMMENT

None

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-E Service Provider/Host Home Contracts

Motion seconded by Mrs. Hartley and carried unanimously.

V – COMMENDATIONS

There was one Customer Service Award and one Teamwork Award given this month.

Mrs. MacHatton moved to approve the Commendations report as submitted. Seconded by Mrs. Tillman and carried unanimously.

IX – BUSINESS

A. EXECUTIVE DIRECTOR’S REPORT

- DDRC received our 4<sup>th</sup> Quarter indicators from the Office of Early Childhood and for the 5<sup>th</sup> straight quarter we received a perfect score thanks to the incredible effort by our Early Intervention, Service Coordination and Finance Departments.
- The Executive Team held three successful virtual town halls with over 130 employees attending to hear various updates.
- October is National Disability Awareness Month to commemorate the contributions of people with disabilities to America’s workplaces and economy. Our Employment Services team go above and beyond to make that happen for those we serve.
- Colorado Gives Day is December 7<sup>th</sup> and donations can be scheduled starting November 1<sup>st</sup>.
- DDRC was successful in meeting the September 30<sup>th</sup> deadline for the emergency rule issued by the State Board of Health related to COVID-19 vaccinations for all staff that fell under that requirement.
- We are waiting for guidance from OSHA on COVID vaccine requirements for employers with more than 100 employees.

B. CASE MANAGEMENT REDESIGN (CMRD) UPDATE – No new developments to report. Upcoming meetings with HCPF are scheduled.

C. GOVERNANCE COMMITTEE RECOMMENDATIONS – The Governance Committee reports that there will not be an election this year because no elected terms are expiring. The committee recommended three Board members for reappointment: Pat Bolton, Megan MacHatton and Mary Ann Tillman. They also recommended that Heidi Markley be appointed to one of the unexpired elected positions.

Mrs. Elliott moved to approve the Governance Committee recommendations. Seconded by Ms. Beckett and carried unanimously.

D. PROPOSED FAMILY SUPPORT COUNCIL MEMBERS – The Board reviewed two nominations for members of the Family Support Council.

Mrs. Elliott moved to approve the two nominations for the Family Support Council. Seconded by Ms. Schoemer and carried unanimously.

F. FINANCE/HR COMMITTEE RECOMMENDATIONS – The Finance/HR Committee put forth two recommendations for the Board: approval of the HCPF Contract Amendment #4 and approval of three FTEs for the Behavioral Health Team.

Ms. Becket moved to approve the Finance/HR Committee recommendations. Seconded by Mr. Rotter and carried unanimously.

X – SPECIAL ITEM

There was no Special Item due to the Annual Corporation Meeting and Awards.

XI – PUBLIC COMMENT

None

XII – ITEMS OF GENERAL DISCUSSION

A. UNFINISHED BUSINESS – None

B. NEW BUSINESS – None

XIII – ADJOURNMENT

Meeting adjourned at 6:00 p.m. The next regular meeting of the Board will be held on Wednesday, December 8, 2021, via Zoom.

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Jean Armour, Secretary

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Annette Rogers, Executive Assistant

**DEVELOPMENTAL DISABILITIES RESOURCE CENTER**

**UNAUDITED SUMMARY OF REVENUES & EXPENSES**

SEPTEMBER 30, 2021

	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>	\$ 36,844,245	\$ 3,070,354	\$ 2,918,507	\$ 9,211,061	\$ 9,026,742	\$ (184,319)	-2.0%
<b>EXPENDITURES</b>							
PERSONNEL	\$ 24,088,858	\$ 2,007,405	\$ 1,946,497	\$ 6,022,215	\$ 5,870,702	\$ 151,513	2.5%
OPERATING	\$ 9,957,479	\$ 829,790	\$ 761,673	\$ 2,489,370	\$ 2,226,647	\$ 262,723	10.6%
HOST HOMES	\$ 1,239,453	\$ 103,288	\$ 114,526	\$ 309,863	\$ 352,115	\$ (42,252)	-13.6%
PURCHASE OF SERVICES	\$ 904,663	\$ 75,389	\$ 70,831	\$ 226,166	\$ 208,791	\$ 17,375	7.7%
<b>TOTAL EXPENDITURES</b>	\$ 36,190,453	\$ 3,015,871	\$ 2,893,527	\$ 9,047,613	\$ 8,658,255	\$ 389,358	4.3%
<b>REVENUES OVER EXPENSES SURPLUS/(DEFICIET)</b>	\$ 653,792	\$ 54,483	\$ 24,980	\$ 163,448	\$ 368,487	\$ 205,039	

**DEVELOPMENTAL DISABILITIES RESOURCE CENTER**

UNAUDITED REVENUES

SEPTEMBER 30, 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	%
						3		
STATE PROGRAM	\$ 6,388,191	\$ 532,349	\$ 533,859	\$ 1,597,048	\$ 1,600,750	\$	3,702	0.2%
FAMILY SUPPORT SERVICES	\$ 1,208,561	\$ 100,713	\$ 54,321	\$ 302,140	\$ 122,970	\$	(179,170)	-59.3%
MEDICAID REVENUE	\$ 14,707,687	\$ 1,225,641	\$ 1,253,910	\$ 3,676,922	\$ 3,636,441	\$	(40,481)	-1.1%
SUPPORTED LIVING SERVICES	\$ 1,552,183	\$ 129,349	\$ 89,266	\$ 388,046	\$ 349,538	\$	(38,508)	-9.9%
CHILDREN'S EXTENSIVE SUPPORT	\$ 335,655	\$ 27,971	\$ 21,071	\$ 83,914	\$ 75,736	\$	(8,178)	-9.7%
JEFFERSON COUNTY	\$ 10,325,958	\$ 860,497	\$ 860,497	\$ 2,581,490	\$ 2,581,490	\$	1	0.0%
ROOM AND BOARD	\$ 1,161,169	\$ 96,764	\$ 93,643	\$ 290,292	\$ 265,493	\$	(24,799)	-8.5%
WORK CONTRACTS	\$ 123,560	\$ 10,297	\$ 10,564	\$ 30,890	\$ 25,588	\$	(5,302)	-17.2%
HUD SUBSIDIES	\$ 163,053	\$ 13,588	\$ 15,414	\$ 40,763	\$ 42,334	\$	1,571	3.9%
INTEREST	\$ 2,000	\$ 167	\$ 1	\$ 500	\$ 66	\$	(434)	-86.8%
RENTAL REVENUE	\$ 331,893	\$ 27,658	\$ 25,081	\$ 82,973	\$ 82,894	\$	(79)	-0.1%
DONATIONS/GRANTS	\$ 250,000	\$ 20,833	\$ 47,655	\$ 62,500	\$ 199,203	\$	136,703	218.7%
UNREALIZED GAIN/(LOSS) ON INVESTMENT	\$ -	\$ -	\$ (109,173)	\$ -	\$ (29,770)	\$	(29,770)	100.0%
MISCELLANEOUS	\$ 26,000	\$ 2,167	\$ 2,601	\$ 6,500	\$ 9,687	\$	3,187	49.0%
ELDERLY, BLIND AND DISABLED	\$ 77,595	\$ 6,466	\$ 6,006	\$ 19,399	\$ 18,249	\$	(1,150)	-5.9%
EXTERNAL TOTAL REVENUE	\$ 36,653,505	\$ 3,054,459	\$ 2,904,716	\$ 9,163,376	\$ 8,980,669	\$	(182,707)	-2.0%
INTERNAL REVENUES	\$ 190,740	\$ 15,895	\$ 13,791	\$ 47,685	\$ 46,073	\$	(1,612)	-1.4%
	\$ 36,844,245	\$ 3,070,354	\$ 2,918,507	\$ 9,211,061	\$ 9,026,742	\$	(184,319)	-2.0%
1% OF Y-T-D REVENUE					\$ 89,807			
1/2 % OF Y-T-D REVENUE					\$ 44,903			
FLUCTUATION THRESHOLD					\$ 10,000	& 10%		

**DEVELOPMENTAL DISABILITIES RESOURCE CENTER**

**NOTES TO REVENUE STATEMENT**

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

**SEPTEMBER 30, 2021**

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

**DONATIONS/GRANTS** OVER BUDGET DUE TO RECOGNITION OF A PORTION OF REMAINING CARES ACT FUNDING AND SEVERAL DONATIONS, TWO OF WHICH WERE FOR APPROXIMATELY \$10K EACH.

**UNREALIZED GAIN/(LOSS) ON INVESTMENT** THE INVESTMENT POLICY AND STRATEGY OF DDRC IS LONG TERM IN NATURE THEREFORE THERE IS NO BUDGET.

**DEVELOPMENTAL DISABILITIES RESOURCE CENTER**

UNAUDITED EXPENSES

SEPTEMBER 30, 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	%
<b>EARLY INTERVENTION</b>							
PERSONNEL	\$ 2,231,444	\$ 185,954	\$ 188,908	\$ 557,861	\$ 558,943	\$ (1,082)	-0.2%
OPERATING / PURCHASE OF SERVICE	\$ 2,100,178	\$ 175,015	\$ 160,113	\$ 525,045	\$ 469,142	\$ 55,903	10.6%
TOTALS	\$ 4,331,622	\$ 360,969	\$ 349,021	\$ 1,082,906	\$ 1,028,085	\$ 54,821	5.1%
<b>ADULT DAY PROGRAM</b>							
PERSONNEL	\$ 3,747,201	\$ 312,267	\$ 244,781	\$ 936,800	\$ 750,458	\$ 186,342	19.9%
OPERATING	\$ 1,441,459	\$ 120,122	\$ 128,125	\$ 360,365	\$ 387,136	\$ (26,771)	-7.4%
PURCHASE OF SERVICES	\$ 324,523	\$ 27,044	\$ 24,086	\$ 81,131	\$ 74,388	\$ 6,743	8.3%
TOTALS	\$ 5,513,183	\$ 459,432	\$ 396,992	\$ 1,378,296	\$ 1,211,982	\$ 166,314	12.1%
<b>ADMINISTRATION</b>							
PERSONNEL	\$ 3,462,041	\$ 288,503	\$ 290,241	\$ 865,510	\$ 868,430	\$ (2,920)	-0.3%
OPERATING	\$ 1,087,258	\$ 90,605	\$ 91,397	\$ 271,815	\$ 251,155	\$ 20,660	7.6%
TOTALS	\$ 4,549,299	\$ 379,108	\$ 381,638	\$ 1,137,325	\$ 1,119,585	\$ 17,740	1.6%
<b>THERAPEUTIC LEARNING CONNECTIONS</b>							
PERSONNEL	\$ 468,942	\$ 39,079	\$ 39,655	\$ 117,236	\$ 117,114	\$ 122	0.1%
OPERATING	\$ 84,907	\$ 7,076	\$ 8,668	\$ 21,227	\$ 18,684	\$ 2,543	12.0%
TOTALS	\$ 553,849	\$ 46,154	\$ 48,323	\$ 138,462	\$ 135,798	\$ 2,664	1.9%
<b>TERMINAL</b>							
PERSONNEL	\$ 258,604	\$ 21,550	\$ 21,146	\$ 64,651	\$ 63,425	\$ 1,226	1.9%
OPERATING / PURCHASE OF SERVICE	\$ 120,430	\$ 10,036	\$ 4,760	\$ 30,108	\$ 16,304	\$ 13,804	45.8%
TOTALS	\$ 379,034	\$ 31,586	\$ 25,906	\$ 94,759	\$ 79,729	\$ 15,030	15.9%
<b>RESOURCE COORDINATION</b>							
PERSONNEL	\$ 3,345,706	\$ 278,809	\$ 256,397	\$ 836,427	\$ 798,032	\$ 38,395	4.6%
OPERATING	\$ 241,287	\$ 20,107	\$ 19,123	\$ 60,322	\$ 56,212	\$ 4,110	6.8%
TOTALS	\$ 3,586,993	\$ 298,916	\$ 275,520	\$ 896,748	\$ 854,244	\$ 42,504	4.7%
<b>CHILDREN AND FAMILY SERVICES</b>							
PERSONNEL	\$ 1,938,043	\$ 161,504	\$ 150,714	\$ 484,511	\$ 469,840	\$ 14,671	3.0%
OPERATING	\$ 295,306	\$ 24,609	\$ 25,909	\$ 73,827	\$ 70,755	\$ 3,072	4.2%
DIRECT FAMILY	\$ 1,208,561	\$ 100,713	\$ 54,321	\$ 302,140	\$ 122,970	\$ 179,170	59.3%
JEFFCO CFS FUND	\$ 100,000	\$ 8,333	\$ 7,466	\$ 25,000	\$ 65,140	\$ (40,140)	-160.6%
TOTALS	\$ 3,541,910	\$ 295,159	\$ 238,411	\$ 885,478	\$ 728,705	\$ 156,773	17.7%
<b>RESIDENTIAL - ALL</b>							
PERSONNEL	\$ 6,692,929	\$ 557,744	\$ 592,214	\$ 1,673,232	\$ 1,771,382	\$ (98,150)	-5.9%
OPERATING	\$ 1,972,821	\$ 164,402	\$ 160,296	\$ 493,205	\$ 458,617	\$ 34,588	7.0%
HOST HOMES	\$ 1,239,453	\$ 103,288	\$ 114,526	\$ 309,863	\$ 352,115	\$ (42,252)	-13.6%
PURCHASE OF SERVICES	\$ 580,140	\$ 48,345	\$ 46,745	\$ 145,035	\$ 134,403	\$ 10,632	7.3%
TOTALS	\$ 10,485,343	\$ 873,779	\$ 913,781	\$ 2,621,336	\$ 2,716,517	\$ (95,181)	-3.6%
<b>SUPPORTED LIVING SERVICES/CES</b>							
PERSONNEL	\$ 1,444,416	\$ 120,368	\$ 122,535	\$ 361,104	\$ 358,606	\$ 2,498	0.7%
OPERATING / PURCHASE OF SERVICE	\$ 970,635	\$ 80,886	\$ 75,377	\$ 242,659	\$ 228,913	\$ 13,746	5.7%
TOTALS	\$ 2,415,051	\$ 201,254	\$ 197,912	\$ 603,763	\$ 587,519	\$ 16,244	2.7%
<b>GRANTS</b>							
PERSONNEL	\$ 67,494	\$ 5,625	\$ 5,637	\$ 16,874	\$ 16,810	\$ 64	0.4%
OPERATING	\$ 2,837	\$ 236	\$ 136	\$ 709	\$ 425	\$ 284	40.1%
TOTALS	\$ 70,331	\$ 5,861	\$ 5,773	\$ 17,583	\$ 17,235	\$ 348	2.0%

**DEVELOPMENTAL DISABILITIES RESOURCE CENTER**

UNAUDITED EXPENSES (CONTINUED)

SEPTEMBER 30, 2021

	BEHAVIORAL HEALTH												
PERSONNEL	\$	370,659	\$	30,888	\$	34,269	\$	92,665	\$	97,662	\$	(4,997)	-5.4%
OPERATING	\$	187,408	\$	15,617	\$	16,032	\$	46,852	\$	46,349	\$	503	1.1%
TOTALS	\$	558,067	\$	46,506	\$	50,301	\$	139,517	\$	144,011	\$	(4,494)	-3.2%
	SELF DETERMINATION												
OPERATING	\$	200,000	\$	16,667	\$	9,949	\$	50,000	\$	34,845	\$	15,155	30.3%
	SUMMARY												
PERSONNEL	\$	24,088,858	\$	2,007,405	\$	1,946,497	\$	6,022,215	\$	5,870,702	\$	151,513	2.5%
OPERATING	\$	9,957,479	\$	829,790	\$	761,673	\$	2,489,370	\$	2,226,647	\$	262,723	10.6%
HOST HOMES	\$	1,239,453	\$	103,288	\$	114,526	\$	309,863	\$	352,115	\$	(42,252)	-13.6%
PURCHASE OF SERVICES	\$	904,663	\$	75,389	\$	70,831	\$	226,166	\$	208,791	\$	17,375	7.7%
TOTALS	\$	36,190,453	\$	3,015,871	\$	2,893,527	\$	9,047,613	\$	8,658,255	\$	389,358	4.3%
									\$	86,583			
									\$	43,291			
									\$	10,000	& 10%		



**DEVELOPMENTAL DISABILITIES RESOURCE CENTER**

**NOTES TO EXPENSE STATEMENT**

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

**SEPTEMBER 30, 2021**

**EARLY INTERVENTION**  
OPERATING / PURCHASE OF SERVICE UNDER BUDGET DUE TO OTHER PROFESSIONAL AND THERAPY SERVICES AS THE BUDGET WAS BASED ON PRIOR YEAR UTILIZATION WHICH INCLUDED AN ESTIMATE OF RETURN TO SERVICES RELATED TO THE PANDEMIC.

**ADULT DAY PROGRAM**  
PERSONNEL UNDER BUDGET DUE TO VACANCY SAVINGS.

**TERMINAL**  
OPERATING UNDER BUDGET RELATED TO VEHICLE REPAIR AND MAINTENCE COSTS.

**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 FUNDS THE BUDGET IS EVENLY DISTRIBUTED BY 1/12TH THROUGHOUT THE YEAR. OVER BUDGET AS ACTUAL YEAR TO DATE COSTS ARE GREATER THAN 3/12TH OF THE ANNUAL BUDGET.

**RESIDENTIAL - ALL**  
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 September 30, 2021	Unaudited June 30, 2021
Current Assets		
Cash		
Cash and cash equivalents	\$13,171,012	\$14,533,028
<b>Including capital reserve of \$6,034,359</b>		
Certificates of deposit	390,758	390,758
Receivables		
Fees and grants from governmental agencies	5,131,033	4,915,543
Workshop contracts	-	-
Other	182,854	391,285
Prepaid expenses and other	1,086,834	953,642
Total Current Assets	<u>19,962,491</u>	<u>21,184,256</u>
Land, building and equipment	24,686,136	24,668,987
Less: Accumulated Depreciation	<u>17,494,411</u>	<u>17,287,701</u>
Net Fixed Assets	7,191,725	7,381,286
Restricted certificates of deposit	165,780	165,780
Investments	5,431,759	3,961,529
Restricted cash	621,171	621,171
Total Assets	<u>\$33,372,926</u>	<u>\$33,314,022</u>
<b>Days of operations in operating cash balance</b>	<b>78</b>	<b>90</b>
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable	1,613,452	\$1,805,583
Notes payable	157,188	157,188
Accrued expenses	1,891,708	1,891,708
Deferred Revenue	149,395	277,868
Total liabilities	<u>3,811,743</u>	<u>4,132,347</u>
Net assets		
Net assets	<u>29,561,183</u>	<u>29,181,675</u>
Total net assets	<u>29,561,183</u>	<u>29,181,675</u>
Total liabilities and net assets	<u>\$33,372,926</u>	<u>\$33,314,022</u>

Developmental Disabilities Resource Center  
 Unaudited Statement of Cash Flows

	Unaudited September 30, 2021	Unaudited June 30, 2021
Cash flows from operating activities:		
Change in net assets	\$368,487	\$2,145,057
Adjustment for non cash items:		
In-Kind Donation		-
Depreciation	206,709	811,376
(Gain)/loss on asset disposition		0
Unrealized (Gain)/Loss on Investment	29,770	(570,521)
Change in assets and liabilities:		
Accounts receivable	(7,059)	637,859
Other assets	(133,192)	(163,380)
Accounts payable and accrued expense	(181,109)	(930,056)
Deferred Revenue	(128,473)	277,868
Cash provided by operations	<u>155,133</u>	<u>2,208,203</u>
Cash flows from investing activities:		
Change in CDs	-	(1,059)
Proceeds from redemption of investments	-	-
Proceeds from sale of fixed assets	-	0
Purchase of investments	(1,500,000)	0
Purchase of fixed assets	(17,149)	(57,256)
Cash provided by investing activity	<u>(1,517,149)</u>	<u>(58,315)</u>
Cash flows from financing activities:		
Issuance of notes payable	-	-
Payments on notes payable	-	-
	<u>-</u>	<u>-</u>
NET INCREASE (DECREASE) IN CASH	(1,362,016)	2,149,888
Cash balance, beginning of period	<u>15,154,199</u>	<u>13,004,311</u>
Cash balance, end of period	<u>\$13,792,183</u>	<u>\$15,154,199</u>