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 April 26, 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 April 26, 2023, to order at 5:30 p.m.

DOADD MEMBEDS ADSENT SENTED STAFF DESCRIT

B. ROLL CALL:

BOADD MEMBEDS DDESENT

BOARD MEMBERS PRESENT	BUAKD MEMBERS ABSENT	SENIOR STAFF PRESENT
Susan Hartley, President		Rob DeHerrera, Executive Dir.
Jean Armour		Jane Byron
Jan Beckett		Jamie Haney
Pat Bolton	*	Kevin Harding
Joanne Elliott		Kelly Hulstrom
Chuck English		Terri Hulstrom
Mary Margaret Fouse-Bishop		Steve Jimenez
Megan MacHatton	•	Susan Johnson
Heidi Markley		Micki Klawes
Amy Miller	5	Ashley Lee
David Pemberton		Michele Majeune
Doreen Raad		Dorothy Nwoke
Matt Rotter		Liz Pahr
Tim Schimberg		Annette Rogers
Jodi Schoemer	· ·	Jeanne Terrell
Mary Ann Tillman		Melanie White

A quorum was present.

Mrs. Elliott presented a recommendation from the Governance Committee to appoint Grant Sanders to the Board.

Mrs. Elliott moved to approve the appointment of Grant Sanders to the unexpired appointed Board position. Seconded by Mr. Pemberton and carried unanimously.

Mr. Sanders joined the Board.

- C. MINUTES: Mr. Rotter moved to approve the minutes of the March 22, 2023, meeting as written. Seconded by Ms. Schoemer and carried unanimously.
- D. FINANCIAL STATEMENTS: Mr. Rotter, Treasurer, presented the February financials, including revenue, expenses, variances, and investments.

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

· II – COMMUNICATIONS

None

III – PUBLIC COMMENT

None

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	Finance/HR Committee Recommendations
	• Approval of the 401(k) Board Resolution
	 Approval of continuing to work with LTJ as the auditor

- Approval of continuing to work with LTJ as the auditor for fiscal year ending June 30, 2023.
- Approval of the 2023-2024 Holiday Calendar.

Motion seconded by Mr. Pemberton and carried unanimously.

V – COMMENDATIONS

There were no commendations given this month.

IX - BUSINESS

A. EXECUTIVE DIRECTOR'S REPORT

- In recognition of National Volunteer Month, staff thanked the Board members for their leadership and commitment to DDRC.
- On May 11, 2023, the Public Health Emergency that was initiated in response to the COVID pandemic will end. This means the end of the Continuous Coverage Medicaid Assistance and will begin the eligibility unwind process, which consists of both financial Medicaid eligibility and functional IDD requirements. Staff is working with individuals during this time frame on the concurrent financial and functional eligibility requirements.
- President Biden signed an Executive Order to increase access to high-quality care and support caregivers. This sweeping order, which includes more than 50 directives, encompasses care broadly but also focuses on improving access to Home and

Community Based Services (HCBS). The President's 2024 budget also includes \$150 billion in additional funding for HCBS services. We expect more details on what this means to states and providers.

- The State of Colorado Budget for FY24 has passed both the House and Senate with all previously discussed funding increases intact.
- All Community Centered Boards (CCBs), including DDRC, were informed that the Department of Early Childhood intends to go through a formal RFP process for all Early Intervention (EI) Direct Services and Service Coordination. This will be similar to the process to secure the EI Evaluation services throughout the state. Their goal is to release the RFP in December 2023 with up to three months for interested parties to submit their responses. The awarded contracts are to be effective July 1, 2024. There will be listening sessions in August 2023 to provide feedback on what needs to be included in the RFP and other questions.
- DDRC was awarded a Colorado Department of Transportation (CDOT) Grant for \$191,200 to assist with the capital budget fleet replacement.
- Staff have submitted our annual CCB designation information.
- The Housing Choice Voucher Waitlist Application Program was open April 5 and 6. Thanks to staff's comprehensive marketing we received 668 applications compared to the 100 received during the last open period in 2021. Two days before the waitlist opened, we received notice from the state that no vouchers are going to be issued the rest of the fiscal year but that more could be released by December.
- Planning for the Golf Tournament continues with 10 sponsors already committed for a total amount of \$24,000.
- Thanks go to all the Board members who attended the Spring into Awareness event, which was another huge success.
- DDRC is partnering with the Rotary Club of Golden as a sponsor for their "Ethics in Business Awards Program" on May 5th. Interested Board members are invited to attend.

B. CASE MANAGEMENT REDESIGN (CMRD) UPDATE

- We continue to wait for the results of the RFP, which are still scheduled for the end of May/first of June.
- Jefferson County Human Services (JCHS) plans to take a CMRD update to the Board of County Commissioners to get conditional approval to move forward and accept the Case Management Agency (CMA) contract if they are awarded the bid.
- Health Management Associates, the Department of Health Care Policy and Financing's (HCPF) main contractor to support CMRD, had paused its work during the RFP period. They have now re-engaged and one of the main responsibilities is to asst CCBs and Single-Entry Points (SEPs) in developing transition plans that are due June 30, 2023. The transition plans will include communication strategies.
- Internally, we continue to meet with impacted staff, which includes Resource Coordination, Quality Assurance and Family Support, to provide updates, timelines and more detailed information about recruitment/retention, including the retention incentives. One-on-one meetings were also made available if staff have specific questions. We have also put together a staff survey to get additional feedback from the group on what would be helpful during the transition.

X - SPECIAL ITEM

Ashley Lee, Director of Development, provided an overview of DDRC's development activities.

XI – PUBLIC COMMENT

None

XII – ITEMS OF GENERAL DISCUSSION

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

XIII - ADJOURNMENT

Meeting adjourned at 6:55 p.m. The next regular meeting of the Board is on Wednesday, May 24, 2023, at 5:30 pm, at DDRC, 11177 W. 8th Avenue, Lakewood, CO 80215.

Jødi Schoemer, Secretary

Amette Rogers, Executive Assistant

UNAUDITED SUMMARY OF REVENUES & EXPENSES

March 31, 2023

				(CURRENT	V-5	V T D		T-D VARIANCE	
	TOTAL BUDGET		ONTHLY UDGET		MONTH ACTUAL	Y-T-D BUDGET	Y-T-D ACTUAL	t	FAV (-UNFAV) DOLLARS	%
REVENUES	\$ 39,389,534	\$ 3	,282,461	\$	3,437,624	\$ 29,542,151	\$ 29,687,065	\$	144,915	0.5%
EXPENDITURES										
PERSONNEL	\$ 27,432,775	\$ 2	,286,065		2,142,771	\$ 20,574,581	\$ 19,775,323	\$	799,258	3.9%
OPERATING	\$ 9,292,608	\$	774,384	\$	913,496	\$ 6,969,456	\$ 7,574,383	\$	(604,927)	-8.7%
HOST HOMES	\$ 1,353,911	\$	112,826	\$		\$ 1,015,433	\$ 1,102,553	\$	(87,120)	-8.6%
PURCHASE OF SERVICES	\$ 315,708	\$	26,309	\$	30,024	\$ 236,781	\$ 229,617	\$	7,164	3.0%
TOTAL EXPENDITURES	\$ 38,395,002	\$ 3	3,199,584	\$	3,219,764	\$ 28,796,252	\$ 28,681,876	\$	114,376	0.4%
REVENUES OVER EXPENSES SURPLUS/(DEFICIT)	\$ 994,532	\$	82,878	\$	217,860	\$ 745,899	\$ 1,005,192	\$	259,290	
UNREALIZED GAIN/(LOSS) ON LT INVESTMENTS	\$ -	\$	-	\$	60,806	\$ -	\$ 243,399	\$	243,399	
REVENUES OVER EXPENSES NET OF LT INVESTMENTS SURPLUS/(DEFICIT)	\$ 994,532	\$	82,878	\$	157,054	\$ 745,899	\$ 761,793	\$	15,8 9 1	

UNAUDITED REVENUES

March 31, 2023

							MONTH#	9
SOURCE	TOTAL BUDGET	MONTHLY BUDGET	CURRENT MONTH REVENUE	Y-T-D BUDGET		Y-T-D RËVENUE	T-D VARIANCE FAV (UNFAV) DOLLARS	%
STATE PROGRAM	\$ 8,180,786	\$ 681,732	\$ 720,047	\$ 6,135,590	\$	5,821,087	\$ (314,503)	-5.1%
FAMILY SUPPORT SERVICES	\$ 850,000	\$ 70,833	\$ 77,789	\$ 637,500	\$	481,388	\$ (156,112)	-24.5%
MEDICAID REVENUE	\$ 15,469,762	\$ 1,289,147	\$ 1,355,849	\$ 11,602,322	\$	11,746,903	\$ 144,582	1.2%
SUPPORTED LIVING SERVICES	\$ 994,137	\$ 82,845	\$ 96,681	\$ 745,603	\$	751,363	\$ 5,760	0.8%
CHILDREN'S EXTENSIVE SUPPORT	\$ 236,842	\$ 19,737	\$ 12,973	\$ 177,632	\$	228,902	\$ 51,271	28.9%
JEFFERSON COUNTY	\$ 11,400,700	\$ 950,058	\$ 922,367	\$ 8,550,525	\$	8,467,450	\$ (83,075)	-1.0%
ROOM AND BOARD	\$ 1,027,771	\$ 85,648	\$ 76,370	\$ 770,828	\$	725,695	\$ (45,133)	-5.9%
HUD SUBSIDIES	\$ 309,000	\$ 25,750	\$ 21,806	\$ 231,750	\$	180,354	\$ (51,396)	-22.2%
INTEREST	\$ 2,500	\$ 208	\$ 5,514	\$ 1,875	\$	23,302	\$ 21,427	1142.8%
RENTAL REVENUE	\$ 361,422	\$ 30,119	\$ 50,701	\$ 271,067	\$	274,723	\$ 3,657	1.3%
DONATIONS/GRANTS	\$ 350,000	\$ 29,167	\$ 7,925	\$ 262,500	\$	497,580	\$ 235,080	89.6%
UNREALIZED GAIN/(LOSS) ON INVESTMENT	\$ _	\$ -	\$ 60,806	\$. •	\$	243,399	\$ 243,399	100.0%
PRIVATE PAY	\$ 33,468	\$ 2,789	\$ 1,074	\$ 25,101	\$	20,066	\$ (5,035)	-20.1%
MISCELLANEOUS	\$ 19,800	\$ 1,650	\$ 4,704	\$ 14,850	\$	49,041	\$ 34,191	230.2%
EXTERNAL TOTAL REVENUE	\$ 39,236,188	\$ 3,269,682	\$ 3,414,606	\$ 29,427,141	\$	29,511,253	\$ 84,112	0.3%
INTERNAL REVENUES	\$ 153,346	\$ 12,779	\$ 23,018	\$ 115,010	\$	175,812	\$ 60,803	52.9%
	\$ 39,389,534	\$ 3,282,461	\$ 3,437,624	\$ 29,542,151	\$	29,687,065	\$ 144,915	0.5%
1% OF Y-T-D REVENUE 1/2 % OF Y-T-D REVENUE			,	•	\$ \$	295,113 147,556		

FLUCTUATION THRESHOLD

^{147,556} 25,000 & 10%

NOTES TO REVENUE STATEMENT

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

March 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 DUE TO THE CURRENT NUMBER OF ACTIVE VOUCHERS VERSES WHAT WAS BUDGETED.

DONATIONS/GRANTS OVER BUDGET DUE TO COLORADO GIVES DAY, THE ANNUAL APPEAL, AND A \$250,000 DONATION IN JANUARY 2023.

MISCELLANEOUS

OVER BUDGET DUE TO FUNDING FROM COLORADO COMMUNITY HEALTH ALLIANCE, A
RESOURCE COORINDATION PARTNER, THAT SHARES DATA FOR COORDINATED CARE AND
SERVICES FOR INDIVIDUALS WE SERVE.

UNAUDITED EXPENSES

March 31, 2023

DEPARTMENT/SECTION/UNIT		TOTAL BUDGET		ONTHLY UDGET	Ţ	URRENT MONTH KPENSES		Y-T-D BUDGET	Έ	Y-T-D XPENSES		T-D VARIANCE FAV (UNFAV) DOLLARS	%
EARLY INTERVENTION PERSONNEL OPERATING / PURCHASE OF SERVICE TOTALS	\$ \$ \$	3,323,183 2,166,671 5,489,854	\$ \$	276,932 180,556 457,488	\$ \$ \$	264,581 245,130 509,711	\$ \$	2,492,387 1,625,003 4,117,391	\$ \$ \$	2,156,951 1,924,657 4,081,608	\$ \$	335,436 (299,654) 35,783	13.5% -18.4% 0.9%
ADULT DAY PROGRAM PERSONNEL OPERATING TOTALS	\$ \$	3,710,437 1,434,861 5,145,298	\$	309,203 119,572 428,775	\$	244,796 107,182 351,978	\$	2,782,828 1,076,146 3,858,974	\$ \$	2,391,483 1,062,870 3,454,353	s	391,345 13,276 404,621	14.1% 1.2% 10.5%
ADMINISTRATION PERSONNEL OPERATING TOTALS	\$	3,639,705 1,174,162 4,813,867	\$	303,309 97,847 401,156	\$ \$.	271,412 140,318 411,730	\$ \$ \$	2,729,779 880,622 3,610,400	\$ \$ \$	2,670,424 1,132,971 3,803,395	\$ \$	59,355 (252,350) (192,995)	2.2% -28.7% -5.3%
THERAPEUTIC LEARNING CONNECTIONS PERSONNEL OPERATING TOTALS	\$ \$	500,559 94,655 595,214	\$ \$ \$	41,713 7,888 49,601	\$ \$ \$	40,781 7,855 48,636		375,419 70,991 446,411	\$ \$	350,142 58,171 408,313	\$	25,277 12,820 38,098	6.7% 18.1% 8.5%
TERMINAL PERSONNEL OPERATING / PURCHASE OF SERVICE TOTALS	\$ \$	279,054 127,543 406,597	\$ \$	23,255 10,629 33,883	\$ \$	13,301 6,034 19,335	\$ \$	209,291 95,657 304,948		124,222 70,759 194,981	\$ \$	85,069 24,898 109,967	40.6% 26.0% 36.1%
RESOURCE COORDINATION PERSONNEL OPERATING TOTALS	\$ \$ \$	3,630,698 266,316 3,897,014	\$ \$	302,558 22,193 324,751	\$ \$	308,842 24,866 333,708	\$ \$	2,723,024 199,737 2,922,761		2,775,498 227,287 3,002,785	\$ \$	(52,475) (27,550) (80,025)	-1.9% -13.8% -2.7%
CHILDREN AND FAMILY SERVICES PERSONNEL OPERATING DIRECT FAMILY JEFFCO CFS FUND TOTALS	\$ \$ \$ \$ \$	2,102,868 309,803 850,000 100,000 3,362,671	\$ \$ \$ \$	175,239 25,817 70,833 8,333 280,223	\$ \$ \$ \$	187,715 14,872 77,789 25,225 305,601	\$ \$ \$ \$	1,577,151 232,352 637,500 75,000 2,522,003	\$ \$	1,673,631 191,961 481,388 180,277 2,527,256	\$ \$ \$ \$ \$ \$	(96,480) 40,392 156,112 (105,277) (5,253)	-6.1% 17.4% 24.5% -140.4% -0.2%
RESIDENTIAL - ALL PERSONNEL OPERATING HOST HOMES PURCHASE OF SERVICES TOTALS	\$ \$ \$ \$ \$.	7,984,718 1,879,170 1,353,911 315,708 11,533,507	\$ \$ \$ \$ \$	665,393 156,598 112,826 26,309 961,126	\$	652,146 152,223 133,473 30,024 967,866	\$ \$ \$ \$		\$ \$ \$	6,231,809 1,368,137 1,102,553 229,617 8,932,116	\$ \$ \$ \$	(243,271) 41,241 (87,120) 7,164 (281,986)	-4.1% 2.9% -8.6% 3.0% -3.3%
SUPPORTED LIVING SERVICES/CES PERSONNEL OPERATING / PURCHASE OF SERVICE TOTALS	\$ \$	1,581,435 470,833 2,052,268	\$ \$	131,786 39,236 171,022	\$		\$ \$	353,125	\$	1,070,621 582,606 1,653,227	\$	115,455 (229,481) (114,026)	9.7% -65.0% -7.4%
GRANTS PERSONNEL OPERATING TOTALS	\$ \$: \$	72,355 3,273 75,628	\$		\$		- /	2,455	\$	24,280	\$	24,794 (21,825) 2,969	45.7% -889.1% 5.2%

BEHAVIORAL HEALTH PERSONNEL OPERATING TOTALS	\$ \$	607,763 215,321 823,084	\$ \$ \$	50,647 17,943 68,590	\$ \$ \$	43,376 17,491 60,867	\$ \$	455,822 161,491 617,313	\$ \$	301,070 154,432 455,502	\$ \$ \$	154,752 7,059 161,811	34.0% 4.4% 26.2%
SELF DETERMINATION OPERATING	\$	200,000	\$	16,667	\$	13,896	\$	150,000	\$	114,588	\$	35,412	23.6%
SUMMARY PERSONNEL OPERATING HOST HOMES PURCHASE OF SERVICES	* * * *	27,432,775 9,292,608 1,353,911 315,708	\$ 2 \$ \$	2,286,065 774,384 112,826 26,309	\$ \$ \$	2,142,771 913,496 133,473 30,024	\$ \$	20,574,581 6,969,456 1,015,433 236,781	\$ \$ \$	19,775,323 7,574,383 1,102,553 229,617	\$ \$ \$ \$	799,258 (604,927) (87,120) 7,164	3.9% -8.7% -8.6% 3.0%
TOTALS	\$	38,395,002	\$ 3	3,199,584	\$	3,219,764	\$	28,796,252	\$	28,681,876	\$	114,376	0.4%
1% OF Y-T-D EXPENSE 1/2 % OF Y-T-D EXPENSE FLUCTUATION THRESHOLD									\$ \$ \$	286,819 143,409 25,000	& 10%		

NOTES TO EXPENSE STATEMENT

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

March 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 CONTRATORS

IS OFFSETTING A PORTION OF THE VACANCY SAVINGS IN PERSONNEL. IN ADDITION INCREASED COSTS FOR INFORMATIONAL TECHNOLOGY EQUIPMENT AND SYSTEMS.

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.

RESOURCE COORDINATION

OPERATING OVER BUDGET DUE TO COMPUTER MAINTENANCE AND ADVERTISING COSTS.

CHILDREN AND FAMILY SERVICES

OPERATING NET UNDER BUDGET PRIMARILY DUE TO THE END OF SUMMIT COUNTY CONTRACT FOR

SERVICE COORDINATION 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 AS WELL

AS THE ADDITIONAL JEFFCO CFS FUNDING AS APPROVED BY THE BOARD.

SUPPORTED LIVING SERVICES/CES

OPERATING OVER BUDGET PRIMARILY DUE TO VEHICLE MODIFICATIONS AND COMPUTER

MAINTENANCE COSTS. 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 March 31, 2023	Audited June 30, 2022
Current Assets	·	• • • •
Cash		
Cash and cash equivalents Including capital reserve of \$6,612,570	\$12,710,699	\$14,039,307
Certificates of deposit Receivables	391,524	391,175
Fees and grants from governmental agencies Workshop contracts	7,114,480	6,183,708
Other	906,391	475,029
Prepaid expenses and other	925,796	963,505
Total Current Assets	22,048,890	22,052,724
Land, building and equipment	25,164,557	24,917,625
Less: Accumulated Depreciation	18,561,375	18,087,254
Net Fixed Assets	6,603,182	6,830,371
Restricted certificates of deposit	166,485	166,112
Investments	5,149,622	4,482,029
Restricted cash	424,434	427,234
Total Assets	\$34,392,613	\$33,958,470
LIABILITIES AND NET ASSETS Liabilities	1	
Accounts payable	1,639,354	\$2,199,878
Notes payable	135,820	135,820
Accrued expenses	2,018,032	2,028,557
Deferred Revenue	,,	0
Total liabilities	3,793,206	4,364,255
Net assets		
Net assets	30,599,407	29,594,215
Total net assets	30,599,407	29,594,215
Total liabilities and net assets	\$34,392,613	\$33,958,470

Developmental Disabilities Resource Center Unaudited Statement of Cash Flows

March 31, 2023	June 30, 2022
Cash flows from operating activities:	

Change in net assets \$1,005,192 Adjustment for non cash items:	\$502,596
In-Kind Donation	
Daniel die	707 500
(Gain)/loss on asset disposition	787,509
	8,683
Unrealized (Gain)/Loss on Investment (243,399) Change in assets and liabilities:	833,533
	(4.000.500)
(1,502,104)	(1,060,529)
07,700	141,788
Accounts payable and accrued expense (571,049) Deferred Revenue	60,003
	(277,868)
Cash provided by operations (659,558)	995,715
Cash flows from investing activities:	
Change in CDs (722)	(740)
Proceeds from redemption of investments	(749) 312,831
Proceeds from sale of fixed assets	0
Purchase of investments	(1,666,874)
Purchase of fixed assets (246,928)	(315,671)
Cash provided by investing activity (247,650)	(1,670,463)
(247,000)	(1,070,403)
Cash flows from financing activities:	
Issuance of notes payable	_
Payments on notes payable	(11,117)
•	(11,117)
NET INCREASE (DECREASE) IN CASH (907,208)	(685,865)
Cash balance, beginning of period 14,466,541	15,152,406
Cash balance, end of period \$13,559,333	\$14,466,541