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 August 23, 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 August 23, 2023, to order at 5:30 p.m.
- B. ROLL CALL:

BOARD MEMBERS PRESENT	BOARD MEMBERS ABSENT	SENIOR STAFF PRESENT
Susan Hartley, President	Chuck English	Rob DeHerrera, Executive Dir.
Jean Armour		Kristie Braaten
Pat Bolton		Jane Byron
Joanne Elliott		Gena Colbert
Mary Margaret Fouse-Bishop		Jamie Haney
Megan MacHatton		Kevin Harding
Heidi Markley		Kelly Hulstrom
Amy Miller		Terri Hulstrom
David Pemberton		Steve Jimenez
Doreen Raad		Susan Johnson
Matt Rotter		Micki Klawes
Grant Sanders		Ashley Lee
Tim Schimberg		Michele Majeune
Jodi Schoemer		Liz Pahr
Jennifer Thompson		Annette Rogers
Mary Ann Tillman		

A quorum was present.

The Communications item (II) was moved up in the agenda. Ms. Schoemer read a letter of resignation from Ms. Beckett effective immediately. Ms. Beckett expressed her thanks for her time on the Board and recognized the work of staff and fellow Board members.

Mr. Pemberton moved that the Board accept Ms. Beckett's resignation. Seconded by Mr. Rotter and carried unanimously.

Business item IX-C was moved up in the agenda. Mrs. Elliott reported that the Governance Committee is recommending that Ms. Thompson be appointed to fill the unexpired term of Ms. Beckett. Ms. Thompson has received services from DDRC for 18 years and is very excited about serving the organization.

Mrs. Elliott moved that Ms. Thompson be approved to fill the unexpired term of Ms. Beckett on the DDRC Board of Directors. Seconded by Mr. Pemberton and carried unanimously.

- C. MINUTES: Mr. Rotter moved to approve the minutes of the June 28, 2023, meeting as written. Seconded by Mrs. Tillman and carried unanimously.
- D. FINANCIAL STATEMENTS: Mr. Rotter, Treasurer, presented the May financials, including revenue, expenses, variances, and investments.

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

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-F	Finance/HR and Executive Committee Recommendations - None

Motion seconded by Ms. Armour and carried unanimously.

V – COMMENDATIONS

There were seven Customer Service Awards given this month.

Mr. Rotter moved to approve the Commendations report as submitted. Seconded by Mr. Sanders and carried unanimously.

IX - BUSINESS

A. EXECUTIVE DIRECTOR'S REPORT

- In recognition of the 33rd anniversary of the Americans with Disabilities Act, the Arvada City Council issued a proclamation designating July 26th as ADA Awareness Day. DDRC was honored to be invited to the Council meeting to receive the proclamation and share comments. Several staff were able to attend and accept the award on DDRC's behalf.
- DDRC recently had our Housing Choice Voucher Program Agency On-Site Monitoring Review and received a five-star A+ rating for program excellence. Thanks go to staff for such a successful review.

- DDRC will be celebrating Direct Support Professionals Recognition Week September 10th-16th. An array of activities and recognitions are planned for both the staff in Quality Living Options and Adult Vocational Services. Mrs. Tillman spoke to the Board participation in the week's recognitions. A Board proclamation is also on the agenda.
- The Golf Tournament was an incredible success. Thank you to Board members who were able to attend either as a volunteer or participant. Thanks also to the DDRC Development team for their hard work. The event raised close to \$82,000, which was \$7,000 above our goal and \$13,000 above last year's result.
- Board members are invited to attend our 23rd Annual Legislative BBQ on Tuesday, September 12th, 5-7:30 pm at Red Rocks Community College. The event is put on jointly with Jefferson Center, Family Tree and Seniors Resource Center. Registration information will be sent to the Board.
- The date for our Board Strategic Planning Session is November 3rd. In preparation, our consultant will be reaching out to each Board member to schedule one-on-one interviewed to solicit feedback. Staff will forward the questions to the Board to allow Directors to prepare for the conversations.
- In the budget approved by the Board in June there were salary adjustments for staff that will be reflected in their August 31st paychecks. Staff were notified and many have responded with their incredible thanks and appreciation of the Board.

B. CASE MANAGEMENT REDESIGN (CMRD) UPDATE

- In June the Department of Health Care Policy and Financing (HCPF) issued its Notice
 of Intent (NOI) that Jefferson County Human Services (JCHS) was successfully
 awarded the RFP to be the Case Management Agency (CMA) for Jefferson and Clear
 Creek Counties.
- We have met twice with the Jeffco Board of County Commissioners specifically to share information regarding CMRD, including testimony from Rob DeHerrera, Mrs. Hartley, Mr. Pemberton and Lori Ropa from the Arc of Jefferson, Clear Creek and Gilpin Counties in support of the BCC's approval of JCHS accepting the award to be the CMA. The BCC did unanimously give its approval.
- A public communication announcing the formal RFP/NOI results for the state and the transition phase/cohort timeline was released by HCPF in mid-August. DDRC and JCHS are in Phase 3. Our transition will begin March 2024 and be completed by July 1, 2024.
- We are meeting with HCPF and hope to get more clarity on communications to individuals and families we serve. We are working on a joint communication with the county. HCPF will not be sending communication statewide until the end of September.
- We have been doing a lot of work over the summer with the county, including assisting with an American Rescue Plan Act (ARPA) Case Management Agency start-up grant application to seek funding for technology for the new staff and renovating office space at JCHS. There are also ARPA dollars available to secure a project manager to assist both the county and DDRC with the transition.
- Jeffco is working on assembling the CMA leadership, as this will be a new division at the county.

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- As part of the transition, we will have four joint subgroups with the county to focus on HR/recruitment, communication, facilities/space and operations.
- Leaders at DDRC and JCHS continue to communicate regularly with the impacted staff.
- D. POLICY REVIEW Three policies were presented to the Board as a study item. They will be up for approval at the September meeting.
- E. DIRECT SUPPORT PROFESSTIONALS WEEK PROCLAMATION Direct Support Professionals Week is September 10-16, 2023. Mrs. Hartley presented a proclamation recognizing DDRC's valuable direct care staff.

Mr. Sanders moved to approve the proclamation. Seconded by Mr. Rotter and carried unanimously.

X - SPECIAL ITEM

Rick Granquist, Employee Development Manager, and Heather Schrock, HR Generalist, presented an overview of Person-Centered Thinking.

XI – PUBLIC COMMENT

XII – <u>ITEMS OF GENERAL DISCUSSION</u>

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

XIII - ADJOURNMENT

Meeting adjourned at 7:00 p.m. The next regular meeting of the Board is on Wednesday, September 27, 2023, at 5:30 pm, at DDRC, 11177 W. 8th Avenue, Lakewood, CO 80215.

Jodi Schoemer, Secretary

Annette Rogers, Executive Assistant

UNAUDITED SUMMARY OF REVENUES & EXPENSES

June 30, 2023

		TOTAL BUDGET		ONTHLY BUDGET	(CURRENT MONTH ACTUAL		Y-T-D BUDGET	Y-T-D ACTUAL	-	T-D VARIANCE FAV (-UNFAV) DOLLARS	%
REVENUES	\$	39,389,534	\$.	3,282,461	\$	3,509,638	\$	39,389,534	\$ 39,882,832	\$	493,298	1.3%
EXPENDITURES												
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		,	\$ \$ \$	27,432,775 9,292,608 1,353,911 315,708	26,470,201 10,701,309 1,449,017 305,032	\$ \$ \$	962,574 (1,408,701) (95,106) 10,676	3.5% -15.2% -7.0% 3.4%
TOTAL EXPENDITURES	\$	38,395,002	\$ 3	3,199,584	\$	3,548,025	\$	38,395,002	\$ 38,925,559	\$	(530,557)	-1.4%
REVENUES OVER EXPENSES SURPLUS/(DEFICIT)	\$	994,532	\$	82,878	\$	(38,388)	\$	994,532	\$ 957,269	\$	(37,259)	
UNREALIZED GAIN/(LOSS) ON LT INVESTMENTS	\$		\$	-	\$	156,482	\$	-	\$ 356,603	\$	356,603	
REVENUES OVER EXPENSES NET OF LT INVESTMENTS SURPLUS/(DEFICIT)	\$	994,532	\$	82,878	\$	(194,870)	\$	994,532	\$ 600,666	\$	(393,862)	

UNAUDITED REVENUES

June 30, 2023

								MONTH#	12
SOURCE	TOTAL BUDGET	IONTHLY BUDGET	CURRENT MONTH REVENUE	Y-T-D BUDGET		Y-T-D REVENUE		T-D VARIANÇE FAV (UNFAV) DOLLARS	%
STATE PROGRAM	\$ 8,180,786	\$ 681,732	\$ 780,259	\$ 8,180,786	\$	8,031,397	\$	(149,389)	-1.8%
FAMILY SUPPORT SERVICES	\$ 850,000	\$ 70,833	\$ 116,362	\$ 850,000	\$	850,000	\$	-	0.0%
MEDICAID REVENUE	\$ 15,469,762	\$ 1,289,147	\$ 1,278,678	\$ 15,469,762	\$	15,676,497	\$	206,735	1.3%
SUPPORTED LIVING SERVICES	\$ 994,137	\$ 82,845	\$ 69,672	\$ 994,137	\$	995,257	\$	1,120	0.1%
CHILDREN'S EXTENSIVE SUPPORT	\$ 236,842	\$ 19,737	\$ 17,872	\$ 236,842	\$	269,758	\$	32,916	13.9%
JEFFERSON COUNTY	\$ 11,400,700	\$ 950,058	\$ 922,367	\$ 11,400,700	\$	11,234,550	\$	(166,150)	-1.5%
ROOM AND BOARD	\$ 1,027,771	\$ 85,648	\$ 46,467	\$ 1,027,771	\$	922,694	\$	(105,077)	-9.9%
HUD SUBSIDIES	\$ 309,000	\$ 25,750	\$ 19,244	\$ 309,000	\$	241,073	\$	(67,927)	-22.0%
INTEREST	\$ 2,500	\$ 208	\$ 19,439	\$ 2,500	\$	76,871	\$	74,371	2974.8%
RENTAL REVENUE	\$ 361,422	\$ 30,119	\$ 29,828	\$ 361,422	\$	363,465	\$	2,043	0.6%
DONATIONS/GRANTS	\$ 350,000	\$ 29,167	\$ 4,742	\$ 350,000	\$	519,588	\$	169,588	48.5%
UNREALIZED GAIN/(LOSS) ON INVESTMENT	\$ -	\$ -	\$ 156,482	\$ -	\$	356,603	\$	356,603	100.0%
PRIVATE PAY	\$ 33,468	\$ 2,789	\$ 2,579	\$ 33,468	\$	27,572	\$	(5,896)	-17.6%
MISCELLANEOUS	\$ 19,800	\$ 1,650	\$ 24,827	\$ 19,800	\$	80,873	\$	61,073	308.4%
EXTERNAL TOTAL REVENUE	\$ 39,236,188	\$ 3,269,682	\$ 3,488,818	\$ 39,236,188	\$	39,646,198	\$	410,010	1.0%
INTERNAL REVENUES	\$ 153,346	\$ 12,779	\$ 20,820	\$ 153,346	\$	236,634	\$	83,288	54.3%
	\$ 39,389,534	\$ 3,282,461	\$ 3,509,638	\$ 39,389,534	\$	39,882,832	\$	493,298	1.3%
1% OF Y-T-D REVENUE 1/2 % OF Y-T-D REVENUE FLUCTUATION THRESHOLD					\$ \$	396,462 198,231 25,000	& 1	0%	

NOTES TO REVENUE STATEMENT

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

June 30, 2023

CHILDREN EXTENSIVE SUPPORT

OVER BUDGET PRIMARILY DUE TO VEHICLE MODIFICATIONS OFFSET AS THERE ARE FEWER

PROVIDERS BILLING THROUGH DDRC. SEE CORRESPONDING VARIANCE IN EXPENSE.

HUD SUBSIDIES UNDER BUDGET DUE TO THE CURRENT NUMBER OF ACTIVE VOUCHERS VERSES WHAT WAS

BUDGETED.

INTEREST OVER BUDGET DUE TO INCREASED INTEREST RATES ON DDRC CASH ACCOUNTS.

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

DONATION IN JANUARY 2023.

MISCELLANEOUS OVER BUDGET IN A VARIETY OF ITEMS INCLUDING THE FUNDING FROM COLORADO

COMMUNITY HEALTH ALLIANCE THAT WAS NOT INCLUDED IN THE BUDGET.

UNAUDITED EXPENSES

June 30, 2023

DEPARTMENT/SECTION/UNIT		TOTAL BUDGET		ONTHLY BUDGET		CURRENT MONTH EXPENSES		Y-T-D BUDGET	1	Y-T-D EXPENSES		-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	\$	309,970 273,187 583,157	\$	2,166,671	\$	3,055,389 2,683,885 5,739,274	\$ \$ \$	267,794 (517,214) (249,420)	8.1% -23.9% -4.5%
ADULT DAY PROGRAM PERSONNEL OPERATING TOTALS	\$	3,710,437 1,434,861 5,145,298		309,203 119,572 428,775	\$	230,075 107,292 337,367	\$	3,710,437 1,434,861 5,145,298	\$ \$ \$	3,132,083 1,363,720 4,495,803	\$	578,354 71,141 649,495	15.6% 5.0% 12.6%
ADMINISTRATION PERSONNEL OPERATING TOTALS	\$ \$	3,712,060 1,177,435 4,889,495	\$	309,338 98,120 407,458	\$	256,346 120,173 376,519	\$ \$ \$	3,712,060 1,177,435 4,889,495	\$	3,419,608 1,503,239 4,922,847	\$	292,452 (325,804) (33,352)	7.9% -27.7% -0.7%
THERAPEUTIC LEARNING CONNECTIONS PERSONNEL OPERATING TOTALS	\$ \$ \$	500,559 94,655 595,214	\$ \$.	41,713 7,888 49,601	\$	42,916 7,323 50,239	\$ \$ \$	500,559 94,655 595,214		489,539 80,389 569,928	\$	11,020 14,266 25,286	2.2% 15.1% 4.2%
TERMINAL PERSONNEL OPERATING / PURCHASE OF SERVICE TOTALS	\$ \$	279,054 127,543 406,597	\$ \$ \$	23,255 10,629 33,883	\$ \$ \$	12,868 3,495 16,363	\$	279,054 127,543 406,597	\$	159,142 107,678 266,820	\$	119,912 19,865 139,777	43.0% 15.6% 34.4%
RESOURCE COORDINATION PERSONNEL OPERATING TOTALS	\$ \$ \$	3,630,698 266,316 3,897,014	\$ \$	302,558 22,193 324,751	\$ \$ \$	313,458 35,799 349,257	\$ \$	3,630,698 266,316 3,897,014	\$ \$ \$	3,773,700 315,912 4,089,612	\$	(143,002) (49,596) (192,598)	-3.9% -18.6% -4.9%
CHILDREN AND FAMILY SERVICES PERSONNEL OPERATING DIRECT FAMILY JEFFCO CFS FUND TOTALS	\$ \$ \$ \$ \$	309,803	***	175,239 25,817 70,833 8,333 280,223	\$ \$	202,426 17,332 118,591 190,766 529,115	\$	2,102,868 309,803 850,000 100,000 3,362,671	\$	2,295,997 243,806 850,000 450,000 3,839,803	\$	(193,129) 65,997 - (350,000) (477,132)	-9.2% 21.3% 0.0% -350.0% -14.2%
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	\$ \$ \$	675,569 193,822 126,237 20,398 1,016,026	\$ \$ \$	7,984,718 1,879,170 1,353,911 315,708 11,533,507	\$ \$	8,251,866 1,923,000 1,449,017 305,032 11,928,915	\$ \$	(267,148) (43,830) (95,106) 10,676 (395,408)	-3.3% -2.3% -7.0% 3.4% -3.4%
SUPPORTED LIVING SERVICES/CES PERSONNEL OPERATING / PURCHASE OF SERVICE TOTALS	\$ \$ \$	1,581,435 470,833 2,052,268	\$	131,786 39,236	\$	123,083 84,456	\$	1,581,435 470,833	\$	1,428,162 794,323 2,222,485	\$	153,273 (323,490) (170,217)	8.7% -68.7% -8.3%
BEHAVIORAL HEALTH PERSONNEL OPERATING TOTALS	\$ \$	607,763 215,321 823,084	\$	50,647 17,943 68,590	\$	47,181 18,437 65,618	\$	607,763 215,321 823,084	\$	464,715 209,085 673,800	\$	143,048 6,236 149,284	23.5% 2.9% 18.1%

SELF DETERMINATION OPERATING	\$ 200,000	\$	16,667	\$ 16,825	\$ 200,000	\$	176,272	\$	23,728	11.9%
SUMMARY										
PERSONNEL	\$ 27,432,775	\$	2,286,065	\$ 2,213,892	\$ 27,432,775	\$	26,470,201	\$	962,574	3.5%
OPERATING	\$ 9,292,608	\$	774,384	\$ 1,187,498	\$ 9,292,608	\$	'	•	(1,408,701)	-15.2%
HOST HOMES	\$ 1,353,911	\$	112,826	\$ 126,237	\$ 1,353,911	\$	1,449,017	\$	(95,106)	-7.0%
PURCHASE OF SERVICES	\$ 315,708	\$	26,309	\$ 20,398	\$ 315,708	\$	305,032	\$	10,676	3.4%
TOTALS	\$ 38,395,002	\$:	3,199,584	\$ 3,548,025	\$ 38,395,002	\$	38,925,559	\$	(530,557)	-1.4%
1% OF Y-T-D EXPENSE 1/2 % OF Y-T-D EXPENSE FLUCTUATION THRESHOLD						\$ \$ \$	389,256 194,628 25,000	& 10%		

NOTES TO EXPENSE STATEMENT

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

June 30, 2023

EARLY INTERVENTION

OPERATING OVER BUDGET DUE TO THE INCREASE USE OF CONTRACTORS. THE USE OF CONTRATORS

IS OFFSETTING A PORTION OF THE VARIANCE IN PERSONNEL. IN ADDITION, INCREASED

COSTS FOR INFORMATIONAL TECHNOLOGY EQUIPMENT AND MILEAGE.

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 BUILDING REPAIR AND MAINTENANCE.

TERMINAL

PERSONNEL UNDER BUDGET DUE TO VACANCY SAVINGS.

RESOURCE COORDINATION

OPERATING SLIGHTLY OVER BUDGET DUE TO INFORMATION TECHNOLOGY EQUIPMENT AND

ADVERTISING COSTS.

CHILDREN AND FAMILY SERVICES

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

SERVICE COORDINATION SERVICES.

JEFFCO CFS OVER BUDGET DUE TO ADDITIONAL FUNDING AS APPROVED BY THE BOARD.

SUPPORTED LIVING SERVICES/CES

OPERATING

OVER BUDGET PRIMARILY DUE TO VEHICLE MODIFICATIONS OFFSET AS THERE ARE FEWER

PROVIDERS BILLING THROUGH DDRC. SEE CORRESPONDING VARIANCE IN REVENUE.

BEHAVIORAL HEALTH

PERSONNEL UNDER BUDGET DUE TO VACANCY SAVINGS AND PROGRAM EXPANSION.

Developmental Disabilities Resource Center Unaudited Statement of Financial Position

ASSETS	Unaudited June 30, 2023	Audited June 30, 2022
Current Assets Cash		
Cash and cash equivalents Including capital reserve of \$6,579,264	\$15,899,716	\$14,039,307
Certificates of deposit Receivables	392,035	391,175
Fees and grants from governmental agencies Workshop contracts	3,938,949 -	6,183,708
Other	823,858	475,029
Prepaid expenses and other	949,620	963,505
Total Current Assets	22,004,178	22,052,724
Land, building and equipment	25,268,350	24,917,625
Less: Accumulated Depreciation	18,712,200	18,087,254
Net Fixed Assets	6,556,150	6,830,371
Restricted certificates of deposit	166,912	166,112
Investments	5,262,826	4,482,029
Restricted cash	424,434	427,234
Total Assets	\$34,414,500	\$33,958,470
LIABILITIES AND NET ASSETS Liabilities		
Accounts payable	1,709,164	\$2,199,878
Notes payable	135,820	135,820
Accrued expenses	2,018,032	2,028,557
Deferred Revenue	_,;;;;;=	0
Total liabilities	3,863,016	4,364,255
Net assets		
Net assets	30,551,484	29,594,215
Total net assets	30,551,484	29,594,215
Total liabilities and net assets	\$34,414,500	\$33,958,470

Developmental Disabilities Resource Center Unaudited Statement of Cash Flows

Cash flows from operating activities: Change in net assets Adjustment for non cash items: In-Kind Donation Depreciation (Gain)/loss on asset disposition Unrealized (Gain)/Loss on Investment June 30, 2023 June 30, 202 \$502,59 \$502,59 \$787,50 \$624,948 787,50 8,68 8,68 8,68	2
Change in net assets \$957,269 \$502,594 Adjustment for non cash items: In-Kind Donation Depreciation (Gain)/loss on asset disposition \$957,269 \$502,594 \$787,504 \$957,269 \$502,594	.2
Adjustment for non cash items: In-Kind Donation Depreciation (Gain)/loss on asset disposition Adjustment for non cash items: 624,948 787,509 8,689	
In-Kind Donation Depreciation (Gain)/loss on asset disposition In-Kind Donation 624,948 787,509 8,689	6
Depreciation 624,948 787,50 (Gain)/loss on asset disposition 8,68	
(Gain)/loss on asset disposition 8,68	
Unrealized (Gain)/Loss on Investment (356.603) 833.53	
(3
Change in assets and liabilities:	
Accounts receivable 1,895,930 (1,060,529	
Other assets 13,885 141,78	
Accounts payable and accrued expense (501,239) 60,000	
Deferred Revenue (277,86)	
Cash provided by operations2,634,190995,715	<u>5</u>
Cash flows from investing activities:	
Change in CDs (1,660) (749	a)
Proceeds from redemption of investments (1,000) (74.	•
	Ó
Purchase of investments - (1,666,874	•
Purchase of fixed assets (350,721) (315,67	•
Cash provided by investing activity (352,381) (1,670,463	
	<u>-,</u>
Cash flows from financing activities:	
Issuance of notes payable	
Payments on notes payable (11,117	7)
(11,117	<u>7)</u>
NET INCREASE (DECREASE) IN CASH 2,281,809 (685,869)	5)
Cash balance, beginning of period14,466,541	6
Cash balance, end of period \$16,748,350 \$14,466,547	