MINUTES

of the REGULAR MEETING of the BOARD OF DIRECTORS

of the

DEVELOPMENTAL DISABILITIES RESOURCE CENTER



Baldoria on the Water, 146 Van Gordon Street, Lakewood, CO, 80228 October 25, 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 October 25, 2023, to order at 5:30 p.m.
- B. ROLL CALL:

Joanne Elliott Chuck English Mary Margaret Fouse-Bishop Megan MacHatton Heidi Markley Amy Miller David Pemberton Matt Rotter Tim Schimberg Jodi Schoemer Jennifer Thompson Mary Ann Tillman Kevin Harding Kevin Harding Kelly Hulstrom* Terri Hulstrom* Steve Jimenez Steve Jimenez Susan Johnson Micki Klawes Micki Klawes Micki Klawes Michele Majeune* Liz Pahr Annette Rogers Jeanne Terrell*	<u>IT</u> ir.
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* Worked the Annual Meeting	g

A quorum was present.

- C. MINUTES: Mr. Rotter moved to approve the minutes of the September 27, 2023, meeting as written. Seconded by Mrs. Elliott and carried unanimously.
- D. FINANCIAL STATEMENTS: Mr. Rotter, Treasurer, presented the July and August financial statements. Because they are cumulative, August was reviewed including revenue, expenses, and variances.

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

II – COMMUNICATIONS

Agency appointments presented for ratification:

o Letter from Jefferson Center appointing Ms. Miller to the DDRC Board of Directors for a one-year term.

- o Letter from Jefferson County Public Health appointing Ms. Fouse-Bishop to the DDRC Board of Directors for a one-year term.
- Letter from the Division of Vocational Rehabilitation appointing Mrs. Raad to the DDRC Board of Directors for a three-year term.
- Letter from the Jefferson County Board of County Commissioners appointing Mr. Pemberton to the DDRC Board of Directors for a three-year term.

Ms. Schoemer moved to ratify the appointments from the four agencies. Seconded by Mr. Rotter and carried unanimously.

III - PUBLIC COMMENT

None

IV – <u>ACTION ON ROUTINE ITEMS</u>

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-D	Governance Committee Recommendations
IX-F	Finance/HR and Executive Committee Recommendations

- Approval of joining the vacation request and the Excel easement on land owned by DDRC.
- Approval of the EI Contract Amendment #5.
- Five policies were presented as a study item.

Motion seconded by Mrs. MacHatton and carried unanimously.

V – COMMENDATIONS

There were four 20/20 Vision Awards, one D.U.C.K. Award and one Teamwork Award given this month.

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

IX – BUSINESS

A. EXECUTIVE DIRECTOR'S REPORT

• Colorado Gives Day is December 5th. Donations scheduled starting November 1st will qualify for the match.

DDRC Board of Directors Mtg --- Minutes -October 25, 2023

- Beau Jo's Benefit Event will take place November 16th at the Arvada location with 20% of pre-tax sales from anyone designating DDRC at the time of purchase will benefit the agency.
- We have two group homes which have current COVID outbreaks and staff are following all protocols set forth during the pandemic.

B. CASE MANAGEMENT REDESIGN (CMRD) UPDATE

- The Department of Health Care Policy and Financing (HCPF) sent a communication to all members statewide at the end of September notifying them of their assigned CMA. The communication included an exception option for members who want case management from an agency other than their assigned CMA. We have 40 individuals who reside outside of Jefferson and Clear Creek Counties who want to pursue the exception. Jefferson County Human Services (JCHS) is still exploring whether they will have the capacity to serve individuals from outside our catchment area.
- A joint communication from DDRC and JCHS has been approved by HCPF and was sent to our members last week.
- JCHS and DDRC continue to drill down on operations, communications, facilities and human resources. The HR subcommittee is close to having a finalized hiring process and timeline to communicate to DDRC staff in early November on employment with JCHS.

X – SPECIAL ITEM

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

XI – PUBLIC COMMENT

None.

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

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

XIII – ADJOURNMENT

Meeting adjourned at 5:50 p.m. The next regular meeting of the Board is on Wednesday, December 6, 2023, at 5:30 pm, at DDRC, 11177 W. 8th Ave., Lakewood, CO, 80215.

Jødi/Schoemer, Secretary

Amette Rogers, Executive Assistant

UNAUDITED SUMMARY OF REVENUES & EXPENSES September 30, 2023

		TOTAL SUDGET		ONTHLY UDGET		CURRENT MONTH ACTUAL		Y-T-D BUDGET		Y-T-D ACTUAL	-	T-D VARIANCE FAV (-UNFAV) DOLLARS	%
REVENUES	\$ 4	1,477,291	\$ 3	,456,441	\$	3,268,897	\$	10,369,323	\$	10,144,081	\$	(224,391)	-2.2%
EXPENDITURES PERSONNEL OPERATING HOST HOMES PURCHASE OF SERVICES	\$ 1	8,412,203 0,793,490 1,701,160 145,771	\$ 2 \$ \$ \$.,367,684 899,458 141,763 12,148	\$ \$ \$	2,295,659 889,164 133,065 16,116	\$ \$ \$ \$	7,103,051 2,698,373 425,290 36,443	\$ \$ \$	6,982,029 2,744,290 406,891 54,933	\$ \$ \$	121,022 (45,918) 18,399 (18,490)	1.7% -1.7% 4.3% -50.7%
TOTAL EXPENDITURES	\$ 4	1,052,624	\$ 3	,421,052	\$	3,334,004	\$	10,263,156	\$	10,188,143	\$	75,013	0.7%
REVENUES OVER EXPENSES SURPLUS/(DEFICIET)	\$	424,667	\$	35,389	\$	(65,107)	\$	106,167	\$	(44,062)	\$	(149,378)	
UNREALIZED GAIN/(LOSS) ON LT INVESTMENTS	\$	-	\$	-	\$	(137,997)	\$	-	\$	(123,596)	\$	(123,596)	
REVENUES OVER EXPENSES NET OF LT INVESTMENTS SURPLUS/(DEFICIT)	\$	424,667	\$	35,389	\$	72,890	\$	106,167	\$	79,534	\$	(25,782)	

UNAUDITED REVENUES September 30, 2023

SOURCE		TOTAL BUDGET	MONTHLY BUDGET	CURRENT MONTH REVENUE	Y-T-D BUDGET	ı	Y-T-D REVENUE	-	T-D VARIANCE FAV (UNFAV) DOLLARS	%
STATE PROGRAM	\$	8,619,542	\$ 718,295	\$ 742,357	\$ 2,154,886	\$	2,194,987	\$	40,102	1.9%
FAMILY SUPPORT SERVICES	\$	735,140	\$ 61,262	\$ 57,858	\$ 183,785	\$	125,566	\$	(58,221)	-31.7%
MEDICAID REVENUE	\$	17,436,858	\$ 1,453,072	\$ 1,386,905	\$ 4,359,215	\$	4,222,950	\$	(136,265)	-3.1%
SUPPORTED LIVING SERVICES	\$	1,098,464	\$ 91,539	\$ 63,916	\$ 274,616	\$	217,494	\$	(57,122)	-20.8%
CHILDREN'S EXTENSIVE SUPPORT	\$	169,738	\$ 14,145	\$ 13,928	\$ 42,435	\$	46,986	\$	4,552	10.7%
JEFFERSON COUNTY	\$	11,068,400	\$ 922,367	\$ 922,367	\$ 2,767,100	\$	2,767,100	\$	-	0.0%
ROOM AND BOARD	\$	973,950	\$ 81,163	\$ 75,082	\$ 243,488	\$	224,548	\$	(18,940)	-6.8%
HUD SUBSIDIES	\$	238,675	\$ 19,890	\$ 12,533	\$ 59,669	\$	61,115	\$	1,446	1.4%
INTEREST	\$	40,000	\$ 3,333	\$ 30,898	\$ 10,000	\$	89,568	\$	79,568	795.7%
RENTAL REVENUE	\$	348,740	\$ 29,062	\$ 30,693	\$ 87,185	\$	92,013	\$	4,828	5.5%
DONATIONS/GRANTS	\$	420,000	\$ 35,000	\$ 44,282	\$ 105,000	\$	136,850	\$	31,850	30.3%
UNREALIZED GAIN/(LOSS) ON INVESTMENT	1 \$	-	\$ -	\$ (137,997)	\$ -	\$	(123,596)	\$	(123,596)	100.0%
PRIVATE PAY	\$	37,068	\$ 3,089	\$ 3,103	\$ 9,267	\$	11,890	\$	2,623	28.3%
MISCELLANEOUS	\$	60,050	\$ 5,004	\$ 66	\$ 15,013	\$	4,161	\$	(10,852)	-72.3%_
EXTERNAL TOTAL REVENUE	\$	41,246,625	\$ 3,437,219	\$ 3,245,991	\$ 10,311,656	\$	10,071,632	\$	(240,026)	-2.3%
INTERNAL REVENUES	\$	230,666	\$ 19,222	\$ 22,906	\$ 57,667	\$	73,302	\$	15,636	29.1%
	\$	41,477,291	\$ 3,456,441	\$ 3,268,897	\$ 10,369,323	\$	10,144,081	\$	(224,391)	-2.2%
1% OF Y-T-D REVENUE 1/2 % OF Y-T-D REVENUE						\$	100,716 50,358	ጺ 1	. 0%	

FLUCTUATION THRESHOLD

\$ 25,000 & 10%

MONTH#

NOTES TO REVENUE STATEMENT

VARIANCE IN REVENUES OF MORE THAN \$25,000 AND 10% September 30, 2023

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

SUPPORTED LIVING SERVICES UNDER BUDGET AS THE FY24 BUDGET IS BASED ON PRIOR YEAR UTILIZATION.

INTEREST OVER BUDGET DUE TO INTEREST RATES ON OPERATING CASH.

DONATIONS AND GRANTS

UNDER BUDGET WHICH IS COMMON IN THE BEGINNING OF THE FISCAL YEAR AS A SIGNIFICANT AMOUNT OF THE ACTIVITY FOR DONATIONS OCCURS NEAR THE END OF THE

CALENDAR YEAR WITH THE COLORADO GIVES DAY AND THE ANNUAL APPEAL.

UNAUDITED EXPENSES September 30, 2023

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 OPERATING / PURCHASE OF SERVICE TOTALS	\$ 3,653,645 \$ 2,678,736 \$ 6,332,381	\$ 304,470 \$ 223,228 \$ 527,698	\$ 313,755 \$ 234,315 \$ 548,070	\$ 669,684	\$ 922,942 \$ 716,999 \$ 1,639,941	\$ (9,531) \$ (47,315) \$ (56,846)	-1.0% -7.1% -3.6%
ADULT DAY PROGRAM PERSONNEL OPERATING TOTALS	\$ 3,347,416 \$ 1,617,745 \$ 4,965,161	\$ 278,951 \$ 134,812 \$ 413,763		\$ 836,854 \$ 404,436 \$ 1,241,290	\$ 793,306 \$ 438,184 \$ 1,231,490	\$ 43,548 \$ (33,748) \$ 9,800	5.2% -8.3% 0.8%
ADMINISTRATION PERSONNEL OPERATING TOTALS	\$ 3,423,425 \$ 1,538,877 \$ 4,962,302	\$ 285,285 \$ 128,240 \$ 413,525	\$ 278,877 \$ 121,207 \$ 400,084	\$ 384,719	\$ 840,823 \$ 357,627 \$ 1,198,450	\$ 15,033 \$ 27,092 \$ 42,126	1.8% 7.0% 3.4%
THERAPEUTIC LEARNING CONNECTIONS PERSONNEL OPERATING TOTALS	\$ 529,022 \$ 118,850 \$ 647,872	\$ 44,085 \$ 9,904 \$ 53,989	\$ 45,747 \$ 14,083 \$ 59,830	\$ 29,713	\$ 135,984 \$ 38,669 \$ 174,653	\$ (3,729) \$ (8,957) \$ (12,685)	-2.8% -30.1% -7.8%
TERMINAL PERSONNEL OPERATING / PURCHASE OF SERVICE TOTALS	\$ 178,807 \$ 103,923 \$ 282,730	\$ 14,901 \$ 8,660 \$ 23,561	\$ 14,427 \$ 5,815 \$ 20,242	\$ 25,981	\$ 44,029 \$ 20,678 \$ 64,707	\$ 673 \$ 5,303 \$ 5,976	1.5% 20.4% 8.5%
RESOURCE COORDINATION PERSONNEL OPERATING TOTALS	\$ 3,984,939 \$ 243,926 \$ 4,228,865	\$ 332,078 \$ 20,327 \$ 352,405	\$ 30,909	\$ 996,235 \$ 60,982 \$ 1,057,216	\$ 1,010,581 \$ 83,316 \$ 1,093,897	\$ (14,346) \$ (22,335) \$ (36,681)	-1.4% -36.6% -3.5%
CHILDREN AND FAMILY SERVICES PERSONNEL OPERATING DIRECT FAMILY JEFFCO CFS FUND TOTALS	\$ 2,411,722 \$ 197,763 \$ 735,140 \$ 500,000 \$ 3,844,625	\$ 200,977 \$ 16,480 \$ 61,262 \$ 41,667 \$ 320,385	\$ 16,247 \$ 58,710 \$ 25,219		\$ 651,632 \$ 43,276 \$ 125,566 \$ 172,686 \$ 993,160	\$ (48,702) \$ 6,164 \$ 58,221 \$ (47,686) \$ (32,002)	-9.1% 12.5% 31.7% -38.1% -3.3%
RESIDENTIAL - ALL PERSONNEL OPERATING HOST HOMES PURCHASE OF SERVICES TOTALS	\$ 8,411,110 \$ 1,971,039 \$ 1,701,160 \$ 145,771 \$ 12,229,080	\$ 700,926 \$ 164,253 \$ 141,763 \$ 12,148 \$ 1,019,090	\$ 163,515 \$ 133,065 \$ 16,116	\$ 2,102,778 \$ 492,760 \$ 425,290 \$ 36,443 \$ 3,057,270	\$ 2,072,359 \$ 464,283 \$ 406,891 \$ 54,933 \$ 2,998,466	\$ 30,419 \$ 28,477 \$ 18,399 \$ (18,490) \$ 58,804	1.4% 5.8% 4.3% -50.7%
SUPPORTED LIVING SERVICES/CES PERSONNEL OPERATING / PURCHASE OF SERVICE TOTALS	\$ 1,811,435 \$ 655,930 \$ 2,467,365	\$ 54,661	\$ 56,665	\$ 163,983	\$ 177,705	\$ (13,723)	20.6% -7.4% 12.9%
BEHAVIORAL HEALTH PERSONNEL OPERATING TOTALS	\$ 660,681 \$ 231,561 \$ 892,242	\$ 19,297	\$ 18,166	\$ 57,890	\$ 52,861	\$ 5,029	8.7% 8.7% 8.7%
SELF DETERMINATION OPERATING	\$ 200,000	\$ 16,667	\$ 16,382	\$ 50,000	\$ 52,440	\$ (2,440)	-4.9%

SUMMARY							
PERSONNEL	\$ 28,412,203	\$ 2,367,684	\$ 2,295,659	\$ 7,103,051	\$ 6,982,029	\$ 121,022	1.7%
OPERATING	\$ 10,793,490	\$ 899,458	\$ 889,164	\$ 2,698,373	\$ 2,744,290	\$ (45,918)	-1.7%
HOST HOMES	\$ 1,701,160	\$ 141,763	\$ 133,065	\$ 425,290	\$ 406,891	\$ 18,399	4.3%
PURCHASE OF SERVICES	\$ 145,771	\$ 12,148	\$ 16,116	\$ 36,443	\$ 54,933	\$ (18,490)	-50.7%
TOTALS	\$ 41,052,624	\$ 3,421,052	\$ 3,334,004	\$ 10,263,156	\$ 10,188,143	\$ 75,013	0.7%
100 AAV							

 1% OF Y-T-D EXPENSE
 \$ 101,881

 1/2 % OF Y-T-D EXPENSE
 \$ 50,941

 FLUCTUATION THRESHOLD
 \$ 25,000 & 10%

NOTES TO EXPENSE STATEMENT

VARIANCE IN EXPENSES OF MORE THAN \$25,000 AND 10% September 30, 2023

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 EQUALLY DIVIDED BY 1/12. DISTRIBUTIONS ARE

GREATER THAN 1/12 OF THE ANNUAL BUDGET.

SUPPORTED LIVING SERVICES/CES

PERSONNEL UNDER BUDGET DUE TO VACANCY SAVINGS.

Developmental Disabilities Resource Center Unaudited Statement of Financial Position

400570	Unaudited	Unaudited
ASSETS	September 30, 2023	June 30, 2023
Current Assets		
Cash	¢4 € 477 070	#45 000 740
Cash and cash equivalents	\$15,177,679	\$15,899,716
Including capital reserve of \$6,961,772	000 047	000 005
Certificates of deposit	393,317	392,035
Receivables	4 750 700	0.000.040
Fees and grants from governmental agencies	4,759,790	3,938,949
Workshop contracts	F74 400	-
Other	574,433	823,858
Prepaid expenses and other	1,107,208	949,620
Total Current Assets	22,012,427	22,004,178
Land, building and equipment	25,316,267	25,268,350
Less: Accumulated Depreciation	18,863,272	18,712,200
Net Fixed Assets	6,452,995	6,556,150
Restricted certificates of deposit	167,127	166,912
Investments	5,139,230	5,262,826
Restricted cash	424,434	424,434
Total Assets	\$34,196,213	\$34,414,500
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable	1,534,934	\$1,709,164
Notes payable	135,820	135,820
Accrued expenses	2,018,032	2,018,032
Deferred Revenue	0	0
Total liabilities	3,688,786	3,863,016
Net assets		
	20 507 427	20 551 494
Net assets	30,507,427	30,551,484
Total net assets	30,507,427	30,551,484
Total liabilities and net assets	\$34,196,213	\$34,414,500
I AMI HOMINIAA MIM IIAE MAAAM	70.,.00,210	+,,

Developmental Disabilities Resource Center Unaudited Statement of Cash Flows

Cash flows from operating activities: (\$44,062) \$957,269 Adjustment for non cash items: In-Kind Donation		Unaudited September 30, 2023	Unaudited June 30, 2023
Adjustment for non cash items: In-Kind Donation Depreciation Ourrealized (Gain)/Loss on Investment Change in assets and liabilities: Accounts receivable Cash provided by operations Cash flows from investing activities: Proceeds from sale of fixed assets Purchase of investments Purchase of fixed assets Cash provided by investing activity Cash flows from financing activities: Cash gerian Cash flows from financing activities: Cash gerian Cash flows from financing activities: Cash flows from financing activities: Cash gerian Cash flows from flows from flows from flows flows from flows from flows from flows from flows flows from flows from flows flows from flows from flows flows flows flows from flows fl	Cash flows from operating activities:		
Adjustment for non cash items:	Change in net assets	(\$44.062)	\$957.269
Depreciation		, , ,	, , , , , , , ,
(Gain)/loss on asset disposition 0 Unrealized (Gain)/Loss on Investment 123,596 (356,603) Change in assets and liabilities: 36,603 Accounts receivable (571,416) 1,895,930 Other assets (157,588) 13,885 Accounts payable and accrued expense (174,230) (501,239) Deferred Revenue - - Cash provided by operations (672,628) 2,634,190 Cash flows from investing activities: (1,497) (1,660) Proceeds from redemption of investments - 0 Proceeds from sale of fixed assets - 0 Purchase of investments - 0 Purchase of fixed assets (47,917) (350,721) Cash provided by investing activity (49,414) (352,381) Cash flows from financing activities: - - Issuance of notes payable - - Payments on notes payable - - NET INCREASE (DECREASE) IN CASH (722,042) 2,281,809 Cash balance, beginning of period 16,748,350 14,466,541			-
Unrealized (Gain)/Loss on Investment Change in assets and liabilities: 123,596 (356,603) Accounts receivable (571,416) 1,895,930 Other assets (157,588) 13,885 Accounts payable and accrued expense Deferred Revenue (174,230) (501,239) Cash provided by operations (672,628) 2,634,190 Cash flows from investing activities: (1,497) (1,660) Proceeds from redemption of investments - 0 Proceeds from sale of fixed assets - 0 Purchase of investments - 0 Purchase of fixed assets (47,917) (350,721) Cash provided by investing activity (49,414) (352,381) Cash flows from financing activities: - - Issuance of notes payable - - Payments on notes payable - - NET INCREASE (DECREASE) IN CASH (722,042) 2,281,809 Cash balance, beginning of period 16,748,350 14,466,541	•	151,072	624,948
Change in assets and liabilities: (571,416) 1,895,930 Other assets (157,588) 13,885 Accounts payable and accrued expense (174,230) (501,239) Deferred Revenue - - Cash provided by operations (672,628) 2,634,190 Cash flows from investing activities: (1,497) (1,660) Proceeds from redemption of investments - 0 Proceeds from sale of fixed assets - 0 Purchase of investments - 0 Purchase of fixed assets (47,917) (350,721) Cash provided by investing activity (49,414) (352,381) Cash flows from financing activities: Issuance of notes payable - - Payments on notes payable - - - NET INCREASE (DECREASE) IN CASH (722,042) 2,281,809 Cash balance, beginning of period 16,748,350 14,466,541			0
Accounts receivable (571,416) 1,895,930 Other assets (157,588) 13,885 Accounts payable and accrued expense Deferred Revenue (174,230) (501,239) Deferred Revenue (672,628) 2,634,190 Cash flows from investing activities: Change in CDs (1,497) (1,660) Proceeds from redemption of investments Proceeds from sale of fixed assets (47,917) (350,721) Cash provided by investing activity (49,414) (352,381) Cash flows from financing activities: Issuance of notes payable (1,497) (350,721) Cash provided by investing activity (49,414) (352,381) Cash balance, beginning of period (16,748,350) 14,466,541		123,596	(356,603)
Other assets			
Accounts payable and accrued expense Deferred Revenue Cash provided by operations (672,628) (501,239) Cash flows from investing activities: Change in CDs Proceeds from redemption of investments Proceeds from sale of fixed assets Purchase of investments Purchase of fixed assets (47,917) (350,721) Cash provided by investing activity (49,414) (352,381) Cash flows from financing activities: Issuance of notes payable Payments on notes payable Payments on notes payable Cash balance, beginning of period 16,748,350 14,466,541	** * * * * * * * * * * * * * * * * * *	•	
Deferred Revenue Cash provided by operations Cash flows from investing activities: Change in CDs Proceeds from redemption of investments Proceeds from sale of fixed assets Purchase of investments Purchase of fixed assets			•
Cash provided by operations (672,628) 2,634,190 Cash flows from investing activities: Change in CDs Proceeds from redemption of investments Proceeds from sale of fixed assets Purchase of investments Purchase of fixed assets Purchase of fixed assets Purchase of fixed assets Purchase of fixed assets (47,917) Cash provided by investing activity (49,414) (352,381) Cash flows from financing activities: Issuance of notes payable Payments on notes payable Payments on notes payable The company of period Cash balance, beginning of period	Accounts payable and accrued expense	(174,230)	(501,239)
Cash flows from investing activities: Change in CDs Proceeds from redemption of investments Proceeds from sale of fixed assets Purchase of investments Purchase of fixed assets Purchase of fixed assets Purchase of fixed assets (47,917) Cash provided by investing activity (49,414) (352,381) Cash flows from financing activities: Issuance of notes payable Payments on notes payable Payments on notes payable NET INCREASE (DECREASE) IN CASH Cash balance, beginning of period 16,748,350 14,466,541		(070,000)	
Change in CDs (1,497) (1,660) Proceeds from redemption of investments - 0 Proceeds from sale of fixed assets - 0 Purchase of investments - 0 Purchase of fixed assets (47,917) (350,721) Cash provided by investing activity (49,414) (352,381) Cash flows from financing activities: Issuance of notes payable - - Payments on notes payable - - - NET INCREASE (DECREASE) IN CASH (722,042) 2,281,809 Cash balance, beginning of period 16,748,350 14,466,541	Cash provided by operations	(6/2,628)	2,634,190
Change in CDs (1,497) (1,660) Proceeds from redemption of investments - 0 Proceeds from sale of fixed assets - 0 Purchase of investments - 0 Purchase of fixed assets (47,917) (350,721) Cash provided by investing activity (49,414) (352,381) Cash flows from financing activities: Issuance of notes payable - - Payments on notes payable - - - NET INCREASE (DECREASE) IN CASH (722,042) 2,281,809 Cash balance, beginning of period 16,748,350 14,466,541	Cash flows from investing activities:		
Proceeds from redemption of investments Proceeds from sale of fixed assets Purchase of investments Purchase of fixed assets Purchase of investments Purchase of fixed assets Purchase of fixed asset		(1.407)	(1 660)
Proceeds from sale of fixed assets Purchase of investments Purchase of fixed assets (47,917) (350,721) (352,381) Cash flows from financing activities: Issuance of notes payable Payments on notes payable 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		(1,497)	(1,000)
Purchase of investments Purchase of fixed assets Purchase of fixed assets Cash provided by investing activity Cash provided by investing activity Cash flows from financing activities: Issuance of notes payable Payments on notes payable Payments on notes payable NET INCREASE (DECREASE) IN CASH Cash balance, beginning of period		_	- 0
Purchase of fixed assets Cash provided by investing activity Cash provided by investing activity Cash flows from financing activities: Issuance of notes payable Payments on notes payable NET INCREASE (DECREASE) IN CASH Cash balance, beginning of period	Purchase of investments	_	
Cash provided by investing activity (49,414) (352,381) Cash flows from financing activities: Issuance of notes payable Payments on notes payable NET INCREASE (DECREASE) IN CASH Cash balance, beginning of period 16,748,350 14,466,541	Purchase of fixed assets	(47.917)	•
Cash flows from financing activities: Issuance of notes payable	Cash provided by investing activity		
Issuance of notes payable Payments on notes payable NET INCREASE (DECREASE) IN CASH Cash balance, beginning of period 16,748,350 14,466,541			
Payments on notes payable NET INCREASE (DECREASE) IN CASH (722,042) 2,281,809 Cash balance, beginning of period 16,748,350 14,466,541			
NET INCREASE (DECREASE) IN CASH (722,042) 2,281,809 Cash balance, beginning of period 16,748,350 14,466,541		-	-
Cash balance, beginning of period	Payments on notes payable	<u> </u>	
Cash balance, beginning of period	<u>-</u>	_	
One-label - 1	NET INCREASE (DECREASE) IN CASH	(722,042)	2,281,809
One below to the state of the s	Cash balance, beginning of period	16,748,350	14,466,541
	Cash balance, end of period		