



## Board of Directors Meeting Agenda May 24, 2022

General Business		
1. Call to Order and Introductions	Action	Dr. Jasmeet Bains
2. Approval/Additions to Agenda	Action	Dr. Jasmeet Bains
3. Review and approve minutes of meeting held April 26, 2022 (Attachment 1)	Action	Dr. Jasmeet Bains
4. Presentation – Deaf and Hard-of-Hearing Program	Info	Ashley Fontes
5. Public Input	Info.	
New Business		
6. ARCA Updates	Info	Tracey Mensch
7. Facilitator Training Bylaw Change (Attachment 2)	Action	Dr. Michi Gates
Reports		
8. Board President Report	Info.	Dr. Jasmeet Bains
9. Executive Director Report	Info.	Dr. Michi Gates
10. Financial Report a. POS Report for March 2022 (Attachment 3) b. Operations Report for March 2022 (Attachment 4)	Info	Tom Wolfgram
11. VAC Report	Info.	Shawn White

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/88949514978?pwd=UjFqTUpwL0pnajRBd1BtS05xY0xQQT09>

Webinar ID: 889 4951 4978 Passcode: 060729

Dial-In Number: 1-669-219-2599

**Next Board Meeting:**  
**June 28, 2022, 6:00 – 7:30 PM**  
**Board Education Session – No Public Meeting**

**Kern Regional Center  
Board of Directors Meeting  
April 26, 2022  
6:00 – 7:30 p.m.  
Zoom Webinar**

*3200 N. Sillect Avenue ∞ Bakersfield, CA 93308 ∞ 661-327-8531*

**MINUTES**

**KRC BOARD MEMBERS PRESENT:**

Oscar Axume, Treasurer  
Milan Dinsmore, Board Member  
Kevin Gosselin, Vice President  
Carlos Isidoro, Board Member  
Ryan Jones, Board Member  
Tracey Mensch, Board Member  
Donald Tobias, Board Member  
Mark Tolentino, Board Member  
Simon Verdugo, Board Member  
Ruth Watterson, Board Member  
Shawn White, VAC Representative

**KRC BOARD MEMBERS ABSENT:**

Jasmeet Bains, President  
Martin Vasquez, Secretary

**STAFF PRESENT:**

Michi Gates, PhD, Executive Director  
Kristine Khuu, Assistant Director of Client Services  
Leslie Reynaga, HCBS Program Evaluator  
Enrique Roman, Director of Community Services  
Celia Pinal, Director of Client Services  
Tom Wolfgram, CFO

**GUESTS PRESENT:**

Sofia Benitez  
Cindy Cox, Advocate for Donald Tobias  
Susan Graham  
John Noriega, Advocate for Simon Verdugo  
Edwin Pineda, DDS

**INTERPRETER:** Nidya Madrigal Navia

**CALL TO ORDER**

Vice President, Kevin Gosselin, called the meeting to order at 6:03 PM. A quorum was present. Mr. Gosselin began with introductions of the Board Members and Kern Regional Center staff.

**APPROVAL OF AGENDA**

All board members had received the agenda ahead of the meeting for review.

M/S/C (Watterson, Mensch)  
Ayes = 11; Nays = 0; Abstained = 0  
Motion Carried

**REVIEW OF MINUTES**

The Board of Directors all received the minutes of the board meeting held on March 22, 2022 for review. Vice President Gosselin asked for a motion to approve the March 22, 2022 minutes.

M/S/C (White, Mensch)  
Ayes = 11; Nays = 0; Abstained = 0  
Motion Carried

**PRESENTATION OF HCBS**

*Leslie Reynaga, HCBS Program Evaluator*

Dr. Gates introduced Leslie Reynaga as the Home and Community Based Services Program Evaluator at Kern Regional Center, reporting to Enrique Roman. Leslie began by thanking everyone for the opportunity to present to the Board of Directors. The goal of her presentation is to help define what HCBS means, what is involved in providing service to our clients, and clarify that the Board of Directors is the driving force behind what HCBS accomplishes. A complete copy of the PowerPoint is filed with these minutes.

**PUBLIC INPUT**

Vice President Gosselin asked if there were any members of the public who had input or questions for the Board of Directors. No hands were raised in the Zoom conference and no questions appeared on the Chat screen. No public input was presented at this meeting.

**FACILITATOR TRAINING BYLAW AMENDMENT**

*Matthew Bahr*

Mr. Bahr presented a proposed change to the KRC Board Bylaws to the Board of Directors that addresses facilitator training. DDS is requiring all regional centers to provide facilitators and training for board members who request this. DDS contracts with regional centers now have a requirement for this to be added to the bylaws of regional centers. For Kern Regional Center, the proposed addition of *5.10 Facilitators*, was presented for review and approval to the Board of Directors. Mr. Bahr explained the requirements for making an amendment to Board Bylaws, including a 14-day notice for review.

Two Board Members are not present at this meeting, so Dr. Gates will contact the two absent board members, provide the Bylaw Amendment information to obtain unanimous approval. Mr. Bahr explained that by unanimous vote of the Board of Directors present at this meeting, we can proceed, with the understanding that those voting tonight will have 7 days in which to change their vote, ask for further clarification, or present any other questions.

Mr. Gosselin opened the floor for any Board Member who might have a comment.

Question by Mr. Tolentino: Mr. Tolentino inquired if the language was verbatim from DDS or would they need to review it later to confirm that the language is sufficient?

Answer by Mr. Bahr: It is almost completely verbatim. Language included covers DDS requirements; e.g., “. . . ensure maximum participation and understanding for providing meaningful support. . .” This ensures that we are compliant with the DDS contract requirements.

No other questions were submitted. Vice President Gosselin requested a motion to amend the bylaws, adding Section 5.10 for facilitators with the language that’s been presented in Attachment 2 stating:

**5.10. Facilitators**

The Corporation will provide a facilitator to those Directors who require additional support to ensure maximum understanding and participation in carrying out their duties per W&I Code, Section 4622(g)(1) and (2). Further the Corporation will provide training and monitoring of these facilitators to ensure they provide meaningful support within the boundaries of their role.

M/S/C (Mensch, Axume)

Ayes = 11; Nays = 0; Abstained = 0

Motion Carried; Unanimously voted by all Board Members present; none opposed.

Mr. Bahr reiterated that Board Members have 7 days to change their vote for any reason. If you feel there is a need to change how you voted tonight, please contact Michi or Mr. Gosselin.

### **SOCIALIZATION, LEISURE and RECREATION SKILLS POLICY REVISION (Attachment 3)**

*Celia Pinal, Director of Client Services*

Ms. Pinal came before the Board of Directors explaining that she had received communication and feedback from DDS about the Socialization, Leisure and Recreation Skills Policy that the Board had previously approved and sent to DDS. Following DDS guidelines, revisions were made and she now brings the policy back to the Board of Directors for review and approval. The revisions made are noted and highlighted on Attachment 3 that are filed with these minutes as a matter of record.

There was some discussion around the term interdisciplinary team and the Board felt that the team should include, at a minimum, the client, the service coordinator, and the program manager or other appropriate staff member at KRC. With this clarification, Mr. Gosselin asked for a motion to accept the revisions made to the Socialization, Leisure and Recreation Skills Policy.

M/S/C (Tolentino, Mensch)  
Ayes = 11; Nays = 0; Abstained = 0  
Motion Carried

### **BOARD PRESIDENT REPORT**

*Dr. Jasmeet Bains*

Vice President Gosselin chaired the meeting in Dr. Bains's absence. Mr. Gosselin had nothing to report, but expressed his thanks to everyone for their continued efforts and full participation as evidenced in the discussion tonight.

### **EXECUTIVE DIRECTOR'S REPORT**

*Dr. Michi Gates*

Dr. Gates updated the Board on current initiatives:

**Provider Rate:** Enrique Roman and the Community Services staff have been working hard to implement the provider increases per the Burns and Associates rate study. ARCA and the Lanterman Coalition are continuing to advocate for the need to approve an acceleration in the rate increases. They are currently scheduled to be implemented incrementally over the next 3 years, but we are advocating that those rate increases be given faster. We see our providers struggling to provide rates that attract and retain good quality staff. Our clients deserve to have quality staff who can make a living wage and stay with these jobs.

**Participant Choice Positions:** We are continuing to receive applications for a third Participant Choice Specialist. There were 3 of these positions allocated to the regional centers to help individuals who want to transition to the Self Determination Program as well as to provide and support individuals who might benefit from the Participant Choice program. We are trying to find the right person to fill this position.

**Provisional Eligibility:** We are working on assessing our intake individuals that are between 3-4 years of age to determine if they might qualify for provisional eligibility. They need to be assessed to rule out Lanterman Services and then, if they don't meet Lanterman qualifications, we consider them for provisional eligibility. The goal is to capture those 3- and 4-year-olds who could be overlooked because they might be too young to assess accurately. At 5 years old, or just before they turn 5, we can do a more accurate assessment to see if they qualify for Lanterman Services. It has been challenging to increase our numbers due to struggles with having adequate clinical resources to do the assessments, but we are

seeing progress. Thank you to Kristine Khuu for her hard work in recruiting clinicians to do assessments so that we can keep these 3–4-year-olds in the system.

**California Tribal Families Coalition:** Along with Far Northern Regional Center and San Diego Regional Center, Kern Regional Center has completed a contract with our California Tribal Families Coalition to improve outreach and engagement with our Native American communities. Kern has 8 tribes in our three county catchment area. The first effort focuses on Early Start, but this is just the beginning. This will continue to be funded each year and, as time goes on, we will expand to other age groups. The California Tribal Families Coalition will be adding a third day to their annual ICWA (Indian Child Welfare Act) Conference that will focus on their individuals with disabilities. We will be represented at this conference by Enrique Roman and some of his staff.

**Person-Centered Thinking Training:** Person-Centered Thinking is very important to Kern Regional Center. We have 2 certified trainers. John Noriega, is also a certified trainer and a participant in tonight's meeting and partners with a KRC certified trainer to provide training to our staff and provider staff. These trainings are scheduled continuously throughout the year with the goal of training all existing staff and new staff as they enter the workforce.

**New Position:** Regional Centers will soon get their C-3 Allocation in which we will receive funding for a position that will specialize in the Individuals with Disabilities Education Act (IDEA). This position will assist our staff and work with the schools to provide a smoother transition for our children who are first entering the school system and promote inclusion in schools for our children. This position is federally funded through the American Rescue Act for 12 months; however, DDS's current budget proposal for 2022-23 asks for continued funding for this position, so we are going to go ahead and permanently plan for this position.

**Hispanic Community Collaboration:** KRC has scheduled a meeting with a local community group, *Padres Unidos*, which is made up of Latino families in our catchment area. A representative from this group attended our Board Meeting last month and one of our public meetings addressing caseload ratio and the Performance Contract. This representative provided valuable input. We are hoping to get to know this group better and work together with them on how we can have a productive healthy relationship to understand the needs of our Hispanic Latino community and serve them better.

**Staff Recruitment:** We continue to hire additional Service Coordinators to fill vacancies as well as hire for anticipated growth. Additional funding will be received July 1 as an effort to meet caseload ratios. Part of those funds (10%) will be contingent upon the new Regional Center's Performance Measures effort. This means that we will be receiving funds to help meet caseload ratios; however, 10% of those funds will be granted only if the regional center meets certain performance objectives above and beyond compliance.

Dr. Gates participates on the DDS Performance Measures Workgroup. They are meeting frequently and getting very close to having some measures to propose for regional centers. One of the things to keep in mind is that this will be an ongoing effort; e.g., the first year, a lot of the measures being considered will establish a baseline and possibly certain upgrades to infrastructure. It will be a graduated process and can be adjusted as we see what works and what does not. The goal is for our system to become more focused on not solely meeting compliance measures, but more toward achieving a person-centered approach and quality services to our clients.

Question by Vice-President Gosselin: Do you feel that KRC is on a good path to earn that 10%?

Answer by Dr. Gates:

I believe we are on a good path. This is an opportunity for regional centers to really make a difference and see quality of lives improve in the community. These performance measures will support regional centers in doing the things we've always wanted to do. We

just need to have adequate base funding. Without that, we are having a hard time being able to meet the compliance measures not to mention being able to perform above and beyond. If given adequate base funding, we can take it from there.

**Core Staffing Formula:** ARCA and SEIU are continuing to advocate together for an update to the Core Staffing Formula. This formula is used to determine what the RC operations allocation will be each year. It is a very outdated formula, created in the late 1970s and early 1980s. Its original goal was to keep adjusting the salaries compared to like positions in the State. This did not happen for some reason, so it has been quite some time since our salaries were updated. This has resulted in severe underfunding of regional center operations causing high caseloads and inadequate staffing. Until the Core Staffing Formula is updated, and a plan for regular updates implemented, we will continue to see short-staffing and high caseloads at regional centers. Our hope is that the Legislature and the Administration will support this Core Staffing Formula update and implement it for 2022-23.

Vice President Gosselin thanked Dr. Gates and the Executive Team for the hard work going into these efforts.

## **FINANCIAL REPORT**

*Tom Wolfgram, CFO*

### **Purchase of Services Report as of February 28, 2022**

Total spent for February: \$14,430,733

YTD: \$130,973,376

There are approximately \$2.5 Million unbilled services bringing the cost of our services for our clients around \$5 Million greater than this time last year

### **Operations Report as of February 28, 2022**

Total expenses for February: \$1,881,218

YTD: \$15,684,415

A copy of this Financial Report is filed with these minutes as a matter of record.

## **VENDOR ACTION COMMITTEE (VAC) REPORT**

The VAC Committee did not meet during the month of April. Our next meeting will be on May 24, 2022 at 10:00 AM.

## **ADJOURNMENT**

With nothing further to discuss, Vice President Gosselin adjourned the meeting at 7:30 p.m.

**The next meeting will take place on Tuesday, May 24, 2022, at 6:00 p.m.**

*Respectfully Submitted,*

*Darlene Pankey  
Executive Assistant*

- 5.9.3 Be an employee or member of the Board of any entity from which the Corporation purchases client services, except as otherwise permitted under Section 4622(a)(7) of the California Welfare and Institutions Code, and as provided pursuant to section 5.6 of these Bylaws pertaining to one (1) member of the Board selected by the Providers' Advisory Committee;
- 5.9.4 Have a financial interest, as defined in Section 87103 of the Government Code, in the Corporation's operations except as a consumer of services provided by the Corporation;
- 5.9.5 Be, or have a spouse who is, an owner, partner, member of the Board, officer, or employee of any contractor of the Corporation; or
- 5.9.6 Otherwise be a person barred from serving on the Board of the Corporation by law or government regulation.

#### 5.10 Facilitators [Proposed]

The Corporation will provide a facilitator to those Directors who require additional support to ensure maximum understanding and participation in carrying out their duties per W&I Code, Section 4622(g)(1) and (2). Further the Corporation will provide training and monitoring of these facilitators to ensure they provide meaningful support within the boundaries of their role.

#### 5.11 Vacancies.

- 5.10.1 Events Causing Vacancy. A vacancy on the Board shall exist on the occurrence of one or more of the following:
  - (a) The death, resignation, or removal of any Director.
  - (b) The declaration by the Board of a vacancy of the office of a director who has been declared of unsound mind by an order of the Court or convicted of a felony or has been found by final order or judgment of any court to have breached a duty under Sections 5320 et seq. of the California Nonprofit Corporation Law.
  - (c) The vote of a majority of Directors then in office to remove a director, other than a director pursuant to section 5222 of the California Nonprofit Corporation Law.
  - (d) An increase in the authorized number of Directors.
  - (e) The removal by the Providers' Advisory Committee of the Director designated pursuant to section 5.6 of these Bylaws.
- 5.10.2 Resignations. Except as provided in this section, any Director may resign by giving written notice to the President or the Secretary of the Board. No Director may resign when the Corporation would be left without a duly elected Director or Directors in charge of its affairs.
- 5.10.3 Vacancies Filled by Board. The Board may elect a Director at any time to fill a vacancy, other than a vacancy created due to the death, resignation or vacancy

Attachment 3

KERN REGIONAL CENTER  
PURCHASE OF SERVICE  
FY 2021-2022  
AS OF MARCH 31, 2022

PURCHASE OF SERVICES	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022	2021-2022 Total
<b>OUT-OF-HOME</b>													
Community Care Facility	4,321,499	4,369,844	4,350,676	4,371,436	4,356,440	4,375,157	4,434,656	4,350,576	4,357,154				39,287,438
ICF/SNF Facility	66,607	69,560	76,331	75,440	85,889	88,686	80,346	70,955	86,326				702,160
<b>TOTAL OUT OF HOME</b>	<b>4,388,106</b>	<b>4,439,424</b>	<b>4,429,007</b>	<b>4,446,876</b>	<b>4,442,329</b>	<b>4,463,843</b>	<b>4,515,002</b>	<b>4,421,531</b>	<b>4,443,480</b>				<b>39,989,598</b>
<b>DAY PROGRAMS</b>													
Day Care	52,330	54,430	51,559	53,025	51,769	51,936	52,020	47,739	44,753				459,561
Day Training	2,510,584	2,536,322	2,529,931	2,490,139	2,448,456	2,465,565	2,460,981	2,384,259	2,616,713				22,442,950
Supported Employment	395,335	434,188	355,224	383,766	345,993	352,255	335,791	312,486	317,894				3,232,933
Work Activity Program	5,990	6,152	6,364	5,375	5,187	4,866	4,866	4,225	5,455				48,480
<b>SUBTOTAL DAY PROGRAMS</b>	<b>2,964,240</b>	<b>3,031,092</b>	<b>2,943,078</b>	<b>2,932,305</b>	<b>2,851,405</b>	<b>2,874,622</b>	<b>2,853,658</b>	<b>2,746,709</b>	<b>2,984,815</b>				<b>26,183,924</b>
<b>OTHER SERVICES</b>													
Non Medical Services Prof	372,535	398,671	389,025	419,430	425,900	412,435	339,170	353,284	387,966				3,498,416
Non Medical Services Prog	1,412,928	1,394,546	1,346,991	1,342,075	1,241,076	1,249,047	1,225,843	1,255,103	1,350,816				11,820,425
Home Care Services Prog	23,797	18,447	15,263	14,242	14,577	13,956	11,165	10,588	10,415				132,430
Transportation	446,147	446,710	452,542	465,141	463,909	462,386	463,326	462,771	445,670				4,110,602
Transportation Contracts	604,704	599,279	562,304	571,164	553,097	557,621	568,238	548,286	575,443				5,140,136
Prevention Services	568,445	561,932	579,216	584,905	572,057	565,946	559,893	562,192	251,020				4,825,606
Other Authorized Services	3,791,960	3,761,984	3,791,140	3,804,568	3,657,090	3,525,783	3,499,536	3,403,225	3,522,740				32,758,026
P & I Expense	9,493	9,304	8,630	9,650	9,855	9,579	10,996	11,099	10,791				89,397
Hospital Care									2,500				2,500
Medical Equipment	9,523	6,899	76,463	1,587	8,640	10,333	3,734	1,009	5,062				123,250
Medical Services Prof	173,913	192,758	175,214	196,424	192,050	196,557	175,906	172,680	145,455				1,620,957
Medical Services Prog	44,686	50,690	45,163	45,239	48,020	47,655	44,409	47,604	38,650				412,116
Respite Care - In Home	1,818,452	1,805,985	1,801,854	1,829,003	1,804,018	1,836,581	1,796,549	1,828,244	1,109,274				15,629,960
Respite Care - Out of Home	31,379	19,901	16,653	7,238	5,555	15,186	4,409	14,125	13,967				128,413
<b>TOTAL OTHER SERVICES</b>	<b>9,307,962</b>	<b>9,289,106</b>	<b>9,262,458</b>	<b>9,290,666</b>	<b>8,995,844</b>	<b>8,903,065</b>	<b>8,703,174</b>	<b>8,670,190</b>	<b>7,869,769</b>				<b>80,292,234</b>
<b>TOTAL PURCHASE OF SERVICES</b>	<b>16,660,308</b>	<b>16,759,622</b>	<b>16,634,543</b>	<b>16,669,847</b>	<b>16,289,578</b>	<b>16,241,530</b>	<b>16,071,834</b>	<b>15,840,430</b>	<b>15,298,064</b>				<b>146,465,756</b>
<b>COMMUNITY PLACEMENT PLAN</b>													
Community Care Facility	216,621	216,621	216,783	215,971	215,359	216,460	201,164	193,441	194,807				1,893,227
ICF/SNF Facility													-
Day Training													-
Non-Medical Services			425	1,434					425				2,284
Non-Medical Services-Programs													-
Transportation		66											-
Other Authorized Services	1,425	1,813	1,901	1,489	2,151	1,152	1,351	313	2,901				14,496
Other Services													-
Medical Care - Prof	9,330	9,330	9,330	9,330	9,330	9,330	9,197	9,197	9,197				74,374
Community Care Facility	229,376	229,850	230,439	228,224	226,840	226,942	211,712	202,951	198,133				1,984,381
<b>TOTAL COMMUNITY PLACEMENT PL</b>	<b>16,889,684</b>	<b>16,989,472</b>	<b>16,864,982</b>	<b>16,899,071</b>	<b>16,516,418</b>	<b>16,468,472</b>	<b>16,283,546</b>	<b>16,043,381</b>	<b>15,496,197</b>				<b>148,450,137</b>



KERN REGIONAL CENTER  
 OPERATIONS  
 FY 2021/2022  
 AS OF MARCH 31, 2022

Attachment 4

	PROPOSED EXPENDITURE	YEAR TO DATE	07/31/21	08/31/21	09/30/21	10/31/21	11/30/21	12/31/21	01/31/22	02/29/22	03/31/22	04/30/22	05/31/22	06/30/22	TOTAL	OVER/UNDER
<b>OPERATIONS</b>																
Salaries & Benefits	18,666,299	14,358,692	1,408,718	1,321,905	1,856,452	1,487,745	1,351,822	1,889,350	908,941	1,276,801	1,764,565	908,941	1,276,801	1,764,565	13,266,299	1,092,393
Operating Expenses	4,794,000	4,794,000	329,819	314,808	360,853	495,622	377,784	575,089	386,813	505,931	304,801	386,813	505,931	304,801	3,644,520	1,149,480
<b>SUBTOTAL OPS</b>	<b>23,460,299</b>	<b>19,152,692</b>	<b>1,731,537</b>	<b>1,636,713</b>	<b>2,217,305</b>	<b>1,983,367</b>	<b>1,729,607</b>	<b>2,464,438</b>	<b>1,295,755</b>	<b>1,782,732</b>	<b>2,069,365</b>	-	-	-	<b>16,910,819</b>	<b>2,241,873</b>
<b>COMMUNITY PLACEMENT PLAN</b>																
Salaries & Benefits	1,081,257	831,736	-	-	-	-	-	-	380,755	42,562	52,889	-	-	-	476,205	355,531
Operating Expenses	42,200	31,650	-	-	-	-	-	-	242,451	40,568	16,994	-	-	-	300,022	(268,372)
<b>SUBTOTAL CPP</b>	<b>1,123,457</b>	<b>863,386</b>	-	-	-	-	-	-	<b>623,215</b>	<b>83,129</b>	<b>69,883</b>	-	-	-	<b>776,227</b>	<b>87,159</b>
<b>FOSTER GRANDPARENT PROGRAM</b>																
Salaries & Benefits	69,809	53,699	3,371	3,427	4,713	3,407	3,464	3,427	3,334	5,868	4,461	-	-	-	35,472	18,227
Operating Expenses	127,864	95,898	4,032	7,393	10,371	2,916	140	13,585	3,558	3,756	4,251	-	-	-	49,982	45,916
<b>SUBTOTAL FGP</b>	<b>197,673</b>	<b>149,597</b>	<b>7,404</b>	<b>10,820</b>	<b>15,085</b>	<b>6,323</b>	<b>3,604</b>	<b>16,992</b>	<b>6,892</b>	<b>9,624</b>	<b>8,711</b>	-	-	-	<b>85,454</b>	<b>64,143</b>
<b>SENIOR COMPANION PROGRAM</b>																
Salaries & Benefits	85,320	65,631	4,120	4,188	5,761	4,164	4,234	4,188	4,075	3,506	5,452	-	-	-	39,688	25,943
Operating Expenses	155,596	116,697	4,087	4,200	3,738	1,823	248	6,238	3,077	2,227	3,664	-	-	-	29,301	87,396
<b>SUBTOTAL SCP</b>	<b>240,916</b>	<b>182,328</b>	<b>8,207</b>	<b>8,388</b>	<b>9,498</b>	<b>5,987</b>	<b>4,482</b>	<b>10,426</b>	<b>7,153</b>	<b>5,732</b>	<b>9,115</b>	-	-	-	<b>68,990</b>	<b>113,338</b>
<b>TOTAL OPERATIONS</b>	<b>25,022,345</b>	<b>20,348,003</b>	<b>1,747,148</b>	<b>1,655,921</b>	<b>2,241,888</b>	<b>1,995,677</b>	<b>1,737,692</b>	<b>2,491,857</b>	<b>1,933,015</b>	<b>1,881,218</b>	<b>2,157,075</b>	-	-	-	<b>17,841,490</b>	<b>2,506,513</b>