

Open Enrollment Summary Readiness Report

Following is an update on C4’s readiness for this year’s Open Enrollment Period (OEP) from each of our functional areas. As you’ll see, this is a new, simplified format attempting to be responsive to the Board and Management’s combined goals of 1) providing updates in advance of meetings in order to spend more of our meeting time in Board-level dialogue, 2) increasing visibility into the organization’s workings, challenges and opportunities, and 3) moving toward a more strategic and consistent presentation of materials.

Over the coming months, staff will be developing a proposed strategic framework that will frame the connection between our plans, implementation, measures and outcomes/goals, as well as a corresponding planning process to move Board and staff toward our overarching goals of C4’s sustainability and facilitating coverage for all Coloradans. In the meantime, we would appreciate your feedback and look forward to answering any questions you have regarding the ‘readiness’ updates below.

TIMELINE					
10/22/14	10/24/14	11/9/14	11/15/14	12/15/14 Last	2/15/15
Renewal Notices Initiated	Revised Website Go Live	Go Live SES	Open Enrollment	Enrollment Day for Jan 1 Coverage	End Open Enrollment

This readiness report is broken into the following broad categories and sections:

- **Marketing and Sales**
 - Marketing and Outreach
 - Sales
- **Marketplace**
 - IT / Technology
 - System Development
- **Operations and Finance**
 - Operations
 - Finance

Marketing & Sales

Marketing & Outreach

The public-facing informational web site (WordPress) is being revised and will be launched October 24th in anticipation of people seeking information for renewals. On November 9th, this web site will be updated again to support the launch of the Shared Eligibility Service (SES), Release 2.0 of the marketplace and open enrollment activities. One of the key new features of the informational web site

is a set of decision support tools geared towards education and advocacy. One of the new features that will be available on November 9th is a formulary finder that will be integrated with the standalone 'plan finder' tool. Another of the OEP improvements to the informational web site will occur on/about November 15th when we roll out a new decision support avatar ("Kyla") on key pages to help customers understand their open enrollment and renewal options. These tools and changes to the informational web site are designed to help both self-serve shoppers and our brokers and Assistance Network. Other tools, such as an enhanced savings calculator and a complex household calculator are being developed deployed to provide better support to our sales channels and support networks. Due to the high volume of writing and updating that is needed to enable an on-time launch of each of these major changes and tools, contractor help is being added for the short term.

Marketing materials (collateral) are being updated and printed now and will be available for all sales channels before the open enrollment period begins.

A proactive media plan is being finalized. Because of the shortened time frame for open enrollment and the complexity of the business, C4HCO will reach out to editorial boards/key reporters before enrollment begins to answer questions and to correctly frame what C4HCO does. Additionally, C4HCO is now resourced to handle all media requests/questions.

Dozens of in-person enrollment events have been mapped out and scheduled for November, December, January and February. And contracts for several "walk-in stores" in metro area are being secured. As many of the county's requests for enrollment support and walk-in availability are being accommodated as possible. Additionally, high-population areas have been strategically chosen to draw from surrounding geography. C4HCo is also augmenting marketing in local areas to support local community efforts.

Advertising includes four television testimonials and live and on-air promotions of the upcoming open enrollment period and the value/affordability of coverage through Connect for Health Colorado (in both English and Spanish). We are also ramping up brand awareness ads online for all audiences in October and November. At the same time, finalization and production for the new creatives for TV, radio, print and all mediums (in English and Spanish) is scheduled to begin late October and heavy-up after the election (this timing is also consistent with what the federal government is doing nationally for FFM states). As the next campaign is still being created, new testimonials have been received for a launch after the election.

Sales

The Sales Channels are in full preparatory mode. New brokers continue to be added to the roster of certified brokers and these individuals are busy completing their initial certification training. Certification and Re-certification training opened on September 15th and over 500 brokers have been re-certified to date. The Assistance Sites are also being Re-certified, as are Direct Carrier Sales agents. The Service Center is working on sales excellence training and has several sales champions embedded at the site to promote a culture of sales.

Sales efforts involve a combined approach among marketing, enrollment events, retail locations and staffing these opportunities with Brokers and Health Coverage Guides. In tandem an extensive Out Bound slate of consumer touch campaigns is being ramped up. Correspondingly there is a focus on partnering with the Direct Carrier Sales Teams who are certified to provide on-site sales champions and subject matter expertise.

Marketplace

IT

Dashboard to be provided at time of Board Meeting

Reporting and Business Intelligence

The Business Intelligence (BI) team is developing over 1,500 renewal ‘book of business’ reports to be delivered to each assistance site, broker, and carrier that will help each channel manage renewals for their customers. We are creating new data structures and processes to load Release 2.0 and SES data into our data warehouse, as well as developing an operational dashboard to help monitor daily progress, measure system activity and predict usage. The team will also be developing the new required CCIIO weekly report, CMS monthly report, IRS monthly report, & 1095 reports to be delivered to every individual enrolled for taxes. The team is constrained currently by being at capacity through the multitude of reporting requests that surface on a daily basis. To ensure that these critical items are delivered, we have temporarily added a BI consultant to the team and are enlisting assistance from the C4 Program Management Office in managing intake of work.

Service Management (SM)

The SM team is working with HCPF, the Colorado Office of Information Technology (OIT) and Deloitte to establish a go-live communications and command center for check in meetings and incident response processes for open enrollment. So we can respond quickly to any go-live incidents it is critical to establish strong processes and build on lessons learned from last year’s open enrollment go-live. Strong coordination is required between C4 and our partners as communication challenges and an inefficient process will make it more difficult to respond efficiently to situations that arise during this year’s brief OEP.

System usage during renewals and open enrollment is difficult to predict. There is a chance that performance could suffer or the system becomes overloaded due to unforeseen spikes in traffic. We will be asking a very large number of customers to renew over a short period of time which could result in peak traffic in excess of that experienced on our busiest day last March. A capacity plan has been developed to identify where additional infrastructure is needed to handle anticipated system throughput and this is being validated through extensive performance testing. At a minimum, we will be building out the number of application virtual machines temporarily and putting in place a ‘waiting room’ to control access to the Marketplace if we experience peak volume above that which we have

scaled for. The waiting room is provided by Akamai and will ensure that unexpected traffic does not cause our site to fail or exhibit poor performance.

Our SLAs with key vendors need to be more granular and broad so as to reflect system performance more accurately. In light of this we are increasing the level of SLA reporting and metric collection in time for open enrollment. This along with existing monitoring, alerting and logging will continue to allow us to catch system performance issues before they become problematic, as well as proactively spot performance trends.

At times during open enrollment and renewals our service center may receive a very large number of calls. This could impact telephony uptime. To minimize the possibility of a telephony disruption, we are working with 3t, Eventus and call center management to execute a telephony load test and implement any additional hardware and bandwidth that might be required. In addition we are ensuring that we have adequate levels of computer and other IT related equipment in inventory.

Security

We need to ensure that system changes do not introduce new vulnerabilities or compliance issues into the Marketplace. To this end, the Security Team is completing a number of reports and audits to provide to CMS and C4 leadership before open enrollment begins. Resourcing is a constraint right now so we are also temporarily appending the security team with consulting support. To avoid potential delays to our launch due to emerging system vulnerabilities or compliance issues, we are working continually with our partners and CMS to ensure that we are looking for new threats, scanning for vulnerabilities and addressing issues promptly.

Program Development

Please see attached: Technology Preparedness

Renewals Go Live – October 13th

Renewals processing is going live on October 13th as planned. The basic renewals functions – that identify 2014 customers who are eligible for auto-renewal, re-determine their APTC / CSR eligibility and amounts and calculate their new premiums – will be running in production starting next Monday. The process is expected to complete by October 18th and renewal ‘book of business’ reports will be sent to brokers, carriers and assistance sites by the 22nd. We are predicting that a large percentage (75% or more) of C4HCO’s 2014 customers will be eligible for auto-renewal and we will monitor this as we execute the renewal processes. Renewal notices will be sent to customers beginning October 22nd. To minimize the impact on the service center, the notices will be sent in batches out over a 7-day period. The code that supports online opt-in or re-shopping will be available on November 9th. Some areas we are closely monitoring to ensure renewals processing goes smoothly include:

- Continued progress reconciling Marketplace membership with carrier membership. Expectations are to be at or above 90% accuracy for the current enrollment period by next Monday. Currently, accuracy is at 86% and progress is being made every day. Getting to 90% or better is not a pre-requisite for starting the renewals process; however, a high accuracy rate will reduce customer confusion and calls to the Service Center.

- Completion of automated Renewals and Redeterminations Validation (RRV) testing with the Federal Data Services Hub (FDSH) before October 20th. This is not a prerequisite for starting the renewals processing. The current plan is to run the RRV in production the week of October 20th.

Release 2.0 and SES – November 9th

Release 2.0 and the SES are on track to go live on November 9th. At this point, all critical code has been delivered and all portals are being aggressively tested for both functional and performance deficiencies. Major new functionality included in this release includes

- Shared Eligibility Service
- Support for complex households and multiple medical and/or dental plans per family in the Individual marketplace
- Online renewal features including the ability to opt-in or shop for a different plan in the Individual marketplace
- Online support for life changes in the individual marketplace
- Improved SHOP usability
- Improved SHOP functionality including an integrated proposal system and support for reference plans
- Changes to the broker portal to make it easier to manage clients

Since this represents significant new functionality for all users, our go-live readiness is looking at both system and operational readiness. We are currently on target to complete the following key readiness indicators for this release:

- Completion of first pass of business acceptance test scripts by October 21st to identify critical issues that must be corrected before go-live and to provide time to update training and process documentation.
- Development and testing of new and modified business processes, training materials and job aids for the service center, brokers and our Assistance Network.
- Integrating our post go live support plan with both CGI and HCPF / Deloitte to ensure seamless support for consumers and stakeholders.

Operations & Finance

Operations

C4HCO is on track to begin sending renewal notices the week of October 20th. Messaging will include information about plan selection, premium, advance premium tax credit (APTC) and cost sharing reduction (CSR) amounts as applicable. C4HCO has been working closely with carrier partners, brokers, agents and health coverage guides to prepare them for this activity. As mentioned previously, there will be certain populations that will fall out of this automated renewal process and will have to be handled in a more manual fashion.

The training team has been working for the past several weeks to train and certify participating brokers and agents. C4HCO has been working with Master General Agent partners to facilitate classroom learning and have certified over 500 brokers and agents in-person and over 600 brokers, health

coverage guides and certified application counselors online. A full-scale training with health coverage guides the week of October 13th is being launched and training of representatives in the service center will continue. The biggest challenge to date is demonstrating the shared eligibility system in a true training environment. This has been mitigated to a large degree by creating a simulator that allows users to walk through the process end-to-end in a dynamic manner.

The service center continues to on-board additional staff based on the current forecast of call volume, average handle time and average speed to answer. Staffing continues to ramp up with second new class of hires. Peak staffing numbers are anticipated in mid to late December and mid-February as deadlines approach. As with last enrollment cycle, it takes three weeks for the service representatives to be proficient in answering phone calls.

C4HCO and HCPF have developed a response center and disaster recovery plan to ensure tight coordination and readiness. In addition, Connect for Health has fully developed a readiness plan, disaster recovery procedures and has two offsite offices as contingency options in the event of a fail over.

As C4HCO continues to test and deploy the full automation of EDI transactions, the current focus is full reconciliation of enrollments and payments with the carriers to ensure accurate data matching for the renewals process and payment data sent to our Federal partners. This focus on reconciliation has slowed down the testing and deployment of other EDI functions. While the carriers have agreed that reconciliation has to take priority, there is very much a focus on ensuring that we pick up the EDI testing and deployment plan as soon as possible.

Finance

Please see attached: Statement of Financial Position & Statement of Activities

The Finance Department is starting to make head way in processing the backlog of Carrier Administrative Fees owed by C4HCO. The much anticipated “820 files”, detailing subscriber premiums, have been received from four carriers representing a significant proportion of individual exchange subscribers. Initial invoices have been sent and some payments have been received as well. Completed 820 files from three more carriers are expected in November.

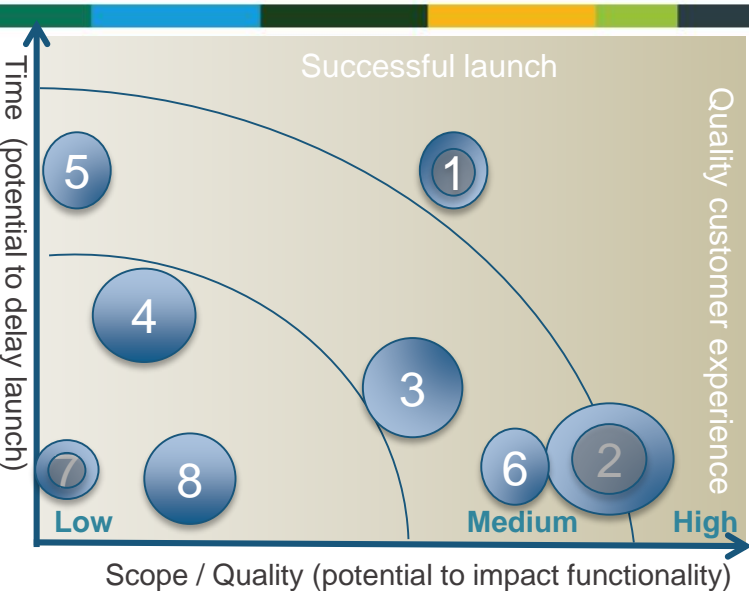
The Accounting Department is in the process of refining the budget reporting capability, bringing fixed asset management in-house, improving efficiency with the accounting functions; as well as the overall procedures and processes to better facilitate the requests of the Finance Committee and Board. Additionally the department has been changing the reporting and tracking mechanism for all vendor contracts. On the revenue side, the department is working with the models created to book anticipated revenue for the balance of this calendar year, and upcoming years.

Finance is continuing to work on the budget numbers for each month to give as much clarity as possible to the financial statement review. These numbers may change slightly as the entire budget is allocated with the correct proportion to each month.

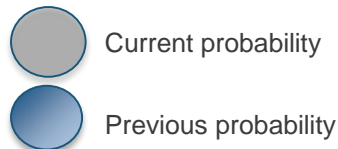
The key observations are:

- Statement of Activities
 - Individual Fee Revenue is being recognized on the Statement of Activities based on anticipated Admin Fee Revenue
 - July Admin Fee Revenue = \$462,369
 - August Admin Fee Revenue = \$472,036
 - Customer Service Center Labor, both fixed and variable, are running higher than budgeted for. This has been discussed with the Operations Committee.
- Statement of Financial Position
 - Accounts Receivable, Net includes the Individual Fee Receivable and the general Accounts Receivable
 - The Marketplace Development Asset will continue to increase as work is completed on the 2.0 release. This portion of the asset will not begin to depreciate until it is placed in service.
 - Accounts Payable:
 - The most significant amount is to CGI, for Customer Service Center Labor which has been under review by staff before payment is issued and retainage payable. This amount is \$3.5M.

Technology Preparedness for 2015 Open Enrollment Period



- Location of bubble indicates relative impact
- Size of bubble indicates relative probability



#	Challenge	Mitigation Approach	Trend
1	The effort to deliver the combined scope of renewals, SES & R2.x may create software delivery delays and/or quality issues.	To avoid: Tight management & overlapping test & development activities. If it happens: C4 will defer less critical features to ensure SES, renewals & SHOP are available by OEP.	Reducing – most code & all critical functions delivered
2	Timeline for renewal activities including RRV verification, outreach & noticing may delay delivery of the auto renew EDI to carriers later than desired.	To avoid: Working with CMS, carriers & DOI on plan & coordination of activities. If it happens: Additional service center staff and outreach. System allows 'opt in' & payment web service to expedite auto renew for customers who use them.	Reducing – workarounds identified
3	System may not be available as early as desired to support training or other operational change management activities.	To avoid: Tight coordination between service center, other sales channels & the tech teams. If it happens: Training will use wireframes until the system is available and stable.	Early training delivery via wireframes / simulators
4	Potential delays in SES & C4 testing could move SES go-live date closer to 11/15, reducing pre-shopping time.	To avoid: Tight management / early testing. 4 weeks between SES go-live & OEP If it happens: We will move SES go live closer to 11/15 OEP start.	SES date moved to 11/9
5	Unforeseen production changes could pull resources away from development activities	To avoid: Close monitoring & triage of PROD issues. Separate environment for PROD fixes. If it happens: see item 1	Holding Steady
6	Potential for C4 outages or performance degradation during OEP because of short OEP window, renewals, new code and/or complex code management processes.	To avoid: Capacity planning, perf / stress testing, fault isolative design, monitoring & alerting, diligent code/change management processes with increased automation. If it happens: We can roll back, back out new features, scale out or up.	Holding Steady
7	Plan management module issues may delay plan loading and verification.	To avoid: Iterative development with hCentive product team & our PMM team. If it happens: Fallback to manual load and verification processes if needed.	Reducing- Plans loaded and verified
8	Incomplete EDI testing with carriers may result in resource contention prior to OEP.	To avoid: EDI test plan developed using carriers' ability to execute tests with C4. If it happens: Ability to go live with R2 if testing not complete.	EDI testing paused to support reconciliation



Connect for Health Colorado Statement of Financial Position

	Year To Date 08/31/2014	Prior Year To Date 08/31/2013	
	Current Year Balance	Prior Year Balance	Net Change
Assets			
Current Assets			
Cash and Cash Equivalents	25,995,881	15,142,727	10,853,154
Accounts Receivable, Net	3,089,681	52,336	3,037,344
Grants Receivable	18,778,508	21,674,216	(2,895,706)
Other Current Assets			
Pre-Paid Expenses			
Prepaid Ins Rent & Misc	27,318	25,232	2,085
Prepaid Software & Support	6,954,092	2,052,282	4,901,810
Prepaid Network Grantee Advances	33,101	47,477	(14,377)
	<u>7,014,511</u>	<u>2,124,991</u>	<u>4,889,518</u>
Total Pre-Paid Expenses			
Total Other Current Assets	<u>7,014,511</u>	<u>2,124,991</u>	<u>4,889,518</u>
Total Current Assets	<u>54,878,581</u>	<u>38,994,270</u>	<u>15,884,310</u>
Long-term Assets			
Property & Equipment			
Furn & Fix - Net			
Furniture & Fixtures	774,623	741,031	33,593
Accum Depr - Furniture & Fixtures	(111,578)	(9,553)	(102,026)
Total Furn & Fix - Net	<u>663,045</u>	<u>731,478</u>	<u>(68,433)</u>
Equipment - Net			
Equipment	1,063,252	208,747	854,506
Accum Depr - Equipment	(192,600)	(1,020)	(191,580)
Total Equipment - Net	<u>870,652</u>	<u>207,727</u>	<u>662,926</u>
Software License - Net			
Software Licenses	9,984,897	9,243,189	741,708
Accum Amort - Software License	(3,068,214)	(1,513,275)	(1,554,940)
Total Software License - Net	<u>6,916,683</u>	<u>7,729,914</u>	<u>(813,232)</u>
Marketplace Development - Net			
Marketplace Development	26,583,243	9,875,063	16,708,181
Accum Depr - Marketplace Development	(3,478,580)	0	(3,478,579)
Total Marketplace Development - Net	<u>23,104,663</u>	<u>9,875,063</u>	<u>13,229,602</u>
Informational Website - Net			
Informational Website	165,193	26,550	138,642
Accum Depr - Informational Website	(25,263)	0	(25,263)
Total Informational Website - Net	<u>139,930</u>	<u>26,550</u>	<u>113,379</u>
Ptarmigan Tenant Improvement - Net			
Ptarmigan Tenant Improvements	106,421	0	106,421
Accum Depr - Ptarmigan Tenant Improvements	(18,074)	0	(18,074)
Total Ptarmigan Tenant Improvement - Net	<u>88,347</u>	<u>0</u>	<u>88,347</u>
CSC Tenant Improvements - Net			
CSC Tenant Improvements	1,818,207	1,545,021	273,185
Accum Depr - CSC Tenant Improvements	(256,460)	0	(256,459)
Total CSC Tenant Improvements - Net	<u>1,561,747</u>	<u>1,545,021</u>	<u>16,726</u>
Total Property & Equipment	<u>33,345,067</u>	<u>20,115,753</u>	<u>13,229,315</u>
Other Long-term Assets	<u>19,719</u>	<u>17,545</u>	<u>2,174</u>
Total Long-term Assets	<u>33,364,786</u>	<u>20,133,298</u>	<u>13,231,489</u>
Total Assets	<u>88,243,367</u>	<u>59,127,568</u>	<u>29,115,799</u>



Connect for Health Colorado Statement of Financial Position

	Year To Date 08/31/2014	Prior Year To Date 08/31/2013	
	Current Year Balance	Prior Year Balance	Net Change
Liabilities			
Liabilities			
Short-term Liabilities			
Accounts Payable	5,376,759	10,711,903	(5,335,144)
Accrued Liabilities			
Accrued Payroll, PR Tax & Benefits	197,191	134,856	62,335
Accrued Liabilities - Vendor	8,019,018	8,058,234	(39,216)
Accrued CGI Hosting	453,434	520,448	(67,013)
Accrued Retainage Payable	481,044	524,671	(43,628)
Total Accrued Liabilities	<u>9,150,687</u>	<u>9,238,209</u>	<u>(87,522)</u>
Deferred Revenue	2,637,744	1,380,897	1,256,847
Other Short-term Liabilities	2,323	1,100	1,223
Total Short-term Liabilities	<u>17,167,513</u>	<u>21,332,109</u>	<u>(4,164,596)</u>
Long Term Liabilities			
Other Long-term Liabilities	24,757	0	24,757
Total Long Term Liabilities	<u>24,757</u>	<u>0</u>	<u>24,757</u>
Deferred Long Term Revenue	4,376,767	744,095	3,632,672
Total Liabilities	<u>21,569,037</u>	<u>22,076,204</u>	<u>(507,167)</u>
Net Assets			
Unrestricted	66,674,330	37,051,364	29,622,966
Total Net Assets	<u>66,674,330</u>	<u>37,051,364</u>	<u>29,622,966</u>
Total Liabilities & Net Assets	<u>88,243,367</u>	<u>59,127,568</u>	<u>29,115,799</u>



**Connect for Health Colorado
Statement of Activities - Consolidated
FY 2015 Budget to Actual**

	Month Ending 08/31/2014		Year To Date 08/31/2014		Month Ending 08/31/2014
	Actual	Budget	Actual	Budget	Variance
Revenue					
Grant Revenue					
Federal Grants	4,381,585	4,381,585	9,777,691	9,777,691	0
Total Grant Revenue	4,381,585	4,381,585	9,777,691	9,777,691	0
Program Revenue					
Individual Fees	472,656	472,656	936,637	936,637	0
SHOP Fees	10,299	10,299	20,199	20,199	0
High Risk Pool Resrv Property F	1,625,000	1,625,000	9,941,667	9,941,667	0
Total Program Revenue	2,107,955	2,107,955	10,898,503	10,898,503	0
Investment Income	3,486	3,486	6,158	6,158	0
Total Revenue	6,493,026	6,493,026	20,682,352	20,682,352	0
Expenditures					
Direct					
Customer Service					
Customer Service Center					
CSC Labor - Fixed	310,822	184,405	609,993	360,299	(249,695)
CSC Labor - Variable	444,098	414,854	788,284	812,295	24,013
CSC Back Office Labor - Variable	299,289	114,914	598,578	229,828	(368,751)
CSC Technology - Fixed	67,529	78,765	135,058	137,531	2,473
CSC Technology - Variable	9,769	12,000	22,474	20,141	(2,333)
CSC Operations - Fixed	59,316	58,800	118,122	117,600	(522)
CSC Operations - Variable	29,413	38,392	59,325	58,392	(933)
Total Customer Service Center	1,220,236	902,130	2,331,834	1,736,086	(595,748)
Assistance Network	90,970	433,333	502,872	866,667	363,795
Total Customer Service	1,311,206	1,335,463	2,834,706	2,602,753	(231,953)



**Connect for Health Colorado
Statement of Activities - Consolidated
FY 2015 Budget to Actual**

	Month Ending 08/31/2014		Year To Date 08/31/2014		Month Ending 08/31/2014
	Actual	Budget	Actual	Budget	Variance
Marketing					
Public Affairs Consulting	9,000	12,000	18,000	24,000	6,000
Outreach Coordinator West	0	5,000	11,719	10,000	(1,720)
Media & Customer Interactions	69,399	72,950	84,199	91,900	7,702
Outreach Materials	7,085	11,000	12,492	22,000	9,508
Total Marketing & Outreach	85,484	100,950	126,410	147,900	21,490
Technology					
Technology Consulting					
IT Business Analysis/PM	20,400	15,000	35,360	30,000	(5,360)
PMO	134,597	109,714	281,027	219,428	(61,599)
Bus Process Design (Tech)	3,104	0	3,104	0	(3,104)
Total Technology Consulting	158,101	124,714	319,491	249,428	(70,063)
Tech Implementation - CGI	130,950	132,341	261,900	291,682	29,782
Tech Implementation - Other	11,360	10,000	446,697	450,000	3,303
CGI Hosting	157,458	163,443	314,917	326,886	11,969
CGI Maint & Support	422,300	307,621	844,600	780,242	(64,358)
Oracle CX Licensing	51,686	52,000	103,371	104,000	629
Oracle Platform Maint & Support	89,152	90,000	178,305	180,000	1,695
hCentive Developer License	55,192	55,000	110,385	113,000	2,616
Healthation Support (CGI)	5,316	5,300	10,631	10,800	169
Non-CGI Hosting & Support	27,171	27,500	66,591	67,500	908
Total Technology	1,108,686	967,919	2,656,888	2,573,538	(83,350)
Ops, Financial Management & Misc. Direct					
Procurement and Financial Analysis	5,569	16,000	19,401	32,000	12,599
Operations Consulting	119,727	117,150	297,208	305,900	8,692
Training	35,124	39,808	71,959	80,217	8,258
Total Ops, Financial Management & Misc. Direct	160,420	172,958	388,568	418,117	29,549
Total Direct	2,665,796	2,577,290	6,006,572	5,742,308	(264,264)



**Connect for Health Colorado
Statement of Activities - Consolidated
FY 2015 Budget to Actual**

	Month Ending 08/31/2014		Year To Date 08/31/2014		Month Ending 08/31/2014
	Actual	Budget	Actual	Budget	Variance
General and Administrative Expenses					
Salary and Wages	355,141	327,231	669,415	654,460	(14,955)
PR Benefits	99,256	111,333	185,218	222,667	37,449
Conferences, Conventions, and Meetings	1,907	8,489	3,708	16,978	13,270
Copying and Printing	146	4,000	2,721	8,000	5,279
Due and Subscriptions	204	3,667	422	7,333	6,911
Insurance	6,356	73,458	12,713	146,917	134,204
Occupancy	30,840	35,398	60,092	70,795	10,703
Office Supplies	3,415	11,131	5,513	22,263	16,750
Professional Fees	29,233	12,730	51,700	28,210	(23,490)
Telecommunication	15,694	15,550	30,998	31,100	103
Travel Expenses	4,766	11,636	20,641	23,271	2,629
Total General and Administrative Expenses	546,958	614,623	1,043,141	1,231,994	188,853
Depreciation	571,185	0	1,142,305	0	(1,142,305)
Total Expenditures	3,783,939	3,191,913	8,192,018	6,974,302	(1,217,716)
Change In Net Assets	2,709,087	3,301,113	12,490,334	13,708,050	1,217,716
+ Net Assets - Beginning	63,945,244	0	54,163,997	0	(54,163,997)
Net Assets - Ending	66,654,331	3,301,113	66,654,331	13,708,050	(52,946,281)