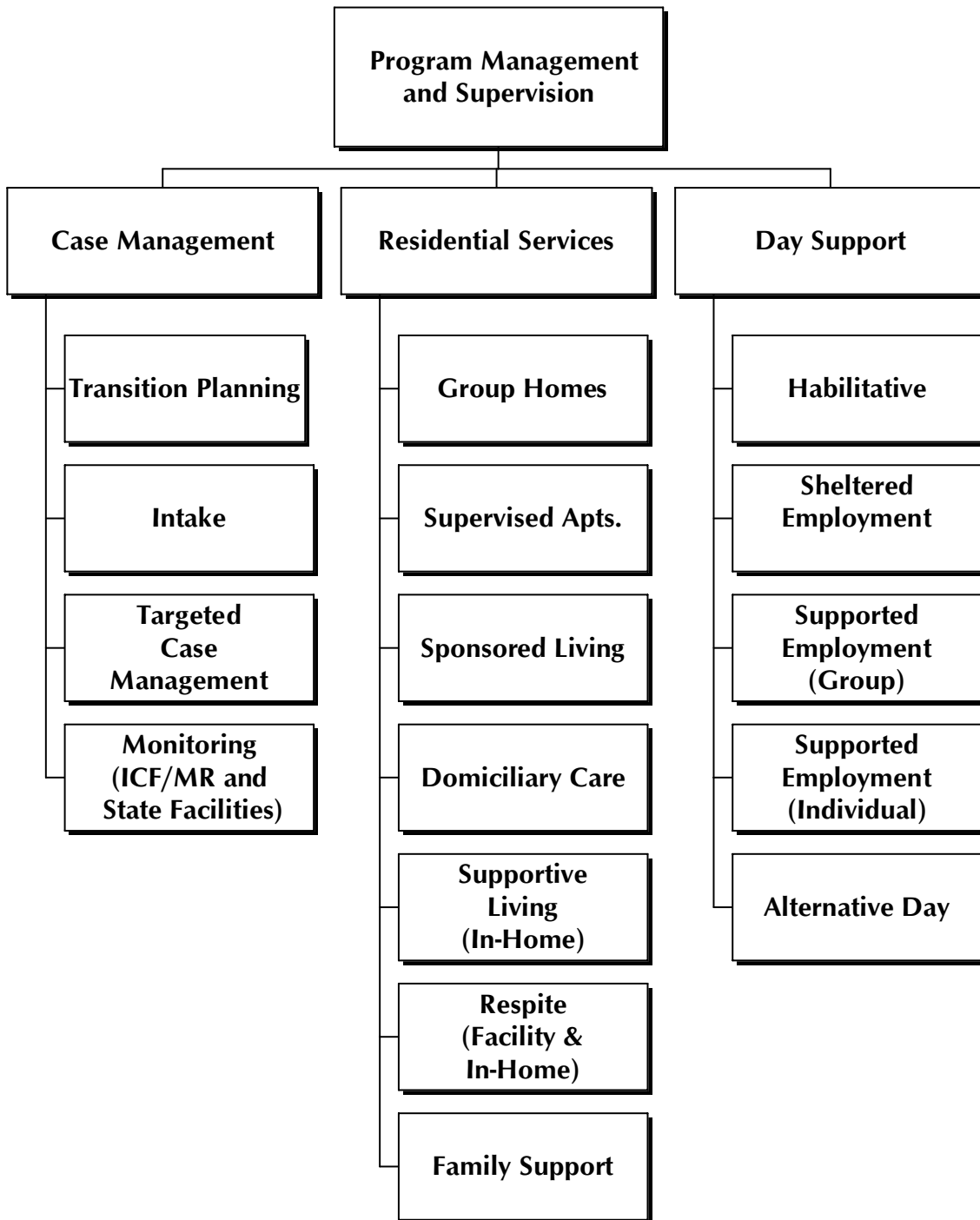


Fund 106
Community Services Board (CSB) - Mental Retardation Services



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Mission

To support individuals with mental retardation and their families in achieving a self-determined and valued lifestyle. Through community partnerships with residents and service providers of Fairfax County and the cities of Fairfax and Falls Church, Mental Retardation Services aims to ensure that persons with mental retardation receive individualized, quality services that empower and support them in living, working and participating fully within their communities.

Focus

Mental Retardation Services provides direct services to individuals with mental retardation and oversees services provided by private vendors. Services are provided through four cost centers: Program Management and Supervision, Case Management, Residential Services and Day Support.

Program Management and Supervision services are provided to all mental retardation programs, both directly-operated and under contract, to ensure service quality, customer satisfaction, sound fiscal management and the appropriate allocation of resources.

Case Management services are provided to approximately 1,700 persons with mental retardation. While many of these individuals have multiple disabilities and serious medical needs, many can benefit from training to maximize their skills and enhance their independence. Case management includes needs assessment and evaluation, eligibility determination, coordinated care planning and monitoring, as well as emergency services. To ensure health and safety, and to maximize opportunities for successful community living, case managers assist individuals with mental retardation access housing, employment, social service benefits, therapeutic supports, social and educational resources, and other supports essential to meeting basic needs. In FY 2005, Case Management staff activated 94 new Medicaid Waiver slots awarded to eligible individuals within Fairfax-Falls Church, increasing billable Medicaid Case Management services by 11.9 percent in a single year. It should also be noted that Case Management staff coordinate not only County-funded services, but also approximately \$26 million in Medicaid funded services paid directly to private providers providing covered services to residents of Fairfax County and the Cities of Fairfax and Falls Church. For all case management services, Medicaid reimbursed the CSB over \$1.9 million in FY 2005. In order to further maximize Medicaid reimbursement and provide much needed mental retardation services, new grant positions have been established in FY 2006 and FY 2007.

Residential Services provides a home to more than 300 individuals through directly-operated and contracted group homes. In addition to training and assistance with daily living activities, the individuals served may have more complex needs due to physical and mobility limitations, medical problems and behavioral issues. Services provided include: community-based group homes; intermediate care facilities (ICFs); supervised apartments; adult foster care or respite according to needs assessments; and individualized service plans developed by residential staff, in consultation with individuals and their families. In FY 2005, directly-operated residential capacity increased by one bed, and two new individuals received directly-operated group home placements. In addition, the residents of one directly operated group home relocated into a barrier-free house providing more accessibility for the individuals living within that home. Residential Services will continue to explore feasible, cost-effective opportunities for the creation of barrier-free group homes and/or more accessible apartments, which provide more residential options for individuals requiring such living arrangements.

Day Support services offer training to people who would like to enter the workforce or improve their independence and self-sufficiency and employment services provide vocational training and support to people as they enter and remain in the workforce. Day support and employment services were provided to 1,185 individuals with mental retardation in FY 2005. The average annual earnings for the 577 people surveyed in FY 2005 that received community-based group and individual employment services was \$8,293. The total gross earnings for these 577 people were \$4,785,129. In the directly-operated Cooperative Employment Program (CEP), a total of 133 persons were served and 30 new job placements or replacements occurred during FY 2005. Average hourly wages increased to \$10.28/hour, and 103 persons earned wages totaling over \$1.68 million. In addition, over 50 percent of the individuals served by CEP who are employed received full benefits, and another 6 percent received partial benefits.

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Effective July 1, 2005 (FY 2006), a new waiver for day support and prevocational services only, called the Day Support Waiver, is being offered throughout Virginia. In contrast to full Medicaid waiver slots, the CSB does not have a set number of Day Support Waiver slots. Instead, the State notifies the CSB when a covered individual within Fairfax-Falls Church is being offered a slot based on a statewide waiting list.

As directed by the Board of Supervisors, CSB staff have developed an alternative service option for serving special education graduates in order to reduce and contain County costs for Day Support and Employment services. Input has also been incorporated from the Human Services Council, the Community Services Board, vendors, and community advocacy groups. As a result, Mental Retardation Services anticipates implementing a self-directed option for an initial group of participants, which will allow the consumers and their families greater involvement and flexibility in designing their individual service plans. Additionally, the incorporation of informal service providers will enhance service delivery and help to reduce and contain costs.

CSB staff also continue to implement recommendations from the two previous studies on special education graduates, completed in 2002 and 2004, to achieve program efficiencies and maximize non-County revenues. In FY 2005, these efforts yielded approximately \$482,000 in cost avoidance savings, primarily through advocacy efforts and maximization of Medicaid Waiver slots and rate increases. For FY 2006, that figure is estimated to grow to \$1.1 million. Beginning in FY 2007, the Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services (DMHMRSAS) is anticipated to assume funding responsibility for community day support services for 33 persons residing at the Northern Virginia Training Center (NVTC) that the CSB is currently covering. In addition, several cost savings initiatives, such as a redesigned contract for Day Support services, which introduces a new self-directed option for consumers and their families (mentioned above), limits administrative expenses, and encourages flexible service options; and increased utilization of more cost effective service delivery models, will generate significant results. Finally, support for additional state resources for mental retardation services has been announced, but the impact on Fairfax County is not yet known.




In working with the Fairfax County Public Schools, it is estimated that 59 June 2006 graduates will require local funding of \$840,650 in FY 2007. Due to the implementation of self-directed services in day support, the aforementioned cost containment strategies, state assumption of funding for the individuals residing at NVTC, and the newly announced increased state support for mental retardation services, the costs associated with the June 2006 special education graduates can be accommodated within the CSB's existing appropriations and no additional local funding is required.

New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision

 Maintaining Safe and Caring Communities	Recent Success	FY 2007 Initiative
Continue to provide a safe and healthy residential environment for all individuals within residential program settings, and to develop viable, cost-effective residential options that support individuals with increasing and continually changing medical needs. Staff have received additional training in ergonomics/body mechanics in order to better assist, transfer, and maneuver individuals with ambulation difficulties. This training will hopefully decrease both staff and consumer injuries when physically assisting individuals in their homes.	☑	☑
Continue to develop and implement a self-directed services pilot program. This program will provide adults with mental retardation (and their families) the opportunity to self-direct day support or employment services, in order to maximize self-determination and reduce costs for services.		☑

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 Maintaining Safe and Caring Communities	Recent Success	FY 2007 Initiative
Utilize the Vocational Panel established to create guidelines assessing risk and prioritize individuals on the waiting list for day support services funding. Between July 1, 2005 and April 30, 2006, 14 people on the vocational waiting list at some point during that timeframe have been placed. All graduates of the local public and private school systems that wish to receive day support/employment services continue to receive funding.	☑	☑
 Maintaining Healthy Economies	Recent Success	FY 2007 Initiative
Continue to reinforce regional partnerships and support local area providers by emphasizing ongoing enrollment of all private providers (who are licensed by the Commonwealth of Virginia DMHMRSAS) by the Virginia Department of Medical Assistance Services (DMAS). Enrollment by DMAS enables contractors to receive reimbursement for the provision of Medicaid Waiver services, thus allowing local funds to be used for other expenses.	☑	☑
 Exercising Corporate Stewardship	Recent Success	FY 2007 Initiative
Continue to collaborate with the state to maximize the number of Medicaid Waiver slots awarded to eligible Fairfax citizens. In FY 2005, 94 individuals were identified and assigned to fill 94 new Medicaid Waiver slots, and began services. Pending General Assembly approval of the proposed state budget for the FY 2007-2008 biennium, the CSB is anticipating that eligible Fairfax citizens will receive approximately five of the 80 new additional Medicaid Waiver slots expected to be awarded throughout the State in FY 2007, and four of the 69 new slots anticipated in FY 2008. There are currently 506 active Waiver slots assigned to CSB individuals.	☑	☑
Continue to collaborate with private providers to seek service efficiencies and reduce system-wide costs. In June 2005, a representative from each of the 12 non-profit organizations that provide day support/employment services to individuals in Fairfax-Falls Church participated in a brainstorming session at the County's Group Decision Support Center. The objectives of this meeting were to seek feedback on issues of cost containment, alternative service models, and barriers to the existing provision of services. Input received from the session was subsequently incorporated into discussions with other regional CSB's providing day support/employment services, and in the next Day Support/Employment Services Request for Proposals (RFP).	☑	☑
Continue to maximize Medicaid revenue by converting eligible individuals from County-funded services to Medicaid State Plan Option (SPO) Case Management and Medicaid Waiver services. As of July 1, 2005, Case Management was providing billable Medicaid SPO/Waiver services to 648 individuals, an increase of 11.9 percent over the July 1, 2004 total of 579. As a result, revenues from case management services increased over \$215,000 above their prior level during FY 2005.	☑	☑

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Budget and Staff Resources

Agency Summary					
Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan	FY 2007 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	134/ 133.5	135/ 134.5	100/ 99.5	100/ 99.5	100/ 99.5
Grant	1/ 1	1/ 1	38/ 38	39/ 39	39/ 39
Expenditures:					
Personnel Services	\$9,327,897	\$9,867,227	\$9,921,172	\$11,049,654	\$11,049,654
Operating Expenses	25,378,652	27,746,862	27,375,971	27,846,849	27,846,849
Capital Equipment	0	0	0	0	0
Total Expenditures	\$34,706,549	\$37,614,089	\$37,297,143	\$38,896,503	\$38,896,503
Revenue:					
Fairfax County	\$29,935,731	\$32,213,185	\$32,213,185	\$32,596,680	\$32,596,680
Fairfax City	509,234	509,234	509,234	509,234	509,234
Falls Church City	194,817	194,817	194,817	194,817	194,817
Federal Block Grant	37,003	45,000	45,000	45,000	45,000
Medicaid Waiver	1,699,662	1,592,531	1,592,531	1,533,586	1,533,586
Medicaid Option	1,917,240	1,801,150	2,393,957	2,759,014	2,759,014
Program/Client Fees	1,039,248	1,258,172	1,058,172	1,258,172	1,258,172
Fund Balance	(626,386)	0	(709,753)	0	0
Total Revenue	\$34,706,549	\$37,614,089	\$37,297,143	\$38,896,503	\$38,896,503

FY 2007 Funding Adjustments

The following funding adjustments from the FY 2006 Revised Budget Plan are necessary to support the FY 2007 program:

- ◆ **Employee Compensation** **\$752,370**
 A total increase of \$752,370 in Personnel Services is attributable to additional funding of \$736,940 for salary adjustments necessary to support the County's compensation program and \$15,430 to provide for an increase in the shift differential rate to \$0.90 for the evening shift and \$1.30 for the midnight shift and an increase in holiday pay to compensate employees according to their actual holiday shift hours worked.
- ◆ **Contract Rate Adjustments** **\$499,339**
 An increase of \$499,339 in Operating Expenses is associated with a 2.59 percent contract rate increase for providers of contracted mental retardation services.
- ◆ **Medicaid Grant Positions** **\$306,112**
 An increase of \$306,112 in Personnel Services is associated with the establishment of 3/3.0 SYE new grant positions for case management, one of which is associated with the June 2006 Special Education graduates. These expenses are completely offset by additional Medicaid revenue and maximize the recovery of state Medicaid dollars for mental retardation services. Two of these new grant positions were added in FY 2006, while the case manager is added in FY 2007.

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- ◆ **June 2006 Special Education Graduates** **\$0**
Funding of \$840,650 is required to serve an estimated 59 new special education graduates who will require local funding for day support services beginning in July 2007. This does not include funding for an additional case manager (see Medicaid Grant Positions adjustment). Due to significant cost containment strategies implemented by the CSB, however, these costs can be absorbed within the agency's existing appropriation and no funding adjustment is necessary.

- ◆ **Carryover Adjustments** **(\$279,109)**
A decrease of \$279,109 in Operating Expenses is associated with the encumbered carryover of one-time Operating Expenses.

- ◆ **Intergovernmental Charges and Automobile Mileage** **(\$399,352)**
A net decrease of \$399,352 in Operating Expenses is due to intergovernmental charges and automobile mileage. Of this total, a decrease of \$402,854 is associated with intergovernmental charges, primarily due to lower anticipated FASTRAN costs based on historical usage, and an increase of \$3,502 is for a higher automobile mileage reimbursement rate of \$0.445 per mile.

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2007 Advertised Budget Plan, as approved by the Board of Supervisors on May 1, 2006:

- ◆ The Board of Supervisors made no adjustments to this agency.

Changes to FY 2006 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2006 Revised Budget Plan since passage of the FY 2006 Adopted Budget Plan. Included are all adjustments made as part of the FY 2005 Carryover Review and all other approved changes through December 31, 2005:

- ◆ **Carryover Adjustments** **\$403,054**
As part of the FY 2005 Carryover Review, an increase of \$403,054 is comprised of an increase of \$279,109 in Operating Expenses due to encumbered carryover and an increase of \$123,945 in Personnel Services primarily associated with the appropriation of additional Medicaid revenue for a Mental Retardation Specialist II.

- ◆ **Out of Cycle Medicaid Grant Position Adjustments** **\$0**
In order to maximize the recovery of state Medicaid dollars and provide much needed mental retardation services, 2/2.0 SYE new merit grant positions, fully funded by Medicaid, are added for case management. In addition, 35/35.0 SYE existing merit regular positions, currently supported in full by Medicaid revenues, were converted to merit grant positions. The merit regular positions were reallocated to other CSB service areas.

The following funding adjustments reflect all approved changes to the FY 2006 Revised Budget Plan from January 1, 2006 through April 24, 2006. Included are all adjustments made as part of the FY 2006 Third Quarter Review:

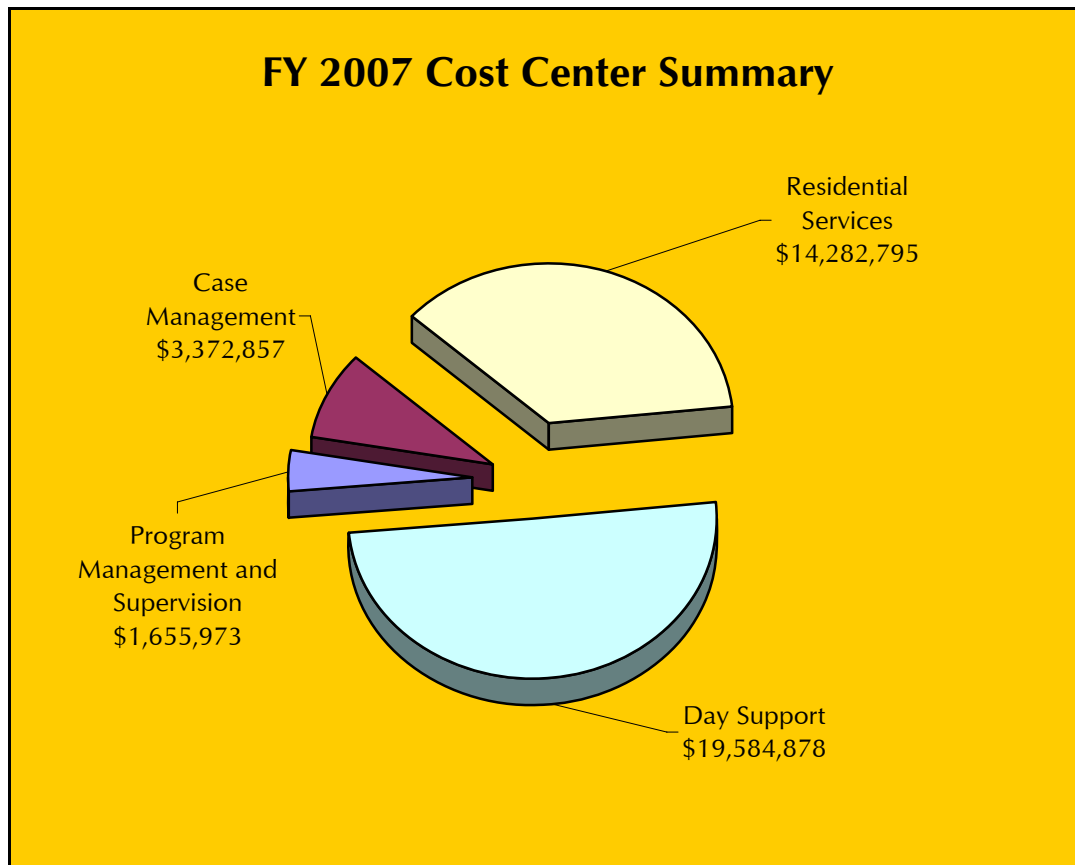
- ◆ **FASTRAN** **(\$200,000)**
A decrease of \$200,000 in Operating Expenses is necessary due to an anticipated FASTRAN revenue shortfall.

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- ◆ **Internal Funding Adjustment and Realignment Between CSB Agencies** (\$520,000)
 A decrease of \$520,000 in expenditures, comprised of \$70,000 in Personnel Services and \$450,000 in Operating Expenses, is due to funding adjustments and realignment between CSB agencies to reflect updated expenditure requirements for the remainder of FY 2006.

Cost Centers



Program Management and Supervision

Funding Summary					
Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan	FY 2007 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	15/ 15	15/ 15	15/ 15	15/ 15	15/ 15
Total Expenditures	\$1,278,600	\$1,430,004	\$1,387,056	\$1,655,973	\$1,655,973

Position Summary					
1	Director of MR Programs	2	MR Specialists II	1	Administrative Assistant III
2	MR Specialists V	1	Management Analyst III	3	Administrative Assistants II
1	MR Specialist IV	1	Volunteer Services Coordinator II	1	Administrative Assistant I
2	MR Specialists III				
TOTAL POSITIONS					
15 Positions / 15.0 Staff Years					

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Key Performance Measures

Goal

To provide services to individuals with mental retardation to promote personal health, safety and welfare and to ensure sound fiscal management and distribution of resources.

Objectives

- ◆ To provide direction and management support to Mental Retardation programs so that 80 percent of service quality and outcome goals are achieved.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	FY 2006	FY 2007
Outcome:					
Percent of mental retardation program performance indicators (service quality and outcome) achieved	80%	86%	80% / 75%	80%	80%

Performance Measurement Results

In FY 2005, six of eight, or 75 percent, of Mental Retardation Services' service quality and outcome goals were met or exceeded, indicating that, overall, MRS programs are operating effectively and meeting the needs of people receiving services. Minor shortfalls were seen in the average wages reported by individuals enrolled in supported employment. Average wages in both group and individual-based programs were slightly lower than projected, but an increase was seen in the average wages reported in the individual-based programs relative to their FY 2004 wages.

Case Management

Funding Summary					
Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan	FY 2007 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	41/ 41	42/ 42	7/ 7	7/ 7	7/ 7
Grant	1/ 1	1/ 1	38/ 38	39/ 39	39/ 39
Total Expenditures	\$2,726,874	\$2,792,225	\$2,966,170	\$3,372,857	\$3,372,857

Position Summary	
1 MR Specialist V	1 Management Analyst I
5 MR Specialists III	
Grant Positions	
1 MR Specialist III	10 MR Specialists I
28 MR Specialists II (1)	
TOTAL POSITIONS	
() Denotes New Position	
7 Positions / 7.0 Staff Years	
39 Grant Positions (1) / 39.0 Staff Years (1.0)	

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Key Performance Measures

Goal

To provide service coordination and behavior management consultations to individuals with mental retardation to maximize their independence in the community.

Objectives

- ◆ To support individuals' self-sufficiency in the community by ensuring that clients receiving Targeted Case Management services meet at least 95 percent of their individual service plan objectives.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	FY 2006	FY 2007
Output:					
Targeted Case Management - Individuals served	1,063	1,171	1,063 / 1,049	1,249	1,249
Efficiency:					
Targeted Case Management - Cost per individual served	\$2,282	\$2,277	\$2,349 / \$2,600	\$2,400	\$2,455
Service Quality:					
Targeted Case Management - Percent of individuals satisfied with services	76%	99%	80% / 98%	80%	85%
Outcome:					
Targeted Case Management - Percent of individual case management service plan objectives met	98%	99%	92% / 99%	95%	95%

Performance Measurement Results

In FY 2005, 98 percent of individuals surveyed were satisfied with services, as compared to the goal of 80 percent. The goal of 92 percent of individual service plan objectives achieved was also exceeded with 99 percent. These successes were the result of case management staff reorganization and reassignment of duties that better enhanced service delivery and maximized resources.

Due to changes in Virginia's Core Services Taxonomy, beginning FY 2006, consumers receiving intake services will be counted as receiving targeted case management. Prior to then, individuals receiving intake services were counted as receiving consumer monitoring services. This change accounts for the significant increase in the number of consumers estimated to receive targeted case management beginning in FY 2006.

Residential Services

Funding Summary					
Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan	FY 2007 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	72/ 71.5	72/ 71.5	72/ 71.5	72/ 71.5	72/ 71.5
Total Expenditures	\$12,988,772	\$13,320,611	\$13,900,825	\$14,282,795	\$14,282,795

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Position Summary		
<u>Group Homes</u>	<u>Supervised Apartments</u>	<u>Sponsored Placements</u>
1 MR Specialist IV	1 MR Specialist II	1 MR Specialist II, PT
3 MR Specialists III	3 MR Specialists I	
11 MR Specialists II		
52 MR Specialists I		
TOTAL POSITIONS		
72 Positions / 71.5 Staff Years		PT Denotes Part-Time Position

Key Performance Measures

Goal

To provide residential services to individuals with mental retardation to maximize their independence in the community.

Objectives

- ◆ To maintain at 50 percent the percentage of individual service plan objectives related to community living skills achieved by group home residents.
- ◆ To maintain at 85 percent the percentage of individuals who are able to remain living in group homes rather than more restrictive settings.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	FY 2006	FY 2007
Output:					
Group Homes - Individuals served	308	311	305 / 320	305	305
Efficiency:					
Group Homes - Cost per client served	\$28,491	\$30,033	\$30,751 / \$30,659	\$32,799	\$34,228
Service Quality:					
Group Homes - Percent of individuals who are satisfied with support services	92%	92%	85% / 94%	85%	85%
Outcome:					
Percent of individual service plan objectives related to community living skills achieved	55%	63%	50% / 58%	50%	NA
Group Homes - Percent of individuals living in group homes who maintain their current level of service	NA	NA	85% / 98%	85%	85%

Performance Measurement Results

In a survey of individuals receiving residential services, 94 percent reported satisfaction with services. This result represents a two percentage point increase over 92 percent from FY 2004, and exceeds a goal of 85 percent. Individuals served met 58 percent of their individual service plan objectives related to community living skills. This outcome exceeded the FY 2005 goal of 50 percent. Further, this indicator will be discontinued and a new indicator will be developed to measure whether the services provided are adequate to help individuals remain living in a group home setting rather than in a more restrictive setting. This measure is predicted to be a better residential outcome than measuring the percentage of objectives met. In FY 2005, 98 percent of individuals living in group homes were able to maintain their current level of service, despite the fact that those served were more medically or behaviorally challenging.

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Day Support   

Funding Summary					
Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan	FY 2007 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	6/ 6	6/ 6	6/ 6	6/ 6	6/ 6
Total Expenditures	\$17,712,303	\$20,071,249	\$19,043,092	\$19,584,878	\$19,584,878

Position Summary	
1	Manpower Specialist IV
5	Manpower Specialists II
TOTAL POSITIONS	
6 Positions / 6.0 Staff Years	

Key Performance Measures

Goal

To provide employment services to individuals with mental retardation to maximize self-sufficiency and independence.

Objectives

- ◆ To achieve an annual increase of combined total earnings reported of individuals in Supported Employment services.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	FY 2006	FY 2007
Output:					
Day Support - Total individuals served	1,213	1,188	1,149 / 1,092	1,171	1,231
Day Support - Non-Medicaid eligible individuals served	847	835	813 / 773	650	671
Supported Employment - Individuals served	474	602	602 / 644	NA	NA
Efficiency:					
Day Support - Cost per individual served with local funds	\$14,783	\$13,967	\$16,423 / \$15,495	\$15,896	\$16,308
Supported Employment - Cost per individual served with local funds	\$11,416	\$9,213	\$9,641 / \$8,803	\$9,031	\$9,265
Service Quality:					
Day Support - Percent of individuals satisfied with services	96%	95%	90% / 95%	90%	90%
Outcome:					
Supported Employment - Average wages reported by individuals in group-based programs	\$6,837	\$5,280	\$5,438 / \$5,177	\$5,438	\$5,438
Supported Employment - Average wages reported by individuals in individual-based programs	\$13,582	\$13,932	\$14,350 / \$14,167	\$14,350	\$14,350

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Performance Measurement Results

In FY 2005, 95 percent of individuals receiving day support services reported satisfaction, thereby exceeding the goal of 90 percent. The total number of individuals served in day support services fell from a projected total of 1,149 to an actual total of 1,092. Due to an increase of 94 Medicaid Waiver slots in FY 2005, the number of non-Medicaid individuals served in day support programs (i.e., individuals served with local funds) fell below a projected total 813 individuals to an actual total of 773. This increase in Medicaid Waiver slots also resulted in lower than projected actual costs per individual served with local funds in all day support and supported employment programs as well. Total individuals served in supported employment programs exceeded projections by 42 individuals. For consistency, beginning in FY 2006, staff will report the number of non-Medicaid eligible (i.e., locally funded) individuals receiving supported employment services, as opposed to the total number of individuals receiving such services. The earlier indicator will be discontinued.

Total wages earned in FY 2005 by the 377 people surveyed who received group supported employment services was \$1,951,729, for average annual earnings of \$5,177. This FY 2005 average wage total was \$103 lower than this group's FY 2004 average wage total of \$5,280. The total FY 2005 wages for the 200 people surveyed who received individual employment services was \$2,833,400, for average annual wage earnings of \$14,167. This group's average annual wage earnings were \$235 higher than their FY 2004 average earnings of \$13,932, but slightly lower than the goal of \$14,350.