

Valleywise Community Health Centers Governing Council Meeting

June 8, 2022 6:00 p.m.

Agenda



Council Members

Ryan Winkle, Chairman
Michelle Barker, DHSc, Vice Chairman
Nelly Clotter-Woods, Ph.D., Treasurer
Salina Imam, Member
Scott Jacobson, Member
Joseph Larios, Member
Liz McCarty, Member
Daniel Messick, Member
Eileen Sullivan, Member
Mary Rose Garrido Wilcox, District Board,
Non-Voting Member

AGENDA

Valleywise Community Health Centers Governing Council

Mission Statement of the Valleywise Community Health Centers Governing Council

Serve the population of Maricopa County with excellent, comprehensive health and wellness in a culturally respectful environment.

· Valleywise Health Medical Center · 2601 East Roosevelt Street · Phoenix, Arizona 85008 ·

Meeting will be held remotely. Please visit https://valleywisehealth.org/events/valleywise-community-health-centers-governing-council-meeting-06-08-22/ for further information.

Wednesday, June 8, 2022 6:00 p.m.

One or more of the members of the Valleywise Community Health Centers Governing Council may be in attendance telephonically or by other technological means. Council members participating telephonically or by other technological means will be announced at the meeting.

Please silence any cell phones, pagers, computers, or other sound devices to minimize disruption of the meeting.

Call to Order

Roll Call

Call to the Public

This is the time for the public to comment. The Valleywise Community Health Centers Governing Council may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to A.R.S. § 38-431.01(H), action taken as a result of public comment will be limited to directing staff to study the matter, responding to any criticism, or scheduling a matter for further consideration and decision at a later date.

Agendas are available within 24 hours of each meeting via the Clerk's Office, Valleywise Health Medical Center, 2601 East Roosevelt Street, Phoenix, Arizona 85008, Monday through Friday between the hours of 9:00 a.m. and 4:00 p.m. and on the internet at https://valleywisehealth.org/about/governing-council/. Accommodations for individuals with disabilities, alternative format materials, sign language interpretation, and assistive listening devices are available upon 72 hours advance notice via the Clerk's Office, Valleywise Health Medical Center, 2601 East Roosevelt Street, Phoenix, Arizona 85008, (602) 344-5177. To the extent possible, additional reasonable accommodations will be made available within the time constraints of the request.

ITEMS MAY BE DISCUSSED IN A DIFFERENT SEQUENCE

General Session, Presentation, Discussion and Action:

 Discuss, Review and Approve the fiscal year 2023 Operating and Capital Budget for Valleywise Health's Federally Qualified Health Center Clinics 20 min Matthew Meier, Vice President, Financial Services Barbara Harding, Chief Executive Officer, Federally Qualified Health Centers Clinics

2. Discuss, Review and Approve the fiscal year 2023 Valleywise Community Health Centers Governing Council's Department Budget 10 min

Matthew Meier, Vice President, Financial Services

Barbara Harding, Chief Executive Officer, Federally Qualified Health Centers

Clinics

<u>Adjourn</u>



Valleywise Community Health Centers Governing Council Meeting

June 8, 2022

Item 1.

FY 2023 FQHC Clinics'
Operating and Capital Budget



Valleywise Health Federally Qualified Heath Center Clinics

Fiscal Year 2023 Operating and Capital Budget



Provide exceptional care, without exception, every patient, every time.



Be nationally recognized for transforming care to improve community health.



They guide how we treat each other, our patients, families and visitors.

Accountability • Compassion • Excellence • Safety



Major operational focus areas

- Major operational focus areas
 - Decline in COVID-19 Cases
 - Rebuild of staffing for a reduction in Contract Labor
 - Continued focus on Expenses
- Concurrent construction activities
 - Outpatient Behavioral Health expansion
 - Multiple FQHC clinic renovations

DMG Providers

416602 FQHC CLINIC - 7TH AVENUE 0.00 0.00 0.00 416603 FQHC CLINIC - AVONDALE 5.69 6.26 5.70 416604 FQHC CLINIC - MARYVALE 6.95 2.31 0.00 416704 FQHC CLINIC - WEST MARYVALE 0.00 3.28 5.61 416605 FQHC CLINIC - GLENDALE 2.89 0.00 0.00 416606 FQHC CLINIC - EL MIRAGE 2.82 0.00 0.00 416607 FQHC CLINIC - MSA 5.54 0.00 0.00 416707 FQHC MCDOWELL SERVICES - MESA 0.00 4.47 5.92 476707 FQHC MCDOWELL SERVICES - MESA 0.00 0.13 0.40 416608 FQHC CLINIC - CHANDLER 6.20 6.03 6.32 416609 FQHC CLINIC - SUNNYSLOPE 1.61 0.00 0.00 416711 FQHC CLINIC - NORTH PHOENIX 3.31 6.74 7.85 416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQ	COST CEN	TER and DESCRIPTION	FYE 2021	FYE 2022	FYE 2023
416603 FQHC CLINIC - AVONDALE 5.69 6.26 5.70 416604 FQHC CLINIC - MARYVALE 6.95 2.31 0.00 416704 FQHC CLINIC - WEST MARYVALE 0.00 3.28 5.61 416605 FQHC CLINIC - GLENDALE 2.89 0.00 0.00 416606 FQHC CLINIC - EL MIRAGE 2.82 0.00 0.00 416607 FQHC CLINIC - MSA 5.54 0.00 0.00 416707 FQHC MCDOWELL SERVICES - MESA 0.00 4.47 5.92 476707 FQHC MCDOWELL SERVICES - MESA 0.00 0.13 0.40 416608 FQHC CLINIC - CHANDLER 6.20 6.03 6.32 416609 FQHC CLINIC - GUADALUPE 2.96 2.81 2.93 416611 FQHC CLINIC - SUNNYSLOPE 1.61 0.00 0.00 416711 FQHC CLINIC - NORTH PHOENIX 3.31 6.74 7.85 416613 FQHC CLINIC - MCDOWELL 9.63 9.80 9.07 416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476105 FQHC WOMENS	416601	FQHC CLINIC - SOUTH CENTRAL PHOENIX	6.31	6.52	6.58
416604 FQHC CLINIC - MARYVALE 6.95 2.31 0.00 416704 FQHC CLINIC - WEST MARYVALE 0.00 3.28 5.61 416605 FQHC CLINIC - GLENDALE 2.89 0.00 0.00 416606 FQHC CLINIC - EL MIRAGE 2.82 0.00 0.00 416607 FQHC CLINIC - MSA 5.54 0.00 0.00 416707 FQHC CLINIC - MESA 0.00 4.47 5.92 476707 FQHC MCDOWELL SERVICES - MESA 0.00 0.13 0.40 416608 FQHC CLINIC - CHANDLER 6.20 6.03 6.32 416609 FQHC CLINIC - GUADALUPE 2.96 2.81 2.93 416611 FQHC CLINIC - SUNNYSLOPE 1.61 0.00 0.00 416711 FQHC CLINIC - NORTH PHOENIX 3.31 6.74 7.85 416613 FQHC CLINIC - MCDOWELL 9.63 9.80 9.07 416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476101 FQHC WOMENS CARE - PHOENIX 5.65 5.69 5.80 476105 FQHC MEDICINE CLINI	416602	FQHC CLINIC - 7TH AVENUE	0.00	0.00	0.00
416704 FQHC CLINIC - WEST MARYVALE 0.00 3.28 5.61 416605 FQHC CLINIC - GLENDALE 2.89 0.00 0.00 416606 FQHC CLINIC - EL MIRAGE 2.82 0.00 0.00 416607 FQHC CLINIC - MSA 5.54 0.00 0.00 416707 FQHC CLINIC - MESA 0.00 4.47 5.92 476707 FQHC MCDOWELL SERVICES - MESA 0.00 0.13 0.40 416608 FQHC CLINIC - CHANDLER 6.20 6.03 6.32 416609 FQHC CLINIC - GUADALUPE 2.96 2.81 2.93 416611 FQHC CLINIC - SUNNYSLOPE 1.61 0.00 0.00 416711 FQHC CLINIC - NORTH PHOENIX 3.31 6.74 7.85 416613 FQHC CLINIC - MCDOWELL 9.63 9.80 9.07 416701 FQHC WOMENS CARE - PHOENIX 4.44 5.36 6.39 476101 FQHC WOMENS CARE - PHOENIX 5.65 5.69 5.80 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC MEDICINE CLIN	416603	FQHC CLINIC - AVONDALE	5.69	6.26	5.70
416605 FQHC CLINIC - GLENDALE 2.89 0.00 0.00 416606 FQHC CLINIC - EL MIRAGE 2.82 0.00 0.00 416607 FQHC CLINIC - MSA 5.54 0.00 0.00 416707 FQHC CLINIC - MESA 0.00 4.47 5.92 476707 FQHC MCDOWELL SERVICES - MESA 0.00 0.13 0.40 416608 FQHC CLINIC - CHANDLER 6.20 6.03 6.32 416609 FQHC CLINIC - GUADALUPE 2.96 2.81 2.93 416611 FQHC CLINIC - SUNNYSLOPE 1.61 0.00 0.00 416711 FQHC CLINIC - NORTH PHOENIX 3.31 6.74 7.85 416613 FQHC CLINIC - MCDOWELL 9.63 9.80 9.07 416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476101 FQHC WOMENS CARE - PHOENIX 6.61 6.79 7.40 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576130 FQHC MC	416604	FQHC CLINIC - MARYVALE	6.95	2.31	0.00
416606 FQHC CLINIC - EL MIRAGE 2.82 0.00 0.00 416607 FQHC CLINIC - MSA 5.54 0.00 0.00 416707 FQHC CLINIC - MESA 0.00 4.47 5.92 476707 FQHC MCDOWELL SERVICES - MESA 0.00 0.13 0.40 416608 FQHC CLINIC - CHANDLER 6.20 6.03 6.32 416609 FQHC CLINIC - GUADALUPE 2.96 2.81 2.93 416611 FQHC CLINIC - SUNNYSLOPE 1.61 0.00 0.00 416711 FQHC CLINIC - NORTH PHOENIX 3.31 6.74 7.85 416613 FQHC CLINIC - MCDOWELL 9.63 9.80 9.07 416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476101 FQHC WOMENS CARE - PHOENIX 6.61 6.79 7.40 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 F	416704	FQHC CLINIC - WEST MARYVALE	0.00	3.28	5.61
416607 FQHC CLINIC - MSA 5.54 0.00 0.00 416707 FQHC CLINIC - MESA 0.00 4.47 5.92 476707 FQHC MCDOWELL SERVICES - MESA 0.00 0.13 0.40 416608 FQHC CLINIC - CHANDLER 6.20 6.03 6.32 416609 FQHC CLINIC - GUADALUPE 2.96 2.81 2.93 416611 FQHC CLINIC - SUNNYSLOPE 1.61 0.00 0.00 416711 FQHC CLINIC - NORTH PHOENIX 3.31 6.74 7.85 416613 FQHC CLINIC - MCDOWELL 9.63 9.80 9.07 416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476101 FQHC WOMENS CARE - PHOENIX 6.61 6.79 7.40 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107	416605	FQHC CLINIC - GLENDALE	2.89	0.00	0.00
416707 FQHC CLINIC - MESA 0.00 4.47 5.92 476707 FQHC MCDOWELL SERVICES - MESA 0.00 0.13 0.40 416608 FQHC CLINIC - CHANDLER 6.20 6.03 6.32 416609 FQHC CLINIC - GUADALUPE 2.96 2.81 2.93 416611 FQHC CLINIC - SUNNYSLOPE 1.61 0.00 0.00 416711 FQHC CLINIC - NORTH PHOENIX 3.31 6.74 7.85 416613 FQHC CLINIC - MCDOWELL 9.63 9.80 9.07 416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476101 FQHC WOMENS CARE - PHOENIX 6.61 6.79 7.40 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50 <td>416606</td> <td>FQHC CLINIC - EL MIRAGE</td> <td>2.82</td> <td>0.00</td> <td>0.00</td>	416606	FQHC CLINIC - EL MIRAGE	2.82	0.00	0.00
476707FQHC MCDOWELL SERVICES - MESA0.000.130.40416608FQHC CLINIC - CHANDLER6.206.036.32416609FQHC CLINIC - GUADALUPE2.962.812.93416611FQHC CLINIC - SUNNYSLOPE1.610.000.00416711FQHC CLINIC - NORTH PHOENIX3.316.747.85416613FQHC CLINIC - MCDOWELL9.639.809.07416701FQHC CLINIC - SOUTH PHOENIX LAVEEN4.445.366.39476101FQHC WOMENS CARE - PHOENIX6.616.797.40476105FQHC PEDIATRIC CLINIC - PHOENIX5.655.695.80476106FQHC MEDICINE CLINIC - PHOENIX5.686.006.38576101FQHC PRIMARY CARE - PEORIA3.5110.1811.51576130FQHC MCDOWELL SERVICES - PEORIA0.000.400.30476107FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX0.000.000.000.50	416607	FQHC CLINIC - MSA	5.54	0.00	0.00
416608FQHC CLINIC - CHANDLER6.206.036.32416609FQHC CLINIC - GUADALUPE2.962.812.93416611FQHC CLINIC - SUNNYSLOPE1.610.000.00416711FQHC CLINIC - NORTH PHOENIX3.316.747.85416613FQHC CLINIC - MCDOWELL9.639.809.07416701FQHC CLINIC - SOUTH PHOENIX LAVEEN4.445.366.39476101FQHC WOMENS CARE - PHOENIX6.616.797.40476105FQHC PEDIATRIC CLINIC - PHOENIX5.655.695.80476106FQHC MEDICINE CLINIC - PHOENIX5.686.006.38576101FQHC PRIMARY CARE - PEORIA3.5110.1811.51576130FQHC MCDOWELL SERVICES - PEORIA0.000.400.30476107FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX0.000.000.50	416707	FQHC CLINIC - MESA	0.00	4.47	5.92
416609 FQHC CLINIC - GUADALUPE 2.96 2.81 2.93 416611 FQHC CLINIC - SUNNYSLOPE 1.61 0.00 0.00 416711 FQHC CLINIC - NORTH PHOENIX 3.31 6.74 7.85 416613 FQHC CLINIC - MCDOWELL 9.63 9.80 9.07 416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476101 FQHC WOMENS CARE - PHOENIX 6.61 6.79 7.40 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50	476707	FQHC MCDOWELL SERVICES - MESA	0.00	0.13	0.40
416611 FQHC CLINIC - SUNNYSLOPE 1.61 0.00 0.00 416711 FQHC CLINIC - NORTH PHOENIX 3.31 6.74 7.85 416613 FQHC CLINIC - MCDOWELL 9.63 9.80 9.07 416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476101 FQHC WOMENS CARE - PHOENIX 6.61 6.79 7.40 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50	416608	FQHC CLINIC - CHANDLER	6.20	6.03	6.32
416711 FQHC CLINIC - NORTH PHOENIX 3.31 6.74 7.85 416613 FQHC CLINIC - MCDOWELL 9.63 9.80 9.07 416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476101 FQHC WOMENS CARE - PHOENIX 6.61 6.79 7.40 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50	416609	FQHC CLINIC - GUADALUPE	2.96	2.81	2.93
416613 FQHC CLINIC - MCDOWELL 9.63 9.80 9.07 416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476101 FQHC WOMENS CARE - PHOENIX 6.61 6.79 7.40 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50	416611	FQHC CLINIC - SUNNYSLOPE	1.61	0.00	0.00
416701 FQHC CLINIC - SOUTH PHOENIX LAVEEN 4.44 5.36 6.39 476101 FQHC WOMENS CARE - PHOENIX 6.61 6.79 7.40 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50	416711	FQHC CLINIC - NORTH PHOENIX	3.31	6.74	7.85
476101 FQHC WOMENS CARE - PHOENIX 6.61 6.79 7.40 476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50	416613	FQHC CLINIC - MCDOWELL	9.63	9.80	9.07
476105 FQHC PEDIATRIC CLINIC - PHOENIX 5.65 5.69 5.80 476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50	416701	FQHC CLINIC - SOUTH PHOENIX LAVEEN	4.44	5.36	6.39
476106 FQHC MEDICINE CLINIC - PHOENIX 5.68 6.00 6.38 576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50	476101	FQHC WOMENS CARE - PHOENIX	6.61	6.79	7.40
576101 FQHC PRIMARY CARE - PEORIA 3.51 10.18 11.51 576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50	476105	FQHC PEDIATRIC CLINIC - PHOENIX	5.65	5.69	5.80
576130 FQHC MCDOWELL SERVICES - PEORIA 0.00 0.40 0.30 476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50	476106	FQHC MEDICINE CLINIC - PHOENIX	5.68	6.00	6.38
476107 FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX 0.00 0.00 0.50	576101	FQHC PRIMARY CARE - PEORIA	3.51	10.18	11.51
	576130	FQHC MCDOWELL SERVICES - PEORIA	0.00	0.40	0.30
TOTAL 79.78 82.79 88.65	476107	FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX	0.00	0.00	0.50
		TOTAL	79.78	82.79	88.65

Dental Providers

Dental	FTEs by	/ Location
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Dentail 123 by			
	FYE 2021	FYE 2022	FYE 2023
Location	Actuals	Actuals	Budget
FQHC DENTAL - PHOENIX	13.7	11.6	14.9
FQHC DENTAL - CHANDLER	2.7	2.9	4.0
FQHC DENTAL - SOUTH CENTRAL PHOENIX	0.0	-	-
FQHC DENTAL - AVONDALE	3.6	3.4	4.3
FQHC DENTAL - MESA	2.8	1.5	-
FQHC DENTAL - MCDOWELL	5.9	5.5	6.7
FQHC DENTAL - PEORIA	2.3	4.5	5.1
TOTAL_	31.1	29.4	34.8

Behavioral Health Providers

BH Providers by Location

	FYE 2021	FYE 2022	FYE 2023
Location	Actuals	Actuals	Budget
BH FQHC - PSYCHIATRY *DMG	-	0.7	1.3
BH FQHC - SOUTH CENTRAL PHOENIX	0.8	1.7	3.0
BH FQHC - 7TH AVENUE	0.2	-	-
BH FQHC - AVONDALE	1.7	1.7	2.0
BH FQHC - MARYVALE	1.8	0.8	-
BH FQHC - GLENDALE	0.6	-	-
BH FQHC - MSA	2.6	1.8	-
BH FQHC - CHANDLER	1.0	0.7	1.8
BH FQHC - GUADALUPE	0.8	0.6	2.0
BH FQHC - SUNNYSLOPE	0.2	-	-
BH FQHC - PEORIA	0.4	0.9	4.0
BH FQHC - SOUTH PHOENIX LAVEEN	0.9	0.9	2.0
BH FQHC - WEST MARYVALE	-	0.8	2.0
BH FQHC - MESA	-	0.3	4.0
BH FQHC - NORTH PHOENIX	0.7	0.9	2.0
TOTAL	11.7	11.8	24.1

Visits

						Budget Information				
	FY2020	FY 2021	FY 2022	FY 2022	2 Budget			FY 2023		
	Actual	Actual	Projection	Budget	Variance from Budget (Projection)	Proposed Budget	Variance from Projection	Variance %	Variance from FY2022 Budget	Variance %
Community Heath Center Clinics										
FQHC CLINIC - SOUTH CENTRAL PHOENIX	16,069	19,384	27,409	19,966	37.3%	25,335	(2,074)	1.3%	5,369	26.9%
FQHC CLINIC - SOUTH PHOENIX LAVEEN	-	14,306	16,778	20,224	(17.0%)	18,490	1,712	14.9%	(1,734)	(8.6%)
FQHC CLINIC - 7TH AVENUE	23,073	5,474	-	-	0.0%	-	-	0.0%	-	0.0%
FQHC CLINIC - AVONDALE	24,265	22,808	24,479	22,029	11.1%	22,061	(2,418)	(6.8%)	32	0.1%
FQHC CLINIC - MARYVALE	18,483	19,567	6,868	6,017	14.1%	-	(6,868)	(100.0%)	(6,017)	(100.0%)
FQHC CLINIC - GLENDALE	17,350	10,301	-	-	0.0%	-	-	0.0%	-	0.0%
FQHC CLINIC - EL MIRAGE	12,370	7,833	-	-	0.0%	-	-	0.0%	-	0.0%
FQHC CLINIC - MSA	16,412	18,111	9,759	8,866	10.1%	-	(9,759)	(100.0%)	(8,866)	(100.0%)
FQHC CLINIC - CHANDLER	18,413	21,714	20,471	19,441	5.3%	21,411	940	4.2%	1,970	10.1%
FQHC CLINIC - GUADALUPE	7,962	8,470	8,548	7,179	19.1%	8,387	(161)	(2.0%)	1,208	16.8%
FQHC CLINIC - SUNNYSLOPE	15,454	5,475	-	-	0.0%	-	-	0.0%	-	0.0%
FQHC CLINIC - NORTH PHOENIX	-	10,575	20,689	16,882	22.6%	23,446	2,757	17.9%	6,564	38.9%
FQHC CLINIC - MCDOWELL	17,584	21,250	21,518	22,181	(3.0%)	18,740	(2,778)	(13.3%)	(3,441)	(15.5%)
FQHC CLINIC - WEST MARYVALE	-	-	9,686	13,102	(26.1%)	15,862	6,176	110.4%	2,760	21.1%
FQHC CLINIC - MESA	-	-	5,484	7,823	(29.9%)	17,519	12,035	726.1%	9,696	123.9%
FQHC MCDOWELL SERVICES - MESA	-	-	141	290	(51.4%)	711	570	100.0%	421	145.2%
FQHC MCDOWELL SERVICES - PEORIA		-	527	1,610	(67.3%)	481	(46)	(28.0%)	(1,129)	(70.1%)
Total	187,435	185,268	172,357	165,610	4.1%	172,443	86	0.0%	6,833	4.1%
% Change compared to Prior Year			-7.0%							

Visits

				Budget Information	
FY2020	FY 2021	FY 2022	FY 2022 Budget	FY 2023	

	Actual	Actual	Projection	Budget	Variance from Budget (Projection)	Proposed Budget	Variance from Projection	Variance %	Variance from FY2022 Budget	Variance %
Outpatient Behavioral Health Clinics										
BH FQHC - SOUTH CENTRAL PHOENIX	103	950	2,367	1,110	113.2%	3,023	656	27.7%	1,913	172.3%
BH FQHC - SOUTH PHOENIX LAVEEN	-	752	1,096	1,088	0.7%	2,039	943	86.0%	951	87.4%
BH FQHC - 7TH AVENUE	1,002	255	-	-	0.0%	-	-	0.0%	-	0.0%
BH FQHC - AVONDALE	1,090	1,959	2,639	2,095	26.0%	2,483	(156)	(5.9%)	388	18.5%
BH FQHC - MARYVALE	1,020	1,826	631	572	10.3%	-	(631)	(100.0%)	(572)	(100.0%)
BH FQHC - MSA	1,958	3,210	1,768	1,774	(0.3%)	-	(1,768)	(100.0%)	(1,774)	(100.0%)
BH FQHC - CHANDLER	410	1,099	1,238	1,046	18.4%	1,726	488	39.4%	680	65.0%
BH FQHC - GUADALUPE	118	989	439	1,315	(66.6%)	2,112	1,673	381.1%	797	60.6%
BH FQHC - SUNNYSLOPE	86	133	-	-	0.0%	-	-	0.0%	-	0.0%
BH FQHC - NORTH PHOENIX	-	792	1,609	1,046	53.8%	2,366	757	47.0%	1,320	126.2%
BH FQHC - PEORIA	-	621	2,001	1,046	91.3%	4,569	2,568	128.3%	3,523	336.8%
BH FQHC - MESA	-	-	552	1,496	(63.1%)	4,434	3,882	703.3%	2,938	196.4%
BH FQHC - WEST MARYVALE	-	-	706	1,383	(49.0%)	2,009	1,303	184.6%	626	45.3%
BH FQHC - PSYCHIATRY	-	-	1,438	839	71.4%	2,244	806	56.1%	1,405	167.5%
Total	6,153	13,276	16,484	14,810	11.3%	27,005	10,521	63.8%	12,195	82.3%
% Change compared to Prior Year			24.2%							

							tion			
	FY2020 FY 2021 F		FY 2022 FY 2022 F		FY 2022 Budget			FY 2023		
	Actual	Actual	Projection	Budget	Variance from Budget (Projection)	Proposed Budget	Variance from Projection		Variance from FY2022 Budget	Variance %
Comprehensive Health Center-Peoria										
FQHC PRIMARY CARE - PEORIA	-	10,033	29,159	28,344	2.9%	31,969	2,810	9.6%	3,625	12.8%
Total	-	10,033	29,159	28,344	2.9%	31,969	2,810	9.6%	3,625	12.8%
% Change compared to Prior Year			190.6%							

Visits

/: _:+_							Budg	et Informa	tion			
isits/	FY2020	FY 2021	FY 2022	FY 2022 Budget		FY 2023						
	Actual	Actual	Projection	Budget	Variance from Budget (Projection)	Proposed Budget	Variance from Projection		Variance from FY2022 Budget	Variance %		
VCHC - Phoenix Clinics			•	Ū	` '	ū	•		J			
FQHC WOMENS CARE - PHOENIX	21,278	22,568	21,636	22,309	(3.0%)	22,513	877	4.1%	204	0.9%		
FQHC ANTEPARTUM TESTING - PHOENIX	7,910	8,651	9,036	8,040	12.4%	8,040	(996)	(11.0%)	-	0.0%		
FQHC ADULT WALK IN CLINIC - PHOENIX	-	-	-	-	0.0%	-	-	0.0%	-	0.0%		
FQHC DIABETES CARE AND SUPPORT - PHOENIX	1,788	2,772	1,740	2,861	(39.2%)	1,739	(1)	(0.1%)	(1,122)	(39.2%)		
FQHC PEDIATRIC CLINIC - PHOENIX	17,408	16,392	20,220	16,503	22.5%	16,059	(4,161)	(20.6%)	(444)	(2.7%)		
FQHC MEDICINE CLINIC - PHOENIX	13,506	19,061	18,877	21,100	(10.5%)	19,681	804	4.3%	(1,419)	(6.7%)		
FQHC INTERNATIONAL HEALTH CLINIC - PHOENIX		-	-	-	0.0%	1,090	1,090	0.0%	1,090	0.0%		
Total % Change compared to Prior Year	61,890	69,444	71,509 3.0%	70,813	1.0%	69,122	(2,387)	(3.3%)	(1,691)	(2.4%)		
							Budg	et Informa	tion			
Ī	FY2020	FY 2021	FY 2022	FY 2022	2 Budget	FY 2023						
	Actual	Actual	Projection	Budget	Variance from Budget (Projection)	Proposed Budget	Variance from Projection	Variance %	Variance from FY2022 Budget	Variance %		

(147)

448

161

483

(213)

(228)

(960) (100.0%)

(1.5%)

21.1%

14.8%

(5.9%)

(1.0%)

6.2%

547

508

603

(271)

(179)

302

6.0%

24.6%

27.9%

(6.8%)

(5.0%)1.4%

7.1%

(906) (100.0%)

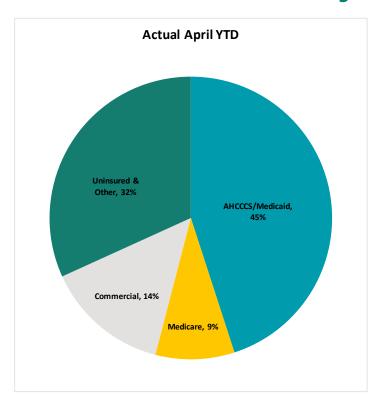
	Actual	Actual	Projection	Budget	Variance from Budget (Projection)	Proposed Budget
Dental Clinics						
FQHC DENTAL - PHOENIX	9,268	9,132	9,783	9,089	7.6%	9,636
FQHC DENTAL - CHANDLER	1,607	1,468	2,123	2,063	2.9%	2,571
FQHC DENTAL - AVONDALE	1,849	2,131	2,606	2,164	20.4%	2,767
FQHC DENTAL - MSA	1,733	1,338	960	906	6.0%	-
FQHC DENTAL - MCDOWELL	3,522	2,865	3,259	4,013	(18.8%)	3,742
FQHC DENTAL - PEORIA	-	1,133	3,609	3,575	1.0%	3,396
Total	19,338	18,067	22,340	21,810	2.4%	22,112
% Change compared to Prior Year			23.7%			

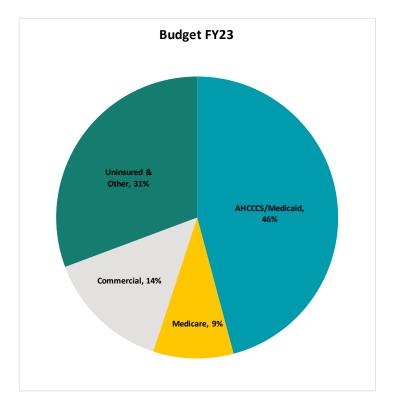
	_										
Grand Totals	_	274,816	296,088	311,849	301,387	3.5%	322,651	10,802	3.5%	21,264	
	% Change compared to Prior Year			5.3%							

Revenue

- FQHC AHCCCS Reimbursement
 - Rate = \$334.06 or 3% increase
- Commercial and Medicare reflect a 2% increase
- Major areas of Other Revenue are based on funding from the following sources:
 - Service Area Competition Grant
 - HRSA American Rescue Plan
 - Ryan White

Payor Mix





Expenses

- Budgeted expenses increased 12% compared to the FY 2022 projection due to higher volume and increasing of costs.
- Labor costs (salaries, contract labor, and benefits) increased due to higher volume.
 - A vacancy factor applied approximately 50 FTEs.
 - Merit has been included at 3% in July and January.
 - Some positions were increased to stay competitive in the labor market.
- Medical Service Fees increased due to additional staffing at VCHC's and Peoria in addition to the annual contracted increase. CHC increased due to increased providers in Antepartum Testing.

Expenses

- Purchased services increased due to Primary Care HIV Prevention (PCHP) and Family Resource Center grant programs with offsetting revenue.
- Other expenses projected at current year run rate plus 2.2% inflation unless specifically identified. Examples include:

Pharmacy - 3.1% Medical Supplies - 2.2% Office Supplies 8.0% Other Supplies - 3.4% Utilities - 3.9%

Valleywise Health		ILIN		/CHC onth to Date				ORAL HEALTH	1
FQHC FY2022 Projection vs FY2023 Budget With Ancillary Services		FY22 Projection	T IVIC	FY23 Budget	%	FY22 Projection	I WIO	FY23 Budget	%
Visits		172,357		172,443	0%	16,484		27,005	64%
Operating Revenues									
Net patient service revenue	\$	37,772,895	\$	38,697,380	2%	\$ 3,984,758	\$	6,864,597	72%
Other Operating Revenue		2,825,787		2,568,804	(9%)	50,219		1,006,953	1,905%
PCMH Revenue		16,756		-	(100%)	-		-	0%
Total operating revenues	\$	40,615,439	\$	41,266,185	2%	\$ 4,034,977	\$	7,871,550	95%
Operating Expenses									
Salaries and wages		11,435,888		12,709,098	(11%)	1,427,056		2,762,064	(94%)
Contract labor		6,559		4,553	31%	539		722	(34%)
Employee benefits		3,925,191		4,248,311	(8%)	455,500		787,059	(73%)
Medical service fees		12,966,261		13,820,099	(7%)	468,960		527,563	(12%)
Supplies		1,802,777		2,007,833	(11%)	2,181		14,835	(580%)
Purchased services		12,971		134,917	(940%)	849		20,604	(2,327%)
Other expenses		799,177		862,016	(8%)	13,148		27,313	(108%)
Allocated ancillary expense		7,818,856		8,484,875	(9%)	 747		-	100%
Total operating expenses	\$	38,767,679	\$	42,271,702	(9%)	\$ 2,368,979	\$	4,140,161	(75%)
Margin (before overhead allocation)	\$	1,847,759	\$	(1,005,518)	(154%)	\$ 1,665,998	\$	3,731,389	124%
Percent	Margin	5%		(2%)		41%		47%	
Overhead Allocation		9,618,883		10,475,420	(9%)	496,001		1,088,418	(119%)
Margin (after overhead allocation)	\$	(7,771,124)	\$	(11,480,938)	48%	\$ 1,169,997	\$	2,642,971	126%
Percent	Margin	(19%)		(28%)		 29%		34%	

Valleywise Health				- PHOENIX onth to Date	VCHC - PEORIA JUN Month to Date					
FQHC FY2022 Projection vs FY2023 Budget With Ancillary Services		FY22 Projection		FY23 Budget	%	F	FY22 Projection		FY23 Budget	%
Visits		71,509		69,122	(3%)		29,159		31,969	10%
Operating Revenues										
Net patient service revenue	\$	11,832,885	\$	11,977,105	1%	\$	5,535,682	\$	6,475,057	17%
Other Operating Revenue		428,669		563,187	31%		185,735		200,622	8%
PCMH Revenue	_	-		-	0%	_	2,512		<u> </u>	(100%)
Total operating revenues	\$	12,261,554	\$	12,540,292	2%	\$	5,723,928	\$	6,675,679	17%
Operating Expenses										
Salaries and wages		5,059,665		5,266,003	(4%)		1,801,240		2,128,736	(18%)
Contract labor		1,330		1,842	(39%)		983		849	14%
Employee benefits		1,596,803		1,638,402	(3%)		572,927		657,471	(15%)
Medical service fees		5,260,201		5,951,438	(13%)		2,081,130		2,431,303	(17%)
Supplies		430,616		499,088	(16%)		192,191		231,672	(21%)
Purchased services		6,336		52,667	(731%)		1,895		23,695	(1,151%)
Other expenses		25,595		32,915	(29%)		9,103		17,830	(96%)
Allocated ancillary expense		1,291,186		1,413,492	(9%)		672,733		813,752	(21%)
Total operating expenses	\$	13,671,731	\$	14,855,846	(9%)	\$	5,332,202	\$	6,305,307	(18%)
Margin (before overhead allocation)	\$	(1,410,177)	\$	(2,315,554)	(64%)	\$	391,727	\$	370,373	(5%)
Percer	nt Margin	(12%)		(18%)	_		7%		6%	
Overhead Allocation		3,267,874		3,513,398	(8%)		1,367,598		1,667,107	(22%)
Margin (after overhead allocation)	\$	(4,678,051)	\$	(5,828,952)	(25%)	\$	(975,872)	\$	(1,296,734)	(33%)
Percer	nt Margin	(38%)		(46%)			(17%)		(19%)	

		DENTAL									
Valleywise Health		JUN	Мо	nth to Date							
FQHC FY2022 Projection vs FY2023 Budget		FY22		FY23							
With Ancillary Services	F	Projection		Budget	%						
Visits		22,340		22,112	(1%)						
Operating Revenues											
Net patient service revenue	\$	3,108,568	\$	3,266,773	5%						
Other Operating Revenue		303,523		574,937	89%						
PCMH Revenue		-		-	0%						
Total operating revenues	\$	3,412,091	\$	3,841,711	13%						
Operating Expenses											
Salaries and wages		3,694,634		3,893,672	(5%)						
Contract labor		721		591	18%						
Employee benefits		1,126,397		1,152,230	(2%)						
Medical service fees		-		-							
Supplies		313,241		334,630	(7%)						
Purchased services		170,341		210,027	(23%)						
Other expenses		52,244		57,624	(10%)						
Allocated ancillary expense		-		-							
Total operating expenses	\$	5,357,577	\$	5,648,773	(5%)						
Margin (before overhead allocation)	\$	(1,945,487)	\$	(1,807,063)	7%						
Percent Ma	argin	(57%)		(47%)							
Overhead Allocation		1,509,648		1,611,963	(7%)						
Margin (after overhead allocation)	\$	(3,455,134)	\$	(3,419,026)	1%						
Percent Ma	argin	(101%)		(89%)							

Visits

Supplies

Operating Revenues
Net patient service revenue
Other Operating Revenue
PCMH Revenue

Operating Expenses
Salaries and wages
Contract labor
Employee benefits
Medical service fees

Purchased services Other expenses

Overhead Allocation

Allocated ancillary expense

Total operating expenses

Margin (before overhead allocation)

Margin (after overhead allocation)

Total operating revenues

Valleywise Health
FQHC
FY2022 Projection vs FY2023 Budget
With Ancillary Services

		Α	LL CLINICS CO			
get	FY22 Projection		FY23 Budget	(L	Variance Favorable Infavorable)	%
	311,849		322,651		10,802	3%
	\$ 62,234,787	\$	67,280,913	\$	5,046,126	8%
	3,793,933		4,914,503		1,120,570	23%
,	\$ 19,268 66,047,988	\$	72,195,416	\$	(19,268) 6,147,428	100% 9%
	23,418,483 10,132 7,676,817 20,776,552 2,741,006 192,390		26,759,573 8,556 8,483,472 22,730,403 3,088,058 441,910		(3,341,091) 1,576 (806,655) (1,953,851) (347,051) (249,520)	(14% 16% (11% (9% (13%
	899,266		997,698		(98,432)	(11%
	9,783,521		10,712,119		(928,598)	(9%
	\$ 65,498,168	\$	73,221,790	\$	(7,723,622)	(12%
•	\$ 549,820	\$	(1,026,373)	\$	(1,576,194)	(287%
Percent Margin	1%		(1%)			
	16,260,004		18,356,306		(2,096,302)	(13%)
,	\$ (15,710,184)	\$	(19,382,679)	\$	(3,672,496)	(23%
Percent Margin	(24%)		(27%)			

				СНС	OP BEHAVIORAL HEALTH					
Valleywise Health		JUN	Мо	nth to Date	JUN Month to Date					
FQHC <u>FY2022 Projection vs FY2023 Budget</u> With Ancillary Services	FY22 Projection		FY23 Budget		%	FY22 Projection		FY23 Budget		%
Per Visit Analysis (\$/Visit)										
Net patient service revenue	\$	219.15	\$	224.41	2%	\$	241.73	\$	254.20	5%
Other Operating Revenue	Ψ	16.39	Ψ	14.90	(9%)	Ψ	3.05	Ψ	37.29	1,124%
PCMH Revenue		0.10		-	(100%)		-		-	0%
Total operating revenues	\$	235.65	\$	239.30	2%	\$	244.78	\$	291.48	19%
Total operating expenses		224.93		245.13	(9%)		143.71		153.31	(7%)
Margin (before overhead allocation)	\$	10.72	\$	(5.83)	(154%)	\$	101.07	\$	138.17	37%
Overhead Allocation		55.81		60.75	(9%)		30.09		40.30	(34%)
Margin (after overhead allocation)	\$	(45.09)	\$	(66.58)	(48%)	\$	70.98	\$	97.87	38%

Valleywise Health			_	PHOENIX nth to Date	VCHC - PEORIA JUN Month to Date					
FQHC FY2022 Projection vs FY2023 Budget With Ancillary Services	F	FY22 Projection		FY23 Budget	%	FY22 Projection		FY23 Budget		%
Per Visit Analysis (\$/Visit)										
Net patient service revenue Other Operating Revenue PCMH Revenue	\$	165.47 5.99		173.27 8.15 -	5% 36% 0%	\$	189.84 6.37		202.54 6.28 -	7% (1%) 0%
Total operating revenues Total operating expenses	\$	171.47 191.19	\$	181.42 214.92	6% (12%)	\$	196.30 182.87	\$	208.82 197.23	6% (7%)
Margin (before overhead allocation)	\$	(19.72)	\$	(33.50)	(70%)	\$	13.43	\$	11.59	(14%)
Overhead Allocation		45.70		50.83	(11%)		46.90		52.15	11%
Margin (after overhead allocation)	\$	(65.42)	\$	(84.33)	(29%)	\$	(33.47)	\$	(40.56)	(21%)

	DENTAL											
Valleywise Health	JUN Month to Date											
FQHC												
FY2022 Projection vs FY2023 Budget		FY22		FY23								
With Ancillary Services	P	Projection		Budget	%							
D 10 14 1 1 (ABIL 10)												
Per Visit Analysis (\$/Visit)												
Net patient service revenue	\$	139.15	\$	147.74	6%							
Other Operating Revenue		13.59		26.00	91%							
PCMH Revenue		-		-	0%							
Total operating revenues	\$	152.73	\$	173.74	14%							
Total operating expenses		239.82		255.46	(7%)							
Margin (before overhead allocation)	\$	(87.09)	\$	(81.72)	6%							
Overhead Allocation		67.58		72.90	(8%)							
Margin (after overhead allocation)	\$	(154.66)	\$	(154.62)	0%							

Valleywise Health										
FQHC										
FY2022 Projection vs FY2023 Budget										
With Ancillary Services										

ALL CLINICS COMBINED									
JUN Month to Date									
		Variance							
FY22	FY23	Favorable							
Projection	Budget	(Unfavorable)	%						

Margin (after overhead allocation)	\$	(50.38)	\$ (60.07)	\$ (9.70)	(19%)
Overhead Allocation		52.14	56.89	(4.75)	(9%)
Margin (before overhead allocation)	<u> </u>	1.76	\$ (3.18)	\$ (4.94)	(280%)
Total operating expenses		210.03	226.94	(16.91)	(8%)
Total operating revenues	\$	211.79	\$ 223.76	\$ 11.96	6%
PCMH Revenue		0.06	-	(0.06)	(100%)
Other Operating Revenue		12.17	15.23	3.07	25%
Net patient service revenue	\$	199.57	\$ 208.53	\$ 8.96	4%
Per Visit Analysis (\$/Visit)					

American Rescue Plan

The American Rescue Plan has been removed from the monthly reports and will be discussed in detail quarterly at the Finance Council.

The quarterly reports will provide detail on progression towards milestones and highlight areas of focus.

Capital

FQHC Contingency Capital

\$100,000



Valleywise Community Health Centers Governing Council Meeting

June 8, 2022

Item 2.

FY 2023 Governing Council's Department Budget



Valleywise Community Health Centers Governing Council

Fiscal Year 2023 Operating Budget

Valleywise Community Health Centers Governing Council

Expenses

- Budgeted expenses increasing 13.2% compared to FY 2022 projection.
- Budgeted Labor costs increasing 4.4%.
- Budgeted Organizational Memberships for FY 2023 include NACHC and AACHC.
- Other Professional Services includes Retreat.

Valleywise Community Health Centers Governing Council

						FY 2023	Budaet						FY 2022 Projection	FY 2023 Budget
	JUL	AUG	SEP	ост	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUN YTD	JUN YTD
Salaries	\$ 6,537	\$ 6,539	\$ 6,326	\$ 6,537	\$ 6,324	\$ 6,539	\$ 6,722	\$ 6,077	\$ 6,727	\$ 6,512	\$ 6,729	\$ 6,510	\$ 74,816	\$ 78,075
Benefits	2,925	2,925	2,830	2,925	2,830	2,925	2,961	2,675	2,961	2,866	2,962	2,866	33,585	34,650
Sub-Total Salaries and Benefits	9,461	9,463	9,156	9,461	9,153	9,463	9,683	8,753	9,688	9,378	9,690	9,375	108,401	112,725
FOOD - CATERING & SPECIAL FUNCTIONS	50	50	292	50	50	272	50	50	292	50	50	1,808	267	3,064
OFFICE SUPPLIES	8	8	8	8	8	8	8	8	8	8	8	8	25	99
PRINTING SUPPLIES/RICOH	13	13	461	13	13	461	13	13	461	13	13	461	120	1,949
OTHER SUPPLIES		45	-	-	45	-	-	-	-	-	-		4	90
Sub-Total Supplies	71	116	761	71	116	741	71	71	761	71	71	2,277	416	5,202
COMMUNICATION SERVICES	-	_	-	-	-	-	-	-	-	-	-	-	-	-
OTHER PROFESSIONAL SERVICES	-	5,000	5,000	-	-	-	-	-	-	-	-	-	5,000	10,000
MILEAGE ALLOWANCE	17	17	17	17	17	17	17	17	17	17	17	17	-	200
ORG MEMBERSHIPS/CERT/LICENSE	20,000	-	-	-	-	-	-	-	-	20,000	-	-	37,500	40,000
SEMINAR FEES	4,065	-	-	-	-	-	1,250	-	-	-	-	-	1,840	5,315
EMPLOYEE RECOGNITION REWARDS	-	-	-	-	125	-	-	-	-	-	-	-	114	125
OTHER MISCELLANEOUS EXPENSES		-	-	-	-	-	-	-	-	-	-	-	30	
Sub-Total Other Operating Expenses	24,082	5,017	5,017	17	142	17	1,267	17	17	20,017	17	17	44,484	55,640
Grand Total	\$ 33,614	\$ 14,596	\$ 14,934	\$ 9,549	\$ 9,411	\$ 10,222	\$ 11,021	\$ 8,840	\$ 10,466	\$ 29,466	\$ 9,778	\$ 11,669	\$ 153,301	\$ 173,567