

2008-2009 Program Change Request

DEPARTMENT NAME:

- ☒ San Francisco General Hospital
☐ Laguna Honda Hospital
☐ Primary Care
☐ Jail Health
☐ Health At Home

- ☐ Public Health
☐ CBHS - Mental Health
☐ CBHS - Substance Abuse
☐

DPH SECTION: San Francisco General Hospital
PROGRAM CONTACT NAME/PHONE: Valerie Inouye 206-3599
PROGRAM / INITIATIVE TITLE: **Baseline Revenue**
GENERAL FUND: **\$16,704,000**

TARGETED CLIENTS: All Clients

PROGRAM DESCRIPTION: (Description of Program Change)

(If proposing reductions to Contractors, provide name of contractor, program and amount)

This request is to adjust the baseline revenue for SFGH. In the recent past, SFGH has been increasing its pricing across the board by 10%. The Controller's Office recently engaged Phase 2, a consulting firm, to assist DPH in maximizing revenue opportunities. Phase 2 has done a strategic pricing review, which proposes adjustments to individual items based on comparisons to the market place. Prices would be adjusted upward of 15% at the maximum or would be adjusted downward with a 5% maximum decrease. Based on preliminary analysis, implementing this strategic pricing would increase net patient revenues by approximately \$7.4 million. There has also been a favorable change in the payer mix this year, contributing to the increase of \$12.0 m in baseline revenue. These amounts are offset by a \$2.7 m reduction in the capitation revenue budget. The changes are summarized below:

Change in payer mix	\$ 12,000,000
Capitation Revenues	(2,696,000)
Commercial - Phase 2 Strategic Pricing	7,400,000
	<u>\$ 16,704,000</u>

JUSTIFICATION: (required by the Mayor's Office)

N/A

IMPACT ON NUMBER OF CLIENTS SERVED AND UNITS OF SERVICE PROVIDED

None

EXPENSE AND REVENUE IMPACT (Reductions/Reallocations-complete supporting budget doc)

Ongoing baseline revenues will increase by \$16,704,000 resulting in a reduction of General Fund support.

IMPACT ON DEPARTMENT'S WORKFORCE (increase or decrease of FTE's)

None

ATTACHMENT B
SUMMARY OF PROGRAM COST

INITIATIVE TITLE: San Francisco General Hospital Baseline Revenue

	FY 2008-09	Ongoing
Sources:		
Net Patient Revenues	\$ 16,704,000	\$ 16,704,000
Subtotal Sources	16,704,000	16,704,000
Uses:		
Salaries and Fringes	\$ -	\$ -
	-	-
	-	-
Subtotal Uses	-	-
Net General Fund Subsidy Required (Uses less Sources)	\$ (16,704,000)	\$ (16,704,000)
Total FTE's	0.0	0.0

New Positions (List positions by Class, Title and FTE)

Class Title FTE's

Fringe (32 %)

-
 -
 -
 \$ -

Operating Expenses

Index Code Character/Subobject Code

- \$ -

Facilities Maintenance, and Equipment (List by each items by count and amount)

8.20

2008-2009 Program Change Request

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X AIDS

DPH SECTION: AIDS

PROGRAM CONTACT NAME/PHONE: Pamela Levin

PROGRAM / INITIATIVE TITLE: **New AIDS grants offsetting General Fund**

GENERAL FUND: **(\$2,135,896)**

TARGETED CLIENTS:

PROGRAM DESCRIPTION: (Description of Program Change)

(If proposing reductions to Contractors, provide name of contractor, program and amount)

The \$2,136,896 of AIDS grant revenues consist of \$900,000 in Ryan White Earmark funds and a \$1,235,896 earmark from the Centers of Medicare and Medicaid Services. These grant funds offset AIDS GF for 2008/09.

JUSTIFICATION: (required by the Mayor's Office)

The FY 2007-08 budget included \$4.0 million from the General Fund to backfill cuts from Ryan White, with the provision that DPH refund up to \$4.0M if other funding was received. San Francisco was awarded an additional \$4.9M in additional funding and returned 4.0M to the GF. A balance of \$900,000 remains which will produce GF savings for 2008-09.

Additionally, San Francisco received additional funding from the Center for Medicare and Medicaid Services totaling \$1,235,896 which will also produce GF savings for 2008-09.

IMPACT ON NUMBER OF CLIENTS SERVED AND UNITS OF SERVICE PROVIDED

None

EXPENSE AND REVENUE IMPACT (Reductions/Reallocations-complete supporting budget doc)

Reduction in AIDS General Fund requirements of \$2,136,896.

IMPACT ON DEPARTMENT'S WORKFORCE (increase or decrease of FTE's)

None

ATTACHMENT B
SUMMARY OF PROGRAM COST

INITIATIVE TITLE: New AIDS grants offsetting General Fund

	FY 2008-09	Ongoing
Sources:		
Ryan White Care Grant	\$ 900,000	\$ -
CMS Earmark	1,235,896	
Subtotal Sources	2,135,896	-
Uses:		
Salaries and Fringes	\$ -	\$ -
	-	-
	-	-
Subtotal Uses	-	-
Net General Fund Subsidy Required (Uses less Sources)	\$ (2,135,896)	\$ -
Total FTE's	0.0	0.0

New Positions (List positions by Class, Title and FTE)

Class Title FTE's

Fringe (32 %)

-
 -
 -
 \$ -

Operating Expenses

Index Code Character/Subobject Code

- \$ -

Facilities Maintenance, and Equipment (List by each items by count and amount)

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☐ CBHS - Substance Abuse
X SFGH, LHH, PC and MH Clinics,
Administration

DPH SECTION: SFGH, LHH, PC and MH Clinics, Administration

PROGRAM CONTACT NAME/PHONE: Gregg Sass

PROGRAM / INITIATIVE TITLE: **Security Services workorder with Sheriff**

GENERAL FUND: **\$997,927**

TARGETED CLIENTS:

PROGRAM DESCRIPTION: (Description of Program Change)

(If proposing reductions to Contractors, provide name of contractor, program and amount)

The workorder with the Sheriff for security has been underfunded for several years. In FY 2007-08 DPH absorbed the \$1.0 M overrun using savings in other workorders and a transfer from the MOU reserve by the Controller's Office. The shortfall for FY 2007-08 is projected at a similar level but no savings in workorders is expected.

JUSTIFICATION: (required by the Mayor's Office)

The projection provided by the Sherriff's office for FY 2007-08 shows a shortfall totaling \$997,927 as follows:

- SFGH, PC and MH clinics, and Administration (\$656,309)
- LHH (\$341,619)

Funding is required to address the structural deficit.

IMPACT ON NUMBER OF CLIENTS SERVED AND UNITS OF SERVICE PROVIDED

N/A

EXPENSE AND REVENUE IMPACT (Reductions/Reallocations-complete supporting budget doc)

Increase in payments to the Sheriff totaling \$997,927

IMPACT ON DEPARTMENT'S WORKFORCE (increase or decrease of FTE's)

N/A

**ATTACHMENT B
SUMMARY OF PROGRAM COST**

INITIATIVE TITLE: Security Services workorder with Sheriff

	FY 2008-09	Ongoing
Sources:	\$ -	\$ -
Subtotal Sources	-	-
Uses:		
Salaries and Fringes	\$ -	\$ -
Workorder	997,927	997,927
	-	-
Subtotal Uses	997,927	997,927
Net General Fund Subsidy Required (Uses less Sources)	\$ 997,927	\$ 997,927
Total FTE's	0.0	0.0

New Positions (List positions by Class, Title and FTE)

Class Title FTE's

Fringe (32 %)

-
-
-
\$ -

Operating Expenses

Index Code	Character/Subobject Code		
HGH1HSU40071	081SH	1,030,707	- \$ -
HGH3CMH40011	081SH	(10,131)	
HMHMCC730515	081SH	(29,819)	
HCHAPADMINGF	081SH	(13,880)	
HCHAPOBOTMOU	081SH	(4,186)	
HCHACOOPS-GF	081SH	(30,028)	
HLH449462	081SH	428,243	
		<u>1,370,906</u>	

2008-2009 Program Change Request

DEPARTMENT NAME:

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☐ Laguna Honda Hospital

☒ Primary Care

☐ Jail Health

☐ Health At Home

☒ Public Health-Housing and Urban Health,
HIV Health Services

☒ CBHS - Mental Health

☒ CBHS - Substance Abuse

☐

DPH SECTION: Community Programs

PROGRAM CONTACT NAME/PHONE: Michelle Ruggels/ 255-3404

PROGRAM / INITIATIVE TITLE: **Overall Reduction In Funding for Community Programs
Contractors and Civil Service Clinics of 5.5% (equal to 22% reduction to unmatched General
Fund dollars)**

GENERAL FUND: \$14,767,432

TARGETED CLIENTS: Clients served in Community Programs

PROGRAM DESCRIPTION: (Description of Program Change)

(If proposing reductions to Contractors, provide name of contractor, program and amount)

The proposed reduction would reduce total funding for Community Programs contractors and Community Behavioral Health Services (CBHS) civil service clinics by approximately 5.5 percent. Specifically, the reduction would apply to civil service clinics operated by Community Behavioral Health Services (CBHS), and contractors from each division of Community Programs, with the following exceptions: (1) Community Health Promotion and Prevention and HIV Prevention, which are excluded because the Dept. has prioritized the preservation of its minimal funding for primary prevention services, and (2) Maternal Child and Adolescent Health because they have no contractual services funded with General Fund monies. (Included sections are CBHS, Housing and Urban Health, HIV Health Services and Primary Care). Additionally, funding for housing subsidies, such as rent subsidies is excluded from this reduction across all of Community Programs, as are General Fund dollars used to match or draw down other revenues, thereby preserving matched services at full funding. To the remaining unmatched General Fund dollars, a reduction of 22 percent was implemented. As a result, some agencies which have no other revenues, or who do not provide housing subsidies, will receive the full impact of the 22 percent reduction, but the average overall reduction to an agency is approximately 5.5 percent. Since the methodology for determining the reduction amount differs between civil service and contract agencies, more detail is provided below.

Contract Programs:

To determine the reduction, a General Fund baseline was established for all of the following sections: CBHS, Housing and Urban Health, HIV Health Services and Primary Care. As noted above, the General Fund baseline excluded funding for housing subsidies, and General Fund monies used for matching purposes. The total reduction, with these exclusions, is equal to \$14,299,965. To achieve these savings, the Department will work with its contractors to determine the most suitable plan to minimize the reduction in unduplicated clients served, but at the same time keep their administrative infrastructures intact. For example, the Department will recommend that all contractors apply an appropriate salary savings percentage to their personnel budget to reflect the fact that during the Fiscal Year not all positions are filled, thereby generating savings. If applied, this would minimize the reduction in services.

In general, each CP section will apply the 22 percent reduction evenly across all agencies. However, the Department will not allow residential treatment facilities to close as a result of these reductions, so the agencies operating residential treatment subsidies are not likely to be subject to the same reduction

percentage as other agencies. The exception to the application of an even percentage across all agencies is HIV Health Services, which is utilizing the recommendations provided by the HIV Health Services Planning Council, in combination with the Department's priorities to preserve housing subsidies and residential treatment facilities to assign reduction amounts. While in total, a reduction of 22 percent is applied to HIV services, the reductions will vary by modality, based on prioritization by the Planning Counsel.

Civil Service:

To calculate the savings generated by this reduction, the total number of uninsured clients was determined (because since matching funds were excluded from the impact of this reduction, so were the clients with insurance, e.g. MediCal eligible clients), less the clients counted in the proposal entitled "Limiting Services for Uninsured Clients to the Seriously Mentally Ill" to not duplicate the count of uninsured clients impacted. The number of uninsured clients subject to this proposal was determined, and then this total number was divided by 60. The assumption is that there are 60 clients per 1.0 FTE caseload. This calculation translated to a reduction of 4.4FTE (5.23 FTE annualized) and savings equal to \$467,467. This reduction specifically applies to CBHS civil service clinics.

JUSTIFICATION: (required by the Mayor's Office)

Due to the need for severe budget cuts, an across-the-board reduction is being applied. This reduction methodology will shrink, but not eliminate service modalities, thus preserving a system of care, which could more easily be built back should future funding become available.

IMPACT ON NUMBER OF CLIENTS SERVED AND UNITS OF SERVICE PROVIDED

The number of clients impacted by this initiative is not known at this time due to the following reasons: (1) most clients receive a wide array of services delivered by multiple CP sections and in multiple agencies, e.g. mental health, substance abuse, primary care services and HIV Health Services, thus it is difficult to determine an unduplicated client count, (2) agencies will not allocate 100 percent of the reduction to direct services, instead some portion will translate to a reduction in administrative services, thereby preserving client services and reducing the impact to clients, and (3) the modalities that will be impacted by this reduction has not been prioritized by the Health Commission.

EXPENSE AND REVENUE IMPACT (Reductions/Reallocations-complete supporting budget doc)

Decrease of \$14,767,432 in expenditures.

IMPACT ON DEPARTMENT'S WORKFORCE (increase or decrease of FTE's)

With a caseload of 60 each, this results in a reduction of 4.4 FTE (annualized to 5.23) to a combination of 2930 Psychiatric Social Workers/2931 MFTs.

ATTACHMENT B
SUMMARY OF PROGRAM COST

INITIATIVE TITLE: Overall Reduction In Funding for Community Programs Contractors and Civil Service Clinics of 5.5% (equal to 22% reduction to unmatched General Fund dollars)

	FY 2008-09	Ongoing
Sources:	\$ -	\$ -
Subtotal Sources	-	-
Uses:		
Salaries and Fringes	\$ (467,467)	\$ (550,642)
021 Professional Services	(14,299,965)	(14,299,965)
Subtotal Uses	(14,767,432)	(14,850,607)
Net General Fund Subsidy Required (Uses less Sources)	\$ (14,767,432)	\$ (14,850,607)
Total FTE's	(4.4)	(5.23)

New Positions (List positions by Class, Title and FTE)

Class	Title	FTE's	
2930/31	Psychiatric Social Worker	(4.44)	\$ (354,142)
			(354,142)
	Fringe (32 %)		(113,325)
HMHMCC730515-001/13			\$ (467,467)

Operating Expenses

Index Code Character/Subobject Code

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☐

DPH SECTION: SFGH

PROGRAM CONTACT NAME/PHONE: Delveccio Finley

PROGRAM / INITIATIVE TITLE: **Outsourcing SFGH Security services**

GENERAL FUND: **(\$984,474)**

TARGETED CLIENTS:

PROGRAM DESCRIPTION: (Description of Program Change)

(If proposing reductions to Contractors, provide name of contractor, program and amount)

Reduce Sheriff workorder and replace with a contract for private security

JUSTIFICATION: (required by the Mayor's Office)

Costs of the workorder for security services with the Sheriff are increasing largely due to staffing shortages that must be backfilled with overtime. Replacement of the workorder with a contract for private security will save \$985,474 annually. This will reduce overtime cost for the Sheriff that will also reduce their operating expenses and enable them to re-deploy staff formerly assigned to SFGH to other posts in the City.

IMPACT ON NUMBER OF CLIENTS SERVED AND UNITS OF SERVICE PROVIDED

None

EXPENSE AND REVENUE IMPACT (Reductions/Reallocations-complete supporting budget doc)

Decrease workorder \$2,742,848 and increase contract expense \$1758374, for net savings of \$984,474

IMPACT ON DEPARTMENT'S WORKFORCE (increase or decrease of FTE's)

None. DPH will continue to utilize the institutional police at LHH and our clinics to prevent any reduction in positions.

ATTACHMENT B
SUMMARY OF PROGRAM COST

INITIATIVE TITLE: Outsourcing SFGH Security services

	FY 2008-09	Ongoing
Sources:	\$ -	\$ -
Subtotal Sources	-	-
Uses:	\$ -	\$ -
Salaries and Fringes	1,758,374	2,344,498
Contract services	(2,742,848)	(3,657,130)
Workorder		
Subtotal Uses	(984,474)	(1,312,632)
Net General Fund Subsidy Required (Uses less Sources)	\$ (984,474)	\$ (1,312,632)
Total FTE's	0.0	0.0

New Positions (List positions by Class, Title and FTE)

Class Title FTE's

Fringe (32 %)

-
 -
 -
 \$ -

Operating Expenses

Index Code Character/Subobject Code

- \$ -

Facilities Maintenance, and Equipment (List by each items by count and amount)

8.30

2008-2009 Program Change Request

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☐ CBHS - Substance Abuse
☒ Department Wide

DPH SECTION: Department Wide

PROGRAM CONTACT NAME/PHONE: Pamela Levin 554-2605

PROGRAM / INITIATIVE TITLE: **15% Reduction in Travel**

GENERAL FUND: **(\$22,350)**

TARGETED CLIENTS:

PROGRAM DESCRIPTION: (Description of Program Change)

(If proposing reductions to Contractors, provide name of contractor, program and amount)

On an annual basis, DPH budgets \$149,001 of the General Fund for travel. A 15% reduction is proposed.

JUSTIFICATION: (required by the Mayor's Office)

Pursuant to the Mayor's Executive Direction 08-03, Reduction of Discretionary Spending, departments are instructed to restrict out of town travel for training, association meetings and conferences unless required for maintenance of professional certification or other wise approved by Department Head and Mayor's Budget Director and unless the cost of such trips are entirely covered by reimbursements provided under the terms of the applicable labor agreements. A 15% reduction is proposed to meet this directive which totals to \$22,350.

IMPACT ON NUMBER OF CLIENTS SERVED AND UNITS OF SERVICE PROVIDED

None

EXPENSE AND REVENUE IMPACT (Reductions/Reallocations-complete supporting budget doc)

Reduction of expenditures by \$22,350.

IMPACT ON DEPARTMENT'S WORKFORCE (increase or decrease of FTE's)

None

8.31

ATTACHMENT B
SUMMARY OF PROGRAM COST

INITIATIVE TITLE: 15% Reduction in Travel

	FY 2008-09	Ongoing
Sources:	\$ -	\$ -
Subtotal Sources	-	-
Uses:		
Salaries and Fringes	\$ -	\$ -
Professional Services	(22,350)	-
	-	-
Subtotal Uses	(22,350)	-
Net General Fund Subsidy Required (Uses less Sources)	\$ (22,350)	\$ -
Total FTE's	0.0	0.0

New Positions (List positions by Class, Title and FTE)

Class Title FTE's

Fringe (32 %)

-
-
-
\$ -

Operating Expenses

Index Code Character/Subobject Code

02100 TRAVEL-BUDGET

- \$ (22,350)

Facilities Maintenance, and Equipment (List by each items by count and amount)

2008-2009 Program Change Request

DEPARTMENT NAME:

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☐ CBHS - Substance Abuse
☒ Department Wide

DPH SECTION: Department Wide

PROGRAM CONTACT NAME/PHONE: Pamela Levin 554-2605

PROGRAM / INITIATIVE TITLE: **Voluntary Furlough**

GENERAL FUND: **(\$500,000)**

TARGETED CLIENTS:

PROGRAM DESCRIPTION: (Description of Program Change)

(If proposing reductions to Contractors, provide name of contractor, program and amount)

Many of the memorandums of agreement with the unions allow a voluntary work furlough program.

JUSTIFICATION: (required by the Mayor's Office)

Pursuant to the Mayor's Executive Direction 08-03 Reduction of Discretionary Spending the department will implement a voluntary work furlough program during the 2008 holiday season. The savings assumes that 35 FTE will take an average of 5 days off.

IMPACT ON NUMBER OF CLIENTS SERVED AND UNITS OF SERVICE PROVIDED

No impact

EXPENSE AND REVENUE IMPACT (Reductions/Reallocations-complete supporting budget doc)

Reduction in salaries and fringes totaling \$500,000

IMPACT ON DEPARTMENT'S WORKFORCE (increase or decrease of FTE's)

No impact

ATTACHMENT B
SUMMARY OF PROGRAM COST

INITIATIVE TITLE: Voluntary Furlough Program

	FY 2008-09	Ongoing
Sources:	\$ -	\$ -
Subtotal Sources	-	-
Uses:		
Salaries and Fringes	\$ (500,000)	\$ -
	-	-
	-	-
Subtotal Uses	(500,000)	-
Net General Fund Subsidy Required (Uses less Sources)	\$ (500,000)	\$ -
Total FTE's	0.0	0.0

New Positions (List positions by Class, Title and FTE)

Class	Title	FTE's	
	Salaries		\$ (442,087)
			-
			(442,087)
	Fringes		(57,913)
			\$ (500,000)

Operating Expenses

Index Code Character/Subobject Code

- \$ -

Facilities Maintenance, and Equipment (List by each items by count and amount)

2008-2009 Program Change Request

DEPARTMENT NAME:

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☐

DPH SECTION: SFGH and LHH

PROGRAM CONTACT NAME/PHONE: Gregg Sass, 554-2699

PROGRAM / INITIATIVE TITLE: **Reorganization of Finance Staffing**

GENERAL FUND: (\$40,930)

TARGETED CLIENTS: N/A

PROGRAM DESCRIPTION: (Description of Program Change)

(If proposing reductions to Contractors, provide name of contractor, program and amount)

This request is to replace three existing Accounting staff with three higher level Accounting staff. Two of the three existing positions that are being eliminated are in the clerk/secretarial range and are not essential to the operations of the department. The incumbent in the other position that is being eliminated will be retiring in June.

One of the new FTEs will consist of a Deputy Finance Officer for Laguna Honda Hospital and will be funded 80% from the LHH bond proceeds and 20% from general fund. This position is essential as LHH moves into the new buildings and will require a full time person to track purchases and movement of furniture, fixture and equipment, as well as monitor staffing during and after the transition. There is also a need for dedicated review of all the financial activities at LHH. Two of the new FTE's will be Accountants which are needed to supplement the existing Accounting staff at both SFGH and LHH. Over the years there have been many changes (new programs, regulatory and reporting changes) that require more Accounting support.

JUSTIFICATION: (required by the Mayor's Office)

The redistribution of Accounting FTEs will make the departments more productive and able to provide more timely reports and analysis.

IMPACT ON NUMBER OF CLIENTS SERVED AND UNITS OF SERVICE PROVIDED

None

EXPENSE AND REVENUE IMPACT (Reductions/Reallocations-complete supporting budget doc)

Salaries and fringe benefits are expected to decrease by \$40,930 the first year and \$12,469 ongoing.

IMPACT ON DEPARTMENT'S WORKFORCE (increase or decrease of FTE's)

Net reduction of .90 FTE's the first year and reduction of .80 FTE's ongoing.

ATTACHMENT B
SUMMARY OF PROGRAM COST

INITIATIVE TITLE: Finance Staffing

	FY 2008-09	Ongoing
Sources:	\$ -	\$ -
Subtotal Sources	-	-
Uses:		
Salaries and Fringes	\$ (40,930)	\$ (12,469)
	-	-
	-	-
Subtotal Uses	(40,930)	(12,469)
Net General Fund Subsidy Required (Uses less Sources)	\$ (40,930)	\$ (12,469)
Total FTE's	(0.90)	(0.80)

New Positions (List positions by Class, Title and FTE)

Class	Title	FTE's	
1404	Clerk (10 months)	(0.85)	(39,684)
1446	Secretary II (10 months)	(0.85)	(49,904)
0932	Finance Manager (10 months)	(0.85)	(113,757)
0942	Deputy Finance Director (9 months) 80% bond funded	0.15	24,414
1657	Senior Systems Accountant (9 months)	0.75	79,896
1654	Principal Accountant (9 months)	<u>0.75</u>	<u>68,028</u>
		(0.90)	(31,008)
	Fringe (32 %)		<u>(9,922)</u>
			\$ (40,930)

Operating Expenses

Index Code	Character/Subobject Code	
		\$ -

Facilities Maintenance, and Equipment (List by each items by count and amount)