

# Division of Facilities Construction and Management

Facilities Management



# Division of Facilities Construction and Management



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Established in 1981, DFCM provides professional services to assist State entities in meeting their facility needs for the benefit of the public. We, along with the other members of the DGO Team are enjoying our new digs. We are excited to see the finished product unfold!

Photograph courtesy of CRSA Architects | Robert Holman Photographer



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# Program Efficiencies

The Division of Facilities Construction and Management (DFCM) provides building management service to state agency subscribers. Service includes preventative and corrective maintenance, grounds care, energy management, contract management and accounting services.



162 Authorized FTEs  
155 Current FTEs



Provided maintenance and management services to over 200 state-owned and leased buildings



\$40 million FY2022 adjusted revenue



Manage over 8 million square feet of space



# Program Efficiencies

DFCM is focused on efficient building operation



Average operations and maintenance costs:  
**23%** below local average  
**60%** below national average



Statewide service through regionalized management groups



Energy efficient by optimizing operating schedules that provide cost savings based on reduced utility usage



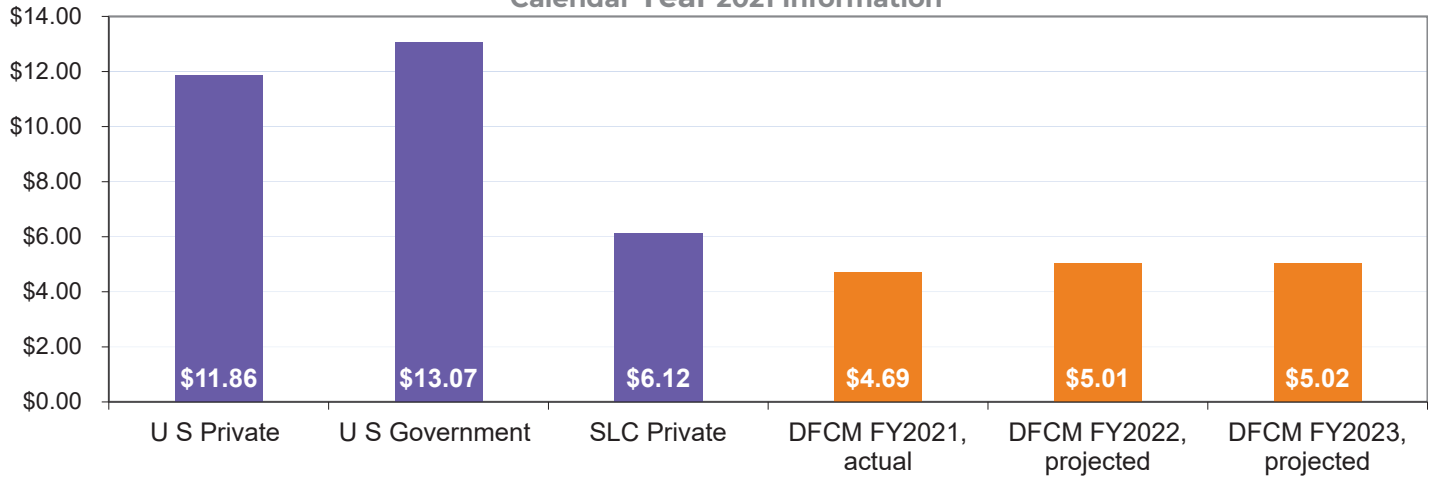
Combination of internal staff and private sector resources to provide cost-effective services



# Cost Per Square Foot

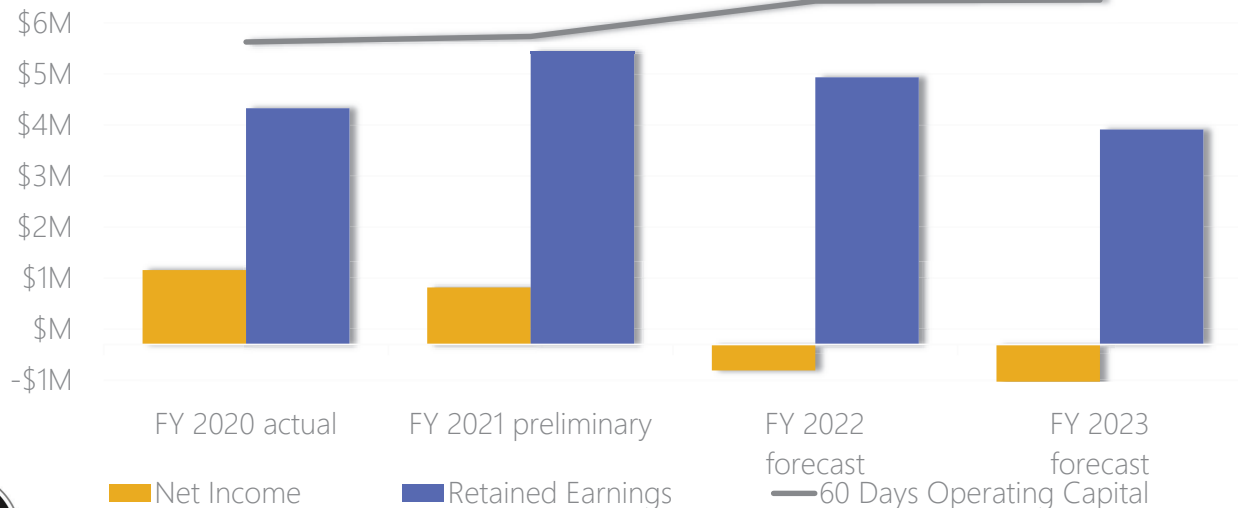
Based on Building Owners and Managers Association (BOMA) Data

## Calendar Year 2021 Information

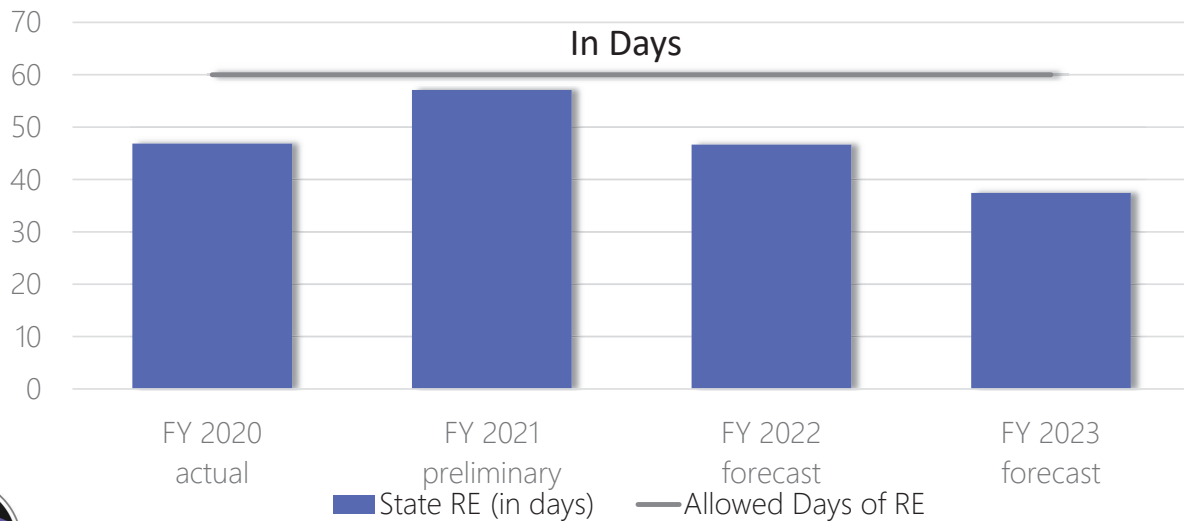


Note: Using BOMA data run on 7/21/2021 for FY23 rate year  
 BOMA no longer surveys for this information; will use the Institute of Real Estate Management (IREM) for FY24 rates. Their report runs in the 3<sup>rd</sup> quarter, so we could not use it for FY23

# Facilities Management Retained Earnings



# Facilities Management Retained Earnings



# Facilities Management Rates

## Rate Recommendation FY 2023 Rates for Discussion

Approx build date	Unit	Name	Action	Proposed Change Amount	Sq Feet	FY22		Proposed Rate Change Percentage	Reason	Last Increase	FY23
						Original Sq ft Cost	FY 23 Proposed Sq Ft Cost				
1981	1265	Taylorville State Office Building	Increase	\$166,654.75	406,475	7.11	7.52	6%	Security Upgrade	N/A	\$3,056,692.00
2001	1506	AP&P Fremont Employment Center	Increase	\$31,000.00	28,500	6.75	7.84	14%	Deficit reduction	FY14	\$222,375.00
2004	1509	Utah State Archives	Increase	\$45,000.00	27,639	4.39	6.02	27%	Deficit reduction	FY 17 Decrease	\$166,335.00
1998	1606	Utah Library for the Blind	Increase	\$37,407.80	90,435	2.03	2.45	17%	Deficit reduction	FY12	\$221,121.80
1998	1607	Division for the Blind and Visually Impaired	Increase	\$13,511.65	32,665	3.8	4.21	10%	Deficit reduction	FY07	\$137,538.65
1998	1608	General Services State Mail	Increase	\$6,080.55	14,700	10.63	11.04	4%	Deficit reduction	FY16	\$162,341.55
2019	1609	DEQ Building	Increase	\$42,000.00	21,139	4.76	4.96	4%	Deficit reduction	Opened FY19	\$104,788.63
TOTAL				\$341,654.75							



# Facilities Management Rates

## Rate Recommendation FY 2023 Rates for Discussion

Unit	Description	Type	Amount
1403	ABC Store #3 - West Valley	Closing	(\$52,746.75)
1630	ABC Store - West Valley	New	\$52,020.00
1761	Box Elder Public Safety	New	\$71,705.00
	TOTAL		\$70,978.25



# Facilities Management Rates

## TAYLORSVILLE STATE OFFICE BUILDING FY23 O&M FUNDING ADJUSTMENTS REVISED FUNDING FOR THE DGO EDO OLD DAS DIVISIONS GENERAL FUNDS

Program and Fund Description	Amount
FY22 General Funds for DGO Old DAS space	\$ 512,800.00
Delete General Funds for: Estimated square footage for each program DFCM 3rd Floor ISF staff and Annex Office [780 sf on 3rd floor, plus 1,519 sf for the Annex x \$7.11sf]	\$ (16,346.00)
Fleet ISF [7,180 sf x \$7.11]	\$ (51,050.00)
Risk ISF [9,387 sf x \$7.11]	\$ (66,742.00)
Purchasing & General Services ISF [4,616 sf x \$7.11, use 75% of total for ISF portion]	\$ (24,615.00)
Finance ISF Staff for PCard and Travel [260 sf x \$7.11]	\$ (1,849.00)
<b>TOTAL GENERAL FUNDS DEDUCTION FOR DGO EDO TSOB FUNDING</b>	<b>\$ (160,602.00)</b>
<b>REMAINING GENERAL FUNDS FOR DGO EDO TSOB SPACE</b>	<b>\$ 352,198.00</b>



# Rate Committee Action

## GovOps Recommended Action for Facilities Management

Action	Slide Number or Reference	Change
Approve rate adjustments for seven programs	Slide 8	\$341,654.75
Approve two new programs or scope changes	Slide 9	\$70,978.25
Approve ISF rate funding reallocations	Slide 10	(\$160,602.00)
Approve all other existing rates	SB0008, Lines 1991-2329	



## Approval of the Division of Facilities Construction and Management Rates Allows for:

### TSOB Building Funding

Approving the requested rates as summarized on Slide 12 will include the necessary funding reallocations for the remaining TSOB build out

### Prudent Use of Taxpayer Dollars

Rate approval will allow us to continue to provide excellent service to our fellow State employees while using taxpayer dollars responsibly

### Efficient Fund Management

Retained earnings are on track to reduce by FY 2024, reflecting efficient fund management

# Questions?



1991	DEPARTMENT OF ADMINISTRATIVE SERVICES	
1992	DIVISION OF FACILITIES CONSTRUCTION AND MANAGEMENT - FACILITIES MANAGEMENT	
1993	Taylorsville State Office Building	2,891,435.00
1994	All services provided by the DFCM ISF are voluntary. This is based on	



1995	Operations and maintenance agreements with each location managed by the	
1996	DFCM. Without these services each state entity may either manage the sight	
1997	themselves or contract out the services that will meet the States building board	
1998	standards. The DFCM director annually reviews these requests and determines	
1999	if the agency has the ability to provide the services to meet those standards.	
2000	This location is an agreement with the DFCM and Department of	
2001	Administrative Services, Administrative Office of the Courts, Department of	
2002	Human Services, Department of Insurance, Department of Technology	
2003	Services, Department of Agriculture and Department of Public	
2004	Safety/Emergency Management.	
2005	SLC VA home	40,667.90
2006	All services provided by the DFCM ISF are voluntary. This is based on	
2007	Operations and maintenance agreements with each location managed by the	
2008	DFCM. Without these services each state entity may either manage the sight	
2009	themselves or contract out the services that will meet the States building board	
2010	standards. The DFCM director annually reviews these requests and determines	
2011	if the agency has the ability to provide the services to meet those standards.	
2012	This location is an agreement with the DFCM and Department of Veterans	
2013	Affairs.	
2014	Garage-Groundskeeper I	25.00
2015	New Provo Courts/Terrace	1,320,997.88
2016	DEQ Building	62,788.63
2017	Unified Lab #2	865,836.54
2018	Cedar City DNR	77,790.16
2019	All services provided by the DFCM ISF are voluntary. This is based on	
2020	Operations and maintenance agreements with each location managed by the	
2021	DFCM. Without these services each state entity may either manage the sight	
2022	themselves or contract out the services that will meet the States building board	
2023	standards. The DFCM director annually reviews these requests and determines	
2024	if the agency has the ability to provide the services to meet those standards.	
2025	This location is an agreement with the DFCM and Department of Natural	
2026	Resources.	
2027	Ogden VA Nursing Home	52,945.37
2028	Clearfield Warehouse C6 - Archives	152,535.84
2029	Garage-Facilities Manager / Coord II	69.00
2030	Garage-Grounds Manager	49.00
2031	Spanish Fork Veterinary Lab	50,716.03

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2032	Utah Arts Collection	43,900.00
2033	West Jordan Courts	557,835.00
2034	Chase Home	17,428.00
2035	Clearfield Warehouse C7 - DNR/DPS	102,837.00
2036	Garage-Grounds Supervisor	45.00
2037	Garage-Journey Plumber	60.00
2038	Payson VA Nursing Home	189,105.70
2039	All services provided by the DFCM ISF are voluntary. This is based on	
2040	Operations and maintenance agreements with each location managed by the	
2041	DFCM. Without these services each state entity may either manage the sight	
2042	themselves or contract out the services that will meet the States building board	
2043	standards. The DFCM director annually reviews these requests and determines	
2044	if the agency has the ability to provide the services to meet those standards.	
2045	This location is an agreement with the DFCM and Department of Veterans	
2046	Affairs.	
2047	Utah State Office of Education	410,669.00
2048	West Valley 3rd District Court	148,350.00
2049	Calvin Rampton Complex	1,602,863.00
2050	Garage-Journey Electrician	62.00
2051	Utah State Developmental Center	2,648,357.00
2052	Vernal DNR Regional	80,394.00
2053	Vernal Drivers License	36,055.00
2054	All services provided by the DFCM ISF are voluntary. This is based on	
2055	Operations and maintenance agreements with each location managed by the	
2056	DFCM. Without these services each state entity may either manage the sight	
2057	themselves or contract out the services that will meet the States building board	
2058	standards. The DFCM director annually reviews these requests and determines	
2059	if the agency has the ability to provide the services to meet those standards.	
2060	This location is an agreement with the DFCM and Department of Public	
2061	Safety.	
2062	Department of Public Safety	
2063	DPS Crime Lab	42,000.00
2064	Cannon Health	860,515.00
2065	Garage-Electronics Resource Group	53.00
2066	Garage-Groundskeeper II	44.00
2067	Garage-Journey HVAC	59.00
2068	Lone Peak Forestry & Fire	45,820.65

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2069	N UT Fire Dispatch Center	30,438.66
2070	DPS Drivers License	185,577.00
2071	Alcoholic Beverage Control Stores	1,879,749.50
2072	Garage-Journey Maintenance	54.00
2073	Ivins VA Nursing Home	134,064.39
2074	All services provided by the DFCM ISF are voluntary. This is based on	
2075	Operations and maintenance agreements with each location managed by the	
2076	DFCM. Without these services each state entity may either manage the sight	
2077	themselves or contract out the services that will meet the States building board	
2078	standards. The DFCM director annually reviews these requests and determines	
2079	if the agency has the ability to provide the services to meet those standards.	
2080	This location is an agreement with the DFCM and Department of Veterans	
2081	Affairs.	
2082	Utah State Tax Commission	970,200.00
2083	Vernal Juvenile Courts	40,256.00
2084	All services provided by the DFCM ISF are voluntary. This is based on	
2085	Operations and maintenance agreements with each location managed by the	
2086	DFCM. Without these services each state entity may either manage the sight	
2087	themselves or contract out the services that will meet the States building board	
2088	standards. The DFCM director annually reviews these requests and determines	
2089	if the agency has the ability to provide the services to meet those standards.	
2090	This location is an agreement with the DFCM and Administrative Office of	
2091	the Courts.	
2092	Veteran's Memorial Cemetery	24,464.00
2093	Work Force Services	
2094	DWS/DHS - 1385 South State	408,430.70
2095	Alcoholic Beverage Control Administration	805,415.00
2096	Brigham City Regional Center	573,808.00
2097	Garage-Maintenance Supervisor	55.00
2098	Price Public Safety	90,897.00
2099	Vernal 8th District Court	248,649.00
2100	Wasatch Courts	11,518.56
2101	All services provided by the DFCM ISF are voluntary. This is based on	
2102	Operations and maintenance agreements with each location managed by the	
2103	DFCM. Without these services each state entity may either manage the sight	
2104	themselves or contract out the services that will meet the States building board	
2105	standards. The DFCM director annually reviews these requests and determines	

2106	if the agency has the ability to provide the services to meet those standards.	
2107	This location is an agreement with the DFCM and Administrative Office of	
2108	the Courts.	
2109	DWS Administration	685,930.00
2110	Archive Building	121,335.00
2111	Capitol Hill Complex	3,809,700.00
2112	Department of Administrative Services Surplus Property	59,747.00
2113	Garage-Mechanic	46.00
2114	Juab County Court	76,798.00
2115	Ogden Juvenile Court	444,038.00
2116	Department of Public Safety	
2117	DPS Farmington Public Safety	100,425.00
2118	All services provided by the DFCM ISF are voluntary. This is based on	
2119	Operations and maintenance agreements with each location managed by the	
2120	DFCM. Without these services each state entity may either manage the sight	
2121	themselves or contract out the services that will meet the States building board	
2122	standards. The DFCM director annually reviews these requests and determines	
2123	if the agency has the ability to provide the services to meet those standards.	
2124	This location is an agreement with the DFCM and Department of Public	
2125	Safety.	
2126	Work Force Services	
2127	DWS Call Center	200,317.00
2128	Agriculture	356,706.00
2129	Brigham City Court	169,400.00
2130	Cedar City Courts	155,520.00
2131	All services provided by the DFCM ISF are voluntary. This is based on	
2132	Operations and maintenance agreements with each location managed by the	
2133	DFCM. Without these services each state entity may either manage the sight	
2134	themselves or contract out the services that will meet the States building board	
2135	standards. The DFCM director annually reviews these requests and determines	
2136	if the agency has the ability to provide the services to meet those standards.	
2137	This location is an agreement with the DFCM and Administrative Office of	
2138	the Courts.	
2139	Dixie Drivers License	72,928.00
2140	All services provided by the DFCM ISF are voluntary. This is based on	
2141	Operations and maintenance agreements with each location managed by the	
2142	DFCM. Without these services each state entity may either manage the sight	

2143	themselves or contract out the services that will meet the States building board	
2144	standards. The DFCM director annually reviews these requests and determines	
2145	if the agency has the ability to provide the services to meet those standards.	
2146	This location is an agreement with the DFCM and Department of Public	
2147	Safety.	
2148	Fairpark Driver's License Division	61,571.00
2149	Garage-Administrative Staff	49.00
2150	Garage-Journey Boiler Operator	61.00
2151	Garage-Office Specialist	45.00
2152	Rio Grande Depot	493,565.00
2153	Human Services	
2154	DHS - Vernal	74,117.00
2155	Work Force Services	
2156	DWS Cedar City	93,461.00
2157	Adult Probation and Parole Freemont Office Building	192,375.00
2158	Cedar City Regional Center	92,008.00
2159	DCFS - OREM	120,792.00
2160	Division of Services for the Blind and Visually Impaired Training Housing	49,736.00
2161	Driver License West Valley	98,880.00
2162	Farmington 2nd District Courts	537,465.00
2163	Garage-Apprentice Maintenance	49.00
2164	Garage-Journey Carpenter	58.00
2165	Garage-Temp Groundskeeper	22.00
2166	Glendinning Fine Arts Center	45,000.00
2167	Governor's Residence	177,156.00
2168	Heber M. Wells	1,152,179.00
2169	All services provided by the DFCM ISF are voluntary. This is based on	
2170	Operations and maintenance agreements with each location managed by the	
2171	DFCM. Without these services each state entity may either manage the sight	
2172	themselves or contract out the services that will meet the States building board	
2173	standards. The DFCM director annually reviews these requests and determines	
2174	if the agency has the ability to provide the services to meet those standards.	
2175	This location is an agreement with the DFCM and Labor Commission, Public	
2176	Service Commission, Department of Commerce, and Attorney Generals	
2177	Office.	
2178	Highland Regional Center	331,766.40
2179	Layton Court	105,896.00

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2180	Logan 1st District Court	379,267.00
2181	Moab Regional Center	142,533.00
2182	All services provided by the DFCM ISF are voluntary. This is based on	
2183	Operations and maintenance agreements with each location managed by the	
2184	DFCM. Without these services each state entity may either manage the sight	
2185	themselves or contract out the services that will meet the States building board	
2186	standards. The DFCM director annually reviews these requests and determines	
2187	if the agency has the ability to provide the services to meet those standards.	
2188	This location is an agreement with the DFCM and Department of Public	
2189	Safety, Department of Human Services and Department of Natural Resources.	
2190	Murray Highway Patrol	141,738.00
2191	Natural Resources	745,072.00
2192	Natural Resources Price	124,323.00
2193	Natural Resources Richfield (Forestry)	104,508.14
2194	Navajo Trust Fund Administration	157,640.00
2195	Office of Rehabilitation Services	204,156.00
2196	Ogden Court	562,740.00
2197	Ogden Division of Motor Vehicles and Drivers License	91,964.00
2198	Ogden Juvenile Probation	211,134.00
2199	Ogden Radio Shop	16,434.00
2200	Ogden Regional Center	751,511.27
2201	All services provided by the DFCM ISF are voluntary. This is based on	
2202	Operations and maintenance agreements with each location managed by the	
2203	DFCM. Without these services each state entity may either manage the sight	
2204	themselves or contract out the services that will meet the States building board	
2205	standards. The DFCM director annually reviews these requests and determines	
2206	if the agency has the ability to provide the services to meet those standards.	
2207	This location is an agreement with the DFCM and Department of Workforce	
2208	Services, Department of Human Services, Department of Corrections,	
2209	Department of Health, Utah State Tax Commission, and Attorney Generals	
2210	Office.	
2211	Orem Public Safety	105,640.00
2212	Orem Region Three Department of Transportation	178,192.00
2213	All services provided by the DFCM ISF are voluntary. This is based on	
2214	Operations and maintenance agreements with each location managed by the	
2215	DFCM. Without these services each state entity may either manage the sight	
2216	themselves or contract out the services that will meet the States building board	

2217	standards. The DFCM director annually reviews these requests and determines	
2218	if the agency has the ability to provide the services to meet those standards.	
2219	This location is an agreement with the DFCM and Department of	
2220	Transportation.	
2221	Provo Juvenile Work Crew	74,164.77
2222	All services provided by the DFCM ISF are voluntary. This is based on	
2223	Operations and maintenance agreements with each location managed by the	
2224	DFCM. Without these services each state entity may either manage the sight	
2225	themselves or contract out the services that will meet the States building board	
2226	standards. The DFCM director annually reviews these requests and determines	
2227	if the agency has the ability to provide the services to meet those standards.	
2228	This location is an agreement with the DFCM and Administrative Office of	
2229	the Courts.	
2230	Provo Regional Center	839,011.00
2231	All services provided by the DFCM ISF are voluntary. This is based on	
2232	Operations and maintenance agreements with each location managed by the	
2233	DFCM. Without these services each state entity may either manage the sight	
2234	themselves or contract out the services that will meet the States building board	
2235	standards. The DFCM director annually reviews these requests and determines	
2236	if the agency has the ability to provide the services to meet those standards.	
2237	This location is an agreement with the DFCM and Department of	
2238	Administrative Services, Utah State Tax Commission, Department of Human	
2239	Services, Department of Health, Department of Corrections and Department	
2240	of Workforce Services.	
2241	Public Safety Depot Ogden	34,822.00
2242	Richfield Court	161,535.68
2243	All services provided by the DFCM ISF are voluntary. This is based on	
2244	Operations and maintenance agreements with each location managed by the	
2245	DFCM. Without these services each state entity may either manage the sight	
2246	themselves or contract out the services that will meet the States building board	
2247	standards. The DFCM director annually reviews these requests and determines	
2248	if the agency has the ability to provide the services to meet those standards.	
2249	This location is an agreement with the DFCM and Administrative Office of	
2250	the Courts.	
2251	Richfield Dept. of Technology Services Center	39,000.00
2252	Richfield Regional Center	75,499.00
2253	Salt Lake Court	1,868,160.00

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2254	Salt Lake Government Building #1	972,934.00
2255	Salt Lake Regional Center - 1950 West	250,492.00
2256	St. George Courts	600,353.00
2257	All services provided by the DFCM ISF are voluntary. This is based on	
2258	Operations and maintenance agreements with each location managed by the	
2259	DFCM. Without these services each state entity may either manage the sight	
2260	themselves or contract out the services that will meet the States building board	
2261	standards. The DFCM director annually reviews these requests and determines	
2262	if the agency has the ability to provide the services to meet those standards.	
2263	This location is an agreement with the DFCM and Administrative Office of	
2264	the Courts.	
2265	St. George DPS	49,572.00
2266	St. George Tax Commission	64,224.00
2267	State Library	183,714.00
2268	State Library State Mail	156,261.00
2269	State Library Visually Impaired	124,027.00
2270	Taylorville BCI	185,250.00
2271	Taylorville Center for the Deaf	138,681.00
2272	Tooele Courts	354,051.00
2273	All services provided by the DFCM ISF are voluntary. This is based on	
2274	Operations and maintenance agreements with each location managed by the	
2275	DFCM. Without these services each state entity may either manage the sight	
2276	themselves or contract out the services that will meet the States building board	
2277	standards. The DFCM director annually reviews these requests and determines	
2278	if the agency has the ability to provide the services to meet those standards.	
2279	This location is an agreement with the DFCM and Administrative Office of	
2280	the Courts.	
2281	Unified Lab	883,894.00
2282	Vernal Division of Services for People with Disabilities	31,330.00
2283	Human Services	
2284	DHS Clearfield East	127,306.00
2285	DHS Ogden - Academy Square	299,834.00
2286	Work Force Services	
2287	DWS Brigham City	62,804.00
2288	All services provided by the DFCM ISF are voluntary. This is based on	
2289	Operations and maintenance agreements with each location managed by the	
2290	DFCM. Without these services each state entity may either manage the sight	



2291	themselves or contract out the services that will meet the States building board	
2292	standards. The DFCM director annually reviews these requests and determines	
2293	if the agency has the ability to provide the services to meet those standards.	
2294	This location is an agreement with the DFCM and Department of Workforce	
2295	Services.	
2296	DWS Clearfield/Davis County	180,633.00
2297	DWS Logan	140,088.00
2298	DWS Metro Employment Center	252,776.00
2299	DWS Midvale	135,640.00
2300	DWS Ogden	203,748.00
2301	All services provided by the DFCM ISF are voluntary. This is based on	
2302	Operations and maintenance agreements with each location managed by the	
2303	DFCM. Without these services each state entity may either manage the sight	
2304	themselves or contract out the services that will meet the States building board	
2305	standards. The DFCM director annually reviews these requests and determines	
2306	if the agency has the ability to provide the services to meet those standards.	
2307	This location is an agreement with the DFCM and Department of Workforce	
2308	Services.	
2309	DWS Provo	195,970.00
2310	All services provided by the DFCM ISF are voluntary. This is based on	
2311	Operations and maintenance agreements with each location managed by the	
2312	DFCM. Without these services each state entity may either manage the sight	
2313	themselves or contract out the services that will meet the States building board	
2314	standards. The DFCM director annually reviews these requests and determines	
2315	if the agency has the ability to provide the services to meet those standards.	
2316	This location is an agreement with the DFCM and Department of Workforce	
2317	Services.	
2318	DWS Richfield	58,072.00
2319	DWS South County Employment Center	176,196.00
2320	DWS St. George	86,452.00
2321	All services provided by the DFCM ISF are voluntary. This is based on	
2322	Operations and maintenance agreements with each location managed by the	
2323	DFCM. Without these services each state entity may either manage the sight	
2324	themselves or contract out the services that will meet the States building board	
2325	standards. The DFCM director annually reviews these requests and determines	
2326	if the agency has the ability to provide the services to meet those standards.	
2327	This location is an agreement with the DFCM and Department of Workforce	

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2328	Services.	
2329	DWS Vernal	73,702.00



division of  
**Facilities Construction  
and Management**

**Pro Forma Financial Statements**  
**Facilities Maintenance**

FY 2020 Actual      FY 2021 Preliminary      FY 2022 Forecast      FY 2023 Forecast

**BALANCE SHEET**

**ASSETS**

CASH & CASH EQUIVALENTS	5,954,172	7,633,705	7,099,074	6,985,702
ACCOUNTS RECEIVABLE	1,217	2,485	9,722	10,756
DUE FROM OTHER FUNDS	683,377	-	-	-
INVENTORIES	-	-	-	-
PREPAID EXPENSES	84,769	118,824	53,647	57,604
<b>TOTAL CURRENT ASSETS</b>	<b>6,723,535</b>	<b>7,755,014</b>	<b>7,162,443</b>	<b>7,054,062</b>

DEFERRED CHARGES/ PREPAID EXPENSE - LONG TERM	133,686	250,240	257,359	277,359
<b>TOTAL OTHER ASSETS</b>	<b>133,686</b>	<b>250,240</b>	<b>257,359</b>	<b>277,359</b>

LAND / LAND IMPROVEMENTS	-	-	-	-
CONSTRUCTION IN PROGRESS	-	-	-	-
BUILDINGS AND IMPROVEMENTS	-	-	-	-
MACHINERY AND EQUIPMENT	679,356	666,808	828,632	853,632
INTANGIBLE ASSETS - SOFTWARE	120,000	120,000	120,000	120,000
ACCUMULATED DEPRECIATION	(674,655)	(703,725)	(754,958)	(772,135)
<b>TOTAL CAPITAL ASSETS</b>	<b>124,700</b>	<b>83,083</b>	<b>193,674</b>	<b>201,497</b>

<b>TOTAL ASSETS</b>	<b>6,981,921</b>	<b>8,088,336</b>	<b>7,613,476</b>	<b>7,532,918</b>
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**LIABILITIES & FUND EQUITY**

VOUCHERS PAYABLE	2,006,806	2,027,101	1,762,170	2,394,542
ACCRUED LIABILITIES	160,899	12,558	363,160	483,323
UNEARNED REVENUE	2,107	-	-	-
INTERFUND LOAN (Short Term Cash Deficit)	-	-	-	-
DUE TO OTHER FUNDS	1,851	171,822	143,268	363,160
CONTRACTS NOTES PAYABLE - SHORT TERM	48,728	53,029	53,647	57,604
CAPITAL LEASE PAYABLE-SHORT TERM	-	-	-	-
REVENUE BONDS - SHORT TERM	-	-	-	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>2,220,391</b>	<b>2,264,510</b>	<b>2,322,245</b>	<b>3,298,629</b>

REVENUE BONDS - LONG TERM	-	-	-	-
CAPITAL LEASE PAYABLE-LONG TERM	-	-	-	-
CONTRACTS PAYABLE - LONG TERM	133,686	80,657	57,604	23,053
INTERFUND LOAN FROM OTHER FUNDS	-	-	-	-
INTERFUND LOAN FROM GENERAL FUND (Long Term Cash Deficit)	-	-	-	-
POLICY CLAIMS LIABILITIES - LONG-TERM	-	-	-	-
<b>TOTAL LONG-TERM LIABILITIES</b>	<b>133,686</b>	<b>80,657</b>	<b>57,604</b>	<b>23,053</b>

<b>TOTAL LIABILITIES</b>	<b>2,354,077</b>	<b>2,345,167</b>	<b>2,379,848</b>	<b>3,321,682</b>
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CONTRIBUTED CAPITAL	-	-	-	-
RETAINED EARNINGS - DESIGNATED	150,000	150,000	150,000	150,000
RETAINED EARNINGS	4,477,844	5,593,170	5,083,627	4,061,236
<b>TOTAL FUND EQUITY / NET ASSETS</b>	<b>4,627,844</b>	<b>5,743,170</b>	<b>5,233,627</b>	<b>4,211,236</b>

<b>TOTAL LIABILITIES &amp; FUND EQUITY / NET ASSETS</b>	<b>6,981,921</b>	<b>8,088,336</b>	<b>7,613,476</b>	<b>7,532,918</b>
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**INCOME STATEMENT**

<b>TOTAL OPERATING REVENUES (after proposed rate impacts)</b>	<b>36,996,163</b>	<b>37,359,236</b>	<b>39,908,293</b>	<b>39,649,942</b>
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PERSONAL SERVICES (5101-5300)	11,397,414	11,453,626	13,429,254	13,585,182
TRAVEL EXPENSE (6001-6057)	13,805	13,327	10,581	13,587
CURRENT EXPENSE (6115-6296)(6407) (6730) (7901)	23,366,942	23,897,593	26,065,885	26,185,980
CURRENT EXPENSE - DATA PROCESSING (6500-6595 & 6467-648)	589,246	659,473	710,870	511,080
DEPRECIATION EXPENSE (6792)	39,596	41,618	32,710	25,277
OTHER EXPENSES (SWCAP) (7520-7523)	190,863	188,179	163,103	198,416
<b>TOTAL OPERATING EXPENSES</b>	<b>35,597,867</b>	<b>36,253,816</b>	<b>40,412,403</b>	<b>40,519,522</b>

	FY 2020 Actual	FY 2021 Preliminary	FY 2022 Forecast	FY 2023 Forecast
<b>TOTAL OPERATING INCOME (LOSS)</b>	<b>1,398,296</b>	<b>1,105,420</b>	<b>(504,110)</b>	<b>(869,580)</b>
GAIN (LOSS) ON SALE OF FIXED ASSETS (2777)	-	-	-	-
INTEREST INCOME (4584)	174	41	39	39
INTEREST EXPENSE (6264)	(10,094)	(7,882)	(5,471)	(2,850)
PROPERTY LEASES (2805)	68,800	-	-	-
FEDERAL GRANTS/SPECIAL GRANTS/COVID/CARES	-	17,746	-	-
RETAINED EARNINGS REFUNDS TO FEDERAL GOVERNMENT (75	-	-	-	-
OPERATING TRANSFERS IN (OUT) (8500)	-	-	-	-
<b>NET INCOME (LOSS)</b>	<b>1,457,176</b>	<b>1,115,325</b>	<b>(509,542)</b>	<b>(872,392)</b>

**CASH FLOW STATEMENT**

<b>BEGINNING CASH BALANCE / (INTERFUND LOAN BALANCE)</b>	<b>4,589,355</b>	<b>5,954,172</b>	<b>7,633,705</b>	<b>7,099,074</b>
Total Cash from Sales	36,879,057	37,359,236	39,908,293	39,649,942
Capital Asset Disposal Proceeds	-	-	-	-
Federal Grants	-	-	-	-
State Appropriations	-	-	-	-
Other Sources - Lease Payments (code 2805)	68,800	-	94,659	94,659
Other Sources - Interest Earnings	174	39	39	39
<b>TOTAL SOURCES OF CASH</b>	<b>36,948,031</b>	<b>37,359,275</b>	<b>40,002,991</b>	<b>39,744,640</b>
Cash Used for Operations	(35,558,272)	(35,604,741)	(40,462,622)	(39,783,012)
Payments for Capital Assets	(24,943)	(25,000)	(25,000)	(25,000)
State Appropriations	-	(50,000)	(50,000)	(50,000)
Other Uses - Federal Refund	-	-	-	-
<b>TOTAL USES OF CASH</b>	<b>(35,583,214)</b>	<b>(35,679,741)</b>	<b>(40,537,622)</b>	<b>(39,858,012)</b>
<b>ENDING CASH BALANCE/(INTERFUND LOAN BALANCE)</b>	<b>5,954,172</b>	<b>7,633,705</b>	<b>7,099,074</b>	<b>6,985,702</b>