Helena College Non-Academic Program Review

| Year: | 2022-23 | Review: | Facilities Department 2022-23 | Author | Rutherford, John | Status: | Published |

Section 1: Mission, Goals, Objectives

Narrative:

Facilities maintenance is my area of responsibility and as such the entirety of the Helena College campus is my area of concern. Facilities monitors and manages the campus environment with respect to heating and cooling. Additionally the facilities team manages and maintains the grounds, parking areas and the buildings themselves. We are also the labor crew for the college in that we assist faculty and staff wherever necessary to support the demands and requirements of the educational function of the college.

Mission:

  The mission of the Facilities Department is to provide a safe, accessible and clean learning and work environment for students, faculty and staff at Helena College.

Facilities mission aligns with the HC mission in that paths and tools necessary to assist learners achieve their educational and career goals are supported and presented in buildings maintained and managed by Facilities.

Recommendations:

There is no previous program review report available as Facilities has not completed a program review in last ten years.

Strategic Goals:

The primary focus of my work plan over the past two years is to organize and train the maintenance team such that we are able the absolute best service possible to HC. This included "clearing the decks" of all unnecessary and/or unused material found throughout the facility areas. This has, for the most part, been accomplished. The training of the maintenance team is an ongoing effort. A secondary focus has been to rid HC of the massive amount of stored items that had no value and were for the most part forgotten by HC. This effort supports the HC mission by making the facilities team better enabled to respond and react to the ever-changing needs of the college as it strives to achieve its mission goals.

Our training is virtual and focuses on those systems necessary to managing facilities systems. To date we are concentrating on "as needed training". I am wanting to move to a more organized approach to training as we move forward.

Strengths:

1)Our people and their willingness to perform the tasks necessary to support the college and to bring the most value to the college.
2)Our diverse skillset means that the college has a valuable resource to support its function. It also means that we are well positioned to complete many upgrades and improvements that have heretofore been accomplished by subcontractors. Essentially we are bringing far more value to the college for the same money.

3)Our project management experience helps to ensure that HC needs and wants are guaranteed during the planning and project implementation phases of the project management function. Examples of this would be successful outcomes for both SC projects, completing three phases of smart classroom upgrades and many painting and infrastructure upgrades.

Successes:

1)Organizing maintenance shops and storage areas
2)Getting out of the "storage business". We now know what we are storing and are able to access our stored items much more efficiently.
3)Successful completion of several projects
4)Completing several projects in house rather that hiring contractor. An example would be that we have removed old rotten fencing on our rental property and have replaced it with new chain link fencing. This work was completed in house.

Challenges:

1)Training-Providing our maintenance team with the training necessary to more efficiently service the campuses.
2)Staffing- Hiring within the facilities department in an effort to bring cost effective solutions to the college. This primarily goes to completing more work in-house as opposed to contracting. We also need more custodial staff in order to free up maintenance personnel to perform their function. At this time Facilities maintenance is dedicating well over 60 mh's to the custodial function.
3)Tools and equipment-The maintenance team has made good progress but needs to continue to invest in tools and testing instruments. Our equipment is very old and has historically not been maintained properly. The challenge is to bring this equipment to a condition where it provides reliable and cost effective service to the facilities team and therein to the college.

Section 2: Procedure for Operation

Procedures:

Our procedures are tied to both the International Building Code and other codes such as NFP (National Fire Protection), Elevator codes and plumbing codes as well as the accepted process of construction. We work to ensure that all work that we perform is consistent with the current code adopted by our Authority Having Jurisdiction (The city of Helena). Our work also follows the standard and accepted process of construction. This ensures that the work is done in the proper order which is the most cost effective in terms of time and material.

Section 3: Staff Profile

Staff:

Name	Title	FTE	Years	Highest Education
Mike Marston	Maintenance II	1.00	6.00	HS Grad
Tommi Haikka	Assistant Director of Facilities & Maintenance	1.00	3.50	Prof Cert
John Rutherford	Director of Facilities	0.05	3.00	Associate
Jeff Nelson	Maintenance Worker II	1.00	2.00	HS Grad
Kelley Turner	Executive Director of Operations	0	0	

Changes in Staffing Needs:

The staffing level for facilities has dropped dramatically over the past several years. My plan is to bring the staffing to where the facilities department can service the college and its users adequately and commensurate with the staffing levels of UM for both the maintenance and custodial function.

Staff Professional Development:

 Mike Marston
interplay skill training

 Tommi Haikka
- Boiler Engineering License
- 3 Years Civil Engineering
- Effective Management Program Certificate
- OSHA 30 hour General Industry Safety and Health
- Defensive Driving Certificate
- CPO (certified pool operator)

 John Rutherford

 Jeff Nelson
Vector online

 Kelley Turner

Section 4: Organization context and Impact

Collaborations & Dependencies:

The nature of the Facilities function dictates that we collaborate with all staff, faculty and departments. We are also in a position where we are dependent on UM, State A&E and BOR in order to move many of our projects forward creating a dynamic that results in or inability to move forward in a manner that is in the best interest of Helena College. I would like to see the college given more autonomy to pursue a complete their agenda as the Dean deems appropriate.

New Collaboration:

I would like to see a relationship develop directly with a legislative liaison whose primary focus as it relates to higher education is Helena College. My hope is that we would be able to state our needs and intention without the filter used by UM or MSU.

Section 5: Stakeholders, Data, and Assessment

Primary customers/stakeholders:

The primary customers of the facilities department are the students, faculty and staff of both campuses of Helena College.

Service to stakeholders/customers:

I assess my department's effectiveness by establishing positive relationships with our customers to the greatest degree possible so that they feel comfortable communicating to me by whatever method is appropriate their maintenance needs as well as ideas on how facilities can help them to improve their experience or the experience of those that they impact. We continually strive to maintain our campuses to ensure that they are code compliant and that all systems employed by the college are functioning as designed. We also work to make facility improvements wherever we can in order to allow the college to provide the best possible product and experience to our students.

Decision Making Support:

Decision making in the facilities department is a collaborative process which includes our customers, our staff. Myself, my immediate supervisor and the Dean. Also included is the Director Business Services for budget support. This process allows decisions to be based on customer needs, staff capacities, administrative priorities and budget realities.

Section 6: Budget and Efficiencies

Changes in revenue and expenses:

The facilities budget suffered a 5% reduction during my first full fiscal year at Helena College. This budget reduction along with increased costs across the board due to inflation and the pandemic effect has greatly reduced our capacity to perform our function.

Improved Efficiency:

My objective since accepting this position has been to transition the maintenance function from a "dial up" to a hands on or in house process. We are upgrading existing equipment and acquiring new equipment as necessary to facilitate this objective. I have also implemented a web-based training program that will allow the maintenance personnel to become more conversant with the buildings various systems and the maintenance needs of those systems as well as how to effect repairs. This has resulted in improving our capacity to better serve the college moneys saved by not hiring contractors. It has also given our maintenance team an opportunity to become more familiar with the system infrastructure of both campuses.

Resource Needs:

Like all departments, Facilities needs more resources in terms of money and personnel. Our current vehicle average age is 29 years. We are currently serving the college with two full time custodians, each of whom is responsible for over twice the square footage as the UM Missoula campus.

Section 7: Recommendations and Preliminary Implementation Plan

Rec #	Title	Recommendations
1	Facilities Rental Properties	**Recommendation:** Review all Rental property to assess opportunity for increased revenue. I would like to convert one of our rental units to a duplex in an effort to maximize the rental income moving forward. Additionally, I would like to continue to bring the rent charged for each unit to coincide with the local rental market. I also want to continue to improve each unit and the property it occupies. **Rationale:** The rationale for this is to provide a substantial increase in rental income such that the rental program can be self-sustaining as well as providing the facilities department the funding necessary to improve the properties to a standard acceptable to the college as each of the properties is associated with the college. **Success Target:** A successful outcome will be indicated by all properties being improved to the point of being virtually maintenance free and the budget index shows a surplus. **Success Strategy:** Will need to install two legal egress windows in order to convert indicated unit to a duplex. We will continue to raise our rent incrementally and will continue to use the funding available thru our rental income to improve properties. **Success Resource:** I anticipate that I will have to complete the work in house utilizing my existing maintenance team. I will also need the continued support from the business office. **Resp. Party:** Facilities Department **Cabinet Feedback:** The cabinet agrees that maximizing our revenue from the rental properties is important. As an institution, this presents a good opportunity to diversity our revenue. We support this goal, and would like to see it expanded to include a review of all rental properties to assess the opportunities for increased monthly income. We recommend the Executive Director of Operations and the Director of Facilities work together and coordinate with the Executive Director of Fiscal Services to plan for the expense of renovation and the procedures for increasing rent on other properties.

| 2 | Facilities Staffing | **Recommendation:**
Evaluate custodial needs across the campus environment. Determine whether hiring staff or using contracted services options.

Recommendation is to increase the facilities staffing levels such that we are able to satisfy the mandate of Helena College and the University of Montana. This would require the hiring of two full time custodians.

Rationale:
Helena College currently employs two full time custodial employees to service 190,000 square feet of buildings on two campuses. In support of this effort, Helena College has a custodial supervisor. This staffing level is woefully inadequate. The University of Montana currently is staffed such that each custodian is responsible for 36,000 square feet where our custodians are responsible for 85,000sf. This has necessitated a restructure of duties of our maintenance team. Every member of the maintenance team is now required to perform specific custodial duties each day which takes away from our ability to meet the needs of the college with regard to facility maintenance.

Success Target:
Success will be achieved with the hiring of two full time custodial employees.

Success Strategy:
Work through the HC administration to reach the University, BOR and legislative bodies to secure the requisite funding to support these state owned buildings.

Success Resource:
Human resources in the form of advocates to bring our concerns forward.

Resp. Party:
Administrative Affairs

Cabinet Feedback:
Assessing our staffing needs in this department is critical. The Executive Director of Operations will do an assessment of duties and expectations of custodial staff, as well as other members of the facilities department to provide a recommendation on how to best move forward with ensuring work is completed. This investigation will include researching the feasibility of contracting with a vendor for custodial services. |
| 3 | Facilities | **Recommendation:**
Develop inventory of all major facilities equipment and coordinate long-range replacement plan

Rationale:
Provide adequate budget forecasting for capital replacement

Success Target:
Creation of inventory replacement schedule

Success Strategy:
Conduct inventory
Coordinate with industry standards
Develop replacement schedule

Success Resource:
Maint/Facility personnel

Resp. Party:
Administrative Affairs

Cabinet Feedback:
This is a goal that was added based on cabinet conversation with the department. In order to ensure we have a plan to replace equipment when it reaches end of life, it is important to track and budget for future costs. |

| 4 | Evaluate Service Contracts | **Recommendation:**
Evaluate service contracts to meet needs, balance resources and improve outcomes

Rationale:
Explore competitive options

Success Target:
Establish right-size service values

Success Strategy:
Review annual contracts

Success Resource:

Resp. Party:
Facilities Department

Cabinet Feedback:
This goal was added during cabinet conversation with the department. Some of our existing service contracts have not been reviewed for several years, and better options may be available. A review of these contracts is an important project to ensure we have the best, most cost-effective options to meet our needs. |
| 5 | Implementing CMMS ticketing | **Recommendation:**
Implement CMMS ticketing track all maintenance through work orders

Rationale:
Provide trend analysis and productivity capability

Success Target:
Implement CMMS by 30 JUN 2024

Success Strategy:
Review optional CMMS
ID resources
IT mgmt

Success Resource:

Resp. Party:
Administrative Affairs

Cabinet Feedback:
In order to gather statistics on productivity and types of common facilities issues on campus, it is important to implement a ticketing system. Having this information will assist us with proper planning and resource allocation. This information came out in the cabinet conversation with the department, and this goal was added. |

Cabinet

Cabinet Overall Feedback:

Good conversation between Facilities & Maintenance department and Dean's Cabinet. During our conversation, several additional goals were discussed and added to the plan (more detail provided on each recommendation). The addition of an Executive Director of Operations will provide additional support for this department in order to achieve the goals set out in the recommendations.

File Attachments

Attachment #	Attachment Title	Attachment URL
42	Facilities Operating Statement_20 21 22.pdf	http://hc-curriculum.helenacollege.edu/ViewAttachment.aspx?id=42
43	AWP 3-Year Summary Facilities.xlsx	http://hc-curriculum.helenacollege.edu/ViewAttachment.aspx?id=43

| Plan Developer	Year	Goal #	SGO	Goal Status	Action Item	Indicator	Results	Future Actions
Rutherford, John	2019-20	1	SG5.1	Ongoing	To get two certified Montana low pressure boiler operators with a current license in the maintenance department.	Train the maintenance staff and encourage them to attend low pressure boiler classes.		
Rutherford, John	2019-20	2	SG5.1	Ongoing	To set up and maintain a complete inventory system to track equipment and materials within the maintenance department.	Keep organizing the Maintenance department including shops, cold storage and garages.	We have made great progress in working with Surplus to identify and dispose of obsolete items. This has freed a lot of space. This first step is crucial to completing	Organize remaining items according to their use while maintaining ability to identify and access items easily and efficiently. This will allow us to track and manage accordingly.
Rutherford, John	2019-20	3	SG5.1	Ongoing	To obtain a better tracking system for incoming work order and completed work orders.	Create a complete asset list of preventive maintenance for both campuses by utilizing the Famis system.	This is a worthwhile goal that has not progressed.	Permanent director will load and study Famis system and implement as appropriate.
Rutherford, John	2019-20	4	SG5.1	Ongoing	Maintain a safe and clean environment for students and staff.	Add security cameras and better lighting throughout both campuses. Ensure maintenance staff is educated on different cleaning procedures and proper chemical usage and storage.	Security cameras are the purview of the IT department. We have implemented cleaning and sanitizing procedures necessary to keep students, faculty and staff safe.	Lighting project is on-going. We have identified lighting experts from different facets of the industry and are in the process of beginning the requisite conversations to bring this to fruition.
Rutherford, John	2019-20	5	SG1.1	Ongoing	Implement a sustainable key control management system that ensures the integrity of both campuses and allows users the ability to access authorized areas only.	Perimeter of both campuses secured and a key program identified. This includes proper protocols relative to on-boarding and off-boarding.		
Rutherford, John	2020-21	1	SG5.1	Ongoing	To get two certified Montana low pressure boiler operators with a current license in the maintenance department, one each at Donaldson campus and Airport Campus. Also have the selected employees complete an online HVAC class in order to better understand how the HVAC systems work.	Expected outcomes and measurements of success will be as follows: A) Enroll selected employees in appropriate online HVAC course. B) Enroll selected employees in State approved LPBO class. C) Successful completion of both courses of study by both employees.	Due to travel restrictions and budget constraints I was not able to get two employees to the requisite class to obtain their boiler license.	My intentions is to have these two employees complete online HVAC classes that can be documented and certified.
Rutherford, John	2020-21	2	SG5.1	Ongoing	Organize and maintain maintenance related tools, equipment and supplies so as to have the ability to perform both scheduled and regular maintenance functions as well as to be able to respond effectively to the unexpected.	Remove unwanted and unused items so as to create project professionalism to the public and to create much needed storage space. Organize existing shop areas as to increase efficiency and ability to maintain shop equipment ensuring that all equipment is ready for use 24/7. Organize supplies such that the maintenance personnel can easily assess supplies on hand and to track their consumption. This will allow us to better budget for our annual needs.	We were able to make significant progress in reducing our storage volume which allowed us to us available space to organize our supplies inventory.	Continue to work toward tool management and security.
Rutherford, John	2020-21	3	SG5.1	Ongoing	To assess work order system that has been available but, to date, unused and to use it to better support the maintenance function at Helena College.	Install FAMIS and secure tutorial. Assess system and its value to the maintenance department and Helena College. Initiate use of FAMIS as necessary and required. Use system to increase efficiencies, initiate tracking of labor and supplies and better plan campus work and communicate that work to our customers.	We have scheduled and recieved some initial training in the use of FAMIS. We are in the process of moving data from our current system to FAMIS.	Complete the process of moving to the FAMIS platform.

Plan Developer	Year	Goal #	SGO	Goal Status	Action Item	Indicator	Results	Future Actions
Rutherford, John	2020-21	4	SG5.1	Ongoing	Maintain a safe and clean environment for students, faculty and staff.	Rekey areas as necessary to ensure campus security. Initiate effort to bring greater security to campus thru the installation of security cameras. Re-lamp key areas to provide safe ingress and egress to buildings and safe passage thru buildings. Also re-lamp areas to improve the learning environment. Maintain strict standards relative to cleaning and sanitizing that will mitigate to the greatest degree possible the transmission of communicable virus and	We were completely successful in providing the students, faculty and staff a safe and sanitary environment during the pandemic. Due to these efforts the college was able to operate without interruption.	Continue to provide the environment that we have provided this past year.
Rutherford, John	2020-21	5	SG1.1	Ongoing	Implement a sustainable key control management system that ensures the integrity of both campuses and allows users the ability to access authorized areas only.	Perimeter of both campuses secured and a key program identified. This includes proper protocols relative to on-boarding and off-boarding. Institute policy that ensures the direct transfer of keys to and from the key custodian and college personnel. Set an baseline relative to key inventory and maintain accordingly to the degree that the college can definitively state who has access to any given area.	We rekeyed the exterior doors of both campuses thereby securing the buildings to a far greater degree than in years past. Additionally, we have essentially completed the project to convert 70 of 108 doors on Donaldson campus to electronic access.	Secure funding to convert remaining doors at Donaldson campus as well as the doors at Airport campus to electronic access.
Rutherford, John	2021-22	1	SG5.1	Ongoing	To get two certified Montana low pressure boiler operators with a current license in the maintenance department, one each at Donaldson campus and Airport Campus. Also have the selected employees complete an online HVAC class in order to better understand how the HVAC systems work.	Expected outcomes and measurements of success will be as follows: A) Enroll selected employees in appropriate online HVAC course. B) Enroll selected employees in State approved LPBO class. C) Successful completion of both courses of study by both employees.	Still not able to complete. I have identified an on-line training program that encompasses many of the mtc functions to include HVAC.	Amend this goal such that we no longer require a low pressure boiler certification. All maintenance employees will be encouraged to complete online HVAC courses.
Rutherford, John	2021-22	2	SG5.1	Completed	Organize and maintain maintenance related tools, equipment and supplies so as to have the ability to perform both scheduled and regular maintenance functions as well as to be able to respond effectively to the unexpected.	Remove unwanted and unused items so as to create project professionalism to the public and to create much needed storage space. Organize existing shop areas to increase efficiency and ability to maintain shop equipment ensuring that all equipment is ready for use 24/7. Organize supplies such that the maintenance personnel can easily assess supplies on hand and to track their consumption. This will allow us to better budget for our annual needs.	Essentially completed this goal	COntinue to improve where possible
Rutherford, John	2021-22	3	SG5.1	Ongoing	To assess work order system that has been available but, to date, unused and to use it to better support the maintenance function at Helena College.	Install FAMIS and secure tutorial. Assess system and its value to the maintenance department and Helena College. Initiate use of FAMIS as necessary and required. Use system to increase efficiencies, initiate tracking of labor and supplies and better plan campus work and communicate that work to our customers.	We may have an opportunity to opt out of FAMIS and remain with our current facilities management system saving the college several thousands of dollars.	I will opt out as soon as possible.

Area: Facilities						Years: AY 2019-20, AY 2020-21, AY 2021-22			

Plan Developer	Year	Goal #	SGO	Goal Status	Action Item	Indicator	Results	Future Actions
Rutherford, John	2021-22	4	SG5.1	Ongoing	Maintain a safe and clean environment for students, faculty and staff.	Rekey areas as necessary to ensure campus security. Initiate effort to bring greater security to campus thru the installation of security cameras. Re-lamp key areas to provide safe ingress and egress to buildings and safe passage thru buildings. Also re-lamp areas to improve the learning environment. Maintain strict standards relative to cleaning and sanitizing that will mitigate to the greatest degree possible the transmission of communicable virus and	We will continue to make improvements in safety and security. This to include installing security gates at the East Lot. We were able to install a security gate controlling access to the Airport Campus storage lot.	We are in the process of ordering gates and providing power for them.
Rutherford, John	2021-22	5	SG1.1	Ongoing	Implement a sustainable key control management system that ensures the integrity of both campuses and allows users the ability to access authorized areas only.	Perimeter of both campuses secured and a key program identified. This includes proper protocols relative to on-boarding and off-boarding. Institute policy that ensures the direct transfer of keys to and from the key custodian and college personnel. Set an baseline relative to key inventory and maintain accordingly to the degree that the college can definitively state who has access to any given area.	This goal will be completed once we are able to install electronic access throughout both campuses. Material for this have shipped are scheduled to arrive in August	Install electronic access function throughout both campuses.

Count of SGO	Column Labels		
Row Labels	Ongoing	Completed	Grand Total
SG1.1	3		3
SG5.1	11	1	12
Grand Total	**14**	**1**	**15**
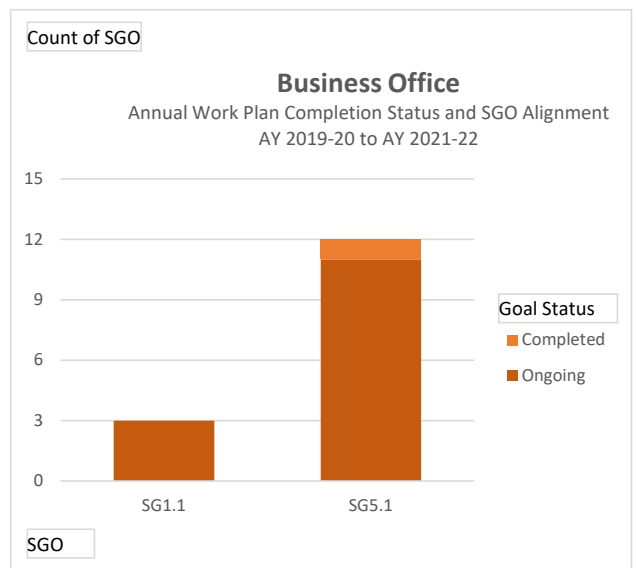
Business Office
Annual Work Plan Completion Status and SGO Alignment
AY 2019-20 to AY 2021-22

Fund: 411000 General Operating

Orgn: 413101 Plant Operations

Account Type Levels / Accounts		2020	2021	2022
50 Revenue				
54 Transfers				
50280	Transfers In-UM Campuses(NM)	0	0	4,322
	Transfers:	**0**	**0**	**4,322**
5F Other Sources				
50109	Other Income	1,088	667	0
	Other Sources:	**1,088**	**667**	**0**
	Revenue:	**1,088**	**667**	**4,322**
60 Personal Services				
61 Salaries and Wages				
61124	Contract Professional	9,355	58,426	64,010
61125	Classified Employee	190,797	212,232	249,296
61131	Classified Employee-Overtime	1,110	5,937	4,244
61133	Termination Pay-Sick Leave	678	74	0
61134	Termination Pay-Vacation	1,720	0	0
	Salaries and Wages:	**203,660**	**276,669**	**317,549**
62 Hourly Wages				
61202	Hourly-Overtime	18	0	0
61224	Hourly-Non Classified Employee	17,198	5,838	0
61225	Student	1,620	0	0
61228	Student Work Study-State	0	0	117
	Hourly Wages:	**18,837**	**5,838**	**117**
63 Other Compensation				
61311	Communication Device Allowance	2,400	2,016	2,470
	Other Compensation:	**2,400**	**2,016**	**2,470**
64 Employee Benefits				
61401	FICA	14,850	17,420	19,506
61402	Retirement	18,073	19,818	22,760
61403	Group Insurance	73,780	90,117	98,549
61404	Workers Compensation	7,809	3,959	3,646
61409	Medicare Tax	3,473	4,074	4,562
61410	State Unemployment Tax	558	720	1,120
61415	TIAA-CREF Retirement	905	5,653	6,196
61415A	TIAA-CREF 1% HB95	94	584	640
61499	Benefits-General	0	0	0
	Employee Benefits:	**119,543**	**142,345**	**156,979**

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Criteria: COAS_CODE = 'C' and ((FUND_CODE = '411000' AND ORGN_CODE = '413101' AND PROG_CODE = '07')) and FSYR_CODE in ('22','21','20') and FSPD_CODE ='14'

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Fund: **411000**   **General Operating**

Orgn: **413101**   **Plant Operations**

Account Type Levels / Accounts		2020	2021	2022
60	**Personal Services**			
	Personal Services:	**344,439**	**426,869**	**477,115**
70	**Operating and Capital**			
71	**Other Services**			
62102	Consultant & Professional Services	25,796	39,727	63,494
62104	Insurance & Bonds	0	0	1,000
62105	Janitorial Services	0	0	0
62107	Laundry	2,320	2,542	2,760
62165	Temporary Services	0	7,481	9,231
62181	Data Network-Non D of A	0	8,682	8,649
62191	Printing	187	0	144
62199	Contracted Services-General	0	0	0
	Other Services:	**28,303**	**58,431**	**85,277**
72	**Supplies**			
62203	Clothing & Personal Supplies	22	419	0
62204	Educational Supplies	13	0	0
62210	Minor Equipment	400	2,851	7,596
62214	Printing Supplies	0	138	0
62216	Gasoline	792	1,610	2,224
62227	Building & Grounds Materials	6,358	10,061	10,763
62229	Shop Supplies & Tools	3,449	2,777	6,801
62232	Safety & Security Supplies	191	12,150	3,378
62238	Minor Office Equipment ($1000-4999)	0	0	0
62241	Office Supplies	167	1,754	604
62242	Diesel Fuel	92	315	0
62249	Minor Software < $100,000	13,310	7,812	5,205
62250	Pro-Card	0	0	0
62255	Promotional Aids	0	0	0
62266	Electrical Supplies	2,132	1,425	0
62267	Paper Products	0	97	0
62295	Janitorial Supplies	24,671	11,637	9,146
62299	General Supplies	0	0	0
	Supplies:	**51,597**	**53,044**	**45,716**
73	**Communication**			
62304	Postage & Mailing	0	0	157
62309	Local Advertising-Non Recruitment	0	65	0
62319	Cellular Phones	542	0	0

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Criteria: COAS_CODE = 'C' and ((FUND_CODE = '411000' AND ORGN_CODE = '413101' AND PROG_CODE = '07')) and FSYR_CODE in ('22','21','20') and FSPD_CODE ='14'

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Fund: 411000   **General Operating**

Orgn: 413101   **Plant Operations**

Account Type Levels / Accounts		2020	2021	2022
70	**Operating and Capital**			
73	**Communication**			
62386	Long Distance-Non D of A	0	1,053	1,027
62399	Communications-General	0	5,683	5,377
	Communication:	**542**	**6,801**	**6,562**
74	**Travel**			
62401	In State Personal Car Mileage	64	58	0
62405	In State Other	9	115	0
62408	In State Lodging	0	335	0
62409	In State Car Rental	0	0	55
62499	Travel-General	0	0	0
	Travel:	**72**	**508**	**55**
75	**Rent**			
62505	Non Office Equipment-Rent	23	0	0
62599	Rent-General	0	0	0
	Rent:	**23**	**0**	**0**
76	**Utilities**			
62601	Electricity	138,880	134,675	122,112
62603	Natural Gas-Non Term Contract	53,931	61,220	66,598
62605	Water & Sewer	15,824	15,246	24,681
62606	Garbage & Trash Removal	8,278	10,805	9,139
62607	Propane	18	25	0
62608	Energy Savings	0	0	0
62699	Utilities-General	0	0	0
	Utilities:	**216,931**	**221,971**	**222,529**
77	**Repair & Maintenance**			
62701	Buildings & Grounds	23,735	20,259	17,658
62704	Office Equipment	3	15	0
62705	Shop Plant Industrial Equip	40	65	0
62706	Vehicles-Passenger	376	6,332	3,026
62707	Vehicles-Non Passenger	807	5,450	204
62720	Batteries	645	2,126	562
62731	Paint-Buildings	810	0	0
62750	Software Maintenance	0	0	0
62799	Repairs & Maintenance-General	0	0	0
	Repair & Maintenance:	**26,414**	**34,246**	**21,450**
78	**Other Expenses**			

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Criteria: COAS_CODE = 'C' and ((FUND_CODE = '411000' AND ORGN_CODE = '413101' AND PROG_CODE = '07')) and FSYR_CODE in ('22','21','20') and FSPD_CODE ='14'

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Fund: 411000   General Operating

Orgn: 413101   Plant Operations

Account Type Levels / Accounts			2020	2021	2022
70	**Operating and Capital**				
	78	**Other Expenses**			
		62802 Subscriptions	0	945	0
		62804 Taxes/Assessments/Etc	36,285	36,285	37,928
		62809 Education Training Costs	1,399	0	0
		62817 Meetings & Conference Costs	19	0	0
		62823 Licenses	35	0	22
		62899 Other Expenses-General	0	0	0
		Other Expenses:	**37,738**	**37,230**	**37,950**
	7D	**Capital Equipment**			
		63120 Other Major Maintenance Equipment	0	6,355	0
		Capital Equipment:	**0**	**6,355**	**0**
	7K	**Debt Service**			
		69205 Principal Payment-SBECP	0	0	0
		69206 Interest Expense-SBECP	17,282	0	0
		69299 Loans-General	0	0	0
		Debt Service:	**17,282**	**0**	**0**
		Operating and Capital:	**378,902**	**418,586**	**419,539**
80	**Transfers**				
	87	**Mandatory Transfers**			
		68701 Mandatory Trf Principal & Interest	41,667	55,586	55,586
		Mandatory Transfers:	**41,667**	**55,586**	**55,586**
	88	**Non-mandatory Transfers**			
		68801 Non Mandatory Transfer	44,367	0	0
		Non-mandatory Transfers:	**44,367**	**0**	**0**
		Transfers:	**86,034**	**55,586**	**55,586**
Orgn 413101 Total:		Income (Credits)	**$1,088**	**$667**	**$4,322**
		Expenses (Debits)	**$809,375**	**$901,041**	**$952,239**

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Criteria: COAS_CODE = 'C' and ((FUND_CODE = '411000' AND ORGN_CODE = '413101' AND PROG_CODE = '07')) and FSYR_CODE in ('22','21','20') and FSPD_CODE ='14'

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Fund: **411000**   **General Operating**

Orgn: **413101**   **Plant Operations**

Account Type Levels / Accounts		2020	2021	2022
Fund 411000 Total:	Income (Credits)	$1,088	$667	$4,322
	Expenses (Debits)	$809,375	$901,041	$952,239

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Criteria: COAS_CODE = 'C' and ((FUND_CODE = '411000' AND ORGN_CODE = '413101' AND PROG_CODE = '07')) and FSYR_CODE in ('22','21','20') and FSPD_CODE ='14'

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Account Type Levels / Accounts		2020	2021	2022
Grand Total:	Income (Credits)	$1,088	$667	$4,322
	Expenses (Debits)	$809,375	$901,041	$952,239