

2026 CHEAC Annual Conference

Breakout Session #1

Strategic Fiscal Planning: A Structured Approach to Spending Down Grant Funding

October 7-9, 2026
Fresno, CA



Agenda

<i>Presenter</i>	<i>Topic</i>
<i>Sara Bosse & Karl Stahlhut</i>	<i>Welcome & Opening Remarks</i>
<i>Sara Bosse</i>	<i>Financial Planning & Management Tools</i>
	<i>Annual Program Cycle</i>
	<i>Program Innovation and Planning Tool</i>
<i>Karl Stahlhut</i>	<i>Financial Strategies & Tools:</i>
	<i>CDPH Indirect Cost Rate</i>
	<i>Fiscal Forecasting & Planning Tools</i>

Madera County Department of Public Health (MCDPH)

Annual Program Cycle

Program Innovation and Planning Tool

Sara Bosse, Madera County

ANNUAL PROGRAM CYCLE

QUARTERLY PRIORITIES & PROCESSES

QUARTER 2

OCTOBER 1 - DECEMBER 31

Program Innovation & Planning

October

- Manager meets with Executive Team member
- Identify Program Innovation & Planning Tool (PIPT) questions most relevant to each program
- Discuss and document responses to PIPT questions to inform program team meetings

By end of December

- Manager meets with each program team to review PIPT questions
- Discuss implications for program scope of work and budget updates

Scope of Work Development

- Draft program scopes of work for the following fiscal year

Quality Improvement

- Divisions identify and initiate at least one quality improvement project

Impact Stories & Highlights

- Partner with Communications & Public Relations (CPR) to develop impact highlights (videos, social media posts, stories with Regional Public Health Office (RPHO), board presentations)
- Develop conference abstracts

Program Implementation

Manager works with program team leads to:

- Maintain systems to track, evaluate, and report program activities
- Develop project plans and schedule project management activities
- Plan staff training and travel
- Plan major purchases and request purchase orders (POs)

QUARTER 3

JANUARY 1 - MARCH 31

Current Year Budget Review

- Review budgeted expenditures vs. actuals
- Make budget modifications

Budget Preparation for Next Fiscal Year

- Fiscal Team shares budget preparation instructions
- Budget training for Managers and Leaders
- Manager, Fiscal Analyst, and Executive member develop program budget

Division Budget Meetings (February)

- Present draft budget and Fiscal Year (FY) Program Summary

Program Discussions with Director

- Program accomplishments and challenges this fiscal year
- Continuing one-time grants and how they will be sustained
- Using PIPT to develop program plans and budgets next fiscal year
- Program measuring and tracking next fiscal year
- Program opportunities for investment
- Prioritizing investment for programs requesting additional funding

Wrap Up Program Fiscal Year:

- Final Budget Actions.
- Develop internal and external Program Summaries for next fiscal year

Establish Contractors and Vendors:

- **April:** Identify and begin negotiations with vendors to implement agreements before Quarter 1
- **May:** Submit final draft of vendor agreements to County Counsel
- **June:** Board of Supervisors review and approve final agreements
- All agreements must be fully executed before vendors / subcontractors start scope of work activities

QUARTER 1

JULY 1 - SEPTEMBER 30

QUARTER 4

APRIL 1 - JUNE 30



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QUARTER 4

APRIL 1 - JUNE 30



Program Innovation & Planning Tool (PIPT)



A tool designed to help managers and teams think strategically about program and budget development.



Guides critical thinking about approaches, partnerships, goals, and budgets.



Encourages innovative thinking beyond traditional approaches.



Used as a brainstorming tool rather than a checklist/ assignment.

Development of the PIPT

- Created to support MCDPH program planning and fiscal decision-making.
- Developed with input from Fiscal Analysts, Program Managers, and Public Health executive team.
- Evolved through progressive improvements based on real-world application.

Sections of the PIPT

1. **Health Equity** – Addressing root causes of health disparities
2. **Target Audience Assessment** – Identifying key groups and their needs
3. **Collaboration** – Partnering for greater impact
4. **Decision-Making Criteria** – Aligning with public health priorities
5. **Goals, Objectives, Activities & Deliverables** – Structuring program success
6. **Quality Improvement & Accreditation** – Ensuring continuous enhancement
7. **Evaluation** – Measuring impact and effectiveness
8. **Admin & Fiscal – Managing resources efficiently**
9. **Blending, Braiding & Leveraging Funding** – Maximizing financial opportunities



PIPT Part 8: Admin & Fiscal

- **Support Needed:** Timeline, TA required, team support needed, BOS approval needed
- **Budget:** Goals, Analyst assigned, Requirements of the funder
- **Staffing:** Optimal staffing for SOW, ID current staff, ID new hires
- **Other Expenses:** Training, contracts, travel, etc. Can you include admin positions?
- **Agreements/MOUs:** What is needed? What is required?
- **Contracting:** Activities and timeline, sourcing, equity, feasibility, contract or PAA
- **Budget Considerations:** Term, revisions allowed and when

PIPT Part 8: Admin & Fiscal

Final Budget Considerations

- **REQUIRED:** Develop 2-3 plans for how to spend surplus funding. Does the funder allow budgets to rollover or be extended?
- Don't forget future planning. How does this budget support the 3-, 5-, and 10-year goals?
- Is your budget allocation sufficient to cover all the budget items? If the budget does not support a CDPH allocation or grant, communicate with your Executive Team Member and the Director. We will not be using realignment to supplement CDPH allocations and grants.

Successes and Challenges

Successes:

- Facilitates comprehensive financial planning.
- Encourages collaboration across the department and with partners.
- Helps align funding with community health priorities.

Challenges:

- Grasping the concept of a “thought tool.”
- Initial learning curve for new users.
- Ensuring consistent use.

Tips for Success in Using the PIPT

- ✓ Use the tool for funding opportunities, not just on-going programs.
- ✓ Use the tool as an ongoing reference, not just for budget season.
- ✓ Train staff to ensure proper utilization.
- ✓ Adapt the tool to fit specific program needs.
- ✓ Regularly update and refine based on funding experiences.
- ✓ Collaborate with internal and external partners to maximize impact.

Financial Strategies and Fiscal Forecasting & Planning Tools

Karl Stahlhut, Madera County

California Department of Public Health (CDPH) Indirect Cost Rate

- CDPH Indirect Cost Rate (ICR) Process Overview
 - ❖ Submission of financial data based on most recent audited financial statements
 - ❖ Select ICR Method – 2 Options
 1. Personnel Costs (max 25%)*
 2. Allowable Direct Costs (max 15%)*
- 3. Identify the ICR methodology that the LHD will use for CDPH contracts, *unless otherwise designated/ restricted by federal grant requirements.*

Select **ONE** method from below:

 - ☒ A. Total Personnel Costs (Salaries, Wages & Fringe Benefits): 25.000% (maximum, calculated was 46.369%)
 - ☐ B. Total Allowable Direct Costs: 15.000% (maximum, calculated was 37.341%)

*** You can request ICR higher than the max??!!**

REQUEST FOR SPECIAL INDIRECT COST RATE FORM

- Request special ICR % up to “actual calculated” actual indirect cost rate
- Complete & submit request during annual submission

 TOMÁS J. ARAGÓN, MD, DrPH Director and State Public Health Officer	State of California—Health and Human Services Agency California Department of Public Health	 GAVIN NEWSOM Governor
REQUEST FOR SPECIAL INDIRECT COST RATE (ICR)		
In order to qualify for an Indirect Cost Rate rate higher than the maximum allowable by the California Department of Public Health of 25% of Direct Salaries and Benefits or 15% of Allowable Direct Costs, the following Cost Justification information must be submitted for approval:		
Proposed ICR Rate <u>46.369%</u>		Fiscal Year <u>2026-2027</u>
Methodology used to calculate the Proposed ICR Rate: Methodology is in compliance with Office of Management and Budget 2 CFR Part 200 Uniform Administrative Requirements, Cost principles and Audit Requirements for Federal Awards Final Guidance (78 FR 78589), includes: (1) no costs other than those incurred or allocated to Madera County via an approved central service cost allocation plan, were included in its indirect cost pool as finally accepted, and that such incurred costs are legal obligations of the Madera County and allowable under the governing cost principles; (2) the same costs that have been treated as indirect costs have not been claimed as direct costs; and (3) similar types of costs have been accorded consistent accounting treatment.		
Justification for the Proposed ICR Rate: Total Indirect Cost Rate is based on our allowable Salary and Benefits using FY 2023-2024 audited financial records that results in a ICR rate of 43.369%. County of Madera requests a FY 2026-2027 ICR rate of 46.369% to recover the full cost of goods or services including all costs attributable directly to Public Health activities plus a fair share of indirect costs.		
Submitted By (name) <u>Karl Stahlhut</u>		Date <u>01/08/2026</u>
Local Health Jurisdiction <u>County of Madera</u>		
CDPH Response/Counter Proposal: 		

Strategic Application of ICR

- Why maximize the ICR % instead of funding direct costs?

- ❖ Disadvantages:

- Less \$ to fund positions or other direct costs in program budget

- ❖ Advantages:

- Offset to actual indirect costs
 - Mechanism to spend down funding faster (situational)
 - Open door for MAA and/or other braided funding opportunities

Strategic Application of ICR (con't)

- Budgeting Strategies
- Flexibility When Unexpected Vacancies Create Spend-Down Issues
- Advocacy for Sufficient Levels of Program Funding

WE

Fiscal Forecasting & Tools

Things to Consider

- How are programs doing with spending grant dollars?
- Do I have any issues this month/year/funding cycle?
- Any known upcoming vacancies? What is the plan to spend down those salary and benefit savings?
- Fiscal and Program staff must work closely together for best outcomes!

Monitoring and Forecasting by Division/Program

- Fiscal staff completes analysis
- Analysis reviewed during monthly meetings with Program management (includes Program Manager and Supervisors)
- Flags anything unusual (expenditures, revenue, internal charges)
- Builds picture by Program/Division of how the budget will look at year-end
- Quarterly analysis of each program provided to Executive Team
- Executive Team notified of any sign of an issue between reports

Position FTE Planning (Madera)

FY 2026/27 CW Staffing Grid						Community Wellness *	CTPP State Tobacco Contract Term: 7/1/26 - 6/30/27 **FTEs are required**	DOJ Tobacco Contract Term: 7/1/2026 - 6/30/2027	MOBILE Term: 7/1/2026 - 6/30/2027 *	CRC Contract Term: 7/1/2026 - 6/30/2027 *	CATALYST Contract Term: 7/1/2026 - 8/30/2026	Oral Health Contract Term: 7/1/2026 - 6/30/2027	Suicide Prevention	Type 2 Diabetes Contract Term: 7/1/2026 - 6/30/2027	DPP Contract Term: 7/1/2026 - 6/30/2027	FoPH Contract Term: 7/1/2025 - 6/30/2027	PROP 64 Contract Term: 7/1/2026 - 6/30/2027	Emergency Preparedness
Position	ID	Salary	Benefits	Total Salary & Benefits	Total FTE													
Health Education Coordinator (J. G.)	Perm112	73,283.08	41,362.24	114,645.32	100%	0%	50%										50%	
Health Education Coordinator (M. T.)	TBD	81,016.68	42,617.40	123,634.08	100%	-	57,322.66	-	-	-	-	-	-	-	-	-	57,322.66	-
Health Education Specialist (M. C.)	Perm008	63,905.38	37,543.64	101,449.03	100%	100%	123,634.08	-	-	83%	17%	-	-	-	-	-	-	-
Health Education Specialist (E. R.)	Perm069	70,788.63	40,346.50	111,135.14	100%	0%	-	-	-	84,202.69	17,246.33	-	-	-	-	-	-	-
Health Education Specialist (K. S.)	Perm033	59,985.45	35,947.45	95,932.89	100%	0%	-	-	50%	-	-	100%	-	-	-	-	-	-
Health Education Specialist (A. G.)	Perm106	60,430.88	42,192.56	102,623.44	100%	0%	-	-	47,966.45	-	-	-	-	-	-	-	47,966.45	-
Health Education Specialist (N. H.)	Perm011	65,798.80	38,314.64	104,113.44	100%	100%	102,623.44	-	-	-	-	-	-	-	-	-	-	-
Health Education Specialist (R. S.)	Perm105	60,430.88	36,128.83	96,559.71	100%	0%	-	100%	-	-	-	-	-	-	-	-	-	-
Program Assistant II (A. R.)	Perm056	46,932.43	20,310.88	67,243.31	100%	50%	96,559.71	-	-	-	5%	10%	-	10%	-	-	-	-
Public Health Nurse I (B. B.)	Perm071	99,279.65	51,948.05	151,227.70	100%	33,621.66	16,810.83	-	100%	-	3,362.17	6,724.33	-	6,724.33	-	-	-	-
Health Community and Wellness Assistant (VA)	Perm035	47,170.71	20,407.91	67,578.62	100%	0%	-	-	151,227.70	-	-	-	-	-	-	-	-	-
Epidemiologist (T. A.)	Perm086	95,760.69	50,515.13	146,275.82	6%	0%	-	-	-	-	1%	5%	-	-	-	-	-	-
Health Education Specialist (A. Y.)	Perm060	69,985.23	40,019.36	110,004.59	100%	0%	-	-	-	-	1,462.76	7,313.79	-	-	-	-	-	-
Administrative Analyst (M. M.)	Perm 013	69,168.00	43,072.44	112,240.44	10%	0%	-	-	-	-	5,500.23	-	-	-	-	-	10%	95%
Personnel Costs						\$ 760,788.20	\$ 204,241.19	\$ 120,887.43	\$ 199,194.14	\$ 84,202.69	\$ 52,970.09	\$ 141,947.26	\$ -	\$ 10,079.13	\$ -	\$ 47,966.45	\$ 85,320.70	\$ 119,444.71
Services & Supplies												33,462.36					28,800.00	
Indirect							\$ 51,060.30		\$ -	\$ -	\$ 13,242.52	\$ 35,486.81	\$ -	\$ 2,519.78	\$ -	\$ 11,991.61	\$ 17,064.14	
Total Grant Costs						\$ 760,788.20	\$ 255,301.49	\$ 120,887.43	\$ 199,194.14	\$ 84,202.69	\$ 66,212.61	\$ 210,896.43	\$ -	\$ 12,598.91	\$ -	\$ 59,958	\$ 131,185	\$ 119,445
Total Grant Allocation (w/ Carryover)						\$ -	\$ 399,274.00	\$ 122,547.96	\$ -	\$ -	\$ 149,874.00	\$ 197,294.26	\$ 100,000.00	\$ 43,000.00	\$ -	\$ 59,958.06	\$ 193,864.00	
Variance						(760,788.20)	143,972.51	1,660.53	(199,194.14)	(84,202.69)	83,661.39	(13,602.17)	100,000.00	30,401.09	-	0.00	(62,679.16)	119,444.71
Anticipated PY Carryover						\$ -	\$ 99,274.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
* Health Realignment Programs																		
Notes:																		

Program Budget Analysis (Madera)

Oral Health
July 1, 2025 - June 30, 2026
Budget Approved 9/10/2025

2/3/2026

APPROVED BUDGET		YEAR 1												TO DATE	BALANCE	% Remaining
		Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026			
SALARIES																
Program Manager - TM	\$ 10,794.00	\$1,210.47	\$806.14	\$1,708.36	\$1,042.36	\$1,055.19	\$1,245.24	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,067.76	\$3,726.24	35%
Health Education Coordinator_AA	\$ 39,665.10	\$2,670.65	\$2,834.98	\$2,777.22	\$3,016.04	\$3,010.20	\$2,941.11	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$17,250.20	\$22,414.90	57%
Health Education Specialist_ER	\$ 31,501.62	\$2,838.88	\$2,863.58	\$2,863.58	\$2,210.14	\$2,276.56	\$2,282.31	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,335.05	\$16,166.57	51%
Program Assistant - AR	\$ 4,554.30	\$490.38	\$449.82	\$594.94	\$576.23	\$602.35	\$598.08	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,311.80	\$1,242.50	27%
Epidimiologist	\$ 4,546.33	\$393.26	\$406.89	\$397.80	\$408.85	\$407.39	\$375.39	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,389.58	\$2,156.75	47%
TOTAL SALARIES	\$ 91,061.35	\$7,603.64	\$7,361.41	\$8,341.90	\$7,253.62	\$7,351.69	\$7,442.13	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$45,354.39	\$45,706.96	50%
BENEFITS																
Program Manager - TM	\$ 5,936.70	\$219.22	\$306.82	\$650.20	\$188.77	\$440.41	\$473.94	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,279.36	\$3,657.34	62%
Health Education Coordinator_AA	\$ 21,815.81	\$1,116.51	\$1,750.81	\$1,715.15	\$1,172.39	\$1,754.44	\$1,783.91	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,293.21	\$12,522.60	57%
Health Education Specialist_ER	\$ 17,325.89	\$958.84	\$1,534.61	\$1,534.60	\$743.49	\$1,220.01	\$1,244.89	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,236.44	\$10,089.45	58%
Program Assistant - AR	\$ 2,504.87	\$88.81	\$171.20	\$226.44	\$104.35	\$229.25	\$227.63	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,047.68	\$1,457.19	58%
Epidimiologist	\$ 2,500.48	\$117.38	\$202.63	\$198.10	\$121.09	\$201.48	\$188.17	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,028.85	\$1,471.63	59%
TOTAL BENEFITS	\$ 50,083.74	\$2,500.76	\$3,966.07	\$4,324.49	\$2,330.09	\$3,845.59	\$3,918.54	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,885.54	\$29,198.20	58%
TOTAL SALARIES & BENEFITS	\$ 141,145.09	\$10,104.40	\$11,327.48	\$12,666.39	\$9,583.71	\$11,197.28	\$11,360.67	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$66,239.93	\$74,905.16	53%
OPERATING EXPENSES																
Facilities Expense	\$ 10,973.06	\$0.00	\$0.00	\$4,114.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,114.19	\$6,858.87	63%
Communications	\$ 468.00	\$0.00	\$33.41	\$23.43	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$56.84	\$411.16	88%
Office Supplies	\$ 250.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250.00	100%
TOTAL OPERATING EXPENSES	\$ 11,691.06	\$0.00	\$33.41	\$4,137.62	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,171.03	\$7,520.03	64%
TRAVEL																
In County Travel	\$ 2,137.00	\$0.00	\$0.00	\$80.48	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80.48	\$2,056.52	96%
Project Directors Meeting	\$ 80.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80.00	100%
TOTAL TRAVEL	\$ 2,217.00	\$0.00	\$0.00	\$80.48	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80.48	\$2,136.52	96%
OTHER																
Copier Charges	\$ 251.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$251.00	100%
Paid Media	\$ 4,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,000.00	100%
Educational Materials	\$ 500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	100%
Behavior Modification Materials	\$ 472.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$472.00	100%
Food	\$ 500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	100%
KOHA Incentives	\$ 520.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$520.00	100%
TOTAL OTHER	\$ 6,243.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,243.00	100%
TOTAL DIRECT COSTS	\$ 161,296.15	\$10,104.40	\$11,360.89	\$16,884.49	\$9,583.71	\$11,197.28	\$11,360.67	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,491.44	\$90,804.71	56%
INDIRECT																
25% of S&B	\$ 35,286.26	\$2,526.10	\$2,831.87	\$3,166.60	\$2,395.93	\$2,799.32	\$2,840.17	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$16,559.98	\$18,726.28	53%
TOTAL	\$ 196,582.42	\$12,630.50	\$14,192.76	\$20,051.09	\$11,979.64	\$13,996.60	\$14,200.84	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$87,051.42	\$109,530.99	56%

Program Budget Projections (Madera)

Oral Health
July 1, 2022 - June 30, 2025
Budget Approved 9/10/2025

2/11/2026

APPROVED BUDGET		YEAR 1												TO DATE	BALANCE	% Remaining	Budget Plan
		Acutal Expenses as of Dec. 31, 2025						Projected Expenses									
		Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026				
SALARIES																	
Program Manager - TM	\$ 10,794.00	\$1,210.47	\$806.14	\$1,708.36	\$1,042.36	\$1,055.19	\$1,245.24	\$1,245.24	\$1,245.24	\$1,245.24	\$1,245.24	\$1,245.24	\$1,245.24	\$14,539.20	-\$3,745.20	-35%	
Health Education Coordinator_AA	\$ 39,665.10	\$2,670.65	\$2,834.98	\$2,777.22	\$3,016.04	\$3,010.20	\$2,941.11	\$2,941.11	\$2,941.11	\$2,941.11	\$2,941.11	\$2,941.11	\$2,941.11	\$34,896.86	\$4,768.24	12%	
Health Education Specialist_ER	\$ 31,501.62	\$2,838.88	\$2,863.58	\$2,863.58	\$2,210.14	\$2,276.56	\$2,282.31	\$2,282.31	\$2,282.31	\$2,282.31	\$2,282.31	\$2,282.31	\$2,282.31	\$29,028.91	\$2,472.71	8%	
Program Assistant - AR	\$ 4,554.30	\$490.38	\$449.82	\$594.94	\$576.23	\$602.35	\$598.08	\$598.08	\$598.08	\$598.08	\$598.08	\$598.08	\$598.08	\$6,900.28	-\$2,345.98	-52%	
Epidimiologist	\$ 4,546.33	\$393.26	\$406.89	\$397.80	\$408.85	\$407.39	\$375.39	\$375.39	\$375.39	\$375.39	\$375.39	\$375.39	\$375.39	\$4,641.92	-\$95.59	-2%	
TOTAL SALARIES	\$ 91,061.35	\$7,603.64	\$7,361.41	\$8,341.90	\$7,253.62	\$7,351.69	\$7,442.13	\$7,442.13	\$7,442.13	\$7,442.13	\$7,442.13	\$7,442.13	\$7,442.13	\$90,007.17	\$1,054.18	1%	
BENEFITS																	
Program Manager - TM	\$ 5,936.70	\$219.22	\$306.82	\$650.20	\$188.77	\$440.41	\$473.94	\$473.94	\$473.94	\$473.94	\$473.94	\$473.94	\$473.94	\$5,123.00	\$813.70	14%	
Health Education Coordinator_AA	\$ 21,815.81	\$1,116.51	\$1,750.81	\$1,715.15	\$1,172.39	\$1,754.44	\$1,783.91	\$1,783.91	\$1,783.91	\$1,783.91	\$1,783.91	\$1,783.91	\$1,783.91	\$19,996.67	\$1,819.14	8%	
Health Education Specialist_ER	\$ 17,325.89	\$958.84	\$1,534.61	\$1,534.60	\$743.49	\$1,220.01	\$1,244.89	\$1,244.89	\$1,244.89	\$1,244.89	\$1,244.89	\$1,244.89	\$1,244.89	\$14,705.78	\$2,620.11	15%	
Program Assistant - AR	\$ 2,504.87	\$88.81	\$171.20	\$226.44	\$104.35	\$229.25	\$227.63	\$227.63	\$227.63	\$227.63	\$227.63	\$227.63	\$227.63	\$2,413.46	\$91.40	4%	
Epidimiologist	\$ 2,500.48	\$117.38	\$202.63	\$198.10	\$121.09	\$201.48	\$188.17	\$188.17	\$188.17	\$188.17	\$188.17	\$188.17	\$188.17	\$2,157.87	\$342.61	14%	
TOTAL BENEFITS	\$ 50,083.74	\$2,500.76	\$3,966.07	\$4,324.49	\$2,330.09	\$3,845.59	\$3,918.54	\$3,918.54	\$3,918.54	\$3,918.54	\$3,918.54	\$3,918.54	\$3,918.54	\$44,396.78	\$5,686.96	11%	
TOTAL SALARIES & BENEFITS	\$ 141,145.09	\$10,104.40	\$11,327.48	\$12,666.39	\$9,583.71	\$11,197.28	\$11,360.67	\$11,360.67	\$11,360.67	\$11,360.67	\$11,360.67	\$11,360.67	\$11,360.67	\$134,403.95	\$6,741.14	5%	
OPERATING EXPENSES																	
Facilities Expense	\$ 10,973.06	\$0.00	\$0.00	\$4,114.19	\$0.00	\$0.00	\$0.00	\$4,114.19	\$0.00	\$0.00	\$4,114.19	\$0.00	\$4,114.19	\$16,456.76	-\$5,483.70	-50%	X Budget mod to increase line using S&B savings
Communications	\$ 468.00	\$0.00	\$33.41	\$23.43	\$0.00	\$0.00	\$0.00	\$33.41	\$0.00	\$0.00	\$33.41	\$0.00	\$33.41	\$157.07	\$310.93	66%	X Do not expect increase; can shift to other lines
Office Supplies	\$ 250.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150.00	\$0.00	\$0.00	\$100.00	\$0.00	\$0.00	\$250.00	\$0.00	0%	X Do not decrease; program will fully expend
TOTAL OPERATING EXPENSES	\$ 11,691.06	\$0.00	\$33.41	\$4,137.62	\$0.00	\$0.00	\$0.00	\$4,297.60	\$0.00	\$0.00	\$4,247.60	\$0.00	\$4,147.60	\$16,863.83	-\$5,172.77	-44%	
TRAVEL																	
In County Travel	\$ 2,137.00	\$0.00	\$0.00	\$80.48	\$0.00	\$0.00	\$0.00	\$1,800.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,880.48	\$256.52	12%	X Reflects submitted travel request total; can shift balance to other line
Project Directors Meeting	\$ 80.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80.00	\$0.00	0%	X
TOTAL TRAVEL	\$ 2,217.00	\$0.00	\$0.00	\$80.48	\$0.00	\$0.00	\$0.00	\$1,880.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,960.48	\$256.52	12%	
OTHER																	
Copier Charges	\$ 251.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150.00	\$300.00	-\$49.00	-20%	X Bi-annual billing; increase if funding avail
Paid Media	\$ 4,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,250.00	\$0.00	\$0.00	\$0.00	\$3,250.00	\$750.00	19%	X Received quote \$3250
Educational Materials	\$ 500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250.00	\$0.00	\$250.00	\$0.00	\$0.00	\$500.00	\$0.00	0%	X Anticipate fully expending line
Behavior Modification Materials	\$ 472.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$472.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$472.00	\$0.00	0%	X Purchase request submitted; pending delivery & invoice
Food	\$ 500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	100%	X Meetings will be virtual; do not anticipate expending line
KOHA Incentives	\$ 520.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$520.00	\$0.00	\$0.00	\$0.00	\$0.00	\$520.00	\$0.00	0%	X Purchase request pending; anticipate fully expending
TOTAL OTHER	\$ 6,243.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$622.00	\$770.00	\$3,250.00	\$250.00	\$0.00	\$150.00	\$5,042.00	\$1,201.00	19%	
TOTAL DIRECT COSTS	\$ 161,296.15	\$10,104.40	\$11,360.89	\$16,884.49	\$9,583.71	\$11,197.28	\$11,360.67	\$18,160.27	\$12,130.67	\$14,610.67	\$15,858.27	\$11,360.67	\$15,658.27	\$158,270.26	\$3,025.89	2%	
INDIRECT																	
25% of S&B	\$ 35,286.26	\$2,526.10	\$2,831.87	\$3,166.60	\$2,395.93	\$2,799.32	\$2,840.17	\$2,840.17	\$2,840.17	\$2,840.17	\$2,840.17	\$2,840.17	\$2,840.17	\$33,600.99	\$1,685.28	5%	
TOTAL	\$ 196,582.42	\$12,630.50	\$14,192.76	\$20,051.09	\$11,979.64	\$13,996.60	\$14,200.84	\$21,000.44	\$14,970.84	\$17,450.84	\$18,698.44	\$14,200.84	\$18,498.44	\$191,871.25	\$4,711.17	2%	

CLOSING REMARKS & QUESTIONS