

CALIFORNIA HEALTH FACILITIES FINANCING AUTHORITY



Investment in Mental Health Wellness Grant Program Application

915 Capitol Mall, Suite 590
Sacramento, California 95814
Phone: (916) 653-2799
Fax: (916) 654-5362
chffa@treasurer.ca.gov
<http://www.treasurer.ca.gov/chffa/>

INVESTMENT IN MENTAL HEALTH WELLNESS GRANT PROGRAM

Form-1: SUMMARY INFORMATION *Please type all responses.*

Total Requested Grant Amount: \$ **2,477,049.68**

Date Submitted: **March 8, 2016**

DESIGNATED LEAD GRANTEE

| 1. APPLICANT INFORMATION | | |
|--|---|---|
| <small>NAME OF APPLICANT:</small> Alameda County Behavioral Health Care Services | <small>ENTITY TYPE: (County or Joint Powers Authority)</small> County | |
| <small>ADDRESS:</small> 2000 Embarcadero Cove, 4th Floor | <small>CITY, STATE AND ZIP:</small> Oakland, CA 94606 | |
| CONTACT INFORMATION | | |
| <small>FIRST AND LAST NAME:</small> Manuel Jimenez | <small>TITLE:</small> Director | |
| <small>ADDRESS:</small> 2000 Embarcadero Cove, 4th Floor | <small>CITY, STATE AND ZIP:</small> Oakland, CA 94606 | |
| <small>PHONE NUMBER:</small> (510) 567-8100 | <small>FAX NUMBER:</small> (510) 567-8130 | <small>EMAIL ADDRESS:</small> mjimenez@acbhcs.org |

Project Title: **South County CSU and CRT**

Project Brief Summary Description (*Limited to 20 words*): **Development of co-located CSU and CRT in Southern Alameda County serving adults to provide short-term alternatives to PES and hospitalization.**

County(ies) to be served: **Alameda**

Please select all programs to be funded with Grant, and insert number of beds and/ or teams to be added by the proposed Project:

| | | |
|--|--|---|
| <input checked="" type="checkbox"/> Crisis Residential Treatment 16 beds Amount Requested \$ 1,082,077.06 | <input checked="" type="checkbox"/> Crisis Stabilization 16 beds Amount Requested \$ 1,394,972.62 | <input type="checkbox"/> Mobile Crisis Support Teams _____ team(s) Capital Amount Requested Personnel Amount Requested \$ _____ \$ _____ |
|--|--|---|

Purpose of Grant: *Check all applicable boxes*

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> Purchase of real property | <input checked="" type="checkbox"/> Construction or renovation | <input checked="" type="checkbox"/> Program startup or expansion costs |
| <input checked="" type="checkbox"/> Furnishings or Equipment | <input checked="" type="checkbox"/> Information technology | <input type="checkbox"/> Mobile Crisis Support Team personnel funding |

Form-2: ADDITIONAL APPLICANTS AND SERVICE PROVIDERS Please fill out additional Applicants and service provider(s) contact information. *Please use space as needed. Copy page if more space is needed.*

1. CO-APPLICANT INFORMATION

| | |
|---|--|
| NAME OF APPLICANT: Not applicable | ENTITY TYPE: <i>(County or Joint Powers Authority)</i> |
| ADDRESS: | CITY, STATE AND ZIP: |

CO-APPLICANT CONTACT INFORMATION

| | |
|----------------------|----------------------|
| FIRST AND LAST NAME: | TITLE: |
| ADDRESS: | CITY, STATE AND ZIP: |
| PHONE NUMBER: | FAX NUMBER |
| | EMAIL ADDRESS: |

2. CO-APPLICANT INFORMATION

| | |
|--------------------|--|
| NAME OF APPLICANT: | ENTITY TYPE: <i>(County or Joint Powers Authority)</i> |
| ADDRESS: | CITY, STATE AND ZIP: |

CO-APPLICANT CONTACT INFORMATION

| | |
|----------------------|----------------------|
| FIRST AND LAST NAME: | TITLE: |
| ADDRESS: | CITY, STATE AND ZIP: |
| PHONE NUMBER: | FAX NUMBER |
| | EMAIL ADDRESS: |

Service Providers:

1. ORGANIZATION TO DELIVER SERVICES (IF KNOWN) *Check box if same as Designated Lead Grantee*

| | |
|--|----------------------|
| NAME OF ORGANIZATION: To Be Determined | ENTITY TYPE: |
| ADDRESS: | CITY, STATE AND ZIP: |

CONTACT INFORMATION

| | |
|----------------------|----------------|
| FIRST AND LAST NAME: | TITLE: |
| PHONE NUMBER: | FAX NUMBER |
| | EMAIL ADDRESS: |

YES NO NA Currently licensed by the California Department of Social Services and in substantial compliance as defined in Section 80001 of Title 22 of the California Code of Regulations.

2. ORGANIZATION TO DELIVER SERVICES (IF KNOWN)

| | |
|-----------------------|----------------------|
| NAME OF ORGANIZATION: | ENTITY TYPE: |
| ADDRESS: | CITY, STATE AND ZIP: |

CONTACT INFORMATION

| | |
|----------------------|----------------|
| FIRST AND LAST NAME: | TITLE: |
| PHONE NUMBER: | FAX NUMBER |
| | EMAIL ADDRESS: |

YES NO NA Currently licensed by the California Department of Social Services and in substantial compliance as defined in Section 80001 of Title 22 of the California Code of Regulations.

Form-3: SUMMARY OF FUNDING REQUESTED

| REQUESTED FUNDING BY PROGRAM | |
|---|------------------------|
| Crisis Residential Treatment Program | |
| ELIGIBLE COSTS | AMOUNT |
| Purchase of Real Property (how many properties? 1) | \$ 330,388.00 |
| Construction or Renovation | \$ 330,388.00 |
| Furnishings or Equipment | \$ 60,000.00 |
| Information Technology* | \$ 6,000.00 |
| Program Startup or Expansion Costs (up to three months) | \$ 355,301.06 |
| SUB-TOTAL | \$ 1,082,077.06 |
| Crisis Stabilization Program | |
| ELIGIBLE COSTS | AMOUNT |
| Purchase of Real Property (how many properties? 1) | \$ 330,338.00 |
| Construction or Renovation | \$ 330,338.00 |
| Furnishings or Equipment | \$ 60,000.00 |
| Information Technology* | \$ 9,000.00 |
| Program Startup or Expansion Costs (up to three months) | \$ 665,296.62 |
| SUB-TOTAL | \$ 1,394,972.62 |
| Mobile Crisis Support Team Program | |
| ELIGIBLE COSTS | AMOUNT |
| Purchase of vehicles (how many vehicles?)** | \$ 0.00 |
| Furnishings or Equipment | \$ 0.00 |
| Information Technology* | \$ 0.00 |
| Program Startup or Expansion Costs (up to three months) | \$ 0.00 |
| Personnel Funding for 1 year (how many FTEs?) | \$ 0.00 |
| SUB-TOTAL | \$ 0.00 |
| Total Requested Grant Amount | \$ 2,477,049.68 |

* Information Technology hardware and software costs may not exceed 1% of total Project costs except when approved by Authority and only upon submission of justification in Application narrative (evaluation criteria 4(b)(i)) that the additional information technology costs are necessary for the Project to achieve the desired goals and outcomes set forth in Section 7119 of the regulations.

**May include two-year maintenance contracts, if any.

Form-4: COUNTY GRANT AMOUNTS WORKSHEET

COUNTY GRANT AMOUNTS WORKSHEET

Complete the worksheet below for each County listed as an Applicant and Co-Applicant(s) on Form-1 and Form-2.

Applicants may apply for Capital and Personnel Funding as set forth in Section 7118 of the regulations. Counties Applying Jointly, may at their discretion, apply for up to the sum of their respective maximum Capital Funding and Personnel Funding amounts, as applicable.

| COUNTY NAME | CAPITAL FUNDING REQUESTED | PERSONNEL FUNDING REQUESTED <small>(Mobile Crisis- 1 year)</small> | TOTAL REQUESTED <small>(Capital + Personnel)</small> |
|----------------|------------------------------|---|--|
| Alameda County | \$ 2,477,049.68 | \$ 0.00 | \$ 2,477,049.68 |
| | \$ 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 | \$ 0.00 | \$ 0.00 |
| | \$ 0.00 | \$ 0.00 | \$ 0.00 |
| | \$ 0.00 | \$ 0.00 | \$ 0.00 |
| TOTALS | \$ 2,477,049.68 | \$ 0.00 | \$ 2,477,049.68 |

Additional Funding

If the Legislature makes additional funds available would you request additional funding?

If so, how much **\$ 6,000,000.00**

Brief description of the Project that additional funding would be used for. Another Application may be required.

Alameda County would like to locate an additional co-located CSU and CRT in mid-County to ensure that Alameda County residents have access to appropriate crisis services and supports, including alternatives to PES and hospitalization, in the communities in which they live.

Form-5: SOURCES AND USES

Please include sources and uses to complete the entire Project and sustain the Program(s) for 1 year.

Sources of Funds:

| | | |
|---|--------------------------------------|-------------------------|
| Total requested Grant amount | \$ <u>2,477,049.68</u> | (<u>!Zero</u>) |
| Mental Health Services Act (MHSA) funds | \$ <u>2,324,547.63</u> | (<u>!Zero</u>) |
| | | (<u>!Zero</u>) |
| Realignment funds | \$ <u>774,749.21</u> | (<u>!Zero</u>) |
| Medi-Cal, Federal Financial Participation | \$ <u>4,193,301.60</u> | (<u>43.0%</u>) |
| Other sources, list (i.e. bank loan*, other grants) | | |
| _____ | \$ <u>0.00</u> | (<u>!Zero</u>) |
| _____ | \$ <u>0.00</u> | (<u>!Zero</u>) |
| _____ | \$ <u>0.00</u> | (<u>!Zero</u>) |
| Total Sources | \$ <u><u>9,769,648.12</u></u> | (<u>43.0%</u>) |

Must equal 100%

*If obtaining a bank loan, please name the bank and describe the length and rate of the loan.

Uses of Funds:

| | |
|--|--------------------------------------|
| Purchase of real property | \$ <u>660,676.00</u> |
| Construction or renovation** | \$ <u>660,676.00</u> |
| Vehicles & vehicle maintenance contracts | \$ <u>0.00</u> |
| Furnishings or equipment | \$ <u>120,000.00</u> |
| Information technology hardware and software | \$ <u>15,000.00</u> |
| Program start up or expansion costs (3 months) | \$ <u>1,020,597.68</u> |
| Personnel funding (mobile crisis for 1 year) | \$ <u>0.00</u> |
| Other costs, list (i.e. operating costs, evaluation) | |
| Year 1 Staffing | \$ <u>4,982,407.30</u> |
| Year 1 Operations and Administrative Costs | \$ <u>2,310,291.14</u> |
| _____ | \$ <u>0.00</u> |
| Total Uses (must equal Total Sources) | \$ <u><u>9,769,648.12</u></u> |

****Grantees must comply with California’s prevailing wage law under Labor Code section 1720, et seq. for public works projects. The Authority recommends Applicants consult with legal counsel.**



1. Expanding Access/Capacity for Community-Based Mental Health Services

New Proposed Programs, Services, and Target population(s): Alameda County Behavioral Health Care Services (BHCS) proposes to expand crisis support services through the development of a new Crisis Stabilization Unit (CSU) to be co-located with a new Crisis Residential Treatment (CRT) program.

The new CSU and CRT programs will be co-located in the same facility in the South County Area of Alameda County. Capital funds will be required to: 1) purchase and renovate the property; 2) purchase furnishings, equipment, and IT hardware and software; and 3) cover initial start-up costs. Both the CSU and CRT will each provide 16 beds for individuals experiencing psychiatric crisis; the CSU will maintain the ability to receive 5150s in addition to voluntary admissions, and the CRT will serve those who are able to voluntarily engage as an alternative to hospitalization. Both programs will provide recovery-based services in a warm and welcoming environment that 1) promotes safety; and 2) encourages recovery, wellness, and resiliency; and 3) is responsive to the diverse needs of County residents. Both programs will also provide a range of ancillary and supportive services to assist each individual in resolving the crisis. By co-locating these facilities in an area of the county that does not currently have crisis stabilization or crisis residential services, individuals will have access to needed supports within their home communities. Further, the co-location of these crisis programs will provide seamless transition between levels of care.

Adult Crisis Program Services: BHCS is requesting funding to help BHCS develop new CRT and CSU facilities to serve the Southern Area of Alameda County. The new crisis stabilization unit will be a designated receiving 5150 facility with stays up to 23 hours, a treatment milieu, and capacity to provide assessments for individuals on 5150 holds. The new crisis residential facility will provide community-based, unlocked, voluntary psychiatric programs that will assist persons age 18 and over who struggle with Serious Mental Illness (SMI) to stabilize their mental health symptoms, develop effective self-reliance skills, and in essence, restore their sense of hope and purpose. Consumers will have access to a broad spectrum of services and activities, including individual and group therapy, education and training around medication management, substance recovery, healthy eating and fitness, mindfulness, art therapy, living skills, linkages to community support systems, self-advocacy training, aftercare planning, and counseling for their family members. At the same time, they will be able to remain in the community in which they live, having access to familiar neighborhoods, transportation, services and friends and family. The CSU program will also offer a crisis receiving capacity to assess the need for continuing 5150 holds, lifting holds as appropriate or transferring the patient to a psychiatric health facility.

Both programs will incorporate a variety of evidence based approaches including: Trauma Informed Care, Motivational Interviewing, Co-occurring Disorders Competence, Peer Support, and Culturally Responsivity, all of which are further detailed below.



Planned CSU and CRT Services:

Comprehensive Assessment: Both programs will offer a comprehensive assessment upon intake that will be completed by a mental health professional using a strengths-based approach to evaluating a consumer's history, previous treatment, current presentation, and circumstances for admission to the CSU and/or CRT. The assessment will include mental health, substance use, and physical health conditions as well as any experiences of trauma or other psychosocial needs. As part of the assessment process, the clinician will consider the consumer's current strengths and resources as well as identify current mental health needs and barriers to discharge. The CSU assessment will also include a medical screening conducted by a nurse upon intake to ensure that there are no medical conditions requiring attention or that may be influencing the individual's current presentation.

Recovery and Discharge Planning: In both programs, recovery and discharge planning will begin at the time of the assessment and continue on an intermittent basis during their stay. The assessment will result in an initial treatment plan and recovery goals co-created with staff and the consumer to set forth the consumer's needs and strengths as well as supports to be provided to ensure that the consumer achieves his/her goals during the stay as well as identifying and addressing the issues that led up to the crisis event. Initial and ongoing recovery and discharge planning will be grounded in the principles of shared decision-making and based in the partnership between program staff and the consumer.

Medication Support: Medication plays an important role in helping consumers address their mental health symptoms and reintegrate into the community. Crisis programs provide a safe place to introduce medications and/or make supervised medication adjustments, and the philosophy of these programs is "start low, go slow." Both programs will have access to a psychiatrist to support medication orders, adjustments, and administration. In the CSU, a nurse will be onsite at all times to receive orders from the doctor and administer medication, many of which will be kept onsite. In the CRT, a psychiatrist will be available to consumers and call in pharmacy orders. In the CRT, program staff will supervise the self-administration of medication to ensure that doctors' orders are being followed.

Recovery-oriented Psychosocial Rehabilitation:

- ❖ *Individual, group, and family focused treatment* will be provided to all consumers. Treatment will be recovery-oriented and based on the principles of cognitive behavioral therapy to support each person to resolve the issues that led to the crisis event as well as increase their recognition and understanding of mental health symptoms they experience, develop alternative coping mechanisms, and identify services and supports to continue their recovery process post-discharge. Family and support persons, as defined by the individual, will only be included in the therapeutic process with the consumer's consent.



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- ❖ *Wellness Recovery Action Planning (WRAP)* groups will be led by a peer and help consumers self-determine and identify wellness tools needed in a crisis, identify family and friends that are part of their current support system and how to leverage those relationships in a crisis, identify triggers and create a plan on how to address issues. One-on-one peer mentoring will be available for consumers who could use additional support and a role model.
- ❖ *Trauma-informed supports* will be made available throughout the treatment process. Recognizing the high rates of trauma for people with serious mental illness as well as the potential trauma experienced during emergency and crisis interventions, CSU and CRT staff will employ a trauma-informed approach throughout the program and incorporate specific trauma interventions, such as Seeking Safety, as appropriate.
- ❖ *Community living and socialization skills* will be developed through motivational interviewing and the installation of hope and social relationship/communication skills. Consumers will be encouraged to rebuild and maintain relationships with family members, support persons, and individuals within the community.

In the CRT specifically, the following additional services will be available:

- ❖ *Co-occurring disorders treatment*, such as Integrated Dual Disorders Treatment (IDDT), will be incorporated for individuals diagnosed with co-occurring disorders. Consumers will be encouraged to include family and support persons in their treatment planning, therapy, and discharge planning.
- ❖ *Activities to enhance a consumer's daily living skills and overall wellness* will be incorporated into the milieu. Consumers will have the opportunity to engage in a variety of physical fitness programs including yoga, alternative healing practices, walking, and other exercises to improve their physical and emotional well-being. Selecting a recipe, meal planning, and cooking dinners together will be a daily activity that consumers of the CRT will be involved with.

The Adult CRT will include assistance in gaining access to community services, benefits enrollment, and access to community resources pertaining to employment and housing.

Target Population: The identified 'target population' for both programs recognizes the geographical size of Alameda County and the challenges of accessing services that are currently centralized in mid-County, when you live in South County. Thus, the intent of providing CSU/CRT services in this specific area of the County identifies residents of South County as a 'target' population of the new services. South County includes residents of the cities of Hayward, Fremont, Union City, and Newark.

While the CRT will receive referrals from the CSU, the CRT will serve other adults, as well. The target population for the Adult CRT will specifically include individuals who are "stepping down" from PES and/or inpatient hospitalization and individuals who are "stepping up" from community services and do not yet meet 5150 criteria. In addition, the CRT will provide outreach and service



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linkages to the re-entry population coming into the community from State prisons and the County Jail. Currently, the Re-entry population with serious mental illness has few alternatives as ‘landing places’ in the community upon discharge from Santa Rita Jail. Of the 4,128 individuals served by the County Mental Health Program while incarcerated last year, only 357 are open to mental health case management programs to which they may return upon release. Nearly one in eight (491) of those 4,128 adults with SMI were admitted to John George Psychiatric Emergency Services under provisions of an involuntary hold within 60 days of their release from jail.

To be served at the crisis residential treatment program, consumers must be willing to engage in the program on a voluntary basis, and collaborate with the recovery team during their stay.

Community Need within Current Continuum: Alameda County, on the east side of San Francisco Bay, is home to 1.5+ million people. It is the most racially and ethnically diverse of the nine Bay Area counties: 34% White, 28% Asian, 23% Latino, 13% African American, 4% Multi-race, 1% Pacific Islander, 1% Native American; 43% of the population speak a language other than English at home. Adults ages 18 to 64 make up 66% of the county population, more than 1 million individuals. Current prevalence rates of adults with serious mental illness for the greater Bay Area have been estimated to be 9% of the population, which for Alameda County equates to approximately 140,000 adults.¹ Due to factors such as poverty and homelessness within the county’s population and the sizable presence of more-isolated cultural and linguistic groups, this number may be even higher.

Over the past several years, Alameda county has had major decreases in services available to vulnerable, “safety-net populations” living in poverty that are either enrolled in public programs like Medi-Cal or are uninsured. There have been a number of closures of shelters, halfway houses, and single room occupancy buildings. Rapidly rising housing costs have accelerated over the past several months, exacerbating homelessness and putting greater strains on marginal budgets. A recent report highlights that, although homelessness in Alameda County has declined in recent years, the number of homeless people with SMI has increased by 35% in just the past two years (from 818 in 2011 to 1,106 in 2013).² For individuals who struggle with serious mental illness, housing stressors can easily trigger an episode of crisis. Oakland and Berkeley are well-known epicenters of homelessness in the East Bay region.

Alameda County is home to about 5% of the State’s population, yet accounts for about 12% of all reported crisis holds under Welfare & Institutions Code 5150. An examination of recent data revealed that there has been significant growth in the use of crisis programs over the past two years in Alameda County. In 2012, there were 11,524 admissions of adults to crisis programs in

¹ California Health Care Foundation. California Health Care Almanac. Mental Health Care in California: Painting a Picture. www.chcf.org/~media/MEDIA%20LIBRARY%20Files/PDF/M/PDF%20MentalHealthPaintingPicture.pdf

² D. Oakley. “Huge Increase in Mentally Ill Homeless in Alameda County.” Oakland Tribune. 11/14/13.

http://www.contracostatimes.com/news/ci_24517676/huge-increase-mentally-ill-homeless-alameda-county



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Alameda County. For 12 months ending June 30, 2015, that number had risen to 13,356 adult admissions to crisis services, a 16% increase in two years.

For the re-entry population with serious mental illness, records show that, while 491 were subjected to involuntary holds within sixty days of release from jail, these involuntary holds were experienced by over 400 of these re-entry consumers within the first 30 days, indicating a high rate of crisis events for recently-released inmates with serious mental illness.

A review of consumer admissions to the County's Psychiatric Emergency Services over the past twelve months also showed that approximately 1/3 of the admissions to that mid-County hospital facility came from the South County Area (4,182 of the total 12,716). The mid-County hospital facility for psychiatric services is characterized by serious overcrowding. Those South County residents might well have received more appropriate, home-like, care in a more local facility through a CSU located in South County.

While the community in which BHCS proposes to develop the proposed new CSU accounted for 33% of 5150 admissions to John George in 2014, there are currently no crisis stabilization programs or crisis residential facilities in this area. As a result, South County residents with SMI must leave their familiar surroundings to receive crisis services, sometimes traveling more than 1-2 hours by car, public transportation, or be transported by police or ambulance.

Current continuum of services: Alameda County has a broad continuum of mental health services from prevention and health promotion, to crisis and treatment, rehabilitation and recovery. Psychiatric crisis services include crisis response teams, emergency services, hospitals, and post-hospitalization residential facilities. Individuals who pose an imminent threat to themselves or others receive short-term inpatient treatment at local hospitals. To avoid lengthy (and costly) stays in the inpatient unit, individuals who have stabilized may receive additional treatment through sub-acute residential facilities. The primary modalities and facilities are as follows:

Crisis Response Program (CRP): This program offers a participant-centered, goal-oriented process for assessing and addressing the needs of an individual for services. CRP staff offer an immediate therapeutic response to consumers who are exhibiting acute psychological distress and can be treated within a 23-hour period. Case managers assist consumers to establish goals and access services; review their accomplishments and outcomes; and identify and address barriers to completing goals. This program has offices in Oakland, Hayward, Fremont and Livermore, and one mobile team for the downtown area of Oakland, which responds to radio dispatches from the Oakland PD and calls from the community.

Services at Fairmont Hospital Campus, San Leandro:

The Psychiatric Emergency Service (PES) at John George Psychiatric Pavilion provides psychiatric evaluation, intervention, and referral for voluntary and involuntary patients 24 hours a day, 7 days a week. A multidisciplinary team of mental health professionals provides crisis



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intervention and urgent medication assessments. An individual may stay in PES for up to 24 hours. After discharge, some individuals go home, some are referred to community mental health resources, and others are admitted to John George Psychiatric Hospital.

John George Psychiatric Hospital houses a total of 80 licensed inpatient beds. The inpatient services are geared to both involuntary and voluntary patients who have an acute psychiatric illness. Treatment modalities include medication, psychotherapy, milieu, group, occupational, and pet therapy, chaplain services, and community recovery support. All patients are referred to the appropriate level of care upon discharge; however, recidivism rates (see below) make it clear that consumers are not being linked to care in an effective manner.

Villa Fairmont MHRC (Mental Health Rehabilitation Center) is licensed for 99 beds. It serves adults ages 18-65 who have a history of serious and persistent mental illness with repeated hospitalizations. John George and other acute psychiatric hospitals are the primary source of referrals. Villa Fairmont's major service goals are symptom stabilization, engagement in recovery, and a rapid return to the community for persons recovering from an acute phase of illness. Services include evaluation, treatment, and rehabilitation, using consumer-centered service plans and a recovery philosophy. It is the primary psychiatric sub-acute facility for adults in Alameda County.

Jay Mahler Center, a Crisis Residential Treatment program, which opened its doors in 2015, largely as a result of support from the first round of CHFFA funding, is an unlocked, voluntary, 16-bed facility for lengths of stay not to exceed 30 days. Consumers have access to a broad spectrum of services and activities there, including individual and group therapy, education and training around medication management, substance recovery, healthy eating and fitness, mindfulness, art therapy, living skills and vocational skills training, linkages to community support systems, self-advocacy training, and services specific to Transition Age Youth.

Woodroe Place, a Crisis Residential Treatment program, in Hayward, provides short-term psychiatric services in a highly structured setting for seriously mentally ill adults who require 24-hour supervision. It can accommodate 12 individuals for 2-4 weeks each. All residents are admitted on a voluntary basis, by referral from inpatient psychiatric hospitals or community agencies. With staff assistance, each resident develops an individual plan for regaining stability. Since 2013, 3 beds at Woodroe have been designated for TAY ages 18-21 with full-scope Medi-Cal. They are the only TAY-dedicated crisis residential beds in Alameda County.

As reported above, despite the development of the alternatives to the hospital-based Psychiatric Emergency Service (John George Pavilion), the utilization of John George Psychiatric Emergency Services (PES) increased by more than 10% from 2014 to 2015. Again, nearly 1/3 of that John George utilization comes from the South County Area, for which this proposal supports new programs.

How project will increase capacity for community-based MH crisis services.



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Number of crisis treatment beds to be added. BHCS proposes to increase the number of crisis treatment beds available by 32. The CSU will add an additional 16 beds, and the CRT will add an additional 16 beds.

Impact on target population and additional individuals to be served. Based on current data of length of stay at Villa Fairmont and Woodroe Place, we expect that the new Adult CRT will provide in excess of 700 stays per year. With what we know about recidivism, we can expect that the Adult CRT will probably serve about 400 unique individuals per year.

It is expected that the new CSU capacity will provide crisis stabilization services for up to 4,000 admissions per year at 65% average daily occupancy. Assuming historical rates of crisis recidivism, we expect at least 2,000 consumers to be served at the new CSU. Note that this is well under the utilization of John George last year by persons from this region of the County, but we expect that the factors contributing to demand for CSU services may be mitigated by patterns of historic referrals, police routines, and the nearby alternative of the Crisis Residential Treatment Program.

The new facility will dramatically increase the capacity of BHCS' crisis system to address the current unmet needs of adults who suffer from serious mental illness and their families. Adding these beds will provide the community with significant capacity for *voluntary* intensive psychiatric support and rehabilitation services in times of crisis and in their home communities. These services will assist residents to develop the skills to become self-sufficient and capable of increasing levels of independent functioning, thereby improving their quality of life and reducing recidivism to PES, John George Psychiatric Hospital, or the criminal justice system/county jail.

How project will expand and improve timely access to services. The proposed crisis services have the overall goal of expanding the availability of and improving timely access to needed community-based mental health services for people experiencing mental health crises. The 5150 receiving capacity of the CSU will provide for a more-immediate assessment of any need for continuing involuntary holds. In cases where the hold is lifted, CSU staff can immediately refer the consumer to the CRT, where the consumer can get immediate respite and/or information/counseling on available outpatient mental health services and other community resources much closer to the receiving facility than the County's psychiatric hospital.

The CRT staff, working in decentralized crisis programs, are going to be more familiar with resources in the consumers' own neighborhoods.

Will hours of existing services be extended? The two new proposed crisis programs will be open 24 hours a day, 7 days per week. The CSU will conduct intakes 24 hours a day, 7 days a week. The CRT will conduct intakes 7 days a week from 8:30 am to 7:00 pm. Once in operation, if consumer data show that additional intake hours are needed for the CRT, that program will be able to expand intake hours accordingly as they will be open and operating 24 hours/day.



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Will there be additional locations where services can be accessed by consumers and their family members? The proposed crisis programs will be established in a new location in the southern part of Alameda County, a community in which populations experience disproportionate involvement with the county crisis system. Currently, our psychiatric emergency, hospital, and crisis residential programs (John George Psychiatric Pavillion, Jay Mahler Center and Woodroe Place) are located in the center of the county's urban corridor, within a few miles of each other. While these programs provide an essential resource, they fall far short of needed capacity for crisis residential services in the county and necessitate that consumers living in the south area of the county to leave their neighborhoods to receive treatment; away from their support systems, service providers and familiar surroundings, sometimes traveling 1-2 hours by car, bus, ambulance, or police car to receive crisis services. The locations of the new proposed crisis facility offering both a CSU and a CRT will help remediate this situation. Close to public transit, and situated in areas in which consumers will continue to spend their time, post crisis, these programs not only bolster level of service but provide an essential foundation for the County to move towards an intentional model of decentralized community care allowing crisis services when they are needed in areas where people already are.

Efforts to connect consumers to crisis services from other venues: Additional ways in which consumers and family members will be able to connect to these crisis services will be through referrals from county programs and various community-based organizations in Alameda County BHCS' extensive network of providers and partners, as well as outreach and information sharing with our county's five Family Education and Resource Centers (FERC), distributed throughout the county. The FERC's are new programs of the Alameda County Mental Health Association, providing multi-culturally competent information, education, advocacy, and support services to family/caregivers of those with serious emotional disturbance or mental illness, funded by Mental Health Services Act (MHSA) dollars.

New outreach to families and consumers. BHCS received SB 82 funding in 2014 to develop the Jay Mahler Center program and add triage staffing. Since awarded, we have added to our current triage capacity by deploying nine newly-funded triage personnel, both clinicians and peer care coordinators, to various community sites. They currently collaborate with the new Jay Mahler Center program to increase awareness of this new service, and with other community-based mental health crisis services in our county.

How cultural, language, and other barriers will be addressed. To ensure that cultural, language, and other barriers will be addressed in the proposed CRTs, BHCs will release a Request for Proposal (RFP) for service provider(s) within 30 days of preliminary notice of award. The RFP will require that selected provider(s) be well-established, long standing, and respected community providers of behavioral health services. The selected provider(s) will be required to provide cultural competence/diversity training to their service practitioners, initially and annually, thereafter. The selected contracting agency will also be required to assure cultural responsiveness through a number of specific practices, including hiring a diverse staff with capacity in the County



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threshold languages of Spanish, Mandarin/Cantonese, and Farsi; providing written materials in Spanish; offering crisis intervention services through telephone translation and /or in person translation; hiring staff with lived experience of mental illness or as a family member of someone with mental illness; conducting outreach regarding crisis services to ethnic-specific community agencies and to the LGBT community through various community organizations.

Furthermore, the RFP will request that selected service provider(s) for the CSU and CRT employ peer partners and family partners to act as advocates for the participants and families who are engaged in services. Families in particular will be an important part of the treatment team. The role of the partner staff will be multi-faceted. Whenever possible, the peer and family partner will be the first contact to a new participant entering the program. The partner staff will engage with the participant as they are oriented to the program and the family will be encouraged to be an active and integral part of the orientation and therapeutic process so as to maximize the outcomes of success for the program in general. They will be tasked to challenge behaviors or attitudes that are not recovery oriented. All staff will be trained upon hire in the recovery movement and the philosophy and orientation of a consumer-driven provider of services.

Other efforts to improve access. As a result of the award of the SB 82 triage personnel grant to BHCS in 2014 with a focus on the older teen and young adult populations, there is will now be significant interface between the new CSU and CRT. The 'triage model' can link the mobile crisis team in both Hayward and Livermore and the staff of the new CSU and CRT who are counseling consumers on how to locate and engage with age-appropriate local services. Service components and systems for this interface have already been put into place at Jay Mahler Center. Some of these providers conduct outreach to young adults and older teens seen at Jay Mahler Center and provide them up to 90 days of intensive case management. Others conduct outreach at places (parks, shelters, community-based organizations) where troubled adults and young adults congregate or go for services. These outreach staff can identify and refer those in need of intensive case management. These services aim to increase timely access to needed mental health services and other supports and thereby reduce the need for and recidivism to PES, John George, and/or county jail or juvenile detention facilities (Juvenile Hall and Camp Willmont Sweeney). If this BHCS proposal is awarded, this existing interface will be easily expanded to the new CRTs.

Alameda County Behavioral Health Care Services is currently undertaking procurement for a pilot program that will provide short-term Case & Care Management services to Alameda County's re-entry population. This service will provide a 'landing place' for persons with serious mental illness being released from the jail. Services will include assessment and targeted case management designed to identify needed services and support consumers' engagement in those services. The Adult CRT proposed by this application will be an important resource, for those re-entry consumers who may experience symptoms of crisis during this critical transitional period.

How proposed project will be qualitatively different from crisis services in an institutional setting:

The proposed CSU and CRT will present welcoming and homelike environments. There will be



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very obvious things that make it different from institutional settings, such as wall color and murals, and very small but extremely important items like providing bed linens that are colorful and vibrant. Other examples of how we will create a “non-institutional” environment at the facilities include consumers’ rooms that are personalized with their own belongings; socialization rooms with sofas and individual chairs that can be moved around; family style meals; a variety of wellness activities (e.g., yoga, spirituality groups, gender specific groups, cooking classes, art classes); well-groomed outdoor spaces for sports and fitness (basketball, volleyball, ping pong); and a large produce garden.

The proposed program staffing model at both programs will be multi-disciplinary and will operate as one cohesive team that shares a vision of wellness, resiliency, and hope. All staff members at the CSU and CRT will be required to drive for agency business and to travel with and transport participants and families as needed. Primarily, counselors, peer partners, and family partners will transport and travel with participants and families in the community. Activities ranging from shopping, pharmacy pick-up, linkage appointments, home visits, and more will be the responsibility of the counseling staff and will ensure we are able to meet consumers’ ambulatory care needs. Hospital-based services will not be relied upon for prescribing medications or other needs.

Public and private funding sources identified to complete the project. Alameda County Behavioral Care Services has MHSA capital funds to augment the project. In addition, the County has some limited Measure A funds, that could be used in the case of capital over-runs or to address start-up costs. These funds will require a separate request of the County Measure A Oversight Committee, but have been made available for similar projects.

Services provided at the CSU and CRT to MediCal beneficiaries will be claimed through the State Short-Doyle system for Federal Funds Participation. The CRT will increase Federal revenue by assuring that users of the CRT are screened for eligibility for enrollment in MediCal and appropriate applications are taken.

MHSA funds will provide an ongoing source of match as well as cover services for those consumers who are uninsured.

2. Plan for Continuum of Care, Collaboration, and System Integration

As described earlier in this application, Alameda County has a broad continuum of mental health services from prevention and health promotion, to crisis and treatment, rehabilitation and recovery. Psychiatric crisis services include crisis response teams, emergency services, hospitals, and post-hospitalization residential facilities. Individuals who require ongoing case management services are screened and referred to one of Alameda’s full-service partnerships or Community Support Centers with similar arrays of rehabilitation services.

Existing crisis services include the Crisis Response Program described above that offers immediate



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therapeutic responses to persons in crisis and brief case management to assist consumers in establishing goals and accessing services. Additionally, Alameda offers urgent care medication support services and brief case management. The Psychiatric Emergency Service (PES) at John George Psychiatric Pavilion provides psychiatric evaluation, intervention, and referral for voluntary and involuntary patients 24 hours a day, 7 days a week.

John George Psychiatric Hospital houses a total of 80 licensed inpatient beds. The inpatient services are geared to both involuntary and voluntary patients who have an acute psychiatric illness. Treatment modalities include medication, psychotherapy, milieu, group, occupational, and pet therapy, chaplain services, and community recovery support.

Villa Fairmont MHRC (Mental Health Rehabilitation Center) is licensed for 99 beds. It serves adults ages 18-65 who have a history of serious and persistent mental illness with repeated hospitalizations. Services include evaluation, treatment, and rehabilitation, using consumer-centered service plans and a recovery philosophy. It is the primary psychiatric sub-acute facility for adults in Alameda County.

The Crisis Residential Program, Jay Mahler Center, which opened its doors in 2015, largely as a result of support from the first round of CHFFA funding, is an unlocked, voluntary, 16-bed adult crisis residential facility for lengths of stay not to exceed 30 days. Consumers have access to a broad spectrum of services and activities there, including individual and group therapy, education and training around medication management, substance recovery, healthy eating and fitness, mindfulness, art therapy, living skills and vocational skills training, linkages to community support systems, self-advocacy training, and services specific to Transition Age Youth.

The proposed Adult CRT will provide an appropriate 'step-down' from psychiatric hospitalization, an alternative to John George PES as a 5150 crisis receiving center, and a critical resource to the Crisis Response Programs as a short or intermediate-term placement for persons in crisis or awaiting placement in ongoing rehabilitation services. The combined CSU/CRT program will also provide a "step-up" for consumers who are beginning to experience crisis in the community as they will be able to seek services on a voluntary basis before the crisis escalates to a 5150 thereby avoiding law enforcement, ambulance, and PES involvement.

Additionally, the Adult CRT will become a critical placement resource for re-entry consumers with serious mental illness coming out of the County jail, as those consumers may experience symptoms of crisis related to their mental illness during this highly-stressful re-entry period.

Alameda County Behavioral Care's planned Re-entry Case & Care Management Program will actively coordinate care, placements, and the available crisis service supports of the Adult CRT for the re-entry population.

Other crisis services. The Crisis Residential Program at Woodroe Place, in Hayward, provides short-term psychiatric services in a highly structured setting for seriously mentally ill adults who



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require 24-hour supervision. It can accommodate 12 individuals for 2-4 weeks each. All residents are admitted on a voluntary basis, by referral from inpatient psychiatric hospitals or community agencies.

Shortcomings in current continuum. The new crisis residential facilities are a needed component within Alameda County's mental health crisis system. Currently, far more people are in need of services than the county has capacity to serve. The director of John George's PES has said he "always has consumers to fill crisis residential beds." As noted earlier, in recent years, there have been major decreases in safety-net services to vulnerable populations living in poverty, including shelters and other housing options, along with a 35% increase in the number of homeless people in our county with serious mental illness (1,106 in 2013) in the past two years alone. For individuals who struggle with serious mental illness, housing stressors can easily trigger an episode of psychosis for which crisis services would be needed. Moreover, substantial numbers of consumers seen at PES and John George Psychiatric Hospital recidivate with another crisis episode within 30 days of their prior visits, and only 8% of those who receive crisis services at John George are connected to care after their crisis episode.

Local area hospitals frequently find their emergency departments overwhelmed by persons brought there for clearance while under 5150 holds. The presence of a nearby CSU with 5150-receiving and assessment capabilities will be a significant benefit to these hospitals currently faced with the challenges of individuals in psychiatric crisis for which they have few available resources by providing a nearby referral location to transfer consumers upon medical clearance.

Additionally, residents in South County often have to travel more than 60 miles to receive crisis services, which are already over capacity. As a result, consumers and families often wait for crises to escalate to a 5150 situation before seeking help. The proposed programs provide services in consumers' their home community therefore minimizing travel. The proposed programs also provide access for consumers and their families to seek crisis services earlier in the crisis on a voluntary basis.

The re-entry population is disproportionately represented among users of the hospital-based PES, which does not offer the array of services needed by this population to support their re-engagement in the community.

How project will improve existing continuum for individuals utilizing mental health crisis services. There is clearly a need to provide individuals additional options of stepped down care from PES or John George to the new crisis residential facilities (CRT). Through the development of the new crisis stabilization unit (CSU), many more people will be able to stabilize and receive the needed supports and warm hand off referrals to the CRT that will get them connected to treatment and other needed resources and thus reduce recidivism, need for hospitalization, and justice system involvement. We estimate that through the opening of the new proposed CSU/CRT



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combination, there will be an increase in crisis service capacity of approximately 10%, not quite ‘catching up’ with the increased demand over the past two years.

More importantly, the location of CSU and CRT in South County will enhance the accessibility of these services. Approximately 33% of the consumers using the hospital-based PES show recorded addresses in the South Area of Alameda County. The expanded array of service supports available to consumers within the context of ‘crisis services’ will reflect a strategy of reducing the ‘revolving door’ of crisis services. Current data indicates a ratio of 2.16 crisis admissions to unique consumers, a high rate of recidivism (11,467 admissions for 5,306 consumers).

Application for MHSOAC triage personnel. As mentioned above, BHCS was awarded a SB 82 MHSA Triage Personnel grant in 2014. Funding from this grant has vastly increased the county’s service capacity for youth and young adults (TAY ages 16 to 24) with serious mental illness – including a subgroup of those (TAY ages 18-24). This has enabled BHCS to deploy 7 clinicians and 2 peer care coordinators in the community to provide outreach, crisis intervention, and targeted intensive case management and linkage services to ensure that TAY needing crisis support, mental health care, and other assistance receive it. Triage personnel funded through this grant are deployed to conduct mobile outreach at several community sites in Berkeley where TAY congregate and engage those in need as indicated: 1) in up to three months of intensive case management; 2) to provide these services at John George PES, Woodroe Place crisis residential facility, and the Willow Rock Crisis Response Center; or 3) to support TAY (for up to one year) served at several community-based organizations. We anticipate that these triage personnel will collaborate with BHCS to help identify TAY needing crisis care at the proposed Adult CRT program, and to connect them to and keep them engaged in ongoing care after their discharge.

County’s relationships with Related Supports and planned enhancements. BHCS has many and varied relationships with other County and City departments (e.g., Public Health, Social Services, Probation, and Police Departments) as well as a myriad of community-based organizations that interact with individuals before, during, and after mental health crises. We collaborate with these agencies in areas including crisis intervention, cross-referrals of individuals needing care, coordination of services, training to improve services and service coordination, and program planning. Examples of current collaborative efforts are as follows:

Crisis Intervention Training (CIT): BHCS and the Oakland Police Department are in our third year of implementing monthly Crisis Intervention Training sessions for all law enforcement departments in the County. Over 300 officers from 10 different departments have been trained. Due to the success of CIT, Oakland and BHCS are now also running a modified version of CIT for dispatchers so that they better understand mental health and what types of questions to ask and what to listen for (e.g., certain types of medication, language needs, the ways in which underserved communities experience and describe mental health signs and symptoms, history of 5150s, presence of a weapon). Increasing law enforcement personnel’s understanding of mental illness both increases safety for the consumer and officer and helps the consumer get needed services as



quickly as possible.

Forensic Multi-Disciplinary Team Committee: This committee meets once a month and is led by the Bay Area Rapid Transit (BART) department to discuss individuals that are frequently seen around BART stations and/or on BART trains that appear to need social and clinical support. Individual cases are identified and a plan is made to determine what types of supports are necessary – including crisis intervention/stabilization, mental health treatment, housing, SSI/SDI advocacy for benefits, medication management, etc. This meeting provides a mechanism to identify consumers who may need crisis support as well as to regularly inform law enforcement agencies of new, local resources.

Mental Health First Aid (MHFA): BHCS regularly sponsors MHFA trainings for community groups to better understand mental illness and to train groups to identify signs of suicide and self-harm and how to take action to support a person in need. These trainings have been extremely popular and have reached many different types of groups including churches, the Probation and Public Health departments, current crisis providers, NAMI and other family member groups, college students, and city staff such as librarians and recreation departments.

Wellness Recovery Action Plan (WRAP) trainings and ongoing groups: BHCS sponsors 10 ongoing WRAP groups and contracts with a consumer run organization called Peers Envisioning and Engaging in Recovery Services (PEERS) to conduct monthly WRAP orientations. WRAP was developed by Mary Ellen Copeland and is facilitated by people who experience mental health challenges, who have learned that they can identify what makes them well, and then use their own recovery experiences in support of others. The result has been recovery and long-term stability.

Pool of Consumer Champions (POCC): The POCC is an active grassroots group of over 240 consumers who geographically and ethnically represent Alameda County. BHCS helped to establish the POCC. Its members sit on multiple BCHS activity and policy committees. Their mission is to improve the quality of life for Alameda County residents who have mental health issues and to provide the consumer perspective in transforming Alameda County mental health services to a recovery vision that is consumer-driven, culturally competent, and holistic in its services and supports.

Planned enhancements. Parallel to this application, BCHS is working to enhance our continuum of care for individuals with serious mental illness in order to increase and expedite access to needed care, help prevent unnecessary hospitalizations and consumers' involvement with the justice systems, and improve consumers' wellness.

As an example, BHCS has developed a Trauma Informed Care (TIC) Learning Collaborative comprised of many system partners including the Public Health Department, Alameda County Health Care Services Agency, Oakland Unified School District, Alameda County First5, the Department of Social Services, and local nonprofits with experience with trauma. The mission of this learning collaborative is to "Create Trauma Informed Systems that foster wellness and



resilience for everyone”. As the majority of persons served in public mental health and substance abuse systems have experienced trauma and have been severely impacted by these experiences, neglecting to address trauma can have huge implications for the effectiveness of mental health treatment and wellness of individuals.

Current collaborations between the Health Care Agency and law enforcement includes extensive planning and program development for the re-entry population through the Community Corrections Partnership (CCP) responsible for implementation of AB109 in Alameda County. This collaboration has resulted in expanded behavioral health funding and programming including the Re-entry Case & Care Management Program and an Innovations In Re-entry Program designed to expand community capacity and the adoption of best practices in providing services to the re-entry population.

3. Key Outcomes and a Plan for Measuring Them

Plan to measure and demonstrate project outcomes. Alameda County BHCS has robust fiscal and contracting departments that have the capacity to track and report on numerous process measures such as the tracking of the 32 new beds, and their costs. Additionally, BHCS uses a billing and information system called InSyst. We use InSyst to record mental health and substance use disorder services and create billings to Medi-Cal, Medicare, private insurance companies, and individuals receiving behavioral health services. Because the InSyst system is based on consumer encounters and services delivered, BHCS is able to easily track and report on encounter-based information including unique counts of consumers serviced by date, types of contacts/services received, demographic information, referral source and service type, recidivism, and re-occurring episodes. Listed below are the key outcomes for the proposed crisis residential programs services, how we plan to measure them, the timeline for data collection, and who will be responsible for collecting and monitoring the data.

Reduced hospital-based emergency room and psychiatric inpatient utilization – Psychiatric Emergency Services (PES) at John George Psychiatric Pavilion and John George Psychiatric Hospital: Currently this type of utilization data is already being captured by clinical staff through InSyst and monitored through a daily updated dashboard report for the Adult System of Care through BHCS’ Decision Support Data Unit. We will be able to easily track a reduction in episodes as well as length of stay and recidivism through this dashboard report since these indicators are currently monitored. Also, because BHCS already monitors and documents this type of data, we will have a baseline to use for comparison if the project is awarded. Data from the City of Berkeley will be included in this report.

Reduced law enforcement involvement on mental health crisis calls, contacts, custodies, and/or transports for assessment. In 2013, the Oakland Police Department (OPD) developed three disposition codes that officers now use when they close out a call to better track mental health crisis calls and the presence of CIT (crisis intervention training) -trained officers. The three codes



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are: **MH** for mental health issues present, but no 5150 hold placed; **MHH** for mental health hold where there was a mental health crisis and a 5150 hold was placed, and **CIT** for if a CIT-trained officer was on the scene of the call.

BHCS has been developing a strong collaborative with the Hayward PD for several years now in an effort to make services for the seriously mentally ill more effective. Similar to our agreements with OPD, we hope to establish similar agreements with HPD, the largest police department in the South County and the city from which approximately half of psychiatric admissions are located. By coding calls in this way, HPD will be able to determine the level of crisis calls and will be able to monitor increases and decreases in the calls that require a 5150 hold being placed.

Improvements in consumer participation rates in outpatient mental health and case management services, and more placements by outreach workers. Currently this type of utilization data is being captured through InSyst and monitored through a daily updated dashboard report for the Adult System of Care at BHCS. With the new residential crisis programs, BHCS expects to see an increase in the number of consumers who become linked to, regularly participate, and remain as long as needed in mental health treatment services. We will be able to document this through episodes opened and service activity in InSyst in BHCS' continuum of treatment services (case management service teams, MHSA full service partnerships, medication management programs, substance use treatment programs, and individual practitioner mental health treatment services).

Satisfaction with crisis services. Consumer satisfaction with the crisis residential services will be monitored by BHCS through the annual administration of the Mental Health Statistics Improvement Program (MHSIP). The MHSIP consumer survey was developed through a collaborative effort of consumers, their families, mental health advocates, and the Center for Mental Health Services. Its purpose is to measure consumer satisfaction, perception of service impact and of consumers' functioning and quality of life. BHCS will administer and collect MHSIP data once a year, and analyze and share the data with BACS for quality improvement purposes.

Number of crisis beds and crisis personnel added. These items will be monitored through BHCS contracting department, called the Network Office. Utilization of beds will also be monitored through this office.

Target population/other individuals being served. As noted, BHCS uses our InSyst system to track consumers, consumer demographics, services, and encounters. During the intake/ assessment process to the crisis residential services, the provider will ask consumers if they are already linked into the BHCS system through either mental health or substance use treatment services as well as assess for suicide and harm of self or others. Positive responses will identify the # and % of all consumers that match the target population discussed in this application. Staff on our central County crisis team will utilize InSyst to track consumers, their demographics, and service contacts.



Program value. As part of the screening process at the new crisis residential programs staff will take a history of episodes at PES, John George Psychiatric Hospital, county jail, or juvenile detention facilities, or gather consumers’ historical information through InSyst. With these data BHCS will be able to show that avoiding these more costly and restrictive services mitigates overall county costs. The BHCS Decision Support Data Unit will assist in the tracking of these services and develop a model to show cost savings.

Proportion (%) of individuals who receive crisis service who, within 7 days and 30 days, return for crisis services at a hospital emergency department, psychiatric hospital, or jail. The percent of individuals who receive crisis services who return within 7 and 30 days to crises services at John George, PES, or county jail can be tracked through the InSyst system and monitored through BHCS’ Decision Support Data Unit. Currently BHCS tracks recidivism from John George and uses the Healthcare Effectiveness Data & Information Set (HEDIS) metrics of 7 and 30 days.

Reporting. A staff member from BHCS’ Adult System of Care will be identified as the person responsible for reporting all outcome data and analyses to the grantor and will do so every six months, within 45 days following the completion of the periods ending on June 30 and December 31 of each year during the grant period. This will be part of the reporting requirements detailed in the grant guidelines – including reporting of project activities, population served, costs and expenditures, other funding sources utilized for the project, remaining work to be completed, timeline or schedule for the completion of that work, and a description of whether the project is within the proposed budget, and if not why, and actions that will be taken to ensure the project has sufficient funding for completion.

4. Project Feasibility, Sustainability, and Readiness

a. Project timeline. Details on the building and development of the new programs are listed below. Overall, if awarded funding, BHCS expects to have the facility open for service in March 2017.

| | | |
|---|------------|------------|
| Finalize procurement process for operator-owned site upon approval by County Board | 4/01/2016 | 5/15/2016 |
| New CEQA approval process by CDA | 05/15/2016 | 08/01/2016 |
| Finalize construction specifications and costs | 08/01/2016 | 08/29/2016 |
| Selected operator finalizes construction contract | 09/01/2016 | 09/15/2016 |
| Negotiate and finalize term lease and service contract with selected owner-operator | 07/01/2016 | 09/31/2016 |
| Capital construction | 10/01/2016 | 3/01/2017 |



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| | | |
|--|------------|------------|
| Inspections/reviews/construction project acceptance | 03/01/2017 | 03/15/2017 |
| Provider of services applies for and receives Community Care Licensing license and DHCS certifications | 7/1/2016 | 3/15/2017 |
| MOVE IN and service begins | 09/15/2016 | 03/30/2017 |

i. Status of approval processes. The two programs would be licensed separately and certified separately by the Community Care Licensing and the State Department of Health Care Services as Crisis Residential / Social Rehabilitation Program and a Crisis Stabilization Unit. The programs will then be certified for Short-Doyle/Medi-Cal under the Rehabilitation Option, thus making it eligible to participate in Federal Medicaid Title 19 Funding.

While Alameda County has not identified the operator of either of the two programs, BHCS currently contracts with a number of providers for crisis and sub-acute services. Alameda County procurement policies allow for a ‘sole source’ selection of a vendor when such a vendor represents a singular source of the services to be purchased. Preliminary outreach to qualified providers and market research on available sites suggests that there may only be one appropriately permitted facility in the South County Area for these programs. If so, BHCS will seek a sole source procurement for the crisis programs in South County based on the identification of a provider with an available facility in the targeted area, already holding an appropriate Conditional Use Permit, where that organization has extensive successful experience providing crisis or acute/sub-acute services.

The identified provider(s) of the crisis services will start the process of acquiring Community Care Licensure approximately six months before facility completion. Once the building is complete, the Fire Marshall, will conduct an inspection and provide BHCS with a Certificate of Occupancy. BHCS will then submit an application to the State for Short-Doyle/Medi-Cal certification. It’s also important to mention that the procurement for an operator-owned facility will require that the bidder propose a facility with an existing conditional use permit (CUP).

i. Staffing status.

The contract provider will provide the management infrastructure and supervisory staff for the program with additional hiring being done for administrative support and direct service positions. Please see attached budgets for detail of positions for each program.

iii. Projected date when services to consumers will begin. Based on the timeline above BHCS expects to open this new crisis residential facility in March 2017.

iv. Processes that may affect timeline to start providing services. The process of completing the CEQA review and declaration is beyond the control of the County. Certification by Community Care Licensing is reasonably assured by virtue of the operator selection process.



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However, Community Care Licensing offers no assurances regarding the timeline for completion of the process. BHCS and its selected provider will be as proactive as possible in applying for licensure and certification; however, there may be external factors at the State level that delay these items. BHCS has many years of experience in applying for licensure and certification so we do not expect to see major delays to the above timeline at the local level.

v. Potential challenges and how they will be mitigated. We recognize that, as with any capital facilities project, there are always unforeseen or unavoidable challenges that can affect the timeline for completion. There are two main types of challenges BHCS will need to be prepared for:

- Actual construction challenges related to rising costs, extended timelines, and quality of work. BHCS hopes to mitigate these challenges through the hiring of a highly competent construction manager who is familiar with Alameda County's current building codes and permit rules and requirements, and has a background in green construction, since this is going to be an environmentally-sound green facility.
- Non-construction challenges related to weather, natural disasters (earthquakes), legal issues, or unforeseen conditions discovered at the site. Unfortunately, there is not a great deal we can do to prepare for interruptions due to a natural disaster or other non-construction challenges, such as unforeseen site conditions.

b. Funding sources and proposed uses of funding

i. Proposed uses of grant funds

The startup funding for the proposed CSU and CRT will primarily come from CHFFA funds. Funding from CHFFA includes the costs for a facility from acquisition and capital improvements through program licensure and certification. The start-up budgets are attached to this application. While we have not yet secured the facility, BHCS has identified two likely buildings. We have provided a budget estimate that would allow funding for acquisition as well as capital improvements, based on actual experience from acquiring and renovating a CSU and CRT facility in the North County.

ii. Funding sources and status.

Other sources of capital funding would include Alameda's MHS Capital Account and Measure A funds from a voter-passed initiative that provides funding to local health care operations and capital projects. Measure A fund requires specific approvals, but would be in keeping with the purpose of this project.

iii. The use of SB82 Grant Funds will be under the oversight of a Project Director with all costs accounted for and recorded as part of a Project Budget, which will be monitored by BHCS Finance staff. The SB82 Grant award will require formal acceptance by the Alameda Board of Supervisors and will be under the oversight and reporting requirements of the Alameda County



Auditor's Office.

c. Program Operating Budget.

Alameda County BHCS has committed ongoing funds from MHSA and realignment for the operation of the new crisis services programs, which will be allocated annually through the HCSA, BHCS Maintenance of Effort Budget. BHCS has experience and expertise in financial modeling of program expenditures based on Medi-Cal reimbursements and consumer populations to ensure sustainability of services and programs. If awarded funding, and as we move toward building completion, BHCS will conduct a more robust fiscal modeling and analysis of all planned crisis care services to increase the Medi-Cal FFP revenue and determine if additional funds from the Community Services and Supports component of the MHSA will be needed. This modeling will assist BHCS in sustaining the programs. The operating budgets are attached to this application.

In this regard, we should note that Alameda County has an excellent track record for helping youth, adults, and families to obtain Medi-Cal benefits. As an example, BHCS' annual budget is \$353 million, 84% of which is generated through Medi-Cal claiming. Based on Medi-Cal claims data, Alameda County has one of the highest per capita claim lines per Medi-Cal beneficiary in the State. In July 2012, the County implemented a dashboard that provides monthly alerts to county clinic sites and contracted providers when a consumer's Medi-Cal has lapsed so that assistance can be offered to reinstate it as soon as possible. This new system has yielded an average fix rate of 72%.

d. Means of assessing financial capacity and creditworthiness. BHCS as part of the overall county Health Care Services Agency is a fiscally sound department with high financial capacity. This can be seen through Alameda County's most recent credit ratings: Moody's (Aa2), Standard and Poor's (AA+), Fitch (AA+). (Please see attached Audited Financial Statement, which includes the county's credit rating.

e. Service provider. iii. Selection process, criteria and timeline for service provider

The service provider that will operate the crisis programs has not been selected. Behavioral Health Care has conducted an initial market review for interest among existing contract providers of mental health residential services. The scope of service requirements and level of demand have been determined through careful analysis of utilization data for the South County Area of Alameda County. Initially, BHCS will consider whether there are multiple providers who can meet the following criteria:

Criteria:

- Experience with target population(s)
- Proven track record in providing crisis residential services to adults with serious mental illness



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- Experience and capacity for documentation and claiming through mental health specialty services, MediCal, Medicare.
- Able to provide a facility with capacity for at least 14 crisis residential beds and 12 beds for crisis stabilization unit. Facility must be in South County Area, have excellent access to public transportation and be immediately available.
- Provider must possess existing applicable Conditional Use Permit for the facility.
- Provider must be able to meet aggressive timetable.
- Approval of a sole-source procurement could be completed within 45 to 60 days. This would be followed by contract and lease negotiations as outlined in the proposed timeline set forth above. Should the County determine that there may be more than one bidder, an RFP will be issued requesting bids within funding available by providers meeting the above criteria. The timeline presented above (page 16) anticipates the negotiation of a lease with the owner-operator to be completed by March 31, 2016, which would allow time for concurrent service contract development, lease negotiation, and County Board

f. Certainty of Medi-Cal certification and state licensure. As noted earlier, our plan for the selecting a provider for the crisis services programs will require an application for licensing and certification for the site and operator. However, we can be virtually certain that selecting an already-successful, licensed and certified provider of crisis residential services in Alameda County and requiring that the selected provider hold a valid Conditional Use Permit, makes it virtually certain that our selected provider will be licensed and MediCal certified to provide these services in this new facility.

i. How service provider will comply with certification processes. BHCS is the Medi-Cal biller for all of Alameda County Specialty Mental Health and Drug Medi-Cal services and has a specialized department called Provider Relations that has extensive knowledge in applying for and receiving Medi-Cal Site Certifications from the State. Because of BHCS' experience in applying for Medi-Cal certification and the fact that the selected provider will have been licensed by the State Department of Social Services and have experience running certified crisis residential facilities that are licensed as Social Rehabilitation Facilities, we feel very confident that the new crisis service programs will be Medi-Cal certified in a timely manner. We are designing the CRT program with the intent for it to be licensed as a crisis residential facility (Social Rehabilitation Program), i.e., its purpose is to offer alternatives to acute hospitalizations, to provide stabilization and diagnostic services for less than 30 days.

Our selected operator will possess extensive experience in running such programs and complying with all of the applicable regulations set forth by the Department of Social Services, and include services such as:

- ii. Structured day and evening services 7 days a week.** In the CRT, activities will be wide ranging and include, for example, daily morning and evening resident meetings, exercise classes, peer support groups, individual and group counseling, karaoke, and community

awareness.

- iii. **Community support systems for consumers.** Peer counselors will work with each consumer at the CRT to identify their individual areas of interest in order to help introduce consumers to a variety of (non-mental health) community support systems.
- iv. **Use of program to assist consumers in skill acquisition.** Consumers' **community living and interpersonal skills** will be developed, tested, and refined at the short stay program in a number of ways, including chore responsibilities, sharing a room and having to negotiate ideas and issues with a with a roommate, running or participating in consumer-run communal meetings, therapy groups, peer support groups, goal setting sessions, training in independent living activities, cooking classes, and developing a recovery plan.
- v. **Counseling, crisis intervention, and planned activities.** The recovery schedule will include time for **individual and group counseling** (utilizing Dialectical Behavior Therapy/DBT and other modalities), **as well as a myriad of planned activities** such as movie night, arts and crafts, communal cooking, gardening, yoga, healthy walking program, and off-site outings. Residential counselors will also check in with consumers on a daily basis so consumers can express any lingering issues.
- vi. **Counseling for consumers' family members.** **Family members** will be involved with the consumer during the intake process as well as in discharge planning and the consumer's actual discharge. Additionally, if a consumer has a case manager in the community and family involvement is included in the treatment plan, then the provider will provide transportation to the consumer and family member(s) so they can continue to participate in family groups.
- vii. **Vocational counseling.** Both **pre-vocational and vocational opportunities** will be offered at the new facility. In the new building there will also be a small computer lab where consumers will be able to search for jobs, improve their computer skills, and learn how to develop or refine their resume.
- viii. **Consumer advocacy skills.** Consumers' ability to advocate for themselves will be encouraged and supported in two main ways: introduction to the POCC and its numerous committees (ethnic and topic-based), and offering WRAP classes in which consumers are assisted to develop a WRAP plan, which helps empower the consumer to recognize their own mental health warning signs, and to take responsibility for their wellness and act accordingly.
- ix. **Activities to encourage socialization; linkages to resources after leaving program.** The new program will have many activities that will **encourage socialization within the program as well as activities that consumers can continue in the general community.** Examples include gardening, health and fitness classes (weight room, ping pong, volleyball, basketball, group walking), art studio, yoga and meditation, communal cooking, Bible study, attending the church on, DBT groups, gender-specific groups, as well as special groups for TAY ages 18 to 24



Investment In Mental Health Wellness Grant Program 2016

Start-up Budget: Crisis Residential Treatment

| A. Expenditures | Contract Staff FTEs | Annual Salary | Totals | Narrative |
|--|---------------------|---------------|------------------------|---|
| Personnel Costs (List type of staff to be hired) | | | | |
| Program Director | 1.0 | \$ 79,821.00 | \$ 19,955.25 | 3 months for program set-up |
| Clinical Supervisor/Licensed Clinician | 0.1 | \$ 85,000.00 | \$ 705.50 | 1 month of staff training and team building |
| Registered/Waivered Clinician | 2.0 | \$ 60,000.00 | \$ 9,960.00 | 1 month of staff training and team building |
| Mental Health Rehabilitation Worker/Specialist | 7.4 | \$ 41,600.00 | \$ 25,550.72 | 1 month of staff training and team building |
| Peer Counselor | 2.8 | \$ 36,858.00 | \$ 8,565.80 | 1 month of staff training and team building |
| LVN/LPT | 2.8 | \$ 54,080.00 | \$ 12,568.19 | 1 month of staff training and team building |
| Relief Staff | 0.00 | \$16.50 | | |
| Total FTEs and Salaries | | | \$ 77,305.46 | |
| Total Employee Benefits | | | \$ 23,191.64 | Calculated @ 30% |
| Total Personnel Costs | | | \$ 100,497.10 | |
| 1. Total Personnel Expenditures | 16.10 | | \$ 100,497.10 | |
| Category | Rate | Quantity | Cost | Narrative |
| Consultant- Psychiatrist | None at start-up | | | There is no psychiatric consultation costs expected in the start-up phase |
| Rent | \$ 12,000.00 | 3 | \$ 36,000.00 | 3 months start-up at \$12,000/month for facility lease or mortgage |
| Utilities | \$ 2,950.00 | 3 | \$ 8,850.00 | This is the cost for 3 months services from PG&E (\$600/month), Water/Sewer (\$850/month), Garbage (\$150/month), Bio-waste (\$25/month), and Grounds keeping (\$150/month) |
| Communications/Phone | \$ 750.00 | 3 | \$ 7,050.00 | 3 months start-up at Internet/Cable \$600; VoIP \$150 + purchase of 6 computer work stations |
| Equipment Lease | \$ 375.00 | 3 | \$ 1,125.00 | 3 months of copier/Fax Lease |
| Office Supplies | one time expense | | \$ 6,000.00 | Initial purchase of paper, pencils, pens, binders, etc and production of outreach materials |
| Medications | one time expense | | \$ 600.00 | Initial purchase of on-site medication, including over the counter medication |
| Household/Linens | one time expense | | \$ 9,600.00 | This is the cost of purchasing linens and other household supplies for the CRT program |
| Program Supplies | one time expense | | \$ 18,000.00 | This is the cost of program supplies including curriculums, learning materials, and recreational/activity supplies |
| Food | one time expense | | \$ 1,200.00 | Initial purchase of food and ER supplies |
| Recruitment/Preemployment Expenses | \$ 275.00 | 17 | \$ 4,675.00 | This is the cost pre-employment expenses for 17 CRT staff that includes a medical physical and Tuberculosis Test (\$150/person) and a LiveScan criminal background check (\$125/person) |
| Training and Staff Development | one time expense | | \$ 17,500.00 | Initial training costs |
| Vehicle- Lease | \$ 380.00 | 3 | \$ 1,140.00 | This is the cost for 3 months lease costs for a 10-person transport van (\$380/month) |
| Vehicle - Operations | \$ 360.00 | 3 | \$ 1,080.00 | This is cost for 12 weeks of gasoline(\$80/week) and 1 quarter of vehicle maintenance (\$40/quarterly) |
| Vehicle - Insurance | \$ 350.00 | 3 | \$ 1,050.00 | This is the cost of 3 months of vehicle insurance coverage (\$350/month) |
| Furniture/Fixtures | one time expense | | \$ 60,000.00 | Purchase of hospital grade furniture with warranty during start-up |
| Insurance | \$ 1,950.00 | 3 | \$ 5,850.00 | This is the cost of 3 months insurance for the CRT facility and program (\$1500/month) |
| Building Acquisition/Tenant Improvements | one time expense | | \$ 660,676.00 | This is based on an actual estimate of acquiring and rehabbing a similar facility in the County |
| Indirect/Administration | | | \$ 141,133.96 | Calculated at 15% |
| 2. Total Operations and Administration Expenditures | | | \$ 981,529.96 | |
| TOTAL EXPENSES | | | \$ 1,082,027.06 | |



Investment In Mental Health Wellness Grant Program 2016

Start-up Budget: Crisis Stabilization Unit

| | | | | Personnel | |
|--|------------------------|-----------------|----------------------|---|--|
| Position | # of FTEs | Annual Salary | Annual Cost | Narrative | |
| Program Director | 1 | \$ 80,000.00 | \$ 20,000.00 | 3 months for program set-up | |
| Psychiatric Nurse Practitioner | 2.8 | \$ 125,000.00 | \$ 29,050.00 | 1 month of staff training and team building | |
| Clinical Supervisor/Licensed Clinician | 1.8 | \$ 85,000.00 | \$ 12,699.00 | 1 month staff training and team building | |
| Registered/Waivered Clinician | 16 | \$ 60,000.00 | \$ 79,680.00 | 1 month of staff training and team building | |
| Nursing Manager/RN | 3.2 | \$ 85,000.00 | \$ 68,000.00 | 3 months of program set-up and staff training and team building | |
| LVN/LPT | 2 | \$ 54,080.00 | \$ 8,977.28 | 1 month of staff training and team building | |
| Mental Health Rehabilitation Worker/Specialist | 5.6 | \$ 41,600.00 | \$ 19,335.68 | 1 month of staff training and team building | |
| Peer Counselor | 8.4 | \$ 37,440.00 | \$ 26,103.17 | 1 month of staff training and team building | |
| | | | | Fringe Benefits | |
| Category | Rate | Salary Base | Annual Cost | Narrative | |
| Benefits | 30% | \$ 263,845.13 | \$ 79,153.54 | Benefits calculated at 30% | |
| Total Personnel | | | \$ 342,998.67 | | |
| | | | | Operating Costs | |
| Category | Rate | Quantity | Annual Cost | Narrative | |
| On-Call Psychiatry | \$ 175.00 | 0 | \$ - | None during start-up | |
| Rent | \$ 12,000.00 | 3 | \$ 36,000.00 | 3 months start-up at \$12,000/month for facility lease or mortgage | |
| Utilities | \$ 2,950.00 | 3 | \$ 8,850.00 | 3 months start-up at Water \$950; PG&E \$1,200; Garbage \$650; Medical Waste Disposal \$150 | |
| Telephone/Communications | \$ 750.00 | 3 | \$ 11,250.00 | 3 months start-up at Internet/Cable \$600; VoIP \$150 + purchase of 9 computer work stations | |
| Equipment Lease | \$ 375.00 | 3 | \$ 1,125.00 | 3 months of copier/Fax Lease | |
| Office Supplies | one-time expense | | \$ 6,000.00 | Initial purchase of paper, pencils, pens, binders, etc and production of outreach materials | |
| Medication | one-time expense | | \$ 30,000.00 | Initial purchase of on-site medication, including over the counter medication | |
| Medical Supplies | one-time expense | | \$ 3,600.00 | Initial purchase of first aid and nursing supplies | |
| Hygiene Supplies/Personal Items | one-time expense | | \$ 3,600.00 | Initial purchase of Personal care items for consumers, including shampoo, soap, dental, and other incidentals | |
| Program/Activity Supplies | one-time expense | | \$ 6,000.00 | Initial purchase of journals, art supplies, other activity and programmatic materials | |
| Client Assistance (bus passes, ER/flex funds) | one-time expense | | \$ 4,800.00 | Initial purchase of \$10/client for bus passes and other incidental discharge needs | |
| Meal Service | | | \$ - | None during start-up | |
| Janitorial Service | | | \$ - | None during start-up | |
| Laundry Service | | | \$ - | None during start-up | |
| Security Service | | | \$ - | None during start-up | |
| Recruitment/Preemployment Expenses | \$ 275.00 | 41 | \$ 11,275.00 | Initial background checks, TB tests, and medical clearance for 41 staff | |
| Staff Development and Training | one-time expense | | \$ 17,500.00 | Initial training costs | |
| Local Travel | \$ 125.00 | 3 | \$ 375.00 | Mileage for director/supervisors to attend meetings for 6 months | |
| Vehicle Lease | \$ 380.00 | 3 | \$ 1,140.00 | 3 months of lease costs for a 10-person transport van (\$380/month) | |
| Vehicle Insurance | \$ 300.00 | 3 | \$ 900.00 | 3 months of lease costs for a 10-person transport van (\$300/month) | |
| Vehicle Gas/Oil/Maintenance | \$ 360.00 | 3 | \$ 1,080.00 | 3 months of vehicle operations including gasoline(\$80/week) and quarterly vehicle upgrade (\$40/quarterly) | |
| Furniture/Facility Maintenance | one-time expense | | \$ 60,000.00 | Purchase of hospital grade furniture with warranty during start-up | |
| Insurance | \$ 1,950.00 | 3 | \$ 5,850.00 | 3 months of insurance | |
| Building Acquisition/Tenant Improvements | one-time expense | | \$ 660,676.00 | This is based on an actual estimate of acquiring and rehabbing a similar facility in the County | |
| Total Operating | | | \$ 870,021.00 | | |
| | | | | Administrative | |
| Category | Rate | Base | Annual Cost | Narrative | |
| Administrative Expenses (ACBHCS) | 15% | \$ 1,213,019.67 | \$ 181,952.95 | Calculated at 15% indirect rate | |
| Total Administrative | | | \$ 181,952.95 | | |
| Category | Total | | | | |
| Personnel | \$ 342,998.67 | | | | |
| Operating | \$ 870,021.00 | | | | |
| Administrative | \$ 181,952.95 | | | | |
| TOTAL | \$ 1,394,972.62 | | | | |



Investment In Mental Health Wellness Grant Program 2016

Operating Budget: Crisis Residential Treatment

| A. Expenditures | Contract Staff | | Total Cost | Narrative |
|--|----------------|---------------|------------------------|---|
| | FTEs | Annual Salary | | |
| Personnel Costs (List type of staff to be hired) | | | | |
| Program Director | 1.0 | \$ 79,821.00 | \$ 79,821.00 | |
| Psychiatrist | 0.4 | \$ 250,000.00 | \$ 100,000.00 | |
| Clinical Supervisor/Licensed Clinician | 0.1 | \$ 85,000.00 | \$ 8,500.00 | |
| Registered/Waivered Clinician | 2.0 | \$ 60,000.00 | \$ 120,000.00 | |
| Mental Health Rehabilitation Worker | 7.4 | \$ 41,600.00 | \$ 307,840.00 | |
| Peer Counselor | 2.8 | \$ 36,858.00 | \$ 103,202.40 | |
| LPT/LVN (Optional) | 2.8 | \$ 54,080.00 | \$ 151,424.00 | |
| Relief Staff | 2134.40 | \$16.50 | \$ 35,217.60 | \$16.5/hour |
| Total FTEs and Salaries | | | \$ 906,005.00 | |
| Total Employee Benefits | | | \$ 271,801.50 | Contract provider @ 30% |
| Total Personnel Costs | | | \$ 1,177,806.50 | |
| 1. Total Personnel Expenditures | 20.1 | | \$ 1,177,806.50 | |
| Category | Rate | Quantity | Amount | Narrative |
| Direct Costs | | | | |
| On-Call Psychiatry | | 175 | \$ 72,800.00 | 8 hours per week of psychiatry |
| Rent | \$ 12,000.00 | 12 | \$ 144,000.00 | \$12,000/month for facility lease or mortgage |
| Utilities | \$ 2,950.00 | 12 | \$ 35,400.00 | Water \$950; PG&E \$1,200; Garbage \$650; Medical Waste Disposal \$150 |
| Telephone/Communications | \$ 750.00 | 12 | \$ 9,000.00 | Internet/Cable \$600; VolP \$150 |
| Equipment Lease | \$ 375.00 | 12 | \$ 4,500.00 | Copier/Fax Lease |
| Office Supplies | \$ 400.00 | 12 | \$ 4,800.00 | Paper, pencils, pens, binders, etc. |
| Medication | \$ 60.00 | 12 | \$ 720.00 | On-site medication, including over the counter medication |
| Hygiene Supplies/Personal Items | \$ 600.00 | 12 | \$ 7,200.00 | Personal care items for consumers, including shampoo, soap, dental, and other incidentals |
| Program/Activity Supplies | \$ 450.00 | 12 | \$ 5,400.00 | Journals, art supplies, other group and programmatic materials |
| Client Assistance (bus passes, ER/flex funds) | \$ 4,800.00 | 12 | \$ 57,600.00 | \$10/client for bus passes and other incidental discharge needs |
| Food | \$ 3,200.00 | 12 | \$ 38,400.00 | \$800/week for food and other groceries |
| Recruitment/Preemployment Expenses | \$ 275.00 | 5 | \$ 34,200.00 | Preemployment Expenses for 25% turnover |
| Staff Development and Training | \$ 840.00 | 12 | \$ 10,080.00 | \$180/staff/year for CEs + \$6/staff/month for ELearning |
| Local Travel | \$ 840.00 | 12 | \$ 10,080.00 | Mileage for director/supervisors to attend meetings |
| Vehicle Lease | \$ 125.00 | 12 | \$ 1,500.00 | This is the cost for 12 months of lease costs for a 10-person transport van (\$400/month) |
| Vehicle Insurance | \$ 380.00 | 12 | \$ 4,560.00 | This is the cost of 12 months of vehicle insurance coverage (\$350/month) |
| Vehicle Gas/Oil/Maintenance | \$ 360.00 | 12 | \$ 4,320.00 | This is cost for 52 weeks of gasoline(\$80/week) and quarterly vehicle upgrade (\$40/quarterly) |
| Furniture/Facility Maintenance | \$ 888.07 | 12 | \$ 10,656.80 | Purchase of hospital grade furniture with warranty during start-up |
| Insurance | \$ 1,200.00 | 12 | \$ 14,400.00 | Liability, malpractice, etc. |
| Indirect/Administration | \$ 1,950.00 | 12 | \$ 247,113.50 | at 15% |
| 2. Total Operations and Administration Expenditures | | | \$ 716,730.30 | |
| TOTAL EXPENSES | | | \$ 1,894,536.80 | |
| B. Expected Revenues | | | | |
| Medi-Cal (FFP @ 50%) | | | \$ 615,724.46 | 65% of population |
| Medi-Cal (MCE @ 100%) | | | \$ 473,634.20 | 25% of population |
| Other Revenue (Private Insurance) | | | | |
| 3. Total Revenue | | | \$ 1,089,358.66 | |



Investment In Mental Health Wellness Grant Program 2016

Operating Budget: Crisis Stabilization Unit

| 16 bed CSU | | | | | |
|--|--------------|-----------------|------------------------|---|---|
| Personnel | | | | | |
| Position | # of FTEs | Annual Salary | Annual Cost | Narrative | |
| Program Director | 1 | \$ 80,000.00 | \$ 80,000.00 | Program Director to provide oversight and supervision to program | |
| Psychiatrist | On-Call | \$ 250,000.00 | | Supervision for Nurse Practitioner | |
| Psychiatric Nurse Practitioner | 2.8 | \$ 125,000.00 | \$ 350,000.00 | One Psych NP during AM and PM shifts | |
| Clinical Supervisor/Licensed Clinician | 1.8 | \$ 85,000.00 | \$ 153,000.00 | One Licensed Clinician 8 hours per day to provide supervision and direct service | |
| Registered/Waivered Clinician | 16 | \$ 60,000.00 | \$ 960,000.00 | 4 clinicians on site at all times | |
| Nursing Manager/RN | 3.2 | \$ 85,000.00 | \$ 272,000.00 | 1 RN 8 hours per weekday, 16 hours on weekends | |
| LVN/LPT | 2 | \$ 54,080.00 | \$ 108,160.00 | 1 LPT on site M-F on AM and PM shifts | |
| Mental Health Rehabilitation Worker/Specialist | 5.6 | \$ 41,600.00 | \$ 232,960.00 | 1 MHRW on AM shift, 2 on PM, 1 on NOCs | |
| Peer Counselor | 8.4 | \$ 37,440.00 | \$ 314,496.00 | 2 Peer Counselors on every shift | |
| Relief Staff | | # of Hours | Hourly Rate | Annual Cost | Narrative |
| Relief Staff- MD/NP | | 448 | \$ 125.00 | \$ 56,000.00 | Relief staff to provide coverage for vacations, other paid time off, and training/staff development |
| Relief Staff- Clinical | | 2848 | \$ 100.00 | \$ 284,800.00 | |
| Relief Staff- Nursing | | 832 | \$ 90.00 | \$ 74,880.00 | |
| Relief Staff- MHRW/Peer | | 2240 | \$ 18.00 | \$ 40,320.00 | |
| Fringe Benefits | | | | | |
| Category | Rate | Salary Base | Annual Cost | Narrative | |
| Benefits | 30% | \$ 2,926,616.00 | \$ 877,984.80 | Benefits calculated at 30% | |
| Total Personnel | | | \$ 3,804,600.80 | | |
| Operating Costs | | | | | |
| Category | Rate | Quantity | Annual Cost | Narrative | |
| On-Call Psychiatry | \$ 175.00 | 208 | \$ 36,400.00 | 4 hours per week of psychiatry to provide NP supervision and respond to on-call consultation | |
| Rent | \$ 12,000.00 | 12 | \$ 144,000.00 | \$12,000/month for facility lease or mortgage | |
| Utilities | \$ 2,950.00 | 12 | \$ 35,400.00 | Water \$950; PG&E \$1,200; Garbage \$650; Medical Waste Disposal \$150 | |
| Telephone/Communications | \$ 750.00 | 12 | \$ 9,000.00 | Internet/Cable \$600; VoIP \$150 | |
| Equipment Lease | \$ 375.00 | 12 | \$ 4,500.00 | Copier/Fax Lease | |
| Office Supplies | \$ 400.00 | 12 | \$ 4,800.00 | Paper, pencils, pens, binders, etc. | |
| Medication | \$ 16,000.00 | 12 | \$ 192,000.00 | On-site medication, including Rx and over the counter medication | |
| Medical Supplies | \$ 650.00 | 12 | \$ 7,800.00 | First aid and nursing supplies | |
| Hygiene Supplies/Personal Items | \$ 600.00 | 12 | \$ 7,200.00 | Personal care items for consumers, including shampoo, soap, dental, and other incidentals | |
| Program/Activity Supplies | \$ 450.00 | 12 | \$ 5,400.00 | Journals, art supplies, other group and programmatic materials | |
| Client Assistance (bus passes, ER/flex funds) | \$ 4,800.00 | 12 | \$ 57,600.00 | \$10/client for bus passes and other incidental discharge needs | |
| Meal Service | \$ 4,500.00 | 12 | \$ 54,000.00 | \$2.50/meal, 3 meals/day for 16 clients + 25% overage for clients who stay less than 23 hours | |
| Janitorial Service | \$ 6,000.00 | 12 | \$ 72,000.00 | \$200/day to provide custodial services | |
| Laundry Service | \$ 4,088.00 | 12 | \$ 49,056.00 | Laundry services to ensure adequate supply of towels, sheets, and other linens | |
| Security Service | \$ 14,600.00 | 12 | \$ 175,200.00 | Security services 24/7 at facility entrance | |
| Recruitment/Preemployment Expenses | \$ 275.00 | 12 | \$ 3,300.00 | 25% turnover; CPR and background check | |
| Staff Development and Training | \$ 840.00 | 12 | \$ 10,080.00 | \$180/staff/year for CEs + \$6/staff/month for ELearning | |
| Local Travel | \$ 125.00 | 12 | \$ 1,500.00 | Mileage for director/supervisors to attend meetings | |
| Vehicle Lease | \$ 380.00 | 12 | \$ 4,560.00 | This is the cost for 12 months of lease costs for a 10-person transport van (\$380/month) | |
| Vehicle Insurance | \$ 300.00 | 12 | \$ 3,600.00 | This is the cost of 12 months of vehicle insurance coverage (\$300/month) | |
| Vehicle Gas/Oil/Maintenance | \$ 888.07 | 12 | \$ 10,656.80 | This is cost for 52 weeks of gasoline(\$80/week) and quarterly vehicle upgrade (\$40/quarterly) | |
| Furniture/Facility Maintenance | \$ 1,200.00 | 12 | \$ 14,400.00 | Purchase of hospital grade furniture with warranty during start-up | |
| Insurance | \$ 1,950.00 | 12 | \$ 23,400.00 | Liability, malpractice, etc. | |
| Total Operating | | | \$ 889,452.80 | | |
| Administrative | | | | | |
| Category | Rate | Base | Annual Cost | Narrative | |
| Administrative Expenses (ACBHCS) | 15% | \$ 4,694,053.60 | \$ 704,108.04 | Calculated at 15% indirect rate | |
| Total Administrative | | | \$ 704,108.04 | | |



Investment In Mental Health Wellness Grant Program 2016

| Category | Total | Revenue | % of Population | Revenue |
|----------------|------------------------|--------------------|-----------------|------------------------|
| Personnel | \$ 3,804,600.80 | Medi-Cal (50% FFP) | 65% | \$ 1,754,402.53 |
| Operating | \$ 889,452.80 | MCE (100%) | 25% | \$ 1,349,540.41 |
| Administrative | \$ 704,108.04 | Uninsured | 10% | \$ - |
| TOTAL | \$ 5,398,161.64 | TOTAL | | \$ 3,103,942.94 |



ALCOHOL, DRUG & MENTAL HEALTH SERVICES
MANUEL J. JIMÉNEZ JR., MA, MFT, DIRECTOR

2000 Embarcadero Cove, Suite 400
Oakland, California 94606
(510) 567-8100 / TTY (510) 533-5018

ATTACHMENT A

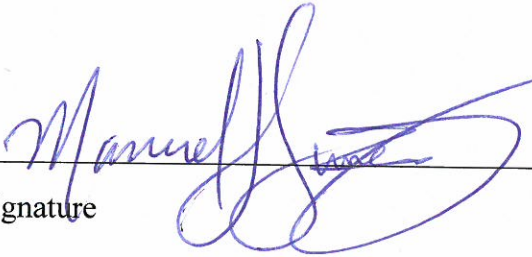
APPLICATION CERTIFICATION

I, Manuel Jimenez, as Director, an authorized officer of Alameda County Behavioral Health Care Services, certify that, to the best of my knowledge and belief, the information contained in this application is true and correct, and I understand that any misrepresentation or material omissions may result in the cancellation of the Grant and other actions permitted by law and the Grant Agreement.

Alameda County Behavioral Health Care Services will cooperate in providing information and/or documentation, including at the time of site visits, to assist the Authority in consideration of the Application.

Manuel Jimenez

By (Print Name)


Signature

Director

March 7, 2016



ATTACHMENT B

LEGAL STATUS QUESTIONNAIRE FOR COUNTIES AND PUBLIC AGENCIES

1. Financial Viability

Disclose any legal or regulatory action or investigation that may have a material impact on the financial viability of the Project or the county/public agency. The disclosure should be limited to actions or investigations in which the county/public agency has been named a party.

Response: None

2. Fraud, Corruption, or Serious Harm

Disclose any legal or regulatory action or investigation involving fraud or corruption, or health and safety where there are allegations of serious harm to employees, the public, or the environment. The disclosure should be limited to actions or investigations pertaining to mental health services and in which the county/public agency or the county's/ public agency's officer or personnel has been named a defendant within the past ten years.

Response: None

Disclosures should include civil or criminal cases filed in state or federal court; civil or criminal investigations by local, state, or federal law enforcement authorities; and enforcement proceedings or investigations by local, state or federal regulatory agencies. The information provided must include relevant dates, the nature of the allegation(s), complaint or filing, and the outcome.

ATTACHMENT D

CALIFORNIA ENVIRONMENTAL QUALITY ACT (CEQA) REVIEW

Instructions: Please provide the following exhibit for each Project site. This can be completed within nine months of award, if not available at time of Application.

Grantees must submit documentation demonstrating compliance with Division 13 commencing with Section 21000 of the Public Resources Code (CEQA Requirements) for construction Projects.

If the Project is subject to CEQA Requirements, provide the appropriate documentation or justification for each Project:

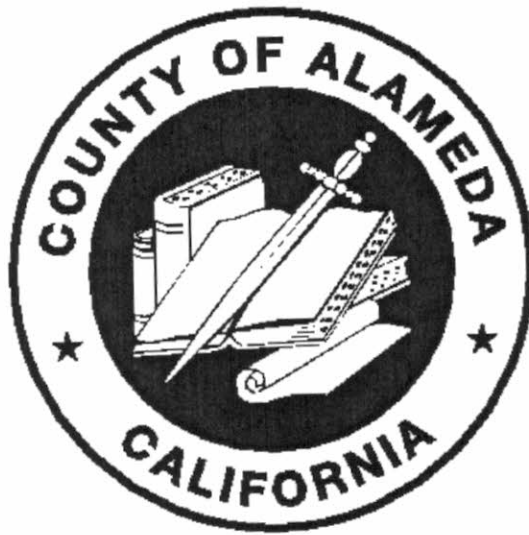
- Notice of Determination Received (Attach Copy)
- Notice of Exemption Received (Attach Copy)
- Other documents evidencing compliance (e.g. permits, local authority approval documents, printed authorizations, OSHPD Plan Review status, etc.)
- Project is considered a Special Situation (see Title 14 California Code of Regulations, Sections 15180-15190) (Provide written justification of compliance with applicable section.)

Name of approving Agency: _____

Date approval given: To be obtained upon site control

If Project is not subject to CEQA Requirements, provide a written justification using one of the following categories:

- Is not a Project as defined by CEQA Requirements (see Title 14 California Code of Regulations, Section 15378)
- Project is Statutorily Exempt (see Title 14 California Code of Regulations, Sections 15260-15285)
- Project is Categorically Exempt (see Title 14 California Code of Regulations, Sections 15300-15333)



BASIC FINANCIAL STATEMENTS

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF NET POSITION
 JUNE 30, 2014
 (amounts expressed in thousands)

| | Primary Government | Component Unit |
|--|----------------------------|--------------------------|
| | Governmental Activities | Alameda Health System |
| ASSETS | | |
| Current assets: | | |
| Cash and investments with County Treasurer | \$ 1,543,349 | \$ 14,744 |
| Cash and investments with fiscal agents | 303,506 | - |
| Restricted cash | - | 1,106 |
| Deposits with others | 5,401 | 15,808 |
| Receivables, net of allowance for uncollectible accounts | 396,351 | 281,722 |
| Due from component unit | 13,801 | - |
| Due from primary government | - | 14,034 |
| Advance to component unit | 962 | - |
| Inventory of supplies | 338 | 8,656 |
| Prepaid items | 5,240 | 2,456 |
| Total current assets | <u>2,268,948</u> | <u>338,526</u> |
| Noncurrent assets: | | |
| Restricted assets - cash and investments with County Treasurer | 48,192 | - |
| Restricted assets - cash and investments with fiscal agents | 261,912 | - |
| Properties held for resale | 1,084 | - |
| Due from component unit, net of allowance | 138,783 | - |
| Advance to component unit | 2,049 | - |
| Loans receivable | 11,594 | - |
| Capital assets: | | |
| Land and other assets not being depreciated | 546,496 | 26,005 |
| Structures and improvements, machinery and equipment, infrastructure, net of depreciation | 931,491 | 61,022 |
| Total capital assets, net | <u>1,477,987</u> | <u>87,027</u> |
| Total noncurrent assets | <u>1,941,601</u> | <u>87,027</u> |
| Total assets | <u>4,210,549</u> | <u>425,553</u> |
| DEFERRED OUTFLOWS OF RESOURCES | | |
| Loss on refunding debt | 3,292 | - |
| LIABILITIES | | |
| Current liabilities: | | |
| Accounts payable and accrued expenses | 213,898 | 167,197 |
| Due to component unit | 14,034 | - |
| Due to primary government | - | 13,801 |
| Compensated employee absences payable | 41,641 | 14,484 |
| Estimated liability for claims and contingencies | 25,476 | 5,562 |
| Certificates of participation and bonds payable | 100,082 | - |
| Lease obligations | 187 | - |
| Loans and commercial paper notes | 43,619 | - |
| Accrued interest payable | 5,100 | - |
| Unearned revenue | 27,576 | - |
| Advance from primary government | - | 962 |
| Obligation to fund Coliseum Authority deficit | 3,780 | - |
| Total current liabilities | <u>475,393</u> | <u>202,006</u> |
| Noncurrent liabilities: | | |
| Net pension obligation | 95,240 | 8,057 |
| Net OPEB obligation | 177,495 | 50,738 |
| Compensated employee absences payable | 23,902 | 9,758 |
| Estimated liability for claims and contingencies | 79,771 | 20,459 |
| Certificates of participation and bonds payable | 1,365,452 | - |
| Lease obligations | 3,784 | - |
| Loans and notes payable | 7,987 | - |
| Due to primary government | - | 169,783 |
| Advance from primary government | - | 2,049 |
| Obligation to fund Coliseum Authority deficit | 49,445 | - |
| Total noncurrent liabilities | <u>1,803,076</u> | <u>260,844</u> |
| Total liabilities | <u>2,278,469</u> | <u>462,850</u> |
| NET POSITION | | |
| Net investment in capital assets | 619,242 | 84,016 |
| Restricted: | | |
| Public protection | 354,567 | - |
| Public assistance | 11,334 | - |
| Health and sanitation | 156,889 | - |
| Public ways and facilities | 81,469 | - |
| Education | 12,907 | - |
| Other purposes | 13,087 | 24,199 |
| Unrestricted (deficit) | 685,877 | (145,512) |
| Total net position | <u>\$ 1,935,372</u> | <u>\$ (37,297)</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2014
(amounts expressed in thousands)

| Functions/Programs | Expenses | Program Revenues | | | Net (Expense) Revenue and Changes in Net Position | |
|--------------------------------------|---------------------|----------------------|------------------------------------|----------------------------------|---|-----------------------|
| | | Charges for Services | Operating Grants and Contributions | Capital Grants and Contributions | Primary Government | Component Unit |
| | | | | | Governmental Activities | Alameda Health System |
| Primary government: | | | | | | |
| Governmental activities: | | | | | | |
| General government | \$ 162,720 | \$ 127,863 | \$ 194,201 | \$ 73 | \$ 159,417 | \$ - |
| Public protection | 816,218 | 209,420 | 288,696 | 607 | (317,495) | - |
| Public assistance | 672,473 | 8,473 | 621,692 | - | (42,308) | - |
| Health and sanitation | 700,454 | 211,742 | 307,968 | 8,057 | (172,687) | - |
| Public ways and facilities | 43,970 | 11,323 | 45,207 | - | 12,560 | - |
| Recreation and cultural services | 539 | 147 | - | - | (392) | - |
| Education | 27,202 | 2,994 | 2,134 | - | (22,074) | - |
| Other functions | - | 100 | - | - | 100 | - |
| Interest on long-term debt | 88,808 | - | - | - | (88,808) | - |
| Total governmental activities | <u>2,512,384</u> | <u>572,062</u> | <u>1,459,898</u> | <u>8,737</u> | <u>(471,687)</u> | <u>-</u> |
| Total primary government | <u>\$ 2,512,384</u> | <u>\$ 572,062</u> | <u>\$ 1,459,898</u> | <u>\$ 8,737</u> | <u>(471,687)</u> | <u>-</u> |
| Alameda Health System | <u>\$ 717,406</u> | <u>\$ 503,402</u> | <u>\$ 16</u> | <u>\$ -</u> | <u>-</u> | <u>(213,988)</u> |
| General revenues: | | | | | | |
| Property taxes | | | | | 431,923 | - |
| Sales taxes - shared revenues | | | | | 54,939 | 95,071 |
| Other taxes | | | | | 31,312 | - |
| Interest and investment income | | | | | 8,506 | 35 |
| Other | | | | | 26,233 | 80,585 |
| Total general revenues | | | | | <u>552,913</u> | <u>175,691</u> |
| Change in net position | | | | | 81,226 | (38,297) |
| Net position - beginning of period | | | | | 1,854,146 | 1,000 |
| Net position - end of period | | | | | <u>\$ 1,935,372</u> | <u>\$ (37,297)</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

BALANCE SHEET
GOVERNMENTAL FUNDS
JUNE 30, 2014

(amounts expressed in thousands)

| | General | Property Development | Flood Control | Capital Projects | Debt Service | Non-major Governmental Funds | Total Governmental Funds |
|--|---------------------|-------------------------|-------------------|---------------------|-------------------|------------------------------------|--------------------------------|
| Assets: | | | | | | | |
| Cash and investments with County Treasurer | \$ 972,591 | \$ 17,657 | \$ 176,858 | \$ - | \$ 45,084 | \$ 169,732 | \$ 1,381,922 |
| Cash and investments with fiscal agents | - | 303,506 | - | - | - | - | 303,506 |
| Restricted assets - cash and investments with County Treasurer | - | - | - | 48,192 | - | - | 48,192 |
| Restricted assets - cash and investments with fiscal agents | 3,682 | - | - | 142,683 | 94,087 | 21,460 | 261,912 |
| Deposits with others | 1,548 | - | - | - | - | 3,853 | 5,401 |
| Receivables, net of allowance for uncollectible accounts | 365,363 | 34 | 4,517 | 33 | - | 24,009 | 393,956 |
| Due from other funds | 48,905 | - | - | - | - | - | 48,905 |
| Due from component unit, net of allowance | 140,497 | - | - | - | 11,612 | - | 152,109 |
| Advance to component unit | - | - | - | - | 3,011 | - | 3,011 |
| Inventory of supplies | - | - | - | - | - | 332 | 332 |
| Properties held for resale | 255 | 829 | - | - | - | - | 1,084 |
| Prepaid items | - | - | - | - | - | 234 | 234 |
| Loans receivable | 7,738 | 3,856 | - | - | - | - | 11,594 |
| Total assets | \$ 1,540,579 | \$ 325,882 | \$ 181,375 | \$ 190,908 | \$ 153,794 | \$ 219,620 | \$ 2,612,158 |
| Liabilities, deferred inflows of resources, and fund balances | | | | | | | |
| Liabilities: | | | | | | | |
| Accounts payable and accrued expenditures | \$ 171,941 | \$ 25 | \$ 4,775 | \$ 13,170 | \$ - | \$ 12,628 | \$ 202,539 |
| Due to other funds | - | - | - | 46,987 | - | 656 | 47,643 |
| Due to component unit | 13,995 | - | - | - | - | 17 | 14,012 |
| Unearned revenue | 26,400 | - | - | - | - | 1,176 | 27,576 |
| Total liabilities | 212,336 | 25 | 4,775 | 60,157 | - | 14,477 | 291,770 |
| Deferred inflows of resources | | | | | | | |
| Unavailable revenue | 32,907 | - | 146 | - | 3,011 | 6,860 | 42,924 |
| Fund balances (deficit): | | | | | | | |
| Nonspendable | 11,487 | - | - | - | - | 566 | 12,053 |
| Restricted | 292,832 | - | 176,454 | 190,875 | 150,783 | 192,009 | 1,002,953 |
| Committed | 838,833 | 325,857 | - | - | - | - | 1,164,690 |
| Assigned | 144,224 | - | - | - | - | 5,708 | 149,932 |
| Unassigned | 7,960 | - | - | (60,124) | - | - | (52,164) |
| Total fund balances | 1,295,336 | 325,857 | 176,454 | 130,751 | 150,783 | 198,283 | 2,277,464 |
| Total liabilities, deferred inflows of resources, and fund balances | \$ 1,540,579 | \$ 325,882 | \$ 181,375 | \$ 190,908 | \$ 153,794 | \$ 219,620 | \$ 2,612,158 |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET
TO THE STATEMENT OF NET POSITION
JUNE 30, 2014
(amounts expressed in thousands)

| | |
|--|---------------------|
| Fund balances – total governmental funds | \$ 2,277,464 |
| Amounts reported for governmental activities in the statement of net position are different because: | |
| Capital assets, net of accumulated depreciation, used in governmental activities are not financial resources and, therefore, are not reported in the funds. | 1,460,053 |
| The unamortized balance of deferred outflows of resources resulting from the deferred refunding losses. | 3,292 |
| Long-term liabilities, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the funds. These liabilities (except those reported in the internal service funds) are as follows: | |
| Certificates of participation and bonds payable | (1,465,534) |
| Compensated employee absences payable | (62,058) |
| Lease obligations | (3,971) |
| Loans and note payable | (51,606) |
| Other liabilities | (53,225) |
| Total long-term liabilities | <u>(1,636,394)</u> |
| The net OPEB obligation pertaining to governmental fund types is not recorded in the governmental fund statements. | (177,495) |
| The net pension obligation pertaining to governmental fund types is not recorded in the governmental fund statements. | (95,240) |
| Because the focus of governmental funds is on short-term financing, some assets will not be available to pay for current period expenditures and, therefore, are reported as deferred inflows of resources in the governmental funds. | 42,924 |
| Interest on long-term debt is not accrued in the funds, but is recognized as an expenditure when due. | (5,100) |
| Internal service funds are used by management to charge the costs of fleet management, building maintenance, communications, information technology, and risk management to individual funds. The assets and liabilities of the internal service funds are included in the governmental activities in the statement of net position. | <u>65,868</u> |
| Net position of governmental activities | <u>\$ 1,935,372</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
 GOVERNMENTAL FUNDS
 FOR THE YEAR ENDED JUNE 30, 2014
 (amounts expressed in thousands)

| | General | Property Development | Flood Control | Capital Projects | Debt Service | Non-major Governmental Funds | Total Governmental Funds |
|--|---------------------|-------------------------|-------------------|---------------------|-------------------|------------------------------------|--------------------------------|
| Revenues: | | | | | | | |
| Taxes | \$ 418,683 | \$ - | \$ 31,669 | \$ - | \$ - | \$ 68,381 | \$ 518,733 |
| Licenses and permits | 7,784 | - | 5,496 | - | - | 1,185 | 14,465 |
| Fines, forfeitures, and penalties | 31,941 | - | - | 3,936 | - | 850 | 36,727 |
| Use of money and property | 10,091 | 3,322 | 1,555 | (131) | 758 | 3,874 | 19,469 |
| State aid | 940,400 | - | 1,360 | - | - | 41,316 | 983,076 |
| Federal aid | 432,832 | - | 567 | 66 | 8,057 | 4,588 | 446,110 |
| Other aid | 29,234 | - | 4,352 | 55 | - | 5,879 | 39,520 |
| Charges for services | 263,875 | - | 13,027 | - | 25,358 | 109,387 | 411,647 |
| Other revenue | 40,491 | 3,555 | 375 | 3,573 | 1,082 | 61,013 | 110,089 |
| Total revenues | 2,175,331 | 6,877 | 58,401 | 7,499 | 35,255 | 296,473 | 2,579,836 |
| Expenditures: | | | | | | | |
| Current | | | | | | | |
| General government | 126,466 | 750 | - | - | - | 88 | 127,304 |
| Public protection | 614,973 | - | 62,252 | - | - | 128,904 | 806,129 |
| Public assistance | 664,766 | - | - | - | - | 6,179 | 670,945 |
| Health and sanitation | 626,097 | - | - | - | - | 66,452 | 692,549 |
| Public ways and facilities | 2,411 | - | - | - | - | 42,358 | 44,769 |
| Recreation and cultural services | 580 | - | - | - | - | - | 580 |
| Education | 251 | - | - | - | - | 26,067 | 26,318 |
| Debt service | | | | | | | |
| Principal | - | - | - | - | 46,908 | 4,140 | 51,048 |
| Interest | - | - | - | - | 98,571 | 9,693 | 108,264 |
| Bond issuance costs | 1,749 | - | - | - | - | - | 1,749 |
| Capital outlay | 2,001 | - | - | 186,820 | - | - | 188,821 |
| Total expenditures | 2,039,294 | 750 | 62,252 | 186,820 | 145,479 | 283,881 | 2,718,476 |
| Excess (deficiency) of revenues over expenditures | 136,037 | 6,127 | (3,851) | (179,321) | (110,224) | 12,592 | (138,640) |
| Other financing sources (uses): | | | | | | | |
| Issuance of loans and commercial paper notes | - | - | - | 11,355 | 7,245 | - | 18,600 |
| Issuance of bonds | 1,758 | - | - | 234,977 | 50,645 | - | 287,380 |
| Premium on issuance of bonds | - | - | - | 13,106 | - | - | 13,106 |
| Proceeds from sale of land | - | 15,352 | - | - | - | - | 15,352 |
| Transfers in | 2,660 | - | - | 5,961 | 128,128 | 4,826 | 141,575 |
| Transfers out | (95,820) | (10,388) | - | (25,509) | - | (2,645) | (134,362) |
| Total other financing sources (uses) | (91,402) | 4,964 | - | 239,890 | 186,018 | 2,181 | 341,651 |
| Net change in fund balances | 44,635 | 11,091 | (3,851) | 60,569 | 75,794 | 14,773 | 203,011 |
| Fund balances - beginning of period | 1,250,701 | 314,766 | 180,305 | 70,182 | 74,989 | 183,510 | 2,074,453 |
| Fund balances - end of period | \$ 1,295,336 | \$ 325,857 | \$ 176,454 | \$ 130,751 | \$ 150,783 | \$ 198,283 | \$ 2,277,464 |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND
 CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
 TO THE STATEMENT OF ACTIVITIES
 FOR THE YEAR ENDED JUNE 30, 2014
 (amounts expressed in thousands)

Net change in fund balances – total governmental funds \$ 203,011

Amounts reported for governmental activities in the statement of activities are different because:

Some revenues will not be collected within the availability period established for governmental funds. As a result, they are not considered as available revenues in the governmental funds and are reported as deferred inflows of resources in the governmental funds. (3,525)

Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds.

| | |
|---|-----------------|
| Increase in net pension obligation | (54,890) |
| Decrease in postemployment medical benefits obligation | 26,575 |
| Increase in other postemployment benefits obligation | (9,193) |
| Increase in compensated absences | (2,208) |
| Decrease in obligation to fund Coliseum Authority deficit | 3,670 |
| Total | <u>(36,046)</u> |

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. The statement of activities reports the gain or loss on disposal of capital assets but the governmental funds do not report any gain or loss. Governmental funds do not report capital assets; hence, capital assets transferred to and from governmental fund to the proprietary fund are not recorded in the governmental fund.

| | |
|--|----------------|
| Capital outlay | 205,434 |
| Depreciation expense | (51,542) |
| Net loss on disposal of capital assets | (348) |
| Total | <u>153,544</u> |

The change in net position of internal service funds is reported with governmental activities. 5,576

Loan and commercial paper issuance proceeds are reported as financing sources in governmental funds, but increase liabilities in the statement of net position. (18,600)

Net increase in accrued interest increases the liability in the statement of net position but is reported as an expenditure in the governmental funds when paid. (1,027)

Proceeds from issuance of long-term bonds are reported as financing sources in governmental funds, but increase liabilities in the statement of net position. (287,380)

Bond premiums are recognized in the governmental funds when the bonds are issued, and are deferred and amortized in the statement of net position. (13,106)

The repayment of the principal of long-term debt, capital leases, and loans consume the current financial resources of governmental funds. These transactions, however, have no effect on net position.

| | |
|--|----------------|
| Principal payment on long-term debt | 51,048 |
| Accumulated accretion paid on capital appreciation bonds | 54,872 |
| Principal payment on capital leases, loans, and commercial paper notes | 5,693 |
| Total | <u>111,613</u> |

Interest accreted on bonds and certificates of participation. (33,674)

Amortization of bond premiums and bond discounts 1,504

Amortization of deferred outflows of resources resulting from the deferred refunding loss (664)

Changes in net position of governmental activities \$ 81,226

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF NET POSITION
 PROPRIETARY FUNDS

JUNE 30, 2014

(amounts expressed in thousands)

| | <u>Governmental Activities - Internal Service Funds</u> |
|--|---|
| Assets: | |
| Current assets: | |
| Cash and investments with County Treasurer | \$ 161,427 |
| Other receivables | 2,395 |
| Due from component unit | 475 |
| Inventory of supplies | 6 |
| Prepaid items | <u>5,006</u> |
| Total current assets | <u>169,309</u> |
| Noncurrent assets: | |
| Capital assets: | |
| Machinery and equipment, net of depreciation | <u>17,934</u> |
| Total assets | <u>187,243</u> |
| Liabilities: | |
| Current liabilities: | |
| Accounts payable and accrued expenses | 11,359 |
| Compensated employee absences payable | 2,056 |
| Estimated liability for claims and contingencies | 25,476 |
| Due to other funds | 1,262 |
| Due to component unit | <u>22</u> |
| Total current liabilities | <u>40,175</u> |
| Noncurrent liabilities: | |
| Compensated employee absences payable | 1,429 |
| Estimated liability for claims and contingencies | <u>79,771</u> |
| Total noncurrent liabilities | <u>81,200</u> |
| Total liabilities | <u>121,375</u> |
| Net Position | |
| Investment in capital assets | 17,931 |
| Unrestricted | <u>47,937</u> |
| Total net position | <u>\$ 65,868</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET POSITION
 PROPRIETARY FUNDS
 FOR THE YEAR ENDED JUNE 30, 2014
 (amounts expressed in thousands)

| | Governmental Activities - Internal Service Funds |
|--|---|
| Operating revenues: | |
| Charges for services | \$ 212,054 |
| Operating expenses: | |
| Salaries and benefits | 64,482 |
| Contractual services | 6,966 |
| Utilities | 12,415 |
| Repairs and maintenance | 6,656 |
| Other supplies and expenses | 60,716 |
| Insurance claims and expenses | 25,081 |
| Depreciation | 3,962 |
| Telephone | 2,772 |
| County indirect costs | 8,376 |
| Dental claims | 7,916 |
| Other | 862 |
| Total operating expenses | 200,204 |
| Operating income | 11,850 |
| Non-operating revenues (expenses): | |
| Interest and investment loss | 836 |
| Gain on sale of capital assets | 96 |
| Total non-operating revenues (expenses) | 932 |
| Income before contributions and transfers | 12,782 |
| Capital contributions | 7 |
| Transfers in | 1,500 |
| Transfers out | (8,713) |
| Change in net position | 5,576 |
| Total net position - beginning of period | 60,292 |
| Total net position - end of period | \$ 65,868 |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF CASH FLOWS
 PROPRIETARY FUNDS
 FOR THE YEAR ENDED JUNE 30, 2014
 (amounts expressed in thousands)

| | Governmental Activities - Internal Service Funds |
|---|---|
| Cash flows from operating activities: | |
| Internal activity - receipts from other funds | \$ 212,329 |
| Payments to suppliers | (91,413) |
| Payments to employees | (64,212) |
| Internal activity - payments to other funds | (8,376) |
| Claims paid | (27,968) |
| Other receipts (payments), net | (862) |
| Net cash provided by operating activities | <u>19,498</u> |
| Cash flows from non-capital financing activities: | |
| Transfers in | 1,500 |
| Transfers out | (8,713) |
| Net cash used in non-capital financing activities | <u>(7,213)</u> |
| Cash flows from capital and related financing activities: | |
| Acquisition of capital assets | (5,815) |
| Proceeds from sale of capital assets | 332 |
| Net cash used in capital and related financing activities | <u>(5,483)</u> |
| Cash flows from investing activities: | |
| Interest received on pooled cash | 836 |
| Net cash provided by investing activities | <u>836</u> |
| Net increase in cash and cash equivalents | 7,638 |
| Cash and cash equivalents - beginning of period | 153,789 |
| Cash and cash equivalents - end of period | <u>\$ 161,427</u> |
| Reconciliation of operating income to net cash provided by operating activities: | |
| Operating income | \$ 11,850 |
| Adjustments for non-cash activities: | |
| Depreciation | 3,962 |
| Changes in assets and liabilities: | |
| Other receivables | 275 |
| Inventory of supplies | (6) |
| Prepaid items | (579) |
| Accounts payable and accrued expenses | (2,551) |
| Compensated employee absences payable | 270 |
| Estimated liability for claims and contingencies | 5,029 |
| Due to other funds | 1,251 |
| Due to component unit | (3) |
| Total adjustments | <u>7,648</u> |
| Net cash provided by operating activities | <u>\$ 19,498</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF FIDUCIARY NET POSITION
 FIDUCIARY FUNDS
 JUNE 30, 2014
 (amounts expressed in thousands)

| | Pension, OPEB, ¹ and Other Employee Benefits Trust Funds | Investment Trust Fund | Private- Purpose Trust Fund | Agency Funds |
|---|--|-----------------------------|--------------------------------------|-----------------|
| Assets: | | | | |
| Cash and investments with County Treasurer | \$ 2,708 | \$ 1,529,358 | \$ 31,633 | \$ 213,944 |
| Investments, at fair value: | | | | |
| Short-term investments | 132,890 | - | 8,586 | - |
| Domestic equities | 1,572,562 | - | - | - |
| Domestic equity commingled funds | 832,051 | - | - | - |
| International equities | 1,575,853 | - | - | - |
| International equity commingled funds | 417,974 | - | - | - |
| Domestic fixed income | 704,814 | - | - | - |
| International fixed income | 148,571 | - | - | - |
| International fixed income commingled funds | 107,725 | - | - | - |
| Real estate - separate properties | 82,492 | - | - | - |
| Real estate - commingled funds | 339,035 | - | - | - |
| Real return pool | 255,245 | - | - | - |
| Private equity and alternatives | 442,782 | - | - | - |
| Total investments | 6,611,994 | - | 8,586 | - |
| Investment of securities lending collateral | 337,579 | - | - | - |
| Deposits with others | 607 | - | - | - |
| Taxes receivable | - | - | - | 182,120 |
| Other receivables | 37,197 | - | - | - |
| Interest receivable | 8,275 | 1,594 | 29 | 128 |
| Properties held for redevelopment | - | - | 11,279 | - |
| Prepaid items | - | 4,069 | - | - |
| Capital assets, net of accumulated depreciation | 4,524 | - | 2,670 | - |
| Total assets | 7,002,884 | 1,535,021 | 54,197 | 396,192 |
| Liabilities: | | | | |
| Accounts payable and accrued expenses | 23,141 | 53,076 | - | 4,283 |
| Accrued interest payable | - | - | 556 | - |
| Securities lending obligation | 337,579 | - | - | - |
| Due to other governmental units | - | - | 9,727 | 391,909 |
| Bonds payable | - | - | 29,965 | - |
| Total liabilities | 360,720 | 53,076 | 40,248 | 396,192 |
| Net Position | | | | |
| Restricted for pension benefits | 5,988,805 | - | - | - |
| Restricted for postemployment medical benefits | 624,620 | - | - | - |
| Restricted for other postemployment benefits | 26,870 | - | - | - |
| Restricted for other employee benefits | 1,869 | - | - | - |
| Restricted for other purposes | - | 1,481,945 | 13,949 | - |
| Total net position | \$ 6,642,164 | \$ 1,481,945 | \$ 13,949 | \$ - |

¹ Pension and OPEB balances reported as of December 31, 2013.

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF CHANGES IN FIDUCIARY NET POSITION
 FIDUCIARY FUNDS
 FOR THE YEAR ENDED JUNE 30, 2014
 (amounts expressed in thousands)

| | Pension, OPEB, ¹ and Other Employee Benefits Trust Funds | Investment Trust Fund | Private- Purpose Trust Fund |
|--|---|-----------------------------|--------------------------------------|
| Additions: | | | |
| Contributions: | | | |
| Employees | \$ 80,583 | \$ - | \$ - |
| Employer | 191,180 | - | - |
| Contributions on pooled investments | - | 6,673,415 | - |
| Total contributions | <u>271,763</u> | <u>6,673,415</u> | <u>-</u> |
| Investment income: | | | |
| Interest | 38,957 | 4,081 | 188 |
| Dividends | 60,400 | - | - |
| Net increase in fair value of investments | 1,029,649 | 5,355 | 82 |
| Real estate | 21,724 | - | - |
| Securities lending income | 2,461 | - | - |
| Total investment income | <u>1,153,191</u> | <u>9,436</u> | <u>270</u> |
| Less investment expenses: | | | |
| Investment expenses | 37,499 | - | - |
| Securities lending borrower rebates and management fees | 569 | - | - |
| Real estate | 5,354 | - | - |
| Total investment expenses | <u>43,422</u> | <u>-</u> | <u>-</u> |
| Net investment income | <u>1,109,769</u> | <u>9,436</u> | <u>270</u> |
| Other Income: | | | |
| Redevelopment property tax revenue | - | - | 10,171 |
| Miscellaneous income | 161 | - | 9,638 |
| Total other income | <u>161</u> | <u>-</u> | <u>19,809</u> |
| Total additions, net | <u>1,381,693</u> | <u>6,682,851</u> | <u>20,079</u> |
| Deductions: | | | |
| Benefit payments | 388,752 | - | - |
| Refunds of contributions | 6,319 | - | - |
| Administration expenses | 14,728 | - | - |
| Distribution from pooled investments | - | 6,850,147 | 8,620 |
| General and administrative expenses | - | - | 3,648 |
| Project expenses | - | - | 1,129 |
| Depreciation | - | - | 62 |
| Transfers to taxing entities | - | - | 4,819 |
| Contribution to other agencies | - | - | 647 |
| Interest on debt | - | - | 1,405 |
| Total deductions | <u>409,799</u> | <u>6,850,147</u> | <u>20,330</u> |
| Change in net position | <u>971,894</u> | <u>(167,296)</u> | <u>(251)</u> |
| Net position - beginning of period | 5,670,270 | 1,649,241 | 14,200 |
| Net position - end of period | <u>\$ 6,642,164</u> | <u>\$ 1,481,945</u> | <u>\$ 13,949</u> |

¹ Pension and OPEB balances reported as of December 31, 2013.

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF NET POSITION

JUNE 30, 2013

(amounts expressed in thousands)

| | Primary Government | Component Unit |
|--|----------------------------|----------------------------------|
| | Governmental Activities | Alameda County Medical Center |
| ASSETS | | |
| Current assets: | | |
| Cash and investments with County Treasurer | \$ 1,475,245 | \$ 45,227 |
| Cash and investments with fiscal agents | 390,118 | - |
| Restricted cash | - | 72 |
| Deposits with others | 4,658 | 4,937 |
| Receivables, net of allowance for uncollectible accounts | 396,843 | 253,529 |
| Due from component unit | 1,780 | - |
| Due from primary government | - | 7,144 |
| Advance to component unit | 923 | - |
| Inventory of supplies | 266 | 4,107 |
| Prepaid items | 4,633 | 1,326 |
| Total current assets | <u>2,274,466</u> | <u>316,342</u> |
| Noncurrent assets: | | |
| Restricted assets - cash and investments with fiscal agents | 152,408 | - |
| Properties held for resale | 7,983 | - |
| Due from component unit, net of allowance | 90,792 | - |
| Advance to component unit | 3,011 | - |
| Loans receivable | 6,594 | - |
| Capital assets: | | |
| Land and other assets not being depreciated | 417,895 | 17,570 |
| Structures and improvements, machinery and equipment, infrastructure, net of depreciation | 904,934 | 49,663 |
| Total capital assets, net | <u>1,322,829</u> | <u>67,233</u> |
| Total noncurrent assets | <u>1,583,617</u> | <u>67,233</u> |
| Total assets | <u>3,858,083</u> | <u>383,575</u> |
| DEFERRED OUTFLOWS OF RESOURCES | | |
| Loss on refunding debt | 3,959 | - |
| LIABILITIES | | |
| Current liabilities: | | |
| Accounts payable and accrued expenses | 219,926 | 161,302 |
| Due to component unit | 7,144 | - |
| Due to primary government | - | 1,780 |
| Compensated employee absences payable | 38,354 | 9,696 |
| Estimated liability for claims and contingencies | 24,591 | 5,725 |
| Certificates of participation and bonds payable | 102,841 | - |
| Lease obligations | 179 | - |
| Loans and commercial paper notes | 28,989 | - |
| Accrued interest payable | 4,073 | - |
| Unearned revenue | 39,880 | - |
| Advance from primary government | - | 923 |
| Obligation to fund Coliseum Authority deficit | 3,670 | - |
| Total current liabilities | <u>469,647</u> | <u>179,426</u> |
| Noncurrent liabilities: | | |
| Net pension obligation | 40,350 | 8,263 |
| Net OPEB obligation | 194,877 | 41,392 |
| Compensated employee absences payable | 24,711 | 8,339 |
| Estimated liability for claims and contingencies | 75,627 | 20,352 |
| Certificates of participation and bonds payable | 1,135,957 | - |
| Lease obligations | 3,971 | - |
| Loans and notes payable | 9,531 | - |
| Due to primary government | - | 121,792 |
| Advance from primary government | - | 3,011 |
| Obligation to fund Coliseum Authority deficit | 53,225 | - |
| Total noncurrent liabilities | <u>1,538,249</u> | <u>203,149</u> |
| Total liabilities | <u>2,007,896</u> | <u>382,575</u> |
| NET POSITION | | |
| Net investment in capital assets | 620,302 | 63,278 |
| Restricted: | | |
| Public protection | 358,967 | - |
| Public assistance | 17,139 | - |
| Health and sanitation | 173,526 | - |
| Public ways and facilities | 65,608 | - |
| Education | 14,225 | - |
| Other purposes | 25,916 | 23,604 |
| Unrestricted (deficit) | 578,463 | (85,882) |
| Total net position | <u>\$ 1,854,146</u> | <u>\$ 1,000</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2013
(amounts expressed in thousands)

| Functions/Programs | Expenses | Program Revenues | | | Net (Expense) Revenue and Changes in Net Position | |
|--|---------------------|----------------------|------------------------------------|----------------------------------|---|-------------------------------|
| | | Charges for Services | Operating Grants and Contributions | Capital Grants and Contributions | Primary Government | Component Unit |
| | | | | | Governmental Activities | Alameda County Medical Center |
| Primary government: | | | | | | |
| Governmental activities: | | | | | | |
| General government | \$ 138,512 | \$ 122,756 | \$ 192,657 | \$ - | \$ 176,901 | \$ - |
| Public protection | 780,729 | 206,366 | 296,478 | - | (277,885) | - |
| Public assistance | 664,085 | 8,734 | 587,913 | - | (67,438) | - |
| Health and sanitation | 697,402 | 176,875 | 371,136 | 8,305 | (141,086) | - |
| Public ways and facilities | 44,269 | 9,869 | 31,516 | - | (2,884) | - |
| Recreation and cultural services | 554 | 136 | - | - | (418) | - |
| Education | 27,125 | 2,425 | 2,957 | - | (21,743) | - |
| Interest on long-term debt | 82,957 | - | - | - | (82,957) | - |
| Total governmental activities | <u>2,435,633</u> | <u>527,161</u> | <u>1,482,657</u> | <u>8,305</u> | <u>(417,510)</u> | <u>-</u> |
| Total primary government | <u>\$ 2,435,633</u> | <u>\$ 527,161</u> | <u>\$ 1,482,657</u> | <u>\$ 8,305</u> | <u>(417,510)</u> | <u>-</u> |
| Alameda County Medical Center | <u>\$ 598,399</u> | <u>\$ 484,310</u> | <u>\$ 16</u> | <u>\$ -</u> | <u>-</u> | <u>(114,073)</u> |
| General revenues: | | | | | | |
| Property taxes | | | | | 444,147 | - |
| Sales taxes - shared revenues | | | | | 52,749 | 89,277 |
| Other taxes | | | | | 29,984 | - |
| Interest and investment income | | | | | 22 | 449 |
| Other | | | | | 40,318 | 43,227 |
| Total general revenues | | | | | <u>567,220</u> | <u>132,953</u> |
| Change in net position | | | | | <u>149,710</u> | <u>18,880</u> |
| Net position - beginning of period, as previously reported | | | | | 1,725,062 | (17,880) |
| Cumulative effect of change in accounting principles | | | | | <u>(20,626)</u> | <u>-</u> |
| Net position - beginning of period, as restated | | | | | <u>1,704,436</u> | <u>(17,880)</u> |
| Net position - end of period | | | | | <u>\$ 1,854,146</u> | <u>\$ 1,000</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

BALANCE SHEET
GOVERNMENTAL FUNDS
JUNE 30, 2013

(amounts expressed in thousands)

| | General | Property Development | Flood Control | Capital Projects | Debt Service | Non-major Governmental Funds | Total Governmental Funds |
|--|---------------------|-------------------------|-------------------|---------------------|------------------|------------------------------------|--------------------------------|
| Assets: | | | | | | | |
| Cash and investments with County Treasurer | \$ 937,271 | \$ 30,298 | \$ 176,685 | \$ 3,667 | \$ 21,854 | \$ 151,681 | \$ 1,321,456 |
| Cash and investments with fiscal agents | - | 279,792 | - | 110,326 | - | - | 390,118 |
| Restricted assets - cash and investments with fiscal agents | 3,684 | - | - | 74,173 | 53,126 | 21,425 | 152,408 |
| Deposits with others | 1,016 | - | - | - | - | 3,642 | 4,658 |
| Receivables, net of allowance for uncollectible accounts | 353,827 | 22 | 9,007 | 1,216 | 9 | 29,928 | 394,009 |
| Due from other funds | 116,414 | - | - | - | - | - | 116,414 |
| Due from component unit, net of allowance | 92,261 | - | - | - | - | - | 92,261 |
| Advance to component unit | - | - | - | - | 3,934 | - | 3,934 |
| Inventory of supplies | - | - | - | - | - | 266 | 266 |
| Properties held for resale | 255 | 829 | - | 6,899 | - | - | 7,983 |
| Prepaid items | - | - | - | - | - | 206 | 206 |
| Loans receivable | 2,738 | 3,856 | - | - | - | - | 6,594 |
| Total assets | \$ 1,507,466 | \$ 314,797 | \$ 185,692 | \$ 196,281 | \$ 78,923 | \$ 207,148 | \$ 2,490,307 |
| Liabilities, deferred inflows of resources, and fund balances | | | | | | | |
| Liabilities: | | | | | | | |
| Accounts payable and accrued expenditures | \$ 178,952 | \$ 31 | \$ 5,205 | \$ 10,384 | \$ - | \$ 11,444 | \$ 206,016 |
| Due to other funds | - | - | - | 115,715 | - | 688 | 116,403 |
| Due to component unit | 7,036 | - | - | - | - | 83 | 7,119 |
| Unearned revenue | 38,779 | - | - | - | - | 1,101 | 39,880 |
| Total liabilities | 224,767 | 31 | 5,205 | 126,099 | - | 13,316 | 369,418 |
| Deferred inflows of resources | | | | | | | |
| Deferred revenue | 31,998 | - | 182 | - | 3,934 | 10,322 | 46,436 |
| Fund balances (deficit): | | | | | | | |
| Nonspendable | 3,785 | - | - | - | - | 472 | 4,257 |
| Restricted | 294,844 | - | 180,305 | 73,108 | 74,989 | 177,745 | 800,991 |
| Committed | 806,176 | 314,766 | - | - | - | - | 1,120,942 |
| Assigned | 128,177 | - | - | - | - | 5,293 | 133,470 |
| Unassigned | 17,719 | - | - | (2,926) | - | - | 14,793 |
| Total fund balances | 1,250,701 | 314,766 | 180,305 | 70,182 | 74,989 | 183,510 | 2,074,453 |
| Total liabilities, deferred inflows of resources, and fund balances | \$ 1,507,466 | \$ 314,797 | \$ 185,692 | \$ 196,281 | \$ 78,923 | \$ 207,148 | \$ 2,490,307 |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET
TO THE STATEMENT OF NET POSITION
JUNE 30, 2013
(amounts expressed in thousands)

| | |
|--|---------------------|
| Fund balances – total governmental funds | \$ 2,074,453 |
| Amounts reported for governmental activities in the statement of net position are different because: | |
| Capital assets, net of accumulated depreciation, used in governmental activities are not financial resources and, therefore, are not reported in the funds. | 1,306,519 |
| The unamortized balance of deferred outflows of resources resulting from the deferred refunding losses. | 3,959 |
| Long-term liabilities, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the funds. These liabilities (except those reported in the internal service funds) are as follows: | |
| Certificates of participation and bonds payable | (1,238,798) |
| Compensated employee absences payable | (59,850) |
| Lease obligations | (4,150) |
| Loans and note payable | (38,520) |
| Other liabilities | (56,895) |
| Total long-term liabilities | <u>(1,398,213)</u> |
| The net OPEB obligation pertaining to governmental fund types is not recorded in governmental fund statements. | (194,877) |
| The net pension obligation pertaining to governmental fund types is not recorded in the governmental fund statements. | (40,350) |
| Because the focus of governmental funds is on short-term financing, some assets will not be available to pay for current period expenditures and, therefore, are reported as deferred inflows of resources in the governmental funds. | 46,436 |
| Interest on long-term debt is not accrued in the funds, but is recognized as an expenditure when due. | (4,073) |
| Internal service funds are used by management to charge the costs of fleet management, building maintenance, communications, information technology, and risk management to individual funds. The assets and liabilities of the internal service funds are included in the governmental activities in the statement of net position. | <u>60,292</u> |
| Net position of governmental activities | <u>\$ 1,854,146</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
 GOVERNMENTAL FUNDS
 FOR THE YEAR ENDED JUNE 30, 2013
 (amounts expressed in thousands)

| | General | Property Development | Flood Control | Grant Revenue | Capital Projects | Debt Service | Non-major Governmental Funds | Total Governmental Funds |
|--|------------------|----------------------|---------------|---------------|------------------|-----------------|------------------------------|--------------------------|
| Revenues: | | | | | | | | |
| Taxes | \$ 424,010 | \$ - | \$ 32,926 | \$ - | \$ - | \$ - | \$ 70,089 | \$ 527,025 |
| Licenses and permits | 7,840 | - | 5,623 | - | - | - | 1,543 | 15,006 |
| Fines, forfeitures, and penalties | 32,756 | - | - | - | 5,049 | - | 940 | 38,745 |
| Use of money and property | 1,927 | 2,418 | 256 | - | 845 | 500 | 2,445 | 8,391 |
| State aid | 910,249 | - | 7,343 | - | - | - | 29,286 | 946,878 |
| Federal aid | 486,065 | - | 119 | - | 32 | 8,305 | 12,090 | 506,611 |
| Other aid | 26,415 | - | 3,799 | - | 8,840 | - | 5,676 | 44,730 |
| Charges for services | 291,123 | - | 12,572 | - | - | 24,389 | 102,057 | 430,141 |
| Other revenue | 50,515 | 1,430 | 233 | - | 1,251 | 1,079 | 50,468 | 104,976 |
| Total revenues | 2,230,900 | 3,848 | 62,871 | - | 16,017 | 34,273 | 274,594 | 2,622,503 |
| Expenditures: | | | | | | | | |
| Current | | | | | | | | |
| General government | 128,187 | 1,126 | - | - | - | - | 81 | 129,394 |
| Public protection | 585,444 | - | 45,624 | - | - | - | 131,438 | 762,506 |
| Public assistance | 638,451 | - | - | - | - | - | 18,818 | 657,269 |
| Health and sanitation | 636,488 | - | - | - | - | - | 53,808 | 690,296 |
| Public ways and facilities | 1,878 | - | - | - | - | - | 50,950 | 52,828 |
| Recreation and cultural services | 610 | - | - | - | - | - | - | 610 |
| Education | 252 | - | - | - | - | - | 25,884 | 26,136 |
| Debt service | | | | | | | | |
| Principal | - | - | - | - | - | 47,190 | 10,505 | 57,695 |
| Interest | - | - | - | - | - | 85,820 | 10,278 | 96,098 |
| Bond issuance costs | 6 | - | - | - | - | - | - | 6 |
| Capital outlay | 1,456 | - | - | - | 99,104 | - | - | 100,560 |
| Total expenditures | 1,992,772 | 1,126 | 45,624 | - | 99,104 | 133,010 | 301,762 | 2,573,398 |
| Excess (deficiency) of revenues over expenditures | 238,128 | 2,722 | 17,247 | - | (83,087) | (98,737) | (27,168) | 49,105 |
| Other financing sources (uses): | | | | | | | | |
| Issuance of loans and commercial paper | 279 | - | - | - | 2,500 | - | - | 2,779 |
| Proceeds from sale of land | - | 4,914 | - | - | - | - | - | 4,914 |
| Transfers in | 2,787 | - | - | 9,268 | 5,798 | 83,565 | 2,095 | 103,513 |
| Transfers out | (73,357) | (10,330) | - | - | (8,763) | (6) | (2,187) | (94,643) |
| Total other financing sources (uses) | (70,291) | (5,416) | - | 9,268 | (465) | 83,559 | (92) | 16,563 |
| Net change in fund balances | 167,837 | (2,694) | 17,247 | 9,268 | (83,552) | (15,178) | (27,260) | 65,668 |
| Fund balances (deficit) - beginning of period | 1,082,864 | 317,460 | 163,058 | (9,268) | 153,734 | 90,167 | 210,770 | 2,008,785 |
| Fund balances (deficit) - end of period | \$ 1,250,701 | \$ 314,766 | \$ 180,305 | \$ - | \$ 70,182 | \$ 74,989 | \$ 183,510 | \$ 2,074,453 |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND
 CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
 TO THE STATEMENT OF ACTIVITIES
 FOR THE YEAR ENDED JUNE 30, 2013
 (amounts expressed in thousands)

| | |
|---|-------------------|
| Net change in fund balances – total governmental funds | \$ 65,668 |
| Amounts reported for governmental activities in the statement of activities are different because: | |
| Some revenues will not be collected within the accrual period established for governmental funds. As a result, they are not considered as available revenues in the governmental funds and are reported as deferred inflows of resources in the governmental funds. | <u>(42,844)</u> |
| Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds. | |
| Decrease in net pension obligation | 901 |
| Increase in postemployment medical benefits obligation | (29,910) |
| Increase in other postemployment benefits obligation | (11,911) |
| Decrease in compensated absences | 2,225 |
| Decrease in obligation to fund Coliseum Authority deficit | 4,513 |
| Total | <u>(34,182)</u> |
| Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. The statement of activities reports the gain or loss on disposal of capital assets but the governmental funds do not report any gain or loss. Governmental funds do not report capital assets; hence, capital assets transferred to and from governmental fund to the proprietary fund are not recorded in the governmental fund. | |
| Capital outlay | 132,042 |
| Return of properties from Redevelopment Successor Agencies | 2,707 |
| Depreciation expense | (50,258) |
| Proceeds from sale of capital assets | (111) |
| Net loss on disposal of capital assets | (242) |
| Total | <u>84,138</u> |
| The net income of activities of internal service funds is reported with governmental activities. | <u>5,502</u> |
| Loan and commercial paper issuance proceeds are reported as financing sources in governmental funds, but increase liabilities in the statement of net position. | <u>(2,779)</u> |
| Net decrease in accrued interest decreases the liability in the statement of net position but is reported as an expenditure in the governmental funds when paid. | <u>155</u> |
| The repayment of the principal of long-term debt, capital leases, and loans and the current refunding of debt consume the current financial resources of governmental funds. These transactions, however, have no effect on net position. | |
| Principal payment on long-term debt | 57,695 |
| Accumulated accretion paid on capital appreciation bonds | 50,869 |
| Principal payment on capital leases and loans | 1,706 |
| Total | <u>110,270</u> |
| Interest accreted on bonds and certificates payable. | <u>(36,615)</u> |
| Amortization of bond premiums and bond discounts | <u>1,061</u> |
| Amortization of deferred outflows of resources resulting from the deferred refunding loss | <u>(664)</u> |
| Changes in net position of governmental activities | <u>\$ 149,710</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF NET POSITION
 PROPRIETARY FUNDS
 JUNE 30, 2013
 (amounts expressed in thousands)

| | Governmental Activities - Internal Service Funds |
|--|---|
| Assets: | |
| Current assets: | |
| Cash and investments with County Treasurer | \$ 153,789 |
| Other receivables | 2,834 |
| Due from component unit | 311 |
| Prepaid items | 4,427 |
| Total current assets | <u>161,361</u> |
| Noncurrent assets: | |
| Capital assets: | |
| Machinery and equipment, net of depreciation | <u>16,310</u> |
| Total assets | <u>177,671</u> |
| Liabilities: | |
| Current liabilities: | |
| Accounts payable and accrued expenses | 13,910 |
| Compensated employee absences payable | 1,886 |
| Estimated liability for claims and contingencies | 24,591 |
| Due to other funds | 11 |
| Due to component unit | 25 |
| Total current liabilities | <u>40,423</u> |
| Noncurrent liabilities: | |
| Compensated employee absences payable | 1,329 |
| Estimated liability for claims and contingencies | 75,627 |
| Total noncurrent liabilities | <u>76,956</u> |
| Total liabilities | <u>117,379</u> |
| Net Position | |
| Investment in capital assets | 16,310 |
| Unrestricted | 43,982 |
| Total net position | <u>\$ 60,292</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET POSITION
 PROPRIETARY FUNDS
 FOR THE YEAR ENDED JUNE 30, 2013
 (amounts expressed in thousands)

| | Governmental Activities - Internal Service Funds |
|--|---|
| Operating revenues: | |
| Charges for services | \$ 205,271 |
| Operating expenses: | |
| Salaries and benefits | 60,399 |
| Contractual services | 8,302 |
| Utilities | 11,097 |
| Repairs and maintenance | 5,640 |
| Other supplies and expenses | 56,907 |
| Insurance claims and expenses | 25,483 |
| Depreciation | 3,298 |
| Telephone | 3,194 |
| County indirect costs | 7,706 |
| Dental claims | 7,947 |
| Other | 718 |
| Total operating expenses | 190,691 |
| Operating income | 14,580 |
| Non-operating revenues (expenses): | |
| Interest and investment loss | (302) |
| Gain on sale of capital assets | 94 |
| Total non-operating revenues (expenses) | (208) |
| Income before transfers | 14,372 |
| Transfers in | 603 |
| Transfers out | (9,473) |
| Change in net position | 5,502 |
| Total net position - beginning of period | 54,790 |
| Total net position - end of period | \$ 60,292 |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF CASH FLOWS
 PROPRIETARY FUNDS
 FOR THE YEAR ENDED JUNE 30, 2013
 (amounts expressed in thousands)

| | Governmental Activities - Internal Service Funds |
|---|---|
| Cash flows from operating activities: | |
| Internal activity - receipts from other funds | \$ 204,291 |
| Payments to suppliers | (80,602) |
| Payments to employees | (60,319) |
| Internal activity - payments to other funds | (7,706) |
| Claims paid | (31,183) |
| Other receipts (payments) | (718) |
| Net cash provided by operating activities | <u>23,763</u> |
| Cash flows from non-capital financing activities: | |
| Transfers in | 603 |
| Transfers out | (9,473) |
| Net cash used in non-capital financing activities | <u>(8,870)</u> |
| Cash flows from capital and related financing activities: | |
| Acquisition of capital assets | (8,889) |
| Proceeds from sale of capital assets | 327 |
| Net cash used in capital and related financing activities | <u>(8,562)</u> |
| Cash flows from investing activities: | |
| Interest paid on negative pooled cash | (302) |
| Net cash used in investing activities | <u>(302)</u> |
| Net increase in cash and cash equivalents | 6,029 |
| Cash and cash equivalents - beginning of period | 147,760 |
| Cash and cash equivalents - end of period | <u>\$ 153,789</u> |
| Reconciliation of operating income to net cash provided by operating activities: | |
| Operating income | \$ 14,580 |
| Adjustments for non-cash activities: | |
| Depreciation | 3,298 |
| Changes in assets and liabilities: | |
| Other receivables | (980) |
| Inventory of supplies | 95 |
| Prepaid items | (48) |
| Accounts payable and accrued expenses | 4,527 |
| Compensated employee absences payable | 80 |
| Estimated liability for claims and contingencies | 2,247 |
| Due to other funds | 11 |
| Due to component unit | (47) |
| Total adjustments | <u>9,183</u> |
| Net cash provided by operating activities | <u>\$ 23,763</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA
STATEMENT OF FIDUCIARY NET POSITION
FIDUCIARY FUNDS
JUNE 30, 2013
(amounts expressed in thousands)

| | Pension, OPEB, ¹ and Other Employee Benefits Trust Funds | Investment Trust Fund | Private- Purpose Trust Fund | Agency Funds |
|---|--|-----------------------------|--------------------------------------|-----------------|
| Assets: | | | | |
| Cash and investments with County Treasurer | \$ 2,465 | \$ 1,696,536 | \$ 27,532 | \$ 185,185 |
| Investments, at fair value: | | | | |
| Short-term investments | 180,854 | - | 14,360 | - |
| Domestic equities | 1,147,608 | - | - | - |
| Domestic equity commingled funds | 878,943 | - | - | - |
| International equities | 1,290,786 | - | - | - |
| International equity commingled funds | 276,394 | - | - | - |
| Domestic fixed income | 666,109 | - | - | - |
| International fixed income | 282,927 | - | - | - |
| Real estate - separate properties | 78,503 | - | - | - |
| Real estate - commingled funds | 216,126 | - | - | - |
| Real Return Pool | 279,421 | - | - | - |
| Private equity and alternatives | 357,878 | - | - | - |
| Total investments | <u>5,655,549</u> | <u>-</u> | <u>14,360</u> | <u>-</u> |
| Investment of securities lending collateral | 257,433 | - | - | - |
| Deposits with others | 567 | - | - | - |
| Taxes receivable | - | - | - | 201,610 |
| Other receivables | 54,225 | - | 1,798 | - |
| Interest receivable | 8,977 | 1,345 | 17 | 110 |
| Properties held for redevelopment | - | - | 11,279 | - |
| Prepaid items | - | 3,959 | - | 9,785 |
| Capital assets, net of accumulated depreciation | <u>5,563</u> | <u>-</u> | <u>2,732</u> | <u>-</u> |
| Total assets | <u>5,984,779</u> | <u>1,701,840</u> | <u>57,718</u> | <u>396,690</u> |
| Liabilities: | | | | |
| Accounts payable and accrued expenses | 57,076 | 52,599 | - | 6,111 |
| Accrued interest payable | - | - | 569 | - |
| Securities lending obligation | 257,433 | - | - | - |
| Due to other governmental units | - | - | 10,890 | 390,579 |
| Notes payable | - | - | 1,322 | - |
| Bonds payable | - | - | 30,737 | - |
| Total liabilities | <u>314,509</u> | <u>52,599</u> | <u>43,518</u> | <u>396,690</u> |
| Net Position | | | | |
| Restricted for pension | 5,085,161 | - | - | - |
| Restricted for postemployment medical benefits | 518,687 | - | - | - |
| Restricted for other postemployment benefits | 64,356 | - | - | - |
| Restricted for other employee benefits | 2,066 | - | - | - |
| Restricted for other purposes | - | 1,649,241 | 14,200 | - |
| Total net position | <u>\$ 5,670,270</u> | <u>\$ 1,649,241</u> | <u>\$ 14,200</u> | <u>\$ -</u> |

¹ Pension and OPEB balances reported as of December 31, 2012.

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF CHANGES IN FIDUCIARY NET POSITION
 FIDUCIARY FUNDS
 FOR THE YEAR ENDED JUNE 30, 2013
 (amounts expressed in thousands)

| | Pension, OPEB, ¹ and Other Employee Benefit Trust Funds | Investment Trust Fund | Private- Purpose Trust Fund |
|--|--|-----------------------------|--------------------------------------|
| Additions: | | | |
| Contributions: | | | |
| Employees | \$ 83,026 | \$ - | \$ - |
| Employer | 179,649 | - | - |
| Contributions on pooled investments | - | 6,981,733 | - |
| Total contributions | <u>262,675</u> | <u>6,981,733</u> | <u>-</u> |
| Investment income (loss): | | | |
| Interest | 51,570 | 3,936 | 172 |
| Dividends | 62,284 | - | - |
| Net increase (decrease) in fair value of investments | 614,690 | (6,822) | (117) |
| Real estate | 19,544 | - | - |
| Securities lending income | 3,016 | - | - |
| Total investment income (loss) | <u>751,104</u> | <u>(2,886)</u> | <u>55</u> |
| Less investment expenses: | | | |
| Investment expenses | 31,745 | - | - |
| Securities lending borrower rebates and management fees | 775 | - | - |
| Real estate | 6,718 | - | - |
| Total investment expenses | <u>39,238</u> | <u>-</u> | <u>-</u> |
| Net investment income (loss) | <u>711,866</u> | <u>(2,886)</u> | <u>55</u> |
| Other Income: | | | |
| Redevelopment property tax revenue | - | - | 15,376 |
| Miscellaneous income | 912 | - | 7,234 |
| Total other income | <u>912</u> | <u>-</u> | <u>22,610</u> |
| Total additions, net | <u>975,453</u> | <u>6,978,847</u> | <u>22,665</u> |
| Deductions: | | | |
| Benefit payments | 361,252 | - | - |
| Refunds of contributions | 5,893 | - | - |
| Administration expenses | 14,098 | - | - |
| Distribution from pooled investments | - | 6,840,198 | 6,335 |
| General and administrative expenses | - | - | 5,188 |
| Project expenses | - | - | 5,476 |
| Depreciation | - | - | 62 |
| Transfers to taxing entities | - | - | 13,687 |
| Contribution to other agencies | - | - | 12,920 |
| Return of properties | - | - | 2,707 |
| Interest on debt | - | - | 2,033 |
| Total deductions | <u>381,243</u> | <u>6,840,198</u> | <u>48,408</u> |
| Change in net position | <u>594,210</u> | <u>138,649</u> | <u>(25,743)</u> |
| Net position - beginning of period, as reported | 5,076,060 | 1,510,592 | 40,700 |
| Cumulative effect of change in accounting principles | - | - | (757) |
| Net position - beginning of period, as restated | <u>5,076,060</u> | <u>1,510,592</u> | <u>39,943</u> |
| Net position - end of period | <u>\$ 5,670,270</u> | <u>\$ 1,649,241</u> | <u>\$ 14,200</u> |

¹ Pension and OPEB balances reported as of December 31, 2012.

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF NET ASSETS
 JUNE 30, 2012
 (amounts expressed in thousands)

| | Primary Government Governmental Activities | Component Unit Alameda County Medical Center |
|--|--|---|
| ASSETS | | |
| Current assets: | | |
| Cash and investments with County Treasurer | \$ 1,339,311 | \$ 43,074 |
| Cash and investments with fiscal agents | 407,562 | - |
| Restricted cash | - | 318 |
| Deposits with others | 3,749 | 1,835 |
| Receivables, net of allowance for uncollectible accounts | 337,989 | 174,052 |
| Due from component unit | 2,145 | - |
| Due from primary government | - | 11,419 |
| Advance to component unit | 885 | - |
| Inventory of supplies | 276 | 4,033 |
| Prepaid items | 4,534 | 1,892 |
| Loans receivable | 13,400 | - |
| Total current assets | <u>2,109,851</u> | <u>236,623</u> |
| Noncurrent assets: | | |
| Restricted assets - cash and investments with County Treasurer | 67,374 | - |
| Restricted assets - cash and investments with fiscal agents | 160,060 | - |
| Unamortized bond issuance cost | 18,062 | - |
| Properties held for resale | 7,983 | - |
| Due from component unit, net of allowance | 96,721 | - |
| Advance to component unit | 3,934 | - |
| Loans receivable | 6,194 | - |
| Capital assets: | | |
| Land and other assets not being depreciated | 349,929 | 19,708 |
| Structures and improvements, machinery and equipment, infrastructure, net of depreciation | 883,404 | 29,449 |
| Total capital assets, net | <u>1,233,333</u> | <u>49,157</u> |
| Total noncurrent assets | <u>1,593,661</u> | <u>49,157</u> |
| Total assets | <u>3,703,512</u> | <u>285,780</u> |
| LIABILITIES | | |
| Current liabilities: | | |
| Accounts payable and accrued expenses | 188,968 | 88,908 |
| Due to component unit | 4,254 | - |
| Due to primary government | - | 2,145 |
| Compensated employee absences payable | 39,213 | 9,214 |
| Estimated liability for claims and contingencies | 24,178 | 5,411 |
| Certificates of participation and bonds payable | 98,274 | - |
| Lease obligations | 207 | - |
| Loans and notes payable | 26,410 | - |
| Accrued interest payable | 4,225 | - |
| Unearned revenue | 15,886 | - |
| Advance from primary government | - | 885 |
| Obligation to fund Coliseum Authority deficit | 4,513 | - |
| Total current liabilities | <u>406,128</u> | <u>106,563</u> |
| Noncurrent liabilities: | | |
| Net pension obligation | 41,251 | 8,452 |
| Net OPEB obligation | 153,056 | 31,475 |
| Compensated employee absences payable | 25,997 | 7,764 |
| Estimated liability for claims and contingencies | 73,793 | 17,751 |
| Certificates of participation and bonds payable | 1,206,350 | - |
| Lease obligations | 4,150 | - |
| Loans and notes payable | 10,830 | - |
| Due to primary government | - | 127,721 |
| Advance from primary government | - | 3,934 |
| Obligation to fund Coliseum Authority deficit | 56,895 | - |
| Total noncurrent liabilities | <u>1,572,322</u> | <u>197,097</u> |
| Total liabilities | <u>1,978,450</u> | <u>303,660</u> |
| Net Assets | | |
| Invested in capital assets, net of related debt | 585,788 | 44,338 |
| Restricted: | | |
| Public protection | 317,034 | - |
| Public assistance | 30,448 | - |
| Health and sanitation | 176,441 | - |
| Public ways and facilities | 73,190 | - |
| Education | 13,628 | - |
| Other purposes | 16,438 | 23,836 |
| Unrestricted (deficit) | <u>512,095</u> | <u>(86,054)</u> |
| Total net assets (deficit) | <u>\$ 1,725,062</u> | <u>\$ (17,880)</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2012
(amounts expressed in thousands)

| Functions/Programs | Expenses | Program Revenues | | | Net (Expense) Revenue and Changes in Net Assets | |
|--|---------------------|----------------------------|---|---|--|--|
| | | Charges for Services | Operating Grants and Contributions | Capital Grants and Contributions | Primary Government | Component Unit |
| | | | | | Governmental Activities | Alameda County Medical Center |
| Primary government: | | | | | | |
| Governmental activities: | | | | | | |
| General government | \$ 129,436 | \$ 126,244 | \$ 210,246 | \$ - | \$ 207,054 | \$ - |
| Public protection | 766,855 | 200,720 | 131,057 | 870 | (434,208) | - |
| Public assistance | 682,936 | 13,499 | 570,146 | - | (99,291) | - |
| Health and sanitation | 649,431 | 171,185 | 319,983 | 8,683 | (149,580) | - |
| Public ways and facilities | 45,437 | 9,964 | 36,189 | - | 716 | - |
| Recreation and cultural services | 608 | 148 | - | - | (460) | - |
| Education | 24,356 | 2,967 | 1,921 | 65 | (19,403) | - |
| Interest on long-term debt | 90,003 | - | - | - | (90,003) | - |
| Total governmental activities | 2,389,062 | 524,727 | 1,269,542 | 9,618 | (585,175) | - |
| Total primary government | \$ 2,389,062 | \$ 524,727 | \$ 1,269,542 | \$ 9,618 | (585,175) | - |
| Alameda County Medical Center | \$ 540,500 | \$ 454,934 | \$ 16 | \$ - | - | (85,550) |
| General revenues: | | | | | | |
| Property taxes | | | | | 411,821 | - |
| Sales taxes - shared revenues | | | | | 169,375 | 83,788 |
| Other taxes | | | | | 27,948 | - |
| Interest and investment income | | | | | 8,924 | 417 |
| Other | | | | | 50,577 | 15,564 |
| Total general revenues | | | | | 668,645 | 99,769 |
| Extraordinary loss | | | | | (35,335) | - |
| Change in net assets | | | | | 48,135 | 14,219 |
| Net assets (deficit) - beginning of period | | | | | 1,676,927 | (32,099) |
| Net assets (deficit) - end of period | | | | | \$ 1,725,062 | \$ (17,880) |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

BALANCE SHEET
GOVERNMENTAL FUNDS
JUNE 30, 2012

(amounts expressed in thousands)

| | General | Property Development | Flood Control | Grant Revenue | Capital Projects | Debt Service | Non-major Governmental Funds | Total Governmental Funds |
|---|---------------------|-------------------------|-------------------|------------------|---------------------|------------------|------------------------------------|--------------------------------|
| Assets: | | | | | | | | |
| Cash and investments with County Treasurer | \$ 809,111 | \$ 1,521 | \$ 165,706 | \$ 104 | \$ - | \$ 37,109 | \$ 178,000 | \$ 1,191,551 |
| Cash and investments with fiscal agents | - | 297,236 | - | - | 110,326 | - | - | 407,562 |
| Restricted assets - cash and investments with County Treasurer | - | - | - | - | 67,374 | - | - | 67,374 |
| Restricted assets - cash and investments with fiscal agents | 3,730 | - | - | - | 81,894 | 53,032 | 21,404 | 160,060 |
| Deposits with others | 629 | - | - | - | - | - | 3,120 | 3,749 |
| Receivables, net of allowance for uncollectible accounts | 284,036 | 638 | 1,860 | 20,676 | 1,285 | 26 | 27,889 | 336,410 |
| Due from other funds | 120,173 | - | - | - | - | - | - | 120,173 |
| Due from component unit | 98,280 | - | - | - | - | - | - | 98,280 |
| Advance to component unit | - | - | - | - | - | 4,819 | - | 4,819 |
| Inventory of supplies | - | - | 1 | - | - | - | 180 | 181 |
| Properties held for resale | 255 | 829 | - | - | 6,899 | - | - | 7,983 |
| Prepaid items | - | - | - | - | - | - | 155 | 155 |
| Loans receivable | 1,452 | 17,256 | - | 886 | - | - | - | 19,594 |
| Total assets | \$ 1,317,666 | \$ 317,480 | \$ 167,567 | \$ 21,666 | \$ 267,778 | \$ 94,986 | \$ 230,748 | \$ 2,417,891 |
| Liabilities: | | | | | | | | |
| Accounts payable and accrued expenditures | \$ 140,236 | \$ 20 | 4,317 | \$ 10,718 | \$ 13,466 | - | \$ 10,828 | \$ 179,585 |
| Due to other funds | - | - | - | 18,908 | 100,578 | - | 687 | 120,173 |
| Due to component unit | 3,900 | - | - | 242 | - | - | 40 | 4,182 |
| Deferred revenue | 77,231 | - | 192 | - | - | 4,819 | 7,038 | 89,280 |
| Unearned revenue | 13,435 | - | - | 1,066 | - | - | 1,385 | 15,886 |
| Total liabilities | 234,802 | 20 | 4,509 | 30,934 | 114,044 | 4,819 | 19,978 | 409,106 |
| Fund balances (deficit): | | | | | | | | |
| Nonspendable | 4,408 | - | - | - | - | - | 335 | 4,743 |
| Restricted | 288,068 | - | 163,058 | - | 149,268 | 90,167 | 205,868 | 896,429 |
| Committed | 667,437 | 317,460 | - | - | 4,466 | - | - | 989,363 |
| Assigned | 99,646 | - | - | - | - | - | 4,567 | 104,213 |
| Unassigned | 23,305 | - | - | (9,268) | - | - | - | 14,037 |
| Total fund balances (deficit) | 1,082,864 | 317,460 | 163,058 | (9,268) | 153,734 | 90,167 | 210,770 | 2,008,785 |
| Total liabilities and fund balances | \$ 1,317,666 | \$ 317,480 | \$ 167,567 | \$ 21,666 | \$ 267,778 | \$ 94,986 | \$ 230,748 | \$ 2,417,891 |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET
TO THE STATEMENT OF NET ASSETS
JUNE 30, 2012
(amounts expressed in thousands)

| | |
|--|---------------------|
| Fund balances – total governmental funds | \$ 2,008,785 |
| Amounts reported for governmental activities in the statement of net assets are different because: | |
| Capital assets, net of accumulated depreciation, used in governmental activities are not financial resources and, therefore, are not reported in the funds. | 1,222,381 |
| Bond issuance costs are not financial resources and, therefore, are not reported in the funds. | 18,062 |
| Long-term liabilities, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the funds. These liabilities (except those reported in the internal service funds) are as follows: | |
| Certificates of participation and bonds payable | (1,304,624) |
| Compensated employee absences payable | (62,075) |
| Lease obligations | (4,357) |
| Loans and note payable | (37,240) |
| Other liabilities | (61,408) |
| Total long-term liabilities | <u>(1,469,704)</u> |
| The net OPEB obligation pertaining to governmental fund types is not recorded in governmental fund statements. | (153,056) |
| The net pension obligation pertaining to governmental fund types is not recorded in governmental fund statements. | (41,251) |
| Because the focus of governmental funds is on short-term financing, some assets will not be available to pay for current period expenditures. Those assets are offset by deferred revenue in the governmental funds and thus not included in fund balance. | 89,280 |
| Interest on long-term debt is not accrued in the funds, but is recognized as an expenditure when due. | (4,225) |
| Internal service funds are used by management to charge the costs of fleet management, building maintenance, communications, information technology, and risk management to individual funds. The assets and liabilities of the internal service funds are included in the governmental activities in the statement of net assets. | <u>54,790</u> |
| Net assets of governmental activities | <u>\$ 1,725,062</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
 GOVERNMENTAL FUNDS
 FOR THE YEAR ENDED JUNE 30, 2012
 (amounts expressed in thousands)

| | General | Property Development | Flood Control | Grant Revenue | Capital Projects | Debt Service | Non-major Governmental Funds | Total Governmental Funds |
|--|---------------------|-------------------------|-------------------|-------------------|---------------------|------------------|------------------------------------|--------------------------------|
| Revenues: | | | | | | | | |
| Taxes | \$ 497,802 | \$ - | \$ 29,754 | \$ - | \$ - | \$ 2,075 | \$ 79,356 | \$ 608,987 |
| Licenses and permits | 7,493 | - | 4,708 | 238 | - | - | 1,158 | 13,597 |
| Fines, forfeitures, and penalties | 30,082 | - | - | - | 4,941 | - | 1,053 | 36,076 |
| Use of money and property | 9,131 | 4,458 | 1,434 | (127) | 1,006 | 815 | 3,785 | 20,502 |
| State aid | 707,385 | - | 304 | 17,143 | 65 | - | 32,872 | 757,769 |
| Federal aid | 369,434 | - | 123 | 77,809 | - | 8,683 | 9,226 | 465,275 |
| Other aid | 48,488 | - | 5,050 | - | 3,464 | - | 4,750 | 61,752 |
| Charges for services | 232,584 | - | 12,534 | 111 | - | 23,660 | 96,652 | 365,541 |
| Other revenue | 38,657 | 400 | 382 | 2,169 | 196 | 1,079 | 30,666 | 73,549 |
| Total revenues | 1,941,056 | 4,858 | 54,289 | 97,343 | 9,672 | 36,312 | 259,518 | 2,403,048 |
| Expenditures: | | | | | | | | |
| Current | | | | | | | | |
| General government | 124,855 | 920 | - | - | - | - | 415 | 126,190 |
| Public protection | 540,495 | - | 64,369 | 33,286 | - | - | 119,230 | 757,380 |
| Public assistance | 649,011 | - | - | 37,985 | - | - | 15,118 | 702,114 |
| Health and sanitation | 587,450 | - | - | 32,622 | - | - | 24,421 | 644,493 |
| Public ways and facilities | 1,840 | - | - | - | - | - | 47,979 | 49,819 |
| Recreation and cultural services | 671 | - | - | - | - | - | - | 671 |
| Education | 163 | - | - | - | - | - | 23,287 | 23,450 |
| Debt service | | | | | | | | |
| Principal | - | - | - | - | - | 94,626 | 3,615 | 98,241 |
| Interest | - | - | - | - | - | 37,045 | 10,450 | 47,495 |
| Payment to refunded bond escrow agent | - | - | - | - | - | 82,031 | - | 82,031 |
| Bond issuance costs | 594 | - | - | - | - | 223 | - | 817 |
| Capital outlay | 4,330 | - | - | - | 107,193 | - | - | 111,523 |
| Total expenditures | 1,909,409 | 920 | 64,369 | 103,893 | 107,193 | 213,925 | 244,515 | 2,644,224 |
| Excess (deficiency) of revenues over expenditures | 31,647 | 3,938 | (10,080) | (6,550) | (97,521) | (177,613) | 15,003 | (241,176) |
| Other financing sources (uses): | | | | | | | | |
| Issuance of loans and commercial paper notes | - | - | - | - | - | - | 785 | 785 |
| Issuance of debt | 45,675 | - | - | - | - | - | - | 45,675 |
| Proceeds from sale of land | - | 15,130 | - | - | - | - | - | 15,130 |
| Refunding bonds issued | 641 | - | - | - | - | 75,274 | - | 75,915 |
| Premium on refunding bonds | - | - | - | - | - | 10,300 | - | 10,300 |
| Transfers-in | 2,915 | - | - | 92 | 10,411 | 76,115 | 29,833 | 119,366 |
| Transfers-out | (60,932) | (10,566) | - | (880) | - | - | (38,085) | (110,463) |
| Total other financing sources (uses) | (11,701) | 4,564 | - | (788) | 10,411 | 161,689 | (7,467) | 156,708 |
| Extraordinary loss | - | - | - | - | (18,119) | (4,527) | (48,716) | (71,362) |
| Net change in fund balances | 19,946 | 8,502 | (10,080) | (7,338) | (105,229) | (20,451) | (41,180) | (155,830) |
| Fund balance (deficit) - beginning of period | 1,062,918 | 308,958 | 173,138 | (1,930) | 258,963 | 110,618 | 251,950 | 2,164,615 |
| Fund balance (deficit) - end of period | <u>\$ 1,082,864</u> | <u>\$ 317,460</u> | <u>\$ 163,058</u> | <u>\$ (9,268)</u> | <u>\$ 153,734</u> | <u>\$ 90,167</u> | <u>\$ 210,770</u> | <u>\$ 2,008,785</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND
 CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
 TO THE STATEMENT OF ACTIVITIES
 FOR THE YEAR ENDED JUNE 30, 2012
 (amounts expressed in thousands)

Net change in fund balances – total governmental funds \$ (155,830)

Amounts reported for governmental activities in the statement of activities are different because:

Some revenues will not be collected within the accrual period established for governmental funds. As a result, they are not considered as available revenues in the governmental funds. This change reflects the increase in the deferred revenue that occurred during the year. 33,523

Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds.

| | |
|---|-----------------|
| Decrease in net pension obligation | 834 |
| Increase in postemployment medical benefits obligation | (23,862) |
| Increase in other postemployment benefits obligation | (12,726) |
| Decrease in compensated absences | 1,480 |
| Decrease in obligation to fund Coliseum Authority deficit | 11,042 |
| Total | <u>(23,232)</u> |

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. The statement of activities reports the gain or loss on disposal of capital assets but the governmental funds do not report any gain or loss. Governmental funds do not report capital assets; hence, capital assets transferred to and from governmental fund to proprietary fund are not recorded in the governmental fund.

| | |
|--|----------------|
| Capital outlay | 168,320 |
| Depreciation expense | (50,716) |
| Net loss on disposal of capital assets | (59) |
| Total | <u>117,545</u> |

The net income of certain activities of internal service funds is reported with governmental activities. 5,074

Current debt refunding provides current financial resources to governmental funds but has no effect on net assets (75,915)

Proceeds from issuance of long-term debt are reported as financing sources in governmental funds, but increase liabilities in the statement of net assets. (45,675)

Loan proceeds reported as financing sources in governmental funds, but increase liabilities in the statement of net assets. (785)

Net decrease in accrued interest decreases the liability in the statement of net assets and results in a reduction of expenses in the statement of activities. 662

Bond issuance costs are expended in the governmental funds when paid but are capitalized and amortized in the statement of net assets. This is the amount by which amortization expense in the current period exceeded the current year bond issuance costs. (66)

Bond premiums are recognized in the governmental funds when the bonds are issued, and are deferred and amortized in the statement of net assets. (10,300)

The repayment of the principal of long-term debt, capital leases, and loans and the current refunding of debt consume the current financial resources of governmental funds. These transactions, however, have no effect on net assets.

| | |
|---|----------------|
| Principal payment on long-term debt | 98,241 |
| Payment to escrow for refunded debt | 82,031 |
| Principal payment on capital leases and loans | 26,500 |
| Total | <u>206,772</u> |

Interest accreted on bonds and certificates payable. (39,102)

Amortization of bond premiums, bond discounts and refunding loss. (563)

The net book value of capital assets and the outstanding debt of the Redevelopment Agencies were written off as a result of state legislation. The statement of activities reports these write-offs as extraordinary item but the governmental funds do not report capital assets and long-term debt. 36,027

Changes in net assets of governmental activities \$ 48,135

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF NET ASSETS
 PROPRIETARY FUNDS
 JUNE 30, 2012

(amounts expressed in thousands)

| | Governmental Activities - Internal Service Funds |
|--|---|
| Assets: | |
| Current assets: | |
| Cash and investments with County Treasurer | \$ 147,760 |
| Other receivables | 1,579 |
| Due from component unit | 586 |
| Inventory of supplies | 95 |
| Prepaid items | 4,379 |
| Total current assets | <u>154,399</u> |
| Noncurrent assets: | |
| Capital assets: | |
| Structures and improvements, machinery and equipment, infrastructure, net of depreciation | <u>10,952</u> |
| Total noncurrent assets | <u>10,952</u> |
| Total assets | <u>165,351</u> |
| Liabilities: | |
| Current liabilities: | |
| Accounts payable and accrued expenses | 9,383 |
| Compensated employee absences payable | 1,825 |
| Estimated liability for claims and contingencies | 24,178 |
| Due to component unit | 72 |
| Total current liabilities | <u>35,458</u> |
| Noncurrent liabilities: | |
| Compensated employee absences payable | 1,310 |
| Estimated liability for claims and contingencies | 73,793 |
| Total noncurrent liabilities | <u>75,103</u> |
| Total liabilities | <u>110,561</u> |
| Net assets | |
| Invested in capital assets, net of related debt | 10,952 |
| Unrestricted | 43,838 |
| Total net assets | <u>\$ 54,790</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS
 PROPRIETARY FUNDS
 FOR THE YEAR ENDED JUNE 30, 2012
 (amounts expressed in thousands)

| | Governmental Activities - Internal Service Funds |
|---|---|
| Operating revenues: | |
| Charges for services | \$ 200,918 |
| Total operating revenues | <u>200,918</u> |
| Operating expenses: | |
| Salaries and benefits | 59,943 |
| Contractual services | 6,795 |
| Utilities | 11,352 |
| Repairs and maintenance | 5,727 |
| Other supplies and expenses | 56,021 |
| Insurance claims and expenses | 26,167 |
| Depreciation | 3,487 |
| Telephone | 3,569 |
| County indirect costs | 6,384 |
| Dental claims | 7,812 |
| Other | 451 |
| Total operating expenses | <u>187,708</u> |
| Operating income | 13,210 |
| Non-operating revenues: | |
| Interest and investment income | 760 |
| Gain on sale of capital assets | 7 |
| Total non-operating revenues | <u>767</u> |
| Income before transfers | 13,977 |
| Transfers-in | 130 |
| Transfers-out | (9,033) |
| Change in net assets | 5,074 |
| Total net assets - beginning of period | 49,716 |
| Total net assets - end of period | <u>\$ 54,790</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF CASH FLOWS
 PROPRIETARY FUNDS
 FOR THE YEAR ENDED JUNE 30, 2012
 (amounts expressed in thousands)

| | Governmental Activities - Internal Service Funds |
|---|---|
| Cash flows from operating activities | |
| Internal activity - receipts from other funds | \$ 201,686 |
| Payments to suppliers | (84,784) |
| Payments to employees | (59,973) |
| Internal activity - payments to other funds | (6,384) |
| Claims paid | (28,813) |
| Other receipts (payments) | (451) |
| Net cash provided by operating activities | <u>21,281</u> |
| Cash flows from noncapital financing activities | |
| Transfers-in | 130 |
| Transfers-out | (9,033) |
| Net cash used in noncapital financing activities | <u>(8,903)</u> |
| Cash flows from capital and related financing activities | |
| Acquisition of capital assets | (2,563) |
| Proceeds from sale of capital assets | 93 |
| Net cash used in capital and related financing activities | <u>(2,470)</u> |
| Cash flows from investing activities: | |
| Interest on investments | 760 |
| Net cash provided by investing activities | <u>760</u> |
| Net increase in cash and cash equivalents | 10,668 |
| Cash and cash equivalents - beginning of period | 137,092 |
| Cash and cash equivalents - end of period | <u>\$ 147,760</u> |
| Reconciliation of operating income to net cash provided by operating activities: | |
| Operating income | \$ 13,210 |
| Adjustments for non-cash activities: | |
| Depreciation | 3,487 |
| Changes in assets and liabilities: | |
| Other receivables | 768 |
| Inventory of supplies | (40) |
| Prepaid items | (42) |
| Accounts payable and accrued expenses | (1,239) |
| Compensated employee absences payable | (30) |
| Estimated liability for claims and contingencies | 5,166 |
| Total adjustments | 8,071 |
| Net cash provided by operating activities | <u>\$ 21,281</u> |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF FIDUCIARY NET ASSETS
 FIDUCIARY FUNDS
 JUNE 30, 2012
 (amounts expressed in thousands)

| | Pension and Other Employee Benefits Trust Funds | Investment Trust Fund | Private Purpose Trust Fund | Agency Funds |
|---|--|-----------------------------|-------------------------------------|-----------------|
| Assets: | | | | |
| Cash and investments with County Treasurer | \$ 2,198 | \$ 1,540,964 | \$ 42,936 | \$ 174,896 |
| Investments, at fair value: | | | | |
| Short-term investments | 144,922 | - | 19,204 | - |
| Domestic equities | 1,194,408 | - | - | - |
| Domestic equity commingled funds | 848,614 | - | - | - |
| International equities | 987,022 | - | - | - |
| International equity commingled funds | 196,391 | - | - | - |
| Domestic fixed income | 774,484 | - | - | - |
| International fixed income | 290,971 | - | - | - |
| Real estate - separate properties | 96,828 | - | - | - |
| Real estate - commingled funds | 223,929 | - | - | - |
| Real Return Pool | 108,926 | - | - | - |
| Private equity and alternatives | 186,716 | - | - | - |
| Total investments | 5,053,211 | - | 19,204 | - |
| Investment of securities lending collateral | 439,350 | - | - | - |
| Deposits with others | 543 | - | - | - |
| Taxes receivable | - | - | - | 241,294 |
| Other receivables | 29,811 | - | 1,798 | - |
| Interest receivable | 12,981 | 1,712 | 42 | 131 |
| Unamortized bond issuance cost | - | - | 757 | - |
| Properties held for redevelopment | - | - | 13,986 | - |
| Prepaid items | - | 3,862 | - | - |
| Capital assets, net of accumulated depreciation | 6,274 | - | 2,794 | - |
| Total assets | 5,544,368 | 1,546,538 | 81,517 | 416,321 |
| Liabilities: | | | | |
| Accounts payable and accrued expenses | 28,958 | 35,946 | 1,204 | 7,513 |
| Securities lending obligation | 439,350 | - | - | - |
| Due to other governmental units | - | - | 6,812 | 408,808 |
| Notes payable - noncurrent | - | - | 1,322 | - |
| Bonds payable - due within one year | - | - | 742 | - |
| Bonds payable - noncurrent | - | - | 30,737 | - |
| Total liabilities | 468,308 | 35,946 | 40,817 | 416,321 |
| Net Assets | | | | |
| Held in trust for pension | 4,460,031 | - | - | - |
| Held in trust for postemployment medical benefits | 547,347 | - | - | - |
| Held in trust for other postemployment benefits | 67,020 | - | - | - |
| Held in trust for other employee benefits | 1,662 | - | - | - |
| Held in trust for other purposes | - | 1,510,592 | 40,700 | - |
| Total net assets held in trust | \$ 5,076,060 | \$ 1,510,592 | \$ 40,700 | |

The notes to the basic financial statements are an integral part of this statement.

COUNTY OF ALAMEDA, CALIFORNIA

STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS
 FIDUCIARY FUNDS
 FOR THE YEAR ENDED JUNE 30, 2012
 (amounts expressed in thousands)

| | Pension and Other Employee Benefit Trust Funds | Investment Trust Fund | Private Purpose Trust Fund |
|--|--|-----------------------------|-------------------------------------|
| Additions: | | | |
| Contributions: | | | |
| Employees | \$ 82,337 | \$ - | \$ - |
| Employer | 162,879 | - | - |
| Contributions on pooled investments | - | 6,994,963 | 3,195 |
| Total contributions | <u>245,216</u> | <u>6,994,963</u> | <u>3,195</u> |
| Investment income: | | | |
| Interest | 64,210 | 6,551 | 140 |
| Dividends | 59,574 | - | - |
| Net increase (decrease) in fair value of investments | (155,271) | 2,194 | 31 |
| Real estate | 24,396 | - | - |
| Securities lending income | 3,329 | - | - |
| Total investment income | <u>(3,762)</u> | <u>8,745</u> | <u>171</u> |
| Less investment expenses: | | | |
| Investment expenses | 29,166 | - | - |
| Securities lending borrower rebates and management fees | 937 | - | - |
| Real estate | 6,829 | - | - |
| Total investment expenses | <u>36,932</u> | <u>-</u> | <u>-</u> |
| Net investment income | <u>(40,694)</u> | <u>8,745</u> | <u>171</u> |
| Miscellaneous income | 664 | - | - |
| Total additions, net | <u>205,186</u> | <u>7,003,708</u> | <u>3,366</u> |
| Deductions: | | | |
| Benefit payments | 336,081 | - | - |
| Refunds of contributions | 5,406 | - | - |
| Administration expenses | 13,768 | - | - |
| Distribution from pooled investments | - | 6,911,346 | 6,504 |
| Contribution to other agencies | - | - | 4,129 |
| Interest expenses | - | - | 715 |
| Total deductions | <u>355,255</u> | <u>6,911,346</u> | <u>11,348</u> |
| Extraordinary gain | - | - | 35,335 |
| Change in net assets | <u>(150,069)</u> | <u>92,362</u> | <u>27,353</u> |
| Net assets - beginning of period | 5,226,129 | 1,418,230 | 13,347 |
| Net assets - end of period | <u>\$ 5,076,060</u> | <u>\$ 1,510,592</u> | <u>\$ 40,700</u> |

The notes to the basic financial statements are an integral part of this statement.