

**TRI-CITY MENTAL HEALTH AUTHORITY  
OPERATING BUDGET AND CASH FLOW BUDGET**

**FISCAL YEAR 2021-22**

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**TRI-CITY MENTAL HEALTH AUTHORITY  
BUDGET FOR THE FISCAL YEAR 2021-22  
ASSUMPTIONS**

The following Operating and Cash Flow Budget reflects Tri-City Mental Health Authority's (Tri-City's) estimated revenues and expenditures for the fiscal year ending June 30, 2022. The budget is divided into two main sections 1) the Tri-City Mental Health Outpatient Clinic Budget and 2) the Mental Health Services Act (MHSA) Budget.

**ABOUT TRI-CITY**

Tri-City Mental Health Authority ("Tri-City") was formed on June 21, 1960 and established through a Joint Powers Authority Agreement between the Cities of Pomona, Claremont and La Verne pursuant to the provisions of the Joint Exercise of Powers Act, Article 1, Chapter 5, Division 7, Title 1 of the Government Code of the State of California, Section 6500, et seq. relating to the joint exercise of powers common to public agencies, and the provisions of the Bronzan-McCorquodale Act/Short-Doyle Act, Part 2, Section 5600, et seq., of the Welfare and Institutions Code (WIC) of the State of California, to deliver mental health services to the residents of the three Cities. This action was taken out of a desire on the part of officials from the three Cities to provide the highest quality services for local residents. For approximately sixty years, Tri-City has cared for and served local children, youth, adults and older adults.

Pursuant to the Joint Powers Authority Agreement, Tri-City is a quasipublic agency governed by a Governing Board ("Board) composed of seven members. The Governing Board has the powers common to public agencies as enumerated in the Joint Exercise of Powers Act, and the authority deemed necessary and required for the operation and maintenance of Tri-City to serve those individuals residing in the three Cities.

As the Mental Health Authority, Tri-City is limited to and responsible only for providing outpatient speciality mental health services to residents of the cities of LaVerne, Pomona, and Claremont. Tri-City is not a Mental Health Plan and therefore not bound by the MHP provisions of Title 9 CCR. Tri-City is one of two cities that are not considered to be MHPs that receive Realignment Revenues from the State of California and also receive directly Mental Health Services Act (MHSA) funds which are used in its MHSA program, which is separate and apart from the MHSA program of Los Angeles County. Because Tri-City has not been reflected in waivers between the State of California and the federal government, namely CMS, and to be consistent with 42 CFR 438.60, the State has required Tri-City to contract with Los Angeles County through a Legal Entity Agreement so that the State may pay State General Funds and Federal Financial Participation funds relating to Tri-City's Non-EPSTD (i.e. Adult and Expanded Medi-Cal) and EPSTD services to a MHP, in this case Los Angeles County, who then passes through those funds to Tri-City. This agreement provides Tri-City the mechanism to drawdown federal and state Medi-Cal funding as well as EPSTD funding.

Since Tri-City's formation as the Mental Health Authority, Tri-City is responsible for and has provided outpatient specialty mental health care services for the residents of Pomona, Claremont and LaVerne. These services are provided to all age groups including children (0-15), transition age youth (16-25), adults (26-59) and older adults (60+), and in most cases the consumers are eligible under the Medi-Cal programs or are indigent. As further described below and throughout this budget document, with the passage of Proposition 63, and through the approval of Tri-City's MHSA Plan, Tri-City receives MHSA funds to provide an array of

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mental health services. Over the past ten plus years, Tri-City has continued to develop and expand its system of care for the residents of the three cities. This includes the continuation of Tri-City's outpatient clinics and the implementation of programs approved through the Mental Health Service Act (MHSA).

## **ABOUT MHSA**

In November 2004, California voters approved Ballot Proposition 63 and the Mental Health Services Act (MHSA) became State law effective January 1, 2005. The MHSA addresses a broad continuum of prevention, early intervention and service needs, as well as new innovative programs to treat mental illness. In addition, MHSA provides funding for necessary infrastructure, technology and training elements that will effectively support this system, with the purpose of promoting recovery for individuals with serious mental illness. The MHSA is funded through the imposition of a 1% State income tax on personal income in excess of \$1 million.

As a result of the passage of Proposition 63, in addition to the outpatient clinical operations, Tri-City has operations established through the Mental Health Services Act (MHSA). Tri-City Mental Health Authority's staff and community partners continue to grow the system of care for the residents of the three cities through the maturing of its MHSA programs approved as part of its five Plans that include Community Services and Support (CSS), Prevention and Early Intervention (PEI), Workforce, Education and Training (WET), Innovation (INN) and Capital Facilities and Technology Needs (CFTN). Tri-City's integrated plan includes the establishment of group services available to the community at both the outpatient clinics and the Wellness Center. The Wellness Center's programs and groups continue to be a central focus. Tri-City continues to experience the integration of services between its Full Service Partnerships, Navigators and Community building programs. During the last several years, Tri-City has expanded its office space to accommodate additional FSP staff in existing buildings and to centrally locate most of the staff related to other MHSA programs, including PEI, INN and WET. This includes rented office space and a building, which was purchased back in 2015-16 in order to house MHSA staff. During 2015-16, Tri-City also purchased a home in Claremont which is currently utilized to provide housing for Tri-City clients, however this specific property is also scheduled to become part of a recently approved larger project in the near future that will house more clients.

With regard to the history of approved MHSA Plans and corresponding programs, the initial MHSA CSS programs were approved in June 2009 and continue to be fully operational. PEI programs were initially approved in March 2010, and in fiscal 2011-12, and also continue to be in full swing. The initial Innovations programs were approved in fiscal 2011-12 and completed in fiscal 2014-15, while two new Innovation programs began implementation in the second quarter of fiscal 2014-15. In November 2012, the Workforce, Education and Training (WET) Plan was approved and in May 2013 the Technology Needs projects (TEC) under CFTN were approved. CFTN and WET funds are considered one-time dollars and in order to continue programs or projects within these two plans, transfers must be made from the CSS plan and must be completed through a stakeholder process. As initial funding for these two plans have since been exhausted, in May 2016, during the 2016-17 MHSA Plan Update a transfer in the amount of \$450 thousand from the CSS Plan to the WET Plan was approved in order to continue programs and projects funded by the WET Plan in addition to a transfer of \$500 thousand from the CSS Plan to the CFTN Plan. During a stakeholder meeting held in April of 2019, additional transfers were recommended to be made to the WET and CFTN plans in the amounts of \$600 thousand and \$700 thousand, respectively. These transfers were presented and approved by

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the Governing Board at the regularly scheduled board meeting in May of 2019 as an amendment to the 2018-19 MHSA Plan Update. This current budget does not have any transfers scheduled.

As a result of the ongoing implementation of MHSA programs noted above, Tri-City continues to allocate the executive team's time spent on the MHSA functions to the MHSA budget, thereby appropriately sharing the administrative burden with the outpatient clinic's budget. The costs of the MHSA programs are separately funded from the State of California as required by Proposition 63 legislation. The MHSA funds received by Tri-City can only be used for programs established under Tri-City's approved CSS, PEI, INN, WET and CFTN plans or any future approved programs/projects under these MHSA plans.

Further information on these plans can be found in this budget document under the respective plan tabs/sections.

## **GENERAL**

On January 1, 2014, the Affordable Care Act became effective, including the expansion of Medicaid (Medi-Cal) services to single adults ages 19 to 64. Tri-City continues to be a major partner with its community and LA County Department of Mental Health (LA DMH) to ensure that all Tri-City residents seeking services that become eligible under expanded Medi-Cal (MCE) will be served. The cost of services provided by Tri-City for residents qualifying under MCE and through the Federal Financial Participation (FFP) were to be reimbursed at 100% for the first three years (calendar years 2014 through 2016), and beginning January 2017 the reimbursement rate was reduced to 95%, to 94% in January of 2018, to 93% in January of 2019 and then finally to 90% in January of 2020 and going forward. In order to ensure proper reimbursement, Tri-City's most recent agreement with LA DMH includes language regarding MCE and Tri-City's authority to bill for such services through LA DMH.

Considering the continued and well known negative economic impact lead by the COVID-19 crisis and based on information previously obtained from CBHDA, the State's 2021-22 budget is expected to affect not only the allocation of 1991 Realignment dollars provided to Tri-City but the allocation of MHSA funds as well. The California Behavioral Health Directors Association (CBHDA) is a non-profit advocacy association representing the behavioral health directors from each of California's 58 counties, as well as two cities (Berkeley and Tri-City). At the beginning of the pandemic, preliminary projections provided by CBHDA indicated MHSA funding would likely not reach the previously expected levels for fiscal year 2019-20 as a result of the delay in tax return filings. As announced in 2020, and a result of COVID-19, tax return filing deadlines had been extended from April 15, 2020 to July 15, 2020. As such while the end of fiscal year 2019-20 experienced a decline in MHSA receipts, a temporary increase in MHSA receipts was experienced in fiscal year 2020-21. CBHDA projections had also indicated that MHSA receipts would also experience a slight increase during fiscal year 2021-22, but predicted a significant decline in MHSA dollars during fiscal year 2022-23. This budget reflects these projections. Similarly, extensions and expected delays in sales tax payments and tax filings, indicated 1991 Realignment would also experience some impact. With respect to 1991 Realignment, CBHDA has advised county behavioral health agencies to expect the base and minimal growth for approximately three to five years. Over the last four years Tri-City has received a minimum of \$3.9 million in 1991 Realignment Funding which is in excess of the base. In line with this information, Tri-City has projected that only the base of approximately \$3.9 million in 1991 Realignment will be received during fiscal year 2021-22.

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Based on the information noted above with regard to MHSA funding, MHSA funding projected to be received in Fiscal 2021-22 is \$12.6 million which is included in the Cash Flow Budget, while the amount that is recognized as revenue in the Operating Budget (amounts to be expended for the CSS, PEI and INN Plans) is \$12.2 million. With regard to transfers from CSS to WET or CFTN, in years when amounts are transferred, these amounts would not appear in the revenue section of the budget as these types of transfers are made from previously recognized and therefore would also not appear in the cash flow section. The amounts to be expended in fiscal year 2021-22 are in line with the MHSA Update recommended for approval by both the Stakeholders and Mental Health Commission, and then approved by the Governing Board in June 2021.

During fiscal 2016-17 a new program was approved in California's budget by Governor Brown which will reduce MHSA funding to all counties for several years, including Tri-City, by 7% for the purpose of funding a new program titled No place Like Home. The 7% reduction in funding was originally projected to take effect beginning with fiscal 2018-19, however most recently it has been projected to take effect beginning in fiscal year 2020-21 and as such this reduction has appropriately been reflected in this budget.

Clinical training and best practices standards remain to be a top priority to ensure that the best quality control policies and documentation requirements are met as well as ensuring that clinical outcome objectives are met. The quality assurance and improvement teams continue to work with both existing and new clinical staff to ensure proper training on the electronic health record systems, collaborative documentation, writing progress notes and billing requirements, especially during these unprecedented times. This training is an ongoing process for clinical staff and other affected staff to ensure that changes related to the electronic health records/billing system that are either mandated by the State or County or a result of improvement in Tri-City's systems that are implemented. As expected, the corona virus crisis impacted how service is provided and as noted above, documentation of progress notes and training remain a top priority. As further detailed below, in May of 2021, the Governing Board approved a new Capital Facilities & Technology Needs (CFTN) Plan to expend approximately \$300,436 to implement a new electronic health record system and a new client referral management platform. Those approved expenditures have been captured in this budget.

During fiscal 2020-21, Tri-City provided mental health services to approximately 2,648 unduplicated clients who were served under both MHSA Full Service Partnership programs and Tri-City's outpatient clinic programs. The outpatient clinic operations depend on the funding from Realignment and Medi-Cal reimbursement. Realignment, which is funded through dedicated State taxes (including sales taxes), is the only source of funds that can be used to provide outpatient Medi-Cal services provided in the outpatient clinics, which are then reimbursed through Medi-Cal claim submission. Realignment is also the only source of funds for non Medi-Cal/non MHSA program outpatient clinic services. As a direct result of COVID-19, sales tax had been previously impacted not only by the economic halt, but also the postponement of sales tax payments by retailers in California in fiscal year 2020-21. However, the experience of realignment funding has been higher than expected and despite this experience, this budget has projected that realignment funding will be limited to the basic base projected by CBHDA. Medi-Cal FFP, which is considered a reimbursement of eligible costs incurred, provides funding for 50% of costs incurred, for services provided to eligible clients under Full Scope Medi-Cal (Short-Doyle/Medi-Cal) and 90% for services provided to eligible clients under MCE.

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Effective May 1, 2016, undocumented children under age 19 became eligible for full-scope Medi-Cal health benefits regardless of their immigration status, which would include mental health services. Starting in January 1, 2020 full scope Medi-Cal was made available to young adults under the age of 26 regardless of immigration status (provided all other Medi-Cal eligibility rules are met). In addition, the State provides Medi-Cal match dollars for Early Periodic Screening Diagnosis and Treatment services provided to Medi-Cal eligible clients under the age of 21. Therefore, it is important that Tri-City manages its level of services to produce the appropriate level of State and Federal reimbursement and ensure that unreimbursed costs do not exceed the Realignment base of funds.

## Operating Budget

The operating budget (income/loss statement) presented herein has been prepared to take into consideration expected revenues and expenses associated with Tri-City's total Agency operations. This includes the outpatient clinic operations, which provide services to Medi-Cal eligible residents under Tri-City's agreement with LA DMH, and outpatient services to non-funded residents. In addition, this budget includes all MHSA services under the approved CSS, PEI, INN, WET and CFTN Programs/Projects as well as anticipated MHSA planning and administrative costs.

The operating budget is organized to show the projected 2021-22 operating budget for the Agency as a whole and for each major component of Tri-City's operations as compared to fiscal 2020-21 **projected and unaudited** operating results.

1. **Consolidated and Consolidating Operating Budgets.** This section presents the combination of the Clinic and MHSA operations into **consolidated** and **consolidating** formats in order to see Tri-City's projected operating budget in totality.
  - The **consolidated** operating budget presents the combined total fiscal 2021-22 budget by quarters and the full year and compared to the prior fiscal year 2020-21 **projected and unaudited** results of operations.
  - The **consolidating** operating budget presents the total 2021-22 fiscal year budgeted for TCMH Clinic, MHSA and each component's prior fiscal year 2020-21 **projected and unaudited** results of operations.
2. **TCMH Clinic or TCMH.** Tri-City's existing clinical operations located at 2008 N. Garey Avenue and 1900 Royalty Street in Pomona consist of the following programs:
  - Children Outpatient Program
  - Adult Outpatient Program
  - Grant Programs (includes various one-time grants received by Tri-City)
  - Administration
3. **MHSA.** Operations under Tri-City's approved Mental Health Services Act Plans currently consist of the following programs:

**Community Services and Support (CSS):**

- Full Service Partnerships (FSP) – Children, TAY, Adult and Older Adult
- Community Navigators
- Wellness Center
- Supplemental Crisis Services, Intensive Outreach & Engagement Team
- Field Capable Clinical Services For Older Adults
- Permanent Supportive Housing
- Administration for the CSS programs above

**Prevention and Early Intervention (PEI):**

- Community Capacity Building (Community Wellbeing, Stigma Reduction and Suicide Prevention, and Community Mental Health Training)
- Older Adult Wellbeing (Peer Mentor)
- Transition-Age Youth Wellbeing (Peer Mentor)
- Family Wellbeing
- NAMI Community Capacity Building Program (Ending the Silence)
- Housing Stability Program
- Therapeutic Community Gardening
- Early Psychosis
- Administration for the PEI programs above

**Innovation (INN):**

- Help @ Hand Tech Suite Project
- Administration for the INN programs above

**Workforce, Education and Training (WET):**

- Learning and Improvement
- Volunteers and Future Employees
- Administration for the WET programs above

**Capital Facilities and Technology Needs Projects (CFTN):** With regard to the CFTN Plan, as noted above, transfers of MHSA CSS Plan funds to the CFTN Plan were approved in May 2016 and in April of 2019 to fund future capital or technology projects as deemed necessary. As further detailed in the MHSA section of this budget document, two projects have been identified and approved as part of the 3-Year Plan approved by the Governing Board in June 2020. The two projects include improvements to office space as well as to the community garden.

Additionally, in May of 2021, the Governing Board approved a CFTN plan authorizing the expenditures of approximately \$300 thousand for the implementation phase of a new



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Electronic Health Record System and a new Client Referral Management Platform. Although the approval of these expenditures were approved and projected to be expended within Fiscal Year 2020-21, the majority of the expenditures are now expected to be incurred in fiscal year 2021-22 and as such, they have been captured in this year's Cash Flow Budget. The remaining budget includes only the remaining depreciation expense related to programs/projects that have now been completed.

- Electrical Upgrade & Office Space Remodel (Included in the 2020 CFTN Plan)
- Capital Improvements to Therapeutic Community Garden (Included in the 2020 CFTN Plan)
- Electronic Health Record and Client Referral Management Platform (Included in the 2021 CFTN Plan)
- Administrative Professional Building
- Administration for the CFTN Projects

### **Cash Flow Budget**

The cash flow budget presented herein has been prepared to take into consideration expected funding and costs associated with Tri-City's operations including revenues passed through to Tri-City through its agreement with LA DMH for the provision of outpatient mental health services for Medi-Cal eligible Tri-City residents, and the MHSA CSS, PEI, INN, WET and CFTN approved plans. It should be noted that the funding sources from MHSA can only be used for the approved MHSA programs/projects and planning costs.

The Realignment funding is only used for Tri-City's outpatient clinic and other costs relating to the provision of mental health care that does not fall under any MHSA programs. Medi-Cal funding reimburses costs incurred to provide Medi-Cal services to Medi-Cal eligible consumers. Therefore, this budget includes Medi-Cal reimbursement for the outpatient clinic operations as well as Medi-Cal services provided through the Full Service Partnership ("FSP") and although the Field Capable Services for Older Adults program has the potential to generate some Medi-Cal reimbursement revenue, only a minimal amount is currently projected to be collected in fiscal 2021-22.

The projected cash flow is susceptible to change and represents a broad overview of Tri-City's cash flow. The respective cash flows for Tri-City's clinical operations (TCMH) and MHSA programs are based on management's best estimates of when various events may take place, some of which may not always be within Tri-City's control, including the following:

1. Receipt of funds for Medi-Cal services billed through the LA DMH system.
2. Receipt of Medi-Cal reimbursements previously withheld by LA DMH.
3. Purchasing of capital items.
4. Funding of awards issued under the MHSA PEI programs.
5. Timing of expenditures under the MHSA programs/projects.

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6. Receipt of projected MHSA funding.

The cash flow budget is organized to show the projected cash flow budget for the Agency as a whole and for each major component of Tri-City's operations as follows:

**Consolidated and Consolidating Cash Flow Budgets.** This section presents the combination of the Clinic and MHSA operations into consolidated<sup>**ed**</sup> and consolidating<sup>**ing**</sup> formats in order to see Tri-City's projected cash flow budget in totality.

- The consolidated<sup>**ed**</sup> cash flow budget presents the combined total budget by quarters and the full year and compared to the prior fiscal year 2020-21 **projected** cash flow.
- The consolidating<sup>**ing**</sup> cash flow budget presents the total fiscal year budgeted for TCMH Clinic, MHSA and Total, and compared to the prior fiscal year 2020-21 **projected** cash flow.

**TRI-CITY MENTAL HEALTH AUTHORITY**  
**CONSOLIDATED AND CONSOLIDATING OPERATIONS**  
**OPERATING BUDGET AND CASH FLOW BUDGET**  
**FISCAL YEAR 2021-22**

**TRI-CITY MENTAL HEALTH AUTHORITY-TOTAL AGENCY  
CONSOLIDATED OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 2021-22 QUARTERS				BUDGET FY 2021-22	% to Rev	PROJECTED FY 2020-21 <i>(Note)</i>	% to Rev	\$\$ Variance
	1ST QRT	2ND QRT	3RD QRT	4TH QRT					
<b>REVENUE</b>									
MEDI-CAL ADULT FFP	\$ 1,420,613	\$ 1,420,613	\$ 1,420,613	\$ 1,420,613	\$ 5,682,452	20.6%	\$ 5,612,775	20.2%	\$ 69,677
MEDI-CAL CHILDREN FFP	719,533	719,533	719,533	719,533	2,878,130	10.5%	2,462,623	8.9%	415,507
MEDI-CAL CHILDREN EPSDT--STATE	662,573	662,573	662,573	662,573	2,650,293	9.6%	1,841,563	6.6%	808,730
REALIGNMENT	988,836	988,836	988,836	988,836	3,955,344	14.4%	4,183,011	15.0%	(227,667)
MEDICARE	1,000	1,000	1,000	1,000	4,000	0.0%	2,400	0.0%	1,600
PATIENT FEES/INSURANCE	525	525	525	525	2,100	0.0%	2,100	0.0%	-
MHSA FUNDING	3,055,739	3,055,739	3,055,739	3,055,739	12,222,954	44.4%	13,536,710	48.7%	(1,313,756)
CITY SHARE - LA VERNE	-	-	12,000	-	12,000	0.0%	12,000	0.0%	-
CITY SHARE - CLAREMONT	-	-	14,561	-	14,561	0.1%	14,561	0.1%	-
CITY SHARE - POMONA	-	-	43,675	-	43,675	0.2%	43,675	0.2%	-
GRANTS	91,327	91,327	91,327	91,327	365,306	1.3%	431,000	1.5%	(65,694)
INTEREST INCOME	21,768	21,768	21,768	21,768	87,070	0.3%	169,000	0.6%	(81,930)
RENTAL AND OTHER INCOME	27,713	27,713	27,713	27,713	110,850	0.4%	323,585	1.2%	(212,735)
ESTIMATED M/C DENIALS/DISALLOWANCE	(126,903)	(126,903)	(126,903)	(126,903)	(507,612)	-1.8%	(823,121)	-3.0%	315,509
<b>TOTAL REVENUES</b>	<b>6,862,722</b>	<b>6,862,722</b>	<b>6,932,958</b>	<b>6,862,722</b>	<b>27,521,123</b>	<b>100.0%</b>	<b>27,811,882</b>	<b>100.0%</b>	<b>(290,759)</b>
<b>EXPENSES</b>									
<b>SALARY COSTS</b>									
SALARY AND WAGES	4,238,993	4,238,993	4,238,993	4,238,993	16,955,971	61.6%	15,677,746	56.4%	1,278,225
INSURANCE-Health/workers comp/life	709,122	709,122	709,122	709,122	2,836,487	10.3%	1,992,529	7.2%	843,958
RETIREMENT COSTS	525,210	525,210	525,210	525,210	2,100,841	7.6%	1,760,185	6.3%	340,656
PAYROLL TAXES	103,855	103,855	103,855	103,855	415,420	1.5%	292,190	1.1%	123,230
MISC COSTS	102,571	102,571	102,571	102,571	410,283	1.5%	124,921	0.4%	285,362
	<b>5,679,751</b>	<b>5,679,751</b>	<b>5,679,751</b>	<b>5,679,751</b>	<b>22,719,002</b>	<b>82.6%</b>	<b>19,847,571</b>	<b>71.4%</b>	<b>2,871,431</b>
<b>FACILITY COSTS</b>									
STORAGE LEASES	10,310	10,310	10,310	10,310	41,240	0.1%	40,039	0.1%	1,201
MORTGAGE INTEREST (2008 Garey)	10,314	10,314	10,314	10,314	41,257	0.1%	40,055	0.1%	1,202
FACILITY RENT	142,167	142,167	142,167	142,167	568,668	2.1%	552,106	2.0%	16,562
UTILITIES	24,746	24,746	24,746	24,746	98,985	0.4%	96,102	0.3%	2,883
BUILDING REPAIRS AND MAINTENANCE	29,269	29,269	29,269	29,269	117,077	0.4%	114,940	0.4%	2,137
JANITORIAL SERVICES & SUPPLIES	34,236	34,236	34,236	34,236	136,945	0.5%	132,956	0.5%	3,989
WASTE DISPOSAL	4,333	4,333	4,333	4,333	17,333	0.1%	16,830	0.1%	503
	<b>255,376</b>	<b>255,376</b>	<b>255,376</b>	<b>255,376</b>	<b>1,021,505</b>	<b>3.7%</b>	<b>993,028</b>	<b>3.6%</b>	<b>28,477</b>
<b>EQUIPMENT COSTS</b>									
EQUIPMENT RENTAL/LEASE	28,973	28,973	28,973	28,973	115,893	0.4%	112,520	0.4%	3,373
EQUIP MAINT/REPAIRS	5,721	5,721	5,721	5,721	22,884	0.1%	22,220	0.1%	664
EQUIP/FURNITURE PURCHASES EXPENSED	5,634	5,634	5,634	5,634	22,536	0.1%	22,167	0.1%	369
AUTO EXPENSES	4,066	4,066	4,066	4,066	16,263	0.1%	15,788	0.1%	475
AUTO INSURANCE	10,972	10,972	10,972	10,972	43,886	0.2%	42,609	0.2%	1,277
CELLULAR/PAGER LEASES	48,490	48,490	48,490	48,490	193,960	0.7%	188,309	0.7%	5,651
	<b>103,856</b>	<b>103,856</b>	<b>103,856</b>	<b>103,856</b>	<b>415,422</b>	<b>1.5%</b>	<b>403,613</b>	<b>1.5%</b>	<b>11,809</b>

**TRI-CITY MENTAL HEALTH AUTHORITY-TOTAL AGENCY  
CONSOLIDATED OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 2021-22 QUARTERS				BUDGET FY 2021-22	% to Rev	PROJECTED FY 2020-21	% to Rev	\$\$ Variance																																																																																																																																																																																				
	1ST QRT	2ND QRT	3RD QRT	4TH QRT																																																																																																																																																																																									
OTHER SERVICES AND SUPPLIES																																																																																																																																																																																													
CONFERENCES, SEMINARS & RELATED COSTS	11,790	11,790	11,790	11,790	47,160	0.2%	45,786	0.2%	1,374																																																																																																																																																																																				
MILEAGE REIMBURSEMENT	1,593	1,593	1,593	1,593	6,373	0.0%	6,189	0.0%	184																																																																																																																																																																																				
PERSONNEL ADS	7,580	7,580	7,580	7,580	30,321	0.1%	29,437	0.1%	884																																																																																																																																																																																				
PROFESSIONAL LIABILITY INSURANCE	52,448	52,448	52,448	52,448	209,792	0.8%	203,683	0.7%	6,109																																																																																																																																																																																				
SECURITY	144,558	144,558	144,558	144,558	578,232	2.1%	561,392	2.0%	16,840																																																																																																																																																																																				
DUES & SUBSCRIPTIONS	15,158	15,158	15,158	15,158	60,633	0.2%	58,867	0.2%	1,766																																																																																																																																																																																				
OTHER SUPPLIES	11,920	11,920	11,920	11,920	47,681	0.2%	46,589	0.2%	1,092																																																																																																																																																																																				
PRINTING	900	900	900	900	3,599	0.0%	3,495	0.0%	104																																																																																																																																																																																				
CLIENT EXPENSES	90,841	90,841	90,841	90,841	363,363	1.3%	536,732	1.9%	(173,369)																																																																																																																																																																																				
LAB COST	3,401	3,401	3,401	3,401	13,604	0.0%	13,208	0.0%	396																																																																																																																																																																																				
AMBULANCE COSTS	15,678	15,678	15,678	15,678	62,712	0.2%	60,886	0.2%	1,826																																																																																																																																																																																				
OFFICE SUPPLIES	5,746	5,746	5,746	5,746	22,985	0.1%	22,316	0.1%	669																																																																																																																																																																																				
POSTAGE	1,026	1,026	1,026	1,026	4,102	0.0%	3,984	0.0%	118																																																																																																																																																																																				
RECORD DESTRUCTION	1,626	1,626	1,626	1,626	6,505	0.0%	6,316	0.0%	189																																																																																																																																																																																				
TELEPHONE EXPENSES	65,152	65,152	65,152	65,152	260,608	0.9%	253,015	0.9%	7,593																																																																																																																																																																																				
COMPUTER SYSTEMS & SOFTWARE	65,863	65,863	65,863	65,863	263,450	1.0%	137,886	0.5%	125,564																																																																																																																																																																																				
DATA PROCESSING/LICENSES	73,531	73,531	73,531	73,531	294,122	1.1%	132,717	0.5%	161,405																																																																																																																																																																																				
IT RELATED EXPENSES-Consulting/Training	8,750	8,750	8,750	8,750	35,000	0.1%	128,751	0.5%	(93,751)																																																																																																																																																																																				
MISCELLANEOUS	8,610	8,610	8,610	8,610	34,439	0.1%	33,437	0.1%	1,002		<b>586,170</b>	<b>586,170</b>	<b>586,170</b>	<b>586,170</b>	<b>2,344,681</b>	<b>8.5%</b>	<b>2,284,686</b>	<b>8.2%</b>	<b>59,995</b>	SPECIFIC COSTS										PROGRAMS:										CLIENT SUPPORT COSTS	246,706	246,706	246,706	246,706	986,822	3.6%	1,387,223	5.0%	(400,401)	UNIQUE MHSA PROGRAM RELATED COSTS	88,000	88,000	88,000	88,000	352,000	1.3%	-	0.0%	352,000	COMMUNITY GRANTS	21,250	21,250	21,250	21,250	85,000	0.3%	65,856	0.2%	19,144	WET--LEARNING & OUTREACH	28,542	28,542	28,542	28,542	114,166	0.4%	110,841	0.4%	3,325	PROFESSIONAL SERVICES	36,280	36,280	36,280	36,280	145,118	0.5%	106,425	0.4%	38,693	ADMINISTRATIVE:										DIRECTORS & OFFICERS INSURANCE	15,389	15,389	15,389	15,389	61,554	0.2%	59,761	0.2%	1,793	PROFESSIONAL SERVICES	56,345	56,345	56,345	56,345	225,378	0.8%	231,703	0.8%	(6,325)	ATTORNEY FEES	15,082	15,082	15,082	15,082	60,327	0.2%	58,570	0.2%	1,757	BANK FEES	1,425	1,425	1,425	1,425	5,698	0.0%	5,532	0.0%	166	AUDIT FEES	9,442	9,442	9,442	9,442	37,769	0.1%	36,668	0.1%	1,101		<b>518,458</b>	<b>518,458</b>	<b>518,458</b>	<b>518,458</b>	<b>2,073,832</b>	<b>7.5%</b>	<b>2,062,579</b>	<b>7.4%</b>	<b>11,253</b>	DEPRECIATION AND AMORT	145,290	145,290	145,290	145,290	581,161	2.1%	458,970	1.7%	122,191	<b>TOTAL COSTS</b>	<b>7,288,901</b>	<b>7,288,901</b>	<b>7,288,901</b>	<b>7,288,901</b>	<b>29,155,603</b>	<b>105.9%</b>	<b>26,050,447</b>	<b>93.7%</b>	<b>3,105,156</b>	<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ (426,179)</b>	<b>\$ (426,179)</b>	<b>\$ (355,943)</b>	<b>\$ (426,179)</b>	<b>\$ (1,634,480)</b>	<b>-5.9%</b>	<b>\$ 1,761,435</b>	<b>6.3%</b>	<b>\$ (3,395,915)</b>
	<b>586,170</b>	<b>586,170</b>	<b>586,170</b>	<b>586,170</b>	<b>2,344,681</b>	<b>8.5%</b>	<b>2,284,686</b>	<b>8.2%</b>	<b>59,995</b>																																																																																																																																																																																				
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PROGRAMS:																																																																																																																																																																																													
CLIENT SUPPORT COSTS	246,706	246,706	246,706	246,706	986,822	3.6%	1,387,223	5.0%	(400,401)																																																																																																																																																																																				
UNIQUE MHSA PROGRAM RELATED COSTS	88,000	88,000	88,000	88,000	352,000	1.3%	-	0.0%	352,000																																																																																																																																																																																				
COMMUNITY GRANTS	21,250	21,250	21,250	21,250	85,000	0.3%	65,856	0.2%	19,144																																																																																																																																																																																				
WET--LEARNING & OUTREACH	28,542	28,542	28,542	28,542	114,166	0.4%	110,841	0.4%	3,325																																																																																																																																																																																				
PROFESSIONAL SERVICES	36,280	36,280	36,280	36,280	145,118	0.5%	106,425	0.4%	38,693																																																																																																																																																																																				
ADMINISTRATIVE:																																																																																																																																																																																													
DIRECTORS & OFFICERS INSURANCE	15,389	15,389	15,389	15,389	61,554	0.2%	59,761	0.2%	1,793																																																																																																																																																																																				
PROFESSIONAL SERVICES	56,345	56,345	56,345	56,345	225,378	0.8%	231,703	0.8%	(6,325)																																																																																																																																																																																				
ATTORNEY FEES	15,082	15,082	15,082	15,082	60,327	0.2%	58,570	0.2%	1,757																																																																																																																																																																																				
BANK FEES	1,425	1,425	1,425	1,425	5,698	0.0%	5,532	0.0%	166																																																																																																																																																																																				
AUDIT FEES	9,442	9,442	9,442	9,442	37,769	0.1%	36,668	0.1%	1,101																																																																																																																																																																																				
	<b>518,458</b>	<b>518,458</b>	<b>518,458</b>	<b>518,458</b>	<b>2,073,832</b>	<b>7.5%</b>	<b>2,062,579</b>	<b>7.4%</b>	<b>11,253</b>																																																																																																																																																																																				
DEPRECIATION AND AMORT	145,290	145,290	145,290	145,290	581,161	2.1%	458,970	1.7%	122,191																																																																																																																																																																																				
<b>TOTAL COSTS</b>	<b>7,288,901</b>	<b>7,288,901</b>	<b>7,288,901</b>	<b>7,288,901</b>	<b>29,155,603</b>	<b>105.9%</b>	<b>26,050,447</b>	<b>93.7%</b>	<b>3,105,156</b>																																																																																																																																																																																				
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ (426,179)</b>	<b>\$ (426,179)</b>	<b>\$ (355,943)</b>	<b>\$ (426,179)</b>	<b>\$ (1,634,480)</b>	<b>-5.9%</b>	<b>\$ 1,761,435</b>	<b>6.3%</b>	<b>\$ (3,395,915)</b>																																																																																																																																																																																				

NOTE: The fiscal year 2020-21 amounts are UNAUDITED and PRELIMINARY based on 9 months results through March 31, 2021.  
Such amounts are subject to further review and audit and are presented herein for comparison purposes only.

**TRI-CITY MENTAL HEALTH AUTHORITY  
CONSOLIDATING OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 2021-22 BUDGET			FY 2020-21 PROJECTED (Note)			INCREASE (DECREASE) 2022 BUDGET vs 2021 PROJECTED		
	TCMH CLINIC (REALIGNMENT)	MHSA	TOTAL	TCMH CLINIC (REALIGNMENT)	MHSA	TOTAL	TCMH CLINIC (REALIGNMENT)	MHSA	TOTAL
<b>REVENUE</b>									
MEDI-CAL ADULT FFP	\$ 3,258,846	\$ 2,423,606	\$ 5,682,452	\$ 3,247,048	\$ 2,365,727	\$ 5,612,775	\$ 11,798	\$ 57,879	\$ 69,677
MEDI-CAL CHILDREN FFP	1,397,661	1,480,469	2,878,130	1,098,691	1,363,932	2,462,623	298,970	116,537	415,507
MEDI-CAL CHILDREN EPSDT--STATE	1,531,661	1,118,632	2,650,293	1,009,300	832,263	1,841,563	522,361	286,369	808,730
REALIGNMENT	3,955,344	-	3,955,344	4,183,011	-	4,183,011	(227,667)	-	(227,667)
MEDICARE	2,000	2,000	4,000	1,000	1,400	2,400	1,000	600	1,600
PATIENT FEES/INSURANCE	2,100	-	2,100	2,100	-	2,100	-	-	-
MHSA FUNDING	-	12,222,954	12,222,954	-	13,536,710	13,536,710	-	(1,313,756)	(1,313,756)
CITY SHARE - LA VERNE	12,000	-	12,000	12,000	-	12,000	-	-	-
CITY SHARE - CLAREMONT	14,561	-	14,561	14,561	-	14,561	-	-	-
CITY SHARE - POMONA	43,675	-	43,675	43,675	-	43,675	-	-	-
GRANTS	365,306	-	365,306	431,000	-	431,000	(65,694)	-	(65,694)
INTEREST INCOME	16,650	70,420	87,070	25,000	144,000	169,000	(8,350)	(73,580)	(81,930)
RENTAL AND OTHER INCOME	5,350	105,500	110,850	218,085	105,500	323,585	(212,735)	-	(212,735)
ESTIMATED M/C DENIALS/DISALLOWANCE	(309,408)	(198,203)	(507,612)	(444,468)	(378,653)	(823,121)	135,060	180,450	315,509
<b>TOTAL REVENUES</b>	<b>10,295,746</b>	<b>17,225,378</b>	<b>27,521,123</b>	<b>9,841,003</b>	<b>17,970,879</b>	<b>27,811,882</b>	<b>454,743</b>	<b>(745,501)</b>	<b>(290,759)</b>
<b>EXPENSES</b>									
<b>SALARY COSTS</b>									
<i>FTE's</i>	<i>92.2</i>	<i>138.8</i>	<i>231.0</i>	<i>85.0</i>	<i>137.0</i>	<i>222.0</i>	<i>7.2</i>	<i>1.8</i>	<i>9.0</i>
SALARY AND WAGES	6,807,170	10,148,801	16,955,971	6,232,802	9,444,944	15,677,746	574,368	703,857	1,278,225
INSURANCE-Health/workers comp/life	1,148,734	1,687,753	2,836,487	731,390	1,261,139	1,992,529	417,344	426,614	843,958
RETIREMENT COSTS	862,538	1,238,303	2,100,841	653,363	1,106,822	1,760,185	209,175	131,481	340,656
PAYROLL TAXES	169,202	246,218	415,420	119,012	173,178	292,190	50,190	73,040	123,230
MISC COSTS	166,767	243,516	410,283	42,960	81,961	124,921	123,807	161,555	285,362
	9,154,411	13,564,591	22,719,002	7,779,527	12,068,044	19,847,571	1,374,884	1,496,547	2,871,431
<b>FACILITY COSTS</b>									
STORAGE LEASES	19,216	22,024	41,240	18,657	21,382	40,039	559	642	1,201
MORTGAGE INTEREST (2008 Garey)	41,257	-	41,257	40,055	-	40,055	1,202	-	1,202
FACILITY RENT	246,783	321,885	568,668	239,595	312,511	552,106	7,188	9,374	16,562
INTERCOMPANY FACILITY CHARGES	(55,949)	55,949	-	(54,319)	54,319	-	(1,630)	1,630	-
UTILITIES	23,281	75,704	98,985	22,603	73,499	96,102	678	2,205	2,883
BUILDING REPAIRS AND MAINTENANCE	45,949	71,128	117,077	45,885	69,055	114,940	64	2,073	2,137
JANITORIAL SERVICES & SUPPLIES	51,859	85,086	136,945	50,347	82,609	132,956	1,512	2,477	3,989
WASTE DISPOSAL	4,677	12,656	17,333	4,541	12,289	16,830	136	367	503
	377,073	644,432	1,021,505	367,364	625,664	993,028	9,709	18,768	28,477
<b>EQUIPMENT COSTS</b>									
EQUIPMENT RENTAL/LEASE	43,341	72,552	115,893	42,079	70,441	112,520	1,262	2,111	3,373
EQUIP MAINT/REPAIRS	8,939	13,945	22,884	8,680	13,540	22,220	259	405	664
EQUIP/FURNITURE PURCHASES EXPENSED	8,185	14,351	22,536	8,232	13,935	22,167	(47)	416	369
AUTO EXPENSES	1,766	14,497	16,263	1,715	14,073	15,788	51	424	475
AUTO INSURANCE	6,413	37,473	43,886	6,226	36,383	42,609	187	1,090	1,277
CELLULAR/PAGER LEASES	71,524	122,436	193,960	69,440	118,869	188,309	2,084	3,567	5,651
	140,168	275,254	415,422	136,372	267,241	403,613	3,796	8,013	11,809

**TRI-CITY MENTAL HEALTH AUTHORITY  
CONSOLIDATING OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 2021-22 BUDGET			FY 2020-21 PROJECTED (Note)			INCREASE (DECREASE) 2022 BUDGET vs 2021 PROJECTED		
	TCMH CLINIC (REALIGNMENT)	MHSA	TOTAL	TCMH CLINIC (REALIGNMENT)	MHSA	TOTAL	TCMH CLINIC (REALIGNMENT)	MHSA	TOTAL
<b>OTHER SERVICES AND SUPPLIES</b>									
CONFERENCES, SEMINARS & RELATED COSTS	9,963	37,197	47,160	9,672	36,114	45,786	291	1,083	1,374
MILEAGE REIMBURSEMENT	3,085	3,288	6,373	2,995	3,194	6,189	90	94	184
PERSONNEL ADS	12,908	17,413	30,321	12,532	16,905	29,437	376	508	884
PROFESSIONAL LIABILITY INSURANCE	78,677	131,115	209,792	76,386	127,297	203,683	2,291	3,818	6,109
SECURITY	160,625	417,607	578,232	155,948	405,444	561,392	4,677	12,163	16,840
DUES & SUBSCRIPTIONS	24,321	36,312	60,633	23,613	35,254	58,867	708	1,058	1,766
OTHER SUPPLIES	16,843	30,838	47,681	16,652	29,937	46,589	191	901	1,092
PRINTING	1,309	2,290	3,599	1,271	2,224	3,495	38	66	104
CLIENT EXPENSES	45,488	317,875	363,363	44,163	492,569	536,732	1,325	(174,694)	(173,369)
LAB COST	12,887	717	13,604	12,512	696	13,208	375	21	396
AMBULANCE COSTS	13,541	49,171	62,712	13,147	47,739	60,886	394	1,432	1,826
OFFICE SUPPLIES	9,325	13,660	22,985	9,054	13,262	22,316	271	398	669
POSTAGE	1,722	2,380	4,102	1,672	2,312	3,984	50	68	118
RECORD DESTRUCTION	3,252	3,253	6,505	3,158	3,158	6,316	94	95	189
TELEPHONE EXPENSES	102,862	157,746	260,608	99,866	153,149	253,015	2,996	4,597	7,593
COMPUTER SYSTEMS & SOFTWARE	105,793	157,657	263,450	55,555	82,331	137,886	50,238	75,326	125,564
DATA PROCESSING/LICENSES	176,473	117,649	294,122	61,503	71,214	132,717	114,970	46,435	161,405
IT RELATED EXPENSES-Consulting/Training	21,000	14,000	35,000	60,624	68,127	128,751	(39,624)	(54,127)	(93,751)
MISCELLANEOUS	10,025	24,414	34,439	9,733	23,704	33,437	292	710	1,002
	810,099	1,534,582	2,344,681	670,056	1,614,630	2,284,686	140,043	(80,048)	59,995
<b>SPECIFIC COSTS</b>									
PROGRAMS:									
CLIENT SUPPORT COSTS	181,067	805,755	986,822	232,771	1,154,452	1,387,223	(51,704)	(348,697)	(400,401)
UNIQUE MHSA PROGRAM RELATED COSTS	-	352,000	352,000	-	-	-	-	352,000	352,000
COMMUNITY GRANTS	-	85,000	85,000	-	65,856	65,856	-	19,144	19,144
GRANTS	-	-	-	-	-	-	-	-	-
WET--LEARNING & OUTREACH	-	114,166	114,166	-	110,841	110,841	-	3,325	3,325
PROFESSIONAL SERVICES	4,227	140,891	145,118	4,103	102,322	106,425	124	38,569	38,693
ADMINISTRATIVE:									
DIRECTORS & OFFICERS INSURANCE	24,019	37,535	61,554	23,319	36,442	59,761	700	1,093	1,793
PROFESSIONAL SERVICES	151,983	73,395	225,378	147,556	84,147	231,703	4,427	(10,752)	(6,325)
ATTORNEY FEES	10,975	49,352	60,327	10,656	47,914	58,570	319	1,438	1,757
BANK FEES	4,187	1,511	5,698	4,065	1,467	5,532	122	44	166
AUDIT FEES	14,729	23,040	37,769	14,300	22,368	36,668	429	672	1,101
	391,187	1,682,645	2,073,832	436,770	1,625,809	2,062,579	(45,583)	56,836	11,253
<b>DEPRECIATION AND AMORT</b>	150,262	430,899	581,161	89,374	369,596	458,970	60,888	61,303	122,191
<b>TOTAL COSTS</b>	<b>11,023,200</b>	<b>18,132,403</b>	<b>29,155,603</b>	<b>9,479,463</b>	<b>16,570,984</b>	<b>26,050,447</b>	<b>1,543,737</b>	<b>1,561,419</b>	<b>3,105,156</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ (727,454)</b>	<b>\$ (907,025)</b>	<b>\$ (1,634,480)</b>	<b>\$ 361,540</b>	<b>\$ 1,399,895</b>	<b>\$ 1,761,435</b>	<b>\$ (1,088,994)</b>	<b>\$ (2,306,920)</b>	<b>\$ (3,395,915)</b>

NOTE: The fiscal year 2020-21 amounts are UNAUDITED and PRELIMINARY based on nine months results through March 31, 2021.  
Such amounts are subject to further review and audit and are presented herein for comparison purposes only.

**TRI-CITY MENTAL HEALTH AUTHORITY--TOTAL AGENCY  
CONSOLIDATED CASH FLOW BUDGET  
FISCAL YEAR 2021-22**

	FY 2021-22 QUARTERS				BUDGET FY 2021-22	PROJECTED FY 2020-21
	1ST QRT	2ND QRT	3RD QRT	4TH QRT		
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
CASH RECEIVED FROM AND ON BEHALF OF PATIENTS	\$ 4,370,330	\$ 2,335,027	\$ 2,335,027	\$ 2,335,027	\$ 11,375,409	\$ 11,877,241
CASH PAYMENTS TO SUPPLIERS AND CONTRACTORS	(1,463,860)	(1,463,860)	(1,463,860)	(1,463,860)	(5,855,440)	(5,995,273)
PAYMENTS TO OR ON BEHALF OF EMPLOYEES	(5,679,751)	(5,679,751)	(5,679,751)	(5,679,751)	(22,719,002)	(19,475,230)
NET CASH USED BY OPERATING ACTIVITIES	(2,773,281)	(4,808,584)	(4,808,584)	(4,808,584)	(17,199,033)	(13,593,262)
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>						
MHSA FUNDING	3,143,896	2,515,117	3,772,675	3,143,896	12,575,584	15,471,483
REALIGNMENT	988,836	988,836	988,836	988,836	3,955,344	4,095,067
GRANTS	91,327	91,327	91,327	91,327	365,306	500,841
CARES ACT	-	-	-	-	-	185,943
CONTRIBUTIONS FROM MEMBER CITIES	-	-	70,236	-	70,236	70,236
NET CASH PROVIDED BY NONCAPITAL FINANCING ACTIVITIES	4,224,059	3,595,279	4,923,074	4,224,059	16,966,470	20,323,570
<b>CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>						
PURCHASE OF CAPITAL ASSETS:						
BUILDING AND IMPROVEMENTS	(519,904)	(389,928)	(259,952)	(129,976)	(1,299,760)	-
LAND	-	-	-	-	-	-
OFFICE FURNITURE, EQUIPMENT & VEHICLES	(34,600)	(53,000)	(34,600)	(34,600)	(156,800)	(356,226)
IT EQUIPMENT, HARDWARE AND SOFTWARE LICENSES	(266,156)	(176,555)	(28,985)	(118,586)	(590,282)	(8,800)
VEHICLES	-	-	-	-	-	-
PROCEEDS FROM HUD HOME LOAN-PARK AVE IMPROVEMENTS	-	-	-	-	-	-
PRINCIPAL PAYMENTS ON CAPITAL DEBT	(192,922)	(192,922)	(192,922)	(192,922)	(771,686)	(30,688)
OTHER - CSS HOUSING PROJECTS	-	-	-	-	-	(2,800,000)
INTEREST PAID ON CAPITAL DEBT	(10,314)	(10,314)	(10,314)	(10,314)	(41,257)	(41,592)
NET CASH USED BY CAPITAL AND RELATED FINANCING ACTIVITIES	(1,023,896)	(822,719)	(526,773)	(486,398)	(2,859,785)	(3,237,306)
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>						
INTEREST RECEIVED	21,768	21,768	21,768	21,768	87,070	231,971
OTHER INCOME RECEIVED	27,713	27,713	27,713	27,713	110,850	132,555
NET CASH PROVIDED BY INVESTING ACTIVITIES	49,480	49,480	49,480	49,480	197,920	364,526
<b>CASH FLOWS FROM REORGANIZATIONAL ITEMS</b>						
PRE-BANKRUPTCY FUNDS FROM CAL DMH IN ERROR-REPAID	-	-	-	-	-	-
DISTRIBUTION TO BANKRUPTCY UNSECURED CREDITORS	-	-	-	-	-	(656,063)
	-	-	-	-	-	(656,063)
<b>NET CHANGE IN CASH</b>	<b>476,362</b>	<b>(1,986,544)</b>	<b>(362,803)</b>	<b>(1,021,443)</b>	<b>(2,894,428)</b>	<b>3,201,466</b>
CASH BEGINNING BALANCE (Projected)	34,333,282	34,809,643	32,823,100	32,460,297	34,333,282	31,131,816
<b>CASH ENDING BALANCE</b>	<b>\$ 34,809,643</b>	<b>\$ 32,823,100</b>	<b>\$ 32,460,297</b>	<b>\$ 31,438,854</b>	<b>\$ 31,438,854</b>	<b>\$ 34,333,282</b>
<b>CASH RECAP:</b>						
FUNDS AVAILABLE FOR TCMH-CLINICAL OPERATIONS	\$ 8,812,156	\$ 8,213,991	\$ 7,725,767	\$ 7,207,011	\$ 7,207,011	\$ 8,275,531
FUNDS AVAILABLE FOR MHSA OPERATIONS	25,997,488	24,609,109	24,734,530	24,231,843	24,231,843	26,057,751
	<b>\$ 34,809,643</b>	<b>\$ 32,823,100</b>	<b>\$ 32,460,297</b>	<b>\$ 31,438,854</b>	<b>\$ 31,438,854</b>	<b>\$ 34,333,282</b>

**NOTE: The fiscal year 2020-21 amounts are UNAUDITED and PRELIMINARY based on nine months results through March 31, 2021. Such amounts are subject to further review and audit and are presented herein for comparison purposes only.**



**TRI-CITY MENTAL HEALTH AUTHORITY  
CONSOLIDATING CASH FLOW BUDGET  
FISCAL YEAR 2021-22**

	FY 2021-22 BUDGET			PROJECTED FY 2020-21 (Note)		
	TCMH CLINIC (REALIGNMENT)	MHSA	TOTAL	TCMH CLINIC (REALIGNMENT)	MHSA	TOTAL
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
CASH RECEIVED FROM AND ON BEHALF OF PATIENTS	\$ 6,436,465	\$ 4,938,944	\$ 11,375,409	\$ 6,411,720	\$ 5,465,521	\$ 11,877,241
CASH PAYMENTS TO SUPPLIERS AND CONTRACTORS	(1,718,527)	(4,136,913)	(5,855,440)	(1,594,777)	(4,400,496)	(5,995,273)
PAYMENTS TO OR ON BEHALF OF EMPLOYEES	(9,154,411)	(13,564,591)	(22,719,002)	(8,069,549)	(11,405,681)	(19,475,230)
NET CASH USED BY OPERATING ACTIVITIES	(4,436,473)	(12,762,560)	(17,199,033)	(3,252,606)	(10,340,656)	(13,593,262)
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>						
MHSA FUNDING	-	12,575,584	12,575,584	-	15,471,483	15,471,483
REALIGNMENT	3,955,344	-	3,955,344	4,095,067	-	4,095,067
GRANTS	365,306	-	365,306	500,841	-	500,841
CARES ACT	-	-	-	185,943	-	185,943
CONTRIBUTIONS FROM MEMBER CITIES	70,236	-	70,236	70,236	-	70,236
NET CASH PROVIDED BY NONCAPITAL FINANCING ACTIVITIES	4,390,886	12,575,584	16,966,470	4,852,087	15,471,483	20,323,570
<b>CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>						
PURCHASE OF CAPITAL ASSETS:						
BUILDING AND IMPROVEMENTS	(107,200)	(1,192,560)	(1,299,760)	-	-	-
LAND	-	-	-	-	-	-
OFFICE FURNITURE, EQUIPMENT & VEHICLES	(64,800)	(92,000)	(156,800)	(143,296)	(212,930)	(356,226)
IT EQUIPMENT, HARDWARE AND SOFTWARE LICENSES	(115,939)	(474,343)	(590,282)	(2,640)	(6,160)	(8,800)
VEHICLES	-	-	-	-	-	-
PRINCIPAL PAYMENTS ON CAPITAL DEBT	(771,686)	-	(771,686)	(30,688)	-	(30,688)
OTHER - CSS HOUSING PROJECTS	-	-	-	-	(2,800,000)	(2,800,000)
INTEREST PAID ON CAPITAL DEBT	(41,257)	-	(41,257)	(41,592)	-	(41,592)
RECEIPT/PAYMENT OF INTERCOMPANY ADVANCES BETWEEN OPERATIO	55,949	(55,949)	-	85,366	(85,366)	-
NET CASH USED BY CAPITAL AND RELATED FINANCING ACTIVITIES	(1,044,933)	(1,814,852)	(2,859,785)	(132,850)	(3,104,456)	(3,237,306)
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>						
INTEREST RECEIVED	16,650	70,420	87,070	38,963	193,008	231,971
OTHER INCOME RECEIVED	5,350	105,500	110,850	30,644	101,911	132,555
NET CASH PROVIDED BY INVESTING ACTIVITIES	22,000	175,920	197,920	69,607	294,919	364,526
<b>CASH FLOWS FROM REORGANIZATIONAL ITEMS</b>						
RECOGNITION OF BANKRUPTCY DEBT SETTLEMENT	-	-	-	-	-	-
PRE-BANKRUPTCY FUNDS FROM CAL DMH IN ERROR-REPAID	-	-	-	-	-	-
DISTRIBUTION TO BANKRUPTCY UNSECURED CREDITORS	-	-	-	(656,063)	-	(656,063)
	-	-	-	(656,063)	-	(656,063)
<b>NET CHANGE IN CASH</b>	<b>(1,068,520)</b>	<b>(1,825,908)</b>	<b>(2,894,428)</b>	<b>880,176</b>	<b>2,321,290</b>	<b>3,201,466</b>
CASH BEGINNING BALANCE (Projected)	8,275,531	26,057,751	34,333,282	7,395,355	23,736,461	31,131,816
<b>CASH ENDING BALANCE</b>	<b>\$ 7,207,011</b>	<b>\$ 24,231,843</b>	<b>\$ 31,438,854</b>	<b>\$ 8,275,531</b>	<b>\$ 26,057,751</b>	<b>\$ 34,333,282</b>

**NOTE: The fiscal year 2020-21 amounts are UNAUDITED and PRELIMINARY based on nine months results through March 31, 2021. Such amounts are subject to further review and audit and are presented herein for comparison purposes only.**

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**TRI-CITY MENTAL HEALTH AUTHORITY**  
**TCMH - HISTORICAL OUTPATIENT CLINICAL OPERATIONS**  
**OPERATING BUDGET AND CASH FLOW BUDGET FISCAL**  
**YEAR 2021-22**

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# **TCMH – HISTORICAL OUTPATIENT CLINICAL OPERATIONS**

## **BUDGETED OPERATING INCOME**

### **GENERAL INFORMATION**

The Outpatient Clinical (TCMH) budget includes the projected funding and operating costs of the Adult Outpatient Clinic Program, the Child and Family Outpatient Clinic Program, the associated Administration of these programs and the various Grant programs currently being administered by Tri-City.

Revenues for these programs, as previously noted, include 1991 Realignment, Medi-Cal cost reimbursement from FFP and State EPSDT Medi-Cal as well as a few State and Local grants. These revenues were projected based on Tri-City's past experience, expected increases to service requests and projected state revenue information obtained from the California Behavioral Health Director Association.

Total budgeted costs for the above noted Outpatient programs of \$11.0 million include salaries and benefits of approximately \$9.2 million and approximately \$1.8 million in other operating costs including cost for facilities, equipment, and other services and supplies. This budget assumes various vacancies will be fully occupied throughout the fiscal year. For fiscal 2021-22, the salaries and benefits associated with Tri-City's Executive team, Senior Management team, and administrative staff who serve the entire Agency, are anticipated to spend approximately 38% of their time on TCMH programs. This budget includes a total of 32.3 FTEs of allocated time for these staff which have been allocated to reflect the staffing proportions of the Agency.

The program descriptions for each of the programs included in the Outpatient Clinic Budget are discussed below:

- Children and Family Outpatient Program
- Adult Outpatient Program
- Grant Programs
- Administration

### **CHILDREN AND FAMILY OUTPATIENT PROGRAM**

Since 1960, Tri-City Mental Health has been providing outpatient specialty mental services for the residents of Pomona, Laverne and Claremont. These services are provided to children and youth ages 0 to 21 at the children's outpatient clinic located in Pomona (the Royalty Building). Funding for this program includes 1991 Realignment, and Federal and State Medi-Cal funding. Medi-Cal funds are made up of Federal Financial Participation (FFP) and the State's match, Early and Periodic Screening, Diagnostic and Treatment (EPSDT). 1991 Realignment is derived from State Vehicle License Fees and Sales Tax collected at the State level.

## **ADULT OUTPATIENT PROGRAM**

Since 1960, Tri-City Mental Health has been providing outpatient specialty mental services for the residents of Pomona, Laverne and Claremont. These services are provided to adults age 18 and over at the adult outpatient clinic also located in Pomona (the Garey Building). Funding for this program includes 1991 Realignment and Medi-Cal funding, Federal Financial Participation (FFP). 1991 Realignment is derived from State Vehicle License Fees and Sales Tax collected at the State level.

## **GRANT PROGRAMS**

On occasion, Tri-City is the recipient of grants for specific programs or purposes and typically include one-time funding or limited and short-term in nature. Within the Grants Programs caption, various grant funds and corresponding expenditures have been budgeted to include the following described programs:

Measure H – The Los Angeles County initiative to end homelessness, began collecting a countywide sales tax in July 2017. This tax will be collected over ten years and is being used to fund services and strategies to address homelessness throughout Los Angeles County. A portion of Measure H funds were made available for every city in the County of Los Angeles to develop a city specific plan to homelessness in their area. All three of the cities in Tri-City's jurisdiction applied for these monies and are collaborating with Tri-City to provide these services. Tri-City has entered into a Contract with the City of Pomona to provide various services (that are being reimbursed through this contract) to address homelessness including the hiring of four Navigators. The projected revenues and expenditures for this program are included in the "Grants" column of the Tri-City operating budget and include the reimbursement of costs associated with approximately 4 Full-Time Navigators dedicated to this program and other allowable costs per the contract. We have budgeted approximately \$208K in remaining funds to be expended.

Adverse Childhood Experiences (ACEs) Grants - On behalf of the Department of Health Care Services (DHCS), a total of \$150 thousand in grants from the Aurrera Health Group was awarded to Tri-City. A grant of \$100 thousand was awarded for provider trainings, while the grant of \$50 thousand is for communications. The First Surgeon General Dr. Nadine Burke Harris in partnership with the California Governor, the State Department of Health Care Services, and health and community leaders is leading a system reform that recognizes and responds to the effects that ACEs have on biological systems, and addresses the long term impacts of ACEs. The initiative will fund organizations to help extend the reach and impact of its initiative to Medi-Cal providers and organizations that serve Medicare beneficiaries. The projected end date for these grants is December of 2021.

Pomona Vision 2030 Project – As part of a project being funded by the Ballmer Group, a philanthropic organization, that among other things, supports innovative community initiatives, Tri-City was asked to enter into a collaboration titled the Pomona Vision 2030 Project. Tri-City was to serve as lead agency and to enter into a collaboration agreement with the Pomona Community Foundation, Bright Prospect and the Fairplex in order to draw down the \$78 thousand for its role in the project. The \$78 thousand was collected by Tri-City during fiscal 2020-21. As the lead agency for the Childhood Phase of the project, Tri-City will partner with Pomona Unified School District (PUSD) to engage and assess the needs and strengths of

PUSD students and their families who are in grades K thru Middle school. The Ballmer Group also amended the proposal to allow Tri-City and PUSD to seek to create a community network of providers and businesses that will support students and families especially impacted by COVID-19 that may serve as a model for crisis relief and community stabilization in the future. The initial phase of the projected is projected to be completed by December of 2021.

Intensive Case Management Services (ICMS) – In 2012, Los Angeles Department of Health Services (DHS) created the Supportive Housing Services program, following the passage of Measure H in Los Angeles County in 2017. DHS released a new Request for Statement of Qualifications (RFSQ) to secure additional qualified agencies to provide Intensive Case Management services. In September 2019 a contract between Tri-City and DHS was completed whereby Tri-City will be reimbursed to provide services to persons identified by DHS as being chronically homeless and in need of housing and other supports, including mental health. A minimal amount of projected revenues and expenditures (to be reimbursed) for this program are included in the “Grants” column of the Tri-City operating budget as Tri-City continues to implement this program.

## **ADMINISTRATION**

These costs include the administrative functions required to oversee the various programs primarily funded through 1991 Realignment within the Tri-City Mental Health Outpatient Budget. The outpatient budget includes salary costs, professional fees, attorney fees, information system costs, equipment costs, and supply costs. Personnel costs include 92.2 FTEs of various personnel who directly work on with the varying programs, in addition to allocated time of Executive/Senior Management, as well as data collection, billing and accounting personnel.

## **REVENUES**

Revenues were projected based on existing program funding, including Realignment funding, Medi-Cal cost reimbursement from the Federal Medicaid Program and California Departments of Health Care Services (“DCHS” or “State”), and other funding and sometimes grant funds.

Tri-City submits its Medi-Cal claims through LAC DMH and receives FFP cost reimbursement for all qualifying mental health services, as well as additional cost reimbursement from State Mental Health Funds (SMHF) for qualifying mental health services to children and youth under age 21 through Early Periodic Screening Diagnosis and Treatment services funding (EPSDT/SMHF). The Medi-Cal FFP and EPSDT/SMHF revenues are estimated based on projected level of service hours to be provided by care providers employed or to be hired by Tri-City.

1. **Realignment.** The estimated \$3.9 million is based on the most current information obtained from the California Behavioral Health Directors Association’s (CBHDA) analysis of the state budget. Although Realignment funding in Fiscal 2021-22 is expected to continue to be impacted directly by COVID-19 collections are still expected to be in line with what was collected by Tri-City in 2020-21 and Tri-City is conservatively budgeting realignment revenue up to the minimum baseline of \$3.9 million and anticipating minimal growth.

Tri-City’s Realignment funds come from dedicated State taxes allocated to the State’s Mental Health Fund and are considered tax funds that qualify to be used for public

expenditures. Therefore, these funds must be used in the provision of Medi-Cal services in order for Tri-City to receive FFP reimbursement, or they must be used to “match” the FFP. Realignment funds not used as Medi-Cal match can be used to:

- a. Provide mental health services and costs that are not covered by the Medi-Cal program – primarily indigent care;
- b. Cover program costs in excess of revenues
- c. Cover administrative costs not covered by the Medi-Cal program;
- d. Provide for capital expenditures; *and*
- e. Make payments on debt

Based on the 2021-22 operating budget, 30.4% of the projected Realignment funds will be used to “match” Medi-Cal costs, 19.0% will be used to cover indigent care, 6.5% will be used to cover the Non-Covered portion of MCE, 44.1% will be used to cover program costs in excess of revenues including administrative costs that exceed 15% of direct program costs and not considered as Medi-Cal reimbursable costs per Tri-City’s negotiated agreement with LAC DMH and to cover capital expenditures and debt payments, including the mortgage.

2. **Medi-Cal Adult FFP.** Medi-Cal FFP for the adult outpatient program is estimated based on the projected level of service hours to be provided by care providers employed or to be hired by Tri-City. This level of service is measured in units of service which are multiplied by the Agency’s projected cost per unit of service. The related charges/costs are assumed to be covered by Federal reimbursement (FFP) and Realignment. The Federal reimbursement (FFP) will be 50% of the costs to provide services to those individuals that qualify under the original Short-Doyle/MC program. The remaining 50% of those costs will be covered by Realignment. In addition, due to the expanded Medi-Cal program (MCE) under the Affordable Healthcare Act for single adults ages 19 to 64, projected revenues include the FFP reimbursement for the MCE services provided will be reimbursed at the rate of 90% of the costs, thereby replenishing the majority of the upfront realignment used to provide the services. The FFP reimbursement under MCE was originally 100% for the first three calendar years (2014 thru 2016), 95% as of January 1, 2017, 94% as of January 1, 2018, 93% as of January 1, 2019, and finally the reimbursement was reduced to 90% beginning January 1, 2020. Additionally, as previously noted, starting January 1, 2020, a new California law will provide full scope Medi-Cal to young adults under the age of 26 regardless of immigration status.
3. **Medi-Cal Children FFP.** Medi-Cal FFP for the children outpatient programs is estimated based on the projected level of service hours to be provided by care providers employed or to be hired by Tri-City. This level of service is measured in units of service which are multiplied by the Agency’s projected cost per unit of service. The related charges/costs are assumed to be covered by Federal (FFP) and State (EPSDT/SMHF) reimbursement. The Federal reimbursement (FFP) rate is currently at 50% of the costs, and the other 50% is projected to be covered by EPSDT State Mental Health Funds as noted below.
4. **Medi-Cal Children EPSDT – State.** Based on the State budget and the analysis of CBHDA it is projected that the EPSDT allocation rates from the State for fiscal year 2021-22 will range from 43% to 50% of the cost of services provided.



5. **Medicare.** This represents the expected reimbursement for mental health services provided to consumers that qualify under Medicare. The projected amount is based on prior experience and amounts collected in prior years.
6. **City Share.** This funding is based on the “Local Realignment Maintenance of Effort Funds (SB681)” required for Tri-City to receive realignment. The projected city shares are based on amounts received in prior years as well as the minimum required for realignment purposes.
7. **Grants.** These funds represent expected amounts to be received for various grant programs as previously described, which may be one-time, limited term grants or on-going programs. These include the Measure H program, a grant for providing Adverse Childhood Experiences (ACEs) training, Intensive Case Management Services and a contract with Bonita USD for drop-in mental health services provided by Tri-City to students attending schools within the school district.
8. **Interest Income.** These funds represent interest earned on cash invested in the Local Agency Investment Fund (“LAIF”), as well as other interest bearing operating bank accounts. The amount budgeted for interest income for FY 2021-22 is based on the projected interest from current clinic operation cash balances and based on past experience.
9. **Medi-Cal Denials/Disallowances:** This allowance represents a conservative 10% reserve for disallowances of FFP and State EPSDT Medi-Cal claims billed.

## OPERATING EXPENSES

1. **Salary Costs.** Salary costs of \$9.2 million include salaries and wages of \$6.8 million and employee benefits of \$2.4 million. These salaries and benefits include \$7.6 million of clinical and direct staff salaries and \$1.6 million of administrative salaries. The costs were based on the Agency’s actual current employee roster (as of March 2021) plus any vacant or new positions for fiscal year 2021-22. The resulting budgeted salaries for 2021-22 are approximately \$1.4 million higher than the projected costs for 2020-21, however approximately \$811 thousand higher than the Fiscal Year 2020-21 adopted budget. Clinical staff salaries are budgeted to increase from the projected actuals for fiscal 2020-21 due to expected filling of several positions that were vacant during the year.

Salaries and benefits associated with Tri-City’s Executive team, Senior Management team, and administrative staff who serve the entire Agency, are allocated to TCMH and MHSA at the rate of 38% and 62%, respectively. This allocation of costs for these staff, are reflective of the staffing proportions of the Agency.

Employee benefits, including insurance, retirement, and payroll taxes are based on the historical cost as a relationship to base salary and wages. The average percentage of employee benefits agency wide is estimated at approximately 32.85%.

2. **Facility Costs.** Facility costs for the 2021-22 Budget include the costs of maintaining Tri-City’s adult outpatient clinic operations at 2008 N. Garey Avenue, the rent and related costs for the children’s outpatient clinic operations at 1900 Royalty Street, and allocation of the rent and maintenance costs associated with the administrative offices in Claremont. The

intercompany facility charges and income reflected under the Adult O/P program relates to costs of the 2008 N. Garey building that will be allocated to MHSA operations also located at the facility (primarily staffing for FSP Adult and FSP Older Adults). The amounts charged to the MHSA programs are consistent with the prior year and are based on actual costs and allocated by square foot.

The costs for storage leases include the rental of space for archiving documents that are legally required to be retained, and are primarily fixed costs with minor increases to rates. Storage costs that do fluctuate are associated with the storage of medical records and will fluctuate based on usage/access of these documents.

3. **Equipment Costs.** This amount reflects the anticipated equipment costs, such as equipment rentals, leases, repairs, non-capital equipment and furniture purchases, desk phones and maintenance fees.
4. **Other Service and Supply Costs.** Other service and supply costs are projected based on actual costs incurred in FY 2020-21 and adjusted for inflation and for specific known increases or decreases. The most significant of these costs are explained as follows:
  - a. Conference, Seminars & Related Costs. These budgeted costs reflect the Agency's commitment to keep staff up-to-date on all new regulations under the Affordable Care Act, expanded Medi-Cal, new billing requirements and the related client outcome and meaningful use programs. As such it is important that staff continue to attend conferences and seminars, however as a direct result of COVID-19, it is anticipated that the most or some of the trainings in Fiscal 2021-22 will continue to be through online webinars.
  - b. Professional Liability Insurance. These costs represent necessary insurance for general claims, if any, against Tri-City and other insurance coverages.
  - c. Security Expense. These budgeted costs include the cost of having security guards at several Tri-City locations and are projected based on past experience.
  - d. Dues and Subscriptions. These costs include dues for industry associations, dues and renewals for professional licenses and dues for computer program support.
  - e. Lab and Med Costs. These projected costs relate directly to the implementation of meaningful use outcomes which include monitoring of physical systems as well as mental diagnosis.
  - f. Data Processing/Licenses. These budgeted costs include costs for required licensing and continued support for data base programs.
5. **Specific Costs.** These costs are mostly comprised of costs identified solely as administrative in nature, with the exception of client support expenses described below.
  - a. Client Support Costs. These costs mainly represent the cost of leasing five apartment units located in Pomona. These units are mainly occupied by Tri-City clients (both outpatient clinic and FSP clients) who pay Tri-City rent. The rental income is reflected in revenue.

- b. Directors and Officers Insurance. These administrative insurance costs are allocated between the Clinic and MHSA operations.
- c. Professional Services. These costs include various professional services including media and communication costs and other costs anticipated for special projects including the implementation of a new electronic health record system. This amount also includes a general allowance for unforeseen professional services. During fiscal 2020-21 some one-time costs for professional services were budgeted but were not incurred. Some of these costs are re-budgeted for fiscal 2021-22.

Professional Services costs generally vary from year to year and although the budgeted 2021-22 amount shows an increase from the amount budgeted in 2020-21, it is in line with prior years' budgeted amounts. Additionally, this budget also allows for unexpected services to be required.

- d. Attorney Fees. These costs include the legal fees expected to be incurred for services to be provided by the General Counsel for normal operating items as well as miscellaneous legal fees in connection with human resources/employment matters. The amount budgeted for 2021-22 is in line with prior years' budgeted amounts for legal fees and considered prudent to allow for unexpected matters if they arise.
- e. Audit Fees. These costs represent the fees incurred for the outside independent auditor, which are allocated between Clinic Operations and MHSA operations.

## **BUDGETED CASH FLOW**

### **GENERAL**

The budgeted cash flow for Tri-City's clinical operations for fiscal 2021-22 reflects a net decrease to cash of approximately \$1.1 million, thereby estimating a cash balance of approximately \$7.2 million at June 30, 2022. The primary reasons for the expected net decrease to cash is the projected payments to be made toward the pay-off of the mortgage in the estimated amount of \$772 thousand, in addition to capital activities in the approximate amount of \$288 thousand. The detail of the cash flow activity is described below.

### **CASH FLOWS FROM OPERATING ACTIVITIES**

There are three major components to cash flows from operating activities:

1. Cash received from and on behalf of patients includes the following:
  - a. Expected receipts of Medi-Cal FFP and Medi-Cal EPSDT/SMHF for the budgeted fiscal period 2021-22 includes reimbursement received for current year services as well as collection of prior years' FFP and EPSDT. The receipts budgeted for claims relating to fiscal year 2021-22 services are anticipated to be received approximately 60 days after submission of claims due to the time it takes LAC DMH and State DMH to process and pay the claims. Amounts associated with Medi-Cal audit and cost report settlements are

also included, however these audits or settlements which historically were expected to take between 18 to 24 months are not yet complete. Through the end of fiscal 2020-21, Medi-Cal audit or settlements for fiscal years 2017-18 through 2019-20 have not yet been completed. It should be noted that based on prior experience, it is difficult to predict when these withhold amounts will actually be released.

- b. Collection of receipts for billed services within the last quarter of the current fiscal year, 2020-21.
  - c. Other collections, including patient fees, client rental payments, and any grant funds.
2. Cash payments to suppliers and contractors cost.
  3. Payments to or on behalf of employees. This amount includes the gross salaries plus benefits for both active employees and projected but presently vacant positions.

### **CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES**

There are two major components to cash flows from noncapital financing activities:

1. Realignment. As previously discussed Realignment funds are projected based on prior year receipts, and on information obtained from State Budget Projections.
2. Contribution from member cities.

### **CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES**

This section reflects TCMH's projected capital needs for fiscal year 2021-22 including potential investments to the facility located at 2008 N. Garey Avenue and leasehold improvements at the Royalty suites as well as, projected furniture and equipment needs and the related cost of mortgage debt. The projected purchases include the following:

1. The amount of \$107 thousand is being budgeted this year for building and leasehold improvements. This amount represents the projected cost for expected and unexpected improvements that may be required at the 2008 Garey site as well as any necessary leasehold improvements to the Royalty suites occupied by the Children and Family programs. These costs include the projected costs of replacing air conditioning units, anticipated improvement to lighting fixtures, additional expense to the parking lot at the 2008 Garey location as well as other necessary improvements to accommodate additional space for employees as deemed necessary throughout the year.
2. The amount of \$64 thousand is being budgeted for office furniture, and equipment projected and estimated for costs related to replacement of miscellaneous equipment, furniture and vehicles as needed throughout the year.
3. Approximately \$116 thousand has been projected for the replacement and improvement of hardware and software during fiscal 2021-22. This includes continual improvement or scheduled replacement of servers, renewal of software licenses, replacement of aged computers and replacement and improvement of various information technology related equipment. As a result of COVID-19 and the need for a majority of Tri-City staff to

telecommute, additional replacement of computers and some additional equipment is anticipated to be a continued necessity.

4. Principal and interest paid on the debt which is secured by the property at 2008 N. Garey Avenue is based on the mortgage loan that was refinanced in June 2012 with a 25-year amortization and interest at 5%. As disclosed in Tri-City's Annual Audited Financial Statements, this mortgage has a balloon payment due in June of 2022 which requires the remaining balance at June 2022 to be paid. After appropriate analysis is presented and considered during this next fiscal year, a decision by the Governing Board will need to be made to either re-finance the mortgage balance or pay the remaining balance prior to June of 2022. Until such time, and although a decision has not yet been made, the current cash flow projection includes a payment for this obligation in the amount of \$772 thousand as it currently stands.

## **CASH FLOW FROM INVESTING ACTIVITIES**

This section reflects TCMH's projected interest income from the cash deposited in Tri-City's current investment portfolio.

## **CASH FLOW FROM REORGANIZATIONAL ACTIVITIES**

1. Bankruptcy Distributions. For fiscal year 2021-22, no amounts were budgeted in the cash flow as a result of having paid the entire remaining bankruptcy liability during fiscal year 2020-21. As noted in the "projected" cash flow column approximately \$656 thousand in bankruptcy distributions to the Class 3 and 4 Unsecured Creditors were made during fiscal 2020-21 which represents 100% of the remaining liability. As a result, reference to the bankruptcy is still noted in this document.

**TRI-CITY MENTAL HEALTH AUTHORITY  
CLINIC OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				BUDGET	% to	PROJECTED	% to	\$\$
	1ST QRT	2ND QRT	3RD QRT	4TH QRT	FY 2021-22	Rev	FY 2020-21	Rev	Variance
<b>REVENUE</b>							(Note)		
MEDI-CAL ADULT FFP	\$ 814,712	\$ 814,712	\$ 814,712	\$ 814,712	\$ 3,258,846	31.7%	\$ 3,247,048	33.0%	\$ 11,798
MEDI-CAL CHILDREN FFP	349,415	349,415	349,415	349,415	1,397,661	13.6%	1,098,691	11.2%	298,970
MEDI-CAL CHILDREN EPSDT--STATE	382,915	382,915	382,915	382,915	1,531,661	14.9%	1,009,300	10.3%	522,361
REALIGNMENT	988,836	988,836	988,836	988,836	3,955,344	38.4%	4,183,011	42.5%	(227,667)
MEDICARE	500	500	500	500	2,000	0.0%	1,000	0.0%	1,000
PATIENT FEES/INSURANCE	525	525	525	525	2,100	0.0%	2,100	0.0%	-
MHSA FUNDING	-	-	-	-	-	0.0%	-	0.0%	-
CITY SHARE - LA VERNE	-	-	12,000	-	12,000	0.1%	12,000	0.1%	-
CITY SHARE - CLAREMONT	-	-	14,561	-	14,561	0.1%	14,561	0.1%	-
CITY SHARE - POMONA	-	-	43,675	-	43,675	0.4%	43,675	0.4%	-
GRANTS	91,327	91,327	91,327	91,327	365,306	3.5%	431,000	4.4%	(65,694)
INTEREST INCOME	4,163	4,163	4,163	4,163	16,650	0.2%	25,000	0.3%	(8,350)
RENTAL AND OTHER INCOME	1,338	1,338	1,338	1,338	5,350	0.1%	218,085	2.2%	(212,735)
ESTIMATED M/C DENIALS/DISALLOWANCE	(77,352)	(77,352)	(77,352)	(77,352)	(309,408)	-3.0%	(444,468)	-4.5%	135,060
<b>TOTAL REVENUES</b>	<b>2,556,377</b>	<b>2,556,377</b>	<b>2,626,613</b>	<b>2,556,377</b>	<b>10,295,746</b>	<b>100.0%</b>	<b>9,841,003</b>	<b>100.0%</b>	<b>454,743</b>
<b>EXPENSES</b>									
<b>SALARY COSTS</b>									
SALARY AND WAGES	1,701,793	1,701,793	1,701,793	1,701,793	6,807,170	66.1%	6,232,802	63.3%	574,368
INSURANCE-Health/workers comp/life	287,184	287,184	287,184	287,184	1,148,734	11.2%	731,390	7.4%	417,344
RETIREMENT COSTS	215,635	215,635	215,635	215,635	862,538	8.4%	653,363	6.6%	209,175
PAYROLL TAXES	42,301	42,301	42,301	42,301	169,202	1.6%	119,012	1.2%	50,190
MISC COSTS	41,692	41,692	41,692	41,692	166,767	1.6%	42,960	0.4%	123,807
	<b>2,288,603</b>	<b>2,288,603</b>	<b>2,288,603</b>	<b>2,288,603</b>	<b>9,154,411</b>	<b>88.9%</b>	<b>7,779,527</b>	<b>79.1%</b>	<b>1,374,884</b>
<b>FACILITY COSTS</b>									
STORAGE LEASES	4,804	4,804	4,804	4,804	19,216	0.2%	18,657	0.2%	559
MORTGAGE INTEREST (2008 Garey)	10,314	10,314	10,314	10,314	41,257	0.4%	40,055	0.4%	1,202
FACILITY RENT	61,696	61,696	61,696	61,696	246,783	2.4%	239,595	2.4%	7,188
INTERCOMPANY FACILITY CHARGES	(13,987)	(13,987)	(13,987)	(13,987)	(55,949)	-0.5%	(54,319)	-0.6%	(1,630)
UTILITIES	5,820	5,820	5,820	5,820	23,281	0.2%	22,603	0.2%	678
BUILDING REPAIRS AND MAINTENANCE	11,487	11,487	11,487	11,487	45,949	0.4%	45,885	0.5%	64
JANITORIAL SERVICES & SUPPLIES	12,965	12,965	12,965	12,965	51,859	0.5%	50,347	0.5%	1,512
WASTE DISPOSAL	1,169	1,169	1,169	1,169	4,677	0.0%	4,541	0.0%	136
	<b>94,268</b>	<b>94,268</b>	<b>94,268</b>	<b>94,268</b>	<b>377,073</b>	<b>3.7%</b>	<b>367,364</b>	<b>3.7%</b>	<b>9,709</b>
<b>EQUIPMENT COSTS</b>									
EQUIPMENT RENTAL/LEASE	10,835	10,835	10,835	10,835	43,341	0.4%	42,079	0.4%	1,262
EQUIP MAINT/REPAIRS	2,235	2,235	2,235	2,235	8,939	0.1%	8,680	0.1%	259
EQUIP/FURNITURE PURCHASES EXPENSED	2,046	2,046	2,046	2,046	8,185	0.1%	8,232	0.1%	(47)
AUTO EXPENSES	442	442	442	442	1,766	0.0%	1,715	0.0%	51
AUTO INSURANCE	1,603	1,603	1,603	1,603	6,413	0.1%	6,226	0.1%	187
CELLULAR/PAGER LEASES	17,881	17,881	17,881	17,881	71,524	0.7%	69,440	0.7%	2,084
	<b>35,042</b>	<b>35,042</b>	<b>35,042</b>	<b>35,042</b>	<b>140,168</b>	<b>1.4%</b>	<b>136,372</b>	<b>1.4%</b>	<b>3,796</b>

**TRI-CITY MENTAL HEALTH AUTHORITY  
CLINIC OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				BUDGET	% to	PROJECTED	% to	\$\$
	1ST QRT	2ND QRT	3RD QRT	4TH QRT	FY 2021-22	Rev	FY 2020-21	Rev	Variance
OTHER SERVICES AND SUPPLIES							(Note)		
CONFERENCES, SEMINARS & RELATED COSTS	2,491	2,491	2,491	2,491	9,963	0.1%	9,672	0.1%	291
MILEAGE REIMBURSEMENT	771	771	771	771	3,085	0.0%	2,995	0.0%	90
PERSONNEL ADS	3,227	3,227	3,227	3,227	12,908	0.1%	12,532	0.1%	376
PROFESSIONAL LIABILITY INSURANCE	19,669	19,669	19,669	19,669	78,677	0.8%	76,386	0.8%	2,291
SECURITY EXPENSE	40,156	40,156	40,156	40,156	160,625	1.6%	155,948	1.6%	4,677
DUES & SUBSCRIPTIONS	6,080	6,080	6,080	6,080	24,321	0.2%	23,613	0.2%	708
OTHER SUPPLIES	4,211	4,211	4,211	4,211	16,843	0.2%	16,652	0.2%	191
PRINTING	327	327	327	327	1,309	0.0%	1,271	0.0%	38
CLIENT EXPENSES	11,372	11,372	11,372	11,372	45,488	0.4%	44,163	0.4%	1,325
LAB/MED COST	3,222	3,222	3,222	3,222	12,887	0.1%	12,512	0.1%	375
AMBULANCE COSTS	3,385	3,385	3,385	3,385	13,541	0.1%	13,147	0.1%	394
OFFICE SUPPLIES	2,331	2,331	2,331	2,331	9,325	0.1%	9,054	0.1%	271
POSTAGE	431	431	431	431	1,722	0.0%	1,672	0.0%	50
RECORD DESTRUCTION	813	813	813	813	3,252	0.0%	3,158	0.0%	94
TELEPHONE EXPENSES	25,716	25,716	25,716	25,716	102,862	1.0%	99,866	1.0%	2,996
COMPUTER SYSTEMS & SOFTWARE	26,448	26,448	26,448	26,448	105,793	1.0%	55,555	0.6%	50,238
DATA PROCESSING/LICENSES	44,118	44,118	44,118	44,118	176,473	1.7%	61,503	0.6%	114,970
IT RELATED EXPENSES-Consulting/Training	5,250	5,250	5,250	5,250	21,000	0.2%	60,624	0.6%	(39,624)
MISCELLANEOUS	2,506	2,506	2,506	2,506	10,025	0.1%	9,733	0.1%	292
	<b>202,525</b>	<b>202,525</b>	<b>202,525</b>	<b>202,525</b>	<b>810,099</b>	<b>7.9%</b>	<b>670,056</b>	<b>6.8%</b>	<b>140,043</b>
SPECIFIC COSTS									
PROGRAMS:									
CLIENT SUPPORT COSTS	45,267	45,267	45,267	45,267	181,067	1.8%	232,771	2.4%	(51,704)
UNIQUE MHSA PROGRAM RELATED COSTS	-	-	-	-	-	0.0%	-	0.0%	-
WET--LEARNING & OUTREACH	-	-	-	-	-	0.0%	-	0.0%	-
PROFESSIONAL SERVICES	1,057	1,057	1,057	1,057	4,227	0.0%	4,103	0.0%	124
ADMINISTRATIVE:									
DIRECTORS & OFFICERS INSURANCE	6,005	6,005	6,005	6,005	24,019	0.2%	23,319	0.2%	700
PROFESSIONAL SERVICES	37,996	37,996	37,996	37,996	151,983	1.5%	147,556	1.5%	4,427
ATTORNEY FEES	2,744	2,744	2,744	2,744	10,975	0.1%	10,656	0.1%	319
BANK FEES	1,047	1,047	1,047	1,047	4,187	0.0%	4,065	0.0%	122
AUDIT FEES	3,682	3,682	3,682	3,682	14,729	0.1%	14,300	0.1%	429
	<b>97,797</b>	<b>97,797</b>	<b>97,797</b>	<b>97,797</b>	<b>391,187</b>	<b>3.8%</b>	<b>436,770</b>	<b>4.4%</b>	<b>(45,583)</b>
DEPRECIATION AND AMORT	37,566	37,566	37,566	37,566	150,262	1.5%	89,374	0.9%	60,888
<b>TOTAL COSTS</b>	<b>2,755,800</b>	<b>2,755,800</b>	<b>2,755,800</b>	<b>2,755,800</b>	<b>11,023,200</b>	<b>107.1%</b>	<b>9,479,463</b>	<b>96.3%</b>	<b>1,543,737</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ (199,423)</b>	<b>\$ (199,423)</b>	<b>\$ (129,187)</b>	<b>\$ (199,423)</b>	<b>\$ (727,454)</b>	<b>-7.1%</b>	<b>\$ 361,540</b>	<b>3.7%</b>	<b>\$ (1,088,994)</b>

NOTE: The fiscal year 2020-21 amounts are UNAUDITED and PRELIMINARY based on nine months results through March 31, 2021. Such amounts are subject to further review and audit and are presented herein for comparison purposes only.

**TRI-CITY MENTAL HEALTH AUTHORITY  
CLINIC CONSOLIDATING OPERATING BUDGET BY PROGRAM  
FISCAL YEAR 2021-22**

	CHILD OP	ADULT OP	GRANTS	ADMIN	TOTAL
<b>REVENUE</b>					
MEDI-CAL ADULT FFP	\$ -	\$ 3,258,846	\$ -	\$ -	\$ 3,258,846
MEDI-CAL CHILDREN FFP	1,397,661	-	-	-	1,397,661
MEDI-CAL -STATE	1,388,661	143,000	-	-	1,531,661
REALIGNMENT	492,800	1,603,995	-	1,858,549	3,955,344
MEDICARE	-	2,000	-	-	2,000
PATIENT FEES/INSURANCE	500	1,600	-	-	2,100
MHSA FUNDING	-	-	-	-	-
CITY SHARE - LA VERNE	-	12,000	-	-	12,000
CITY SHARE - CLAREMONT	-	14,561	-	-	14,561
CITY SHARE - POMONA	-	43,675	-	-	43,675
GRANTS	20,000	-	345,306	-	365,306
INTEREST INCOME	-	-	-	16,650	16,650
RENTAL AND OTHER INCOME	100	5,250	-	-	5,350
ESTIMATED M/C DENIALS/DISALLOWANCE	(139,316)	(170,092)	-	-	(309,408)
<b>TOTAL REVENUES</b>	<b>3,160,406</b>	<b>4,914,835</b>	<b>345,306</b>	<b>1,875,199</b>	<b>10,295,746</b>
<b>EXPENSES</b>					
SALARY COSTS					
<i>FTE's</i>	<i>26.0</i>	<i>47.6</i>	<i>5.5</i>	<i>13.1</i>	<i>92.2</i>
SALARY AND WAGES	1,832,088	3,658,458	121,709	1,194,915	6,807,170
INSURANCE-Health/workers comp/life	301,806	609,106	37,692	200,130	1,148,734
RETIREMENT COSTS	228,244	463,276	26,672	144,346	862,538
PAYROLL TAXES	44,886	89,632	5,409	29,275	169,202
MISC COSTS	44,078	88,010	5,396	29,283	166,767
	2,451,102	4,908,482	196,878	1,597,949	9,154,411
FACILITY COSTS					
STORAGE LEASES	4,924	8,680	-	5,612	19,216
MORTGAGE INTEREST (2008 Garey)	-	41,257	-	-	41,257
FACILITY RENT	151,249	14,860	-	80,674	246,783
INTERCOMPANY FACILITY CHARGES	-	(55,949)	-	-	(55,949)
UTILITIES	-	18,844	2,819	1,618	23,281
BUILDING REPAIRS AND MAINTENANCE	5,386	37,454	1,741	1,368	45,949
JANITORIAL SERVICES & SUPPLIES	19,163	21,282	2,540	8,874	51,859
WASTE DISPOSAL	1,767	2,497	281	132	4,677
	182,489	88,925	7,381	98,278	377,073
EQUIPMENT COSTS					
EQUIPMENT RENTAL/LEASE	8,592	23,864	2,664	8,221	43,341
EQUIP MAINT/REPAIRS	2,332	4,203	491	1,913	8,939
EQUIP/FURNITURE PURCHASES EXPENSED	1,445	1,772	558	4,410	8,185
AUTO EXPENSES	1,207	132	-	427	1,766
AUTO INSURANCE	2,757	2,090	-	1,566	6,413
CELLULAR/PAGER LEASES	22,623	29,516	6,244	13,141	71,524
	38,956	61,577	9,957	29,678	140,168



**TRI-CITY MENTAL HEALTH AUTHORITY  
CLINIC CONSOLIDATING OPERATING BUDGET BY PROGRAM  
FISCAL YEAR 2021-22**

	CHILD OP	ADULT OP	GRANTS	ADMIN	TOTAL
OTHER SERVICES AND SUPPLIES					
CONFERENCES, SEMINARS & RELATED COSTS	813	2,559	131	6,460	9,963
MILEAGE REIMBURSEMENT	108	517	2,369	91	3,085
PERSONNEL ADS	7,032	3,111	-	2,765	12,908
PROFESSIONAL LIABILITY INSURANCE	20,916	39,629	4,948	13,184	78,677
SECURITY EXPENSE	18,766	120,013	7,456	14,390	160,625
DUES & SUBSCRIPTIONS	33	401	-	23,887	24,321
OTHER SUPPLIES	1,723	10,492	269	4,359	16,843
PRINTING	162	671	16	460	1,309
CLIENT EXPENSES	3,074	35,230	7,184	-	45,488
LAB/MED COST	-	12,887	-	-	12,887
AMBULANCE COSTS	-	13,541	-	-	13,541
OFFICE SUPPLIES	1,350	2,669	428	4,878	9,325
POSTAGE	149	243	27	1,303	1,722
RECORD DESTRUCTION	1,177	2,075	-	-	3,252
TELEPHONE EXPENSES	20,208	48,207	4,160	30,287	102,862
COMPUTER SYSTEMS & SOFTWARE	704	48,882	45	56,162	105,793
DATA PROCESSING/LICENSES	-	-	-	176,473	176,473
IT RELATED EXPENSES-Consulting/Training	-	-	-	21,000	21,000
MISCELLANEOUS	-	-	-	10,025	10,025
	76,215	341,127	27,033	365,724	810,099
SPECIFIC COSTS					
PROGRAMS:					
CLIENT SUPPORT COSTS	-	6,000	175,067	-	181,067
UNIQUE MHSA PROGRAM RELATED COSTS	-	-	-	-	-
COMMUNITY GRANTS	-	-	-	-	-
GRANTS	-	-	-	-	-
WET--LEARNING & OUTREACH	-	-	-	-	-
PROFESSIONAL SERVICES	-	172	4,055	-	4,227
ADMINISTRATIVE:					
DIRECTORS & OFFICERS INSURANCE	-	-	-	24,019	24,019
PROFESSIONAL SERVICES	-	-	-	151,983	151,983
ATTORNEY FEES	-	-	-	10,975	10,975
BANK FEES	-	-	-	4,187	4,187
AUDIT FEES	-	-	-	14,729	14,729
	-	6,172	179,122	205,893	391,187
DEPRECIATION AND AMORT	22,943	89,767	3,552	34,000	150,262
ALLOCATION OF ADMINISTRATIVE COSTS (15% OF DIRECT COSTS)	415,756	824,408	63,588	(1,303,752)	-
<b>TOTAL COSTS</b>	<b>3,187,461</b>	<b>6,320,458</b>	<b>487,511</b>	<b>1,027,770</b>	<b>11,023,200</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ (27,055)</b>	<b>\$ (1,405,623)</b>	<b>\$ (142,205)</b>	<b>\$ 847,429</b>	<b>\$ (727,454)</b>

**TRI-CITY MENTAL HEALTH AUTHORITY  
CLINIC CASH FLOW BUDGET  
FISCAL YEAR 2021-22**

	FY 2021-22 QUARTERS				BUDGET FY 2021-22
	1ST QRT	2ND QRT	3RD QRT	4TH QRT	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
CASH RECEIVED FROM AND ON BEHALF OF PATIENTS	\$ 2,446,510	\$ 1,329,985	\$ 1,329,985	\$ 1,329,985	\$ 6,436,465
CASH PAYMENTS TO SUPPLIERS AND CONTRACTORS	(429,632)	(429,632)	(429,632)	(429,632)	(1,718,527)
PAYMENTS TO OR ON BEHALF OF EMPLOYEES	(2,288,603)	(2,288,603)	(2,288,603)	(2,288,603)	(9,154,411)
NET CASH USED BY OPERATING ACTIVITIES	(271,724)	(1,388,249)	(1,388,249)	(1,388,249)	(4,436,473)
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>					
MHSA FUNDING	-	-	-	-	-
REALIGNMENT	988,836	988,836	988,836	988,836	3,955,344
CONTRIBUTIONS FROM MEMBER CITIES	-	-	70,236	-	70,236
GRANTS	91,327	91,327	91,327	91,327	365,306
NET CASH PROVIDED BY NONCAPITAL FINANCING ACTIVITIES	1,080,163	1,080,163	1,150,399	1,080,163	4,390,886
<b>CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>					
PURCHASE OF CAPITAL ASSETS:					
BUILDING AND IMPROVEMENTS	(42,880)	(32,160)	(21,440)	(10,720)	(107,200)
OFFICE FURNITURE, EQUIPMENT & VEHICLES	(16,200)	(16,200)	(16,200)	(16,200)	(64,800)
IT EQUIPMENT, HARDWARE AND SOFTWARE LICENSES	(28,985)	(57,970)	(28,985)	-	(115,939)
PRINCIPAL PAYMENTS ON CAPITAL DEBT	(192,922)	(192,922)	(192,922)	(192,922)	(771,686)
INTEREST PAID ON CAPITAL DEBT	(10,314)	(10,314)	(10,314)	(10,314)	(41,257)
RECEIPT/PAYMENT OF INTERCOMPANY ADVANCES BETWEEN OPERATIONS	13,987	13,987	13,987	13,987	55,949
NET CASH USED BY CAPITAL AND RELATED FINANCING ACTIVITIES	(277,313)	(295,578)	(255,873)	(216,169)	(1,044,933)
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>					
INTEREST RECEIVED	4,163	4,163	4,163	4,163	16,650
OTHER INCOME RECEIVED	1,338	1,338	1,338	1,338	5,350
NET CASH PROVIDED BY INVESTING ACTIVITIES	5,500	5,500	5,500	5,500	22,000
<b>CASH FLOWS FROM REORGANIZATIONAL ITEMS</b>					
PRE-BANKRUPTCY FUNDS FROM CAL DMH IN ERROR-REPAID	-	-	-	-	-
DISTRIBUTION TO BANKRUPTCY UNSECURED CREDITORS	-	-	-	-	-
	-	-	-	-	-
<b>NET CHANGE IN CASH</b>	<b>536,625</b>	<b>(598,165)</b>	<b>(488,224)</b>	<b>(518,755)</b>	<b>(1,068,520)</b>
CASH BEGINNING BALANCE (Projected)	8,275,531	8,812,156	8,213,991	7,725,767	8,275,531
<b>CASH ENDING BALANCE</b>	<b>\$ 8,812,156</b>	<b>\$ 8,213,991</b>	<b>\$ 7,725,767</b>	<b>\$ 7,207,011</b>	<b>\$ 7,207,011</b>

**TRI-CITY MENTAL HEALTH AUTHORITY**  
**MHSA – MENTAL HEALTH SERVICES ACT PROGRAM OPERATIONS**  
**OPERATING BUDGET AND CASH FLOW BUDGET**  
**FISCAL YEAR 2021-22**

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# MHSA – MENTAL HEALTH SERVICES ACT PROGRAMS

## BUDGETED OPERATING INCOME

### GENERAL INFORMATION

The Mental Health Services Act (“MHSA”) budget includes the projected funding and operating costs of the approved MHSA Plans including the Community Services and Supports (“CSS”) programs, the Prevention and Early Intervention (“PEI”) programs, the Innovations (“INN”) programs, the Workforce, Education & Training (WET) programs and the Capital Facilities and Technology Needs projects (CFTN). Tri-City receives its share of MHSA funding directly from the State, which is then required to be allocated to three plans: 5% to the INN Plan; and then the remainder to the CSS Plan (80% or 76% of the total allocation) and the PEI Plan (20% or 19% of the total allocation).

Revenues within the MHSA plans include MHSA funding and Medi-Cal cost reimbursement from FFP and State EPSDT. These revenues were projected based on Tri-City’s approved MHSA Plans and reflect the estimated budgets included in the respective plans and updates.

Total budgeted costs for MHSA programs of \$18.1 million reflect an increase of approximately \$0.4 million when compared to the prior year’s budget of \$17.7 million. However, the projected final costs of \$16.6 million for fiscal 2020-21 when compared to the fiscal 2021-22 budget, the increase is approximately \$1.5 million, which is primarily the result of increased salaries and benefits. For fiscal 2021-22, the salaries and benefits associated with Tri-City’s Executive team, Senior Management team, and administrative staff who serve the entire Agency, are anticipated to spend approximately 62% of their time on MHSA programs. This budget includes a total of 36.5 FTEs of allocated time for these staff which have been allocated to reflect the staffing proportions of the Agency.

The program descriptions for each of the five plans included herein are discussed below:

### COMMUNITY SERVICES AND SUPPORTS PLAN

This plan includes the following programs:

1. **Full Service Partnerships (FSP).** This program represents individualized services and supports that are required to assist person(s)/family(s) in achieving the goals identified in their wellness/recovery plan. Full Service Partnership (FSPs) are for people who are experiencing severe mental illness and are homeless or at risk of homelessness or other devastating consequences. During fiscal year 2020-21 and through April 2021, approximately 599 total unduplicated clients have been served within the FSP programs. Based on past experience and current data, the number of anticipated FSP clients to be served (active clients at any given time) during fiscal 2021-22 is broken into four age groups.
  - a. Children ages 0-15
  - b. Transitional Age Youth (TAY) ages 16-25
  - c. Adult ages 26-59
  - d. Older Adult ages 60 and over

The operation of the FSP program has been in full swing since 2009-10. As a result of the level of required services, approximately 8.7 vacant FSP dedicated personnel positions are currently budgeted to include Therapists, Psychiatrists, Psychiatric Technicians, and Clinical Wellness Advocates.

The Clinical Wellness Advocates mentioned above were new positions approved in fiscal 2016-17 whose role has been to provide advocacy, guidance, feedback, outreach and support to help clients and families access and work more effectively with the systems involved, and to build on the continuity of care for those clients receiving formal treatment services.

This budget reflects the direct costs of approximately \$8.2 million incurred by Tri-City to provide FSP services to all FSP clients. These services are reflected in the natural expense classifications. The majority of Tri-City's FSP costs consist of salaries and benefits of approximately \$6.4 million (66.3 FTEs), projected client support costs (FLEX funds) of approximately \$805 thousand.

2. **Community Navigators.** The Community Navigators program includes a team of six individuals that develop relationships with all manner of organizations and social service agencies throughout the three cities' region. The goal is to assist individuals who need services to help them quickly identify currently available services and/or refer them to the Tri-City system of care. In addition, one navigator works closely with the PEI Housing Stability program to assist clients in obtaining and maintaining housing. During fiscal year 2018-19 Tri-City received information that additional (Non-MHSA) funding would be available for the hiring of additional Community Navigators. On January 24, 2019 The Los Angeles County Homeless Initiative informed the Cities of Pomona, Claremont, and LaVerne that their application to receive Measure H implementation funds was approved. While not all of the strategies listed in their application were approved, the portion to provide Tri-City with funds to hire four new Community Navigators who will be specifically trained and specialize in homeless service, was approved. An agreement establishing an understanding, related guidelines and specifics, including funding, was signed in August of 2019. The funding and the related expenses associated with the Measure H program are reflected within the non-MHSA budget under the caption of "Grant Programs" within the TCMH-Clinic section of this budget document.
3. **Wellness Center.** The Wellness Center facility was completed and opened at the beginning of November 2011. The Wellness Center was conceived as a place of support for people who struggle with mental health issues so that they could accelerate their movement toward independence, recovery and wellness. The Wellness Center provides self-help groups, peer and family support services, educational and employment resources, recreational and cultural activities, assessment and linkage services and provides programs as an adjunct and/or stepdown from formal treatment services. During fiscal 2018-19, the Wellness Center had over 31,000 visits, however as a direct result of COVID-19, the Wellness Center visits are now only reaching to approximately 19,000 but expect that the visits will continue to occur despite the limited hours and while complying with social distancing requirements. Virtual meetings are currently being held and expect to grow and management is continually considering adding new group programs to assist the community. As a result of the continued needs of the community, the FTEs included in this budget include 13.5 FTEs for fiscal 2021-22 which are in line with the prior year.

4. **Supplemental Crisis Services.** This program provides crisis response services in three distinct ways which includes the after-hour crisis support, walk-in crisis services, and field based intensive outreach and engagement services for those who are not currently enrolled as Tri-City clients. The Supplemental Crisis Services System provides clinical support for the person in crisis, their family members, police, and/or others present. All of these services work collaboratively with the “Access to Care” team and the Community Navigator Programs to improve the likelihood that persons in crisis will be enrolled for ongoing treatment services. This budget includes both crisis services and the provision of ambulance services. This program includes a budget for clinicians to work after-hours and during the weekend, with the total hours available equaling up to 9.0 FTEs.
5. **Field Capable Clinical Services for Older Adults.** This program involves clinicians spending time engaging with seniors who have serious mental health issues, either in their home, in senior centers, or other locations where seniors are present, to provide clinical services and connectivity to other providers of senior services in the Tri-City area. The budget includes 1.0 FTE of clinical employees for outreach and engagement of seniors in the area as well as to train new and existing staff on specialized mental health needs of older adults.
6. **CSS Permanent Supportive Housing.** This program is designed to help people with mental illness maintain their current housing or find a more appropriate place of residence. This program was established through the CSS Housing Plan approved by the Governing Board in fiscal 2011-12. The costs included in this budget reflect salary costs and professional fees anticipated to continue to support the various housing CalHFA projects, in addition to the continued costs associated with maintaining properties owned by Tri-City, which provide housing. The rental income reflected on the CSS Housing budget reflects the anticipated rents from these housing projects. Pursuant to Assembly Bill No. 727 (Chapter 410) and as recommended by the Stakeholders during the 2018-19 MHSA Plan Update, unspent CSS monies have been designated for the purpose of providing rental/housing assistance to individuals with serious and disabling mental illness who are participating in Tri-City MHSA programming other than Full Services Partnership programs.

Tri-City Mental Health Authority (Tri-City), its MHSA Stakeholders, and its Mental Health Commission recommended that Tri-City’s Governing Board approve a transfer of \$1.2 million in unspent Community Services and Supports (CSS) funds to the Permanent Supportive Housing Program. In January of 2017 the Governing Board approved this transfer of \$1.2 million of CSS dollars to CSS Housing. The purpose of this transfer of funds is to allow Tri-City to be proactive and responsive to potential housing project needs and the pending implementation of the ‘No Place Like Home’ (NPLH) program which was originally scheduled to begin in July of 2017. Additionally and most recently, in April of 2019, another \$1.6 million of CSS dollars was also recommended for transfer to the Permanent Supportive Housing Program which was presented to the Governing Board and was approved at the May 2019 Governing Board meeting. In Fiscal Year 2020-21 the total of \$2.8 million in designated housing funds was expended for the West Mission Housing Project.

7. **Administrative CSS Costs.** These costs include the administrative functions required to oversee the various programs included in the CSS plan and includes salary costs, professional fees, attorney fees, information system costs, equipment costs, and supply costs. Personnel costs include 20.1 FTEs of various personnel who indirectly work on CSS programs which includes allocated time of Executive/Senior Management, as well as data collection, billing and accounting personnel.

## PREVENTION AND EARLY INTERVENTION PLAN

1. **Community Capacity Building.** This project supports under-served cultural communities and individuals across the three cities through three main projects:
  - a. Community Wellbeing
  - b. Community Mental Health Trainers
  - c. Stigma Reduction and Suicide Prevention

The *Community Wellbeing* project supports initiatives for unserved and under-served communities to promote the wellbeing of their members. Over the past ten years, the Agency has granted approximately \$1.4 million in community grants to support local community groups to promote wellbeing of their members and it is projected that an additional \$85 thousand will be granted in fiscal 2021-22. The focus of this program in 2021-22 will continue to be on children and TAY ages 0-25. In line with community capacity building, communities that receive the funds are trained in Results-Based Accountability, which assists communities in identifying the benefits of their efforts.

The *Community Mental Health Training* Project was initially implemented in fiscal 2010-2011 and in it's first two years certified over 70 Mental Health First Aid instructors (MHFA). Over the course of seven years, almost 4,000 individuals had been trained across the three cities who are prepared to offer support to anyone they encounter who is experiencing mental or emotional distress. Although Mental Health First Aid was considered a highly successful program since its inception, a steady decline in the number of trainings requested was noted over a few years and therefore the full-time trainers were eventually eliminated in fiscal 2017-18. Since then, Tri-City has continued to provide trainings conducted by existing staff, even adding new trainings. Tri-City has expanded the program to include additional trainings beyond the core MHFA curriculum, such as workshops on Everyday Mental Health, the Recovery Model, Non-Suicidal Self-Harm and parenting classes. Additionally, in FY 2018-19, Tri-City expanded its training programs with the addition of a new Trauma Training: Adverse Childhood Experiences (ACEs). With the increase in requests for trainings and the expansion of the program, the need for a full-time trainer was supported by the stakeholders.

Tri-City's Stigma Reduction program also known as Room for Everyone began in fiscal 2013-14. Activities offered in this program include stigma reduction efforts, suicide prevention training, a speakers bureau and a community art gallery located at Tri-City's 2001 N. Garey Ave. site.

The total budget for the Community Capacity Building program includes costs of approximately \$457 thousand. The main components of the budgeted expenses are



salaries and benefits of approximately \$313 thousand for 3.3 FTEs, \$85 thousand in Community grants, approximately \$13 thousand for facility and equipment costs and approximately \$36 thousand on various services and supplies.

2. **Older Adult Wellbeing.** This project focuses on older adults, and in particular, the disparities in access to mental health services experienced by older adults, as well as the high risk of suicide for this age group. This program includes two main projects:

- a. Peer Mentoring, *and*
- b. Specialty Groups/Programming Offered at the Wellness Center

The *Peer Mentoring* Project, a prevention and early intervention program, provides peer counseling and peer support groups for older adults from unserved and under-served communities through the engagement of partners in the communities across the three cities to identify older adults who could benefit from these programs. The Peer Mentor Program provides free services to individuals, who may not be ready to receive mental health services, do not meet criteria for normal services or are transitioning out of formal services. This project trains volunteers from the Tri-City area who want to learn how to provide support to peers who are in emotional distress. Once trained, peer mentors can offer both individual and group mentoring, and additional support through linkages to age and culturally-appropriate resources.

This budget includes costs of approximately \$151 thousand. The main components of the budgeted expenses are salaries and benefits of approximately \$139 thousand for 1.3 FTE. The remaining costs include supplies, equipment costs, training and other miscellaneous expenses.

3. **TAY-Adult Wellbeing.** This project focuses on transitional-aged young adults, including young adults from under-served cultural populations, young adults at risk of serious psychiatric illness, young adults exposed to trauma, young adults in stressed families, and others. This program includes two projects:

- a. Peer Mentoring, *and*
- b. Specialty Groups/Programming Offered at the Wellness Center

The Peer Mentors Support Program provides peer counseling and peer support groups for transitional-aged young adults from unserved and under-served communities through the engagement of partners in the communities across the three cities to identify young adults who could benefit from the programs under this project. The Peer Mentor Program provides free services to individuals, who may not be ready to receive mental health services, do not meet criteria for normal services or are transitioning out of formal services. The Peer Mentoring Program also trains volunteers from the Tri-City area who want to learn how to provide support to peers who are in emotional distress. Once trained, peer mentors can offer both individual and group mentoring, and additional support through linkages to age and culturally-appropriate resources.

This budget includes costs of approximately \$144 thousand. The main components of the budgeted expenses are salaries and benefits of approximately \$139 thousand for 1.3 FTE. The remaining costs include training and other miscellaneous expenses.

- 4. Family Wellbeing.** This project focuses on family members and caregivers, particularly of young children, as a way of providing support to children and youth in stressed families, including family members from unserved and under-served cultural populations. The Family Wellbeing Project is building trusting relationships and provides supports to family members and caregivers of people who participate in the Wellness Center, the Peer Support Programs, and other PEI programs. Families who need these supports will be identified through the engagement of partners in the communities across the three cities including schools, colleges, health clinics, and other primary care providers and organizations.

This budget includes costs of approximately \$91 thousand. The main components of the budgeted expenses are salaries and benefits of approximately \$90 thousand for 1.0 FTE. The remaining costs include other miscellaneous expenses.

- 5. NAMI.** This program was originally approved in fiscal 2010-11 in Tri-City's MHSA 2011-12 Annual Update. In FY 2011-12, NAMI Pomona Valley entered into a partnership under Tri-City's PEI plan to provide training in schools located in the cities of Claremont, La Verne and Pomona. The original program budget provided funding to NAMI Pomona Valley to support their community capacity building programs with the "Inter-Faith Collaboration on Mental Illness" and "Parents and Teachers as Allies" communities. In July 2019, Parents and Teachers as Allies (PTAA) was replaced by a more comprehensive training called Ending the Silence (ETS), which included the same components as PTAA as well as a component dedicated to training students to recognize early warning signs of mental illness. Of these programs, Ending the Silence was the only program that was continued during fiscal 2020-21 by NAMI. In April of 2021, stakeholders unanimously agreed to add NAMI 101 to the existing Ending the Silence program thereby creating two training options for community members. The original funding allocation for ETS of \$35,000 per year will remain the same and NAMI Pomona Valley will now be able to submit invoices for both programs under this revised plan. This program modification was made part of the MHSA Annual Update for FY 2021-22 and was approved by the Governing Board in June 2021. The resulting NAMI budget for fiscal 2021-22 is approximately \$35 thousand which includes amounts for professional services for the NAMI programs and related stipends and amounts for miscellaneous expenses for training conferences. As would be expected, the trainings and conferences offered by NAMI Pomona Valley are being provided through video and teleconferencing as a direct result of COVID-19.

- 6. Housing Stability (previously Building Bridges between Landlords, Mental health Providers and Clients—AKA Landlords).** This program was approved by the Governing Board in the PEI Update submitted in fiscal 2011-12 to expand and strengthen the system of care towards community wellbeing by focusing on ways that landlords and Tri-City Mental Health Authority can work together to 1) identify mental health needs; and 2) provide assistance in ways that allow Tri-City Mental Health Authority clients to access or maintain their housing arrangement. In addition, due to the recent housing projects that were completed in 2015-16 and completed during 2017-18, major efforts continue to take place to assure that clients in need of housing will be signed up to apply for this housing. As a result, Tri-City had previously increased the staffing during fiscal 2015-16 to include 2.0 FTE positions of wellness advocates budgeted within the CSS Plan.

This budget includes costs of approximately \$176 thousand. The main components of the budgeted expenses are salaries and benefits of approximately \$159 thousand for 1.8 FTEs. The remaining costs include facility costs, equipment costs and other services and supplies.

- 7. Therapeutic Community Gardening.** This program was originally approved by the Governing Board in the Annual MHSA 2012-13 Update submitted in fiscal 2011-12. This project seeks to increase access to mental health services and supports for select populations through a community-wide urban farm. The project originally focused on three priority populations who suffer isolation from friends, family and the broader community -- veterans, school-aged children and their families, and youth transitioning out of foster care. During the 2014-15 MHSA update, it was determined that the Therapeutic Community Gardening should be open to all qualifying clients. As a result of the success of this program, more groups have been added over the past several years and therefore, Tri-City had increased the budget for one additional clinical staff. This has remained consistent for the fiscal 2021-22 budget.

This budget includes costs of approximately \$323 thousand. The main components of the budgeted expenses are salaries and benefits of approximately \$236 thousand for 2.9 FTEs, \$18 thousand in facility and equipment costs, \$67 thousand in other services and supplies which includes a security expense for a security guard at the garden location.

- 8. Early Psychosis Costs.** In 2018 the Mental Health Service Act was amended to include specific prevention and intervention program priorities and this included the establishment of an Early Psychosis program. This program was established by Tri-City in Fiscal Year 2018-19 which was also recommended as part of the Stakeholder process for the 2018-19 MHSA Plan Update. The purpose of this project was to develop an early psychosis program in order to address the identification and diagnosis of individuals ages 16 to 25, who are suffering from psychosis and are not currently enrolled in mental health services. The original amount of \$240 thousand in funds were designated for a two-year project that utilized one-time PEI dollars on program development and early implementation. As a result of the development of this project, Tri-City identified the PIER (Prevention, Intervention, Enforcement and Reentry) model as the most comprehensive and effective to meet the needs of Tri-City clients and community members. This evidence-based treatment uses three key components – community outreach, assessment, and treatment to reduce symptoms, improved function and decrease relapse. Tri-City staff will focus on hosting early psychosis trainings with the goal of informing community partners of this opportunity and hopefully increasing interest in attendance. The amounts budgeted for 2021-22 will be utilized to focus on developing and training a new clinical team comprised of Tri-City staff who will implement the PIER

This budget includes total costs of approximately \$155 thousand. The main components of the budgeted expenses are salaries and benefits of approximately \$145 thousand for approximately 1.2 FTEs and other anticipated costs associated with developing and implementing the program such as training and professional services.

- 9. Administrative PEI Costs.** These costs include the administrative functions required to oversee the various programs included in the PEI plan and includes salary costs, facility costs, attorney fees, and other miscellaneous costs. Personnel costs include 2.6 FTEs for the PEI Coordinator and allocated time of data collection, billing, and accounting personnel and allocated Executive/Senior Management team time.

## INNOVATIONS PLAN

The purpose of the Innovation projects is to promote learning through innovative programs and processes in order to increase access to underserved groups and increase the quality of services provided and identifying if better outcomes result. INN projects are three-year projects that may be extended up to 5 years, and are evaluated at the end of the project to determine if the learning from the projects can be implemented into other MHSA programs. In January 2012, the initial Innovation Plan was approved by the Governing Board and included two projects, 1) Modified Cognitive Enhancement Therapy and 2) Integrated Care Project. These two projects were completed in fiscal 2014-15.

In May 2014, the Governing Board approved two additional innovations projects, 1) Cognitive Remediation Therapy and 2) Employment Stability, which have also been completed. The Employment Stability Program was completed during Fiscal Year 2017-18 and the Cognitive Remediation Therapy Program which was completed during Fiscal Year 2018-19.

At the May 2018 MHSA Public Hearing, the Stakeholders and the Mental Health Commission recommended that the Governing Board approve the INN Technology Suite project (now named Help at Hand). This project was approved by the Governing Board at the June 2018 Governing Board meeting and was also subsequently presented to and approved by the Mental Health Oversight and Accountability Commission (OAC) in September of 2018. The Help at Hand (formerly named the Technology Suite) project is currently the only approved project included in this budget.

The current program descriptions are noted as follows:

1. **INN Technology Suite Project.** This project was originally proposed as a three year project (and later extended to a five year project) and the intention of the project is to engage in a joint, multi-county Innovation project which explores the impact and effectiveness of a technology-based mental health approach to providing services. The primary purpose of this project is to increase access to mental health care by providing a non-traditional system for individuals who may be reluctant to access services through a more formal clinical setting. Through the use of computers, tablets and smartphones, community members will be able to access a suite of technology-based mental health services focused on prevention, early intervention, and family and social support with the intent to: decrease emergency care services; reduce psychiatric hospitalizations; and reduce the duration of untreated mental illness. More details are included in the New Innovation Project Proposed document posted on Tri-City's website.

This budget includes projected costs of approximately \$261 thousand. The main components of the budgeted expenses for this program include \$175 thousand in salaries and benefits for staff time of personnel who will be working on implementing the program. In addition, the amount of \$74 thousand is for professional services specifically related to the INN Technology Suite Project and is estimated for it's implementation, and will be paid to a third party via a Participation Agreement. With the California Mental Health Services Authority which was authorized at the Governing Board Meeting on November 14, 2018.

2. **Restorative Practices for Improving Mental Health (RPIMH).** This project was proposed as a three-year project to combine various practices into a single course of treatment or

healing aimed at addressing the deficits in mental and emotional support currently available in this area.

Two target populations are identified and will be engaged for this project: 1) Tri-City clinical and non-clinical staff who are experiencing the effects of COVID 19 leading to elevated stress and potential burnout; and 2) Transition Age Youth (TAY) ages 16-25 who reside within the Tri-City catchment area; including TAY who are at risk due to COVID-19, those who are residing in foster care, identify as LGBTQ, as well as the staff that support them.

The project is currently pending approval from the MHSA OAC and upon approval, the project is expected to incur costs of approximately \$352 thousand dollars in fiscal year 2021-22. These costs have been preliminarily included in this budget.

- 3. Administrative INN Costs.** These costs include the administrative functions required to oversee INN programs included in the INN plan and includes salary costs, facility costs, and other miscellaneous costs. Personnel costs of \$58 thousand include .3 FTEs for the allocated time of Management as well as data collection, billing, and accounting personnel, and for costs of staff allocated to work on INN Programs administratively.

## **WORKFORCE, EDUCATION & TRAINING PLAN**

This plan was originally approved in November 2012 and began implementation in the third quarter of fiscal 2012-13. The purpose of the WET programs is to promote learning and staff development as well as to provide a means to educate the community and to develop a base for future employees and volunteers in the provision of community mental health. WET funding is considered one-time funding and in order to continue programming in the WET Plan, transfers of available funding from the CSS Plan are required. As noted in a recent prior year budget and MHSA Plan, a transfer of CSS dollars to the WET Plan in the amount of \$400 thousand was recommended by the Stakeholders (in the 2018-19 MHSA Plan Update) to continue the programs within the WET Plan. The approval of this transfer occurred at the June 20, 2018 Governing Board Meeting. In addition, as a result of identified available funding within the CSS Plan, an additional transfer (of \$600 thousand) was recommended by the Stakeholders at a Stakeholder meeting held in April 2019. This recommendation was presented and approved by the Governing Board at the May 15, 2019 meeting. The approved transfer was made as an amendment to the 2018-19 MHSA Plan Update and as such these funds are available for spending in the Fiscal Year 2021-22 budget.

Included in the initial WET plan, was the implementation of two projects/programs (that to date have been continued as a result of transfers) and those projects/programs are described as follows:

- 1. Learning and Improvement.** This project supports the development and training of current staff to enable better service to Tri-City's clients. This program provides all staff the opportunity to attend a myriad of trainings covering various topics including clinical best practices, HR related issues, facilities, project management, IT, front office, etc. Other specific trainings include online and live classes and seminars presented by Fred Pryor Seminars and Relias Learning. During the last several years, Tri-City brought to the existing workforce specialized trainings on a variety of topics including trauma treatment, motivational interviewing, co-occurring disorders treatment, leadership development and

most recently, training on Adverse Childhood Experiences (ACES). These specific types of training will continue in fiscal 2021-22.

This budget includes costs of approximately \$307 thousand. The main components of the budgeted expenses are salaries and benefits of approximately \$184 thousand for 1.8 FTEs, \$4 thousand for facility/equipment related costs, \$5 thousand for other services and supplies costs and \$114 thousand in costs relating to training and the development and/or purchase of educational software. These expenditures will continue to support the Learning and Improvement programs noted above by providing training opportunities to staff on leadership and management, purchase and make online training libraries available, and provide specialized trainings on a variety of topics including how-to engage difficult clients and the Trauma Resiliency Model.

- 2. Volunteers & Future Employees.** This project focuses on outreach to the community to educate and train a pool of future employees and volunteers for the provision of community health. The WET Supervisor has in the past recruited approximately 237 volunteers during fiscal years 2013-14 through 2018-19, and approximately 20 volunteers in 2019-20 for different programs at Tri-City which included students from the local colleges, public high schools, and private high schools and as well as community members within the three cities. During fiscal 2013-14 the WET Supervisor started the WISH program (Working Independence Skills Helping) which trains current and former Tri-City clients on skills to prepare them for formal volunteer work both within and outside the Tri-City system of care. The WET Supervisor has participated in various community outreach events to introduce careers in mental health. There are a number of volunteers on a waiting list at Tri-City to be trained and placed within the system of care. As might be expected, and due to Covid-19 restrictions, the consistency of volunteers has been limited. In addition to the prior success of the program, during fiscal 2014-15 Tri-City began publishing the “Vital Volunteer” monthly newsletter that features one volunteer’s story about how volunteering at Tri-City has played a role in their life. Although this practice is expected to continue, due to the significant interruption by the pandemic, the publishing of the Vital Volunteer newsletter is currently on hold.

This year’s budget includes costs of approximately \$32 thousand that are expected to cover the costs to continue the WISH program and continued community outreach events. The main components of the budgeted expenses are salaries and benefits of approximately \$29 thousand for 0.3 FTE, and \$3 thousand for community outreach costs. Tri-City continues to pursue partnering with Claremont High School and Pomona Unified School District to be a part of their career day events for high school students (when permitted as a result of COVID-19). Also, Tri-City will do extensive outreach to the High Schools in La Verne to provide presentations on careers in mental health. Tri-City will continue to partner with ULV in their service learning class to provide volunteer opportunities for 15-20 students per semester and as noted above, continue the W.I.S.H program to train individuals with lived experience to prepare for volunteer and work opportunities in field of mental health.

- 3. Administrative WET Costs.** These costs include .4 FTE of administrative staff support.

## **CAPITAL FACILITIES/TECHNOLOGY NEEDS PROJECTS**

In May 2013 the Governing Board approved the initial CFTN plan which included Technology Needs projects at a total projected expenditure of approximately \$1.1 million. This plan approved three technology projects to 1) improve the Agency's infrastructure, 2) create better consumer access to computing resources, and 3) provide systems to monitor programs and provide service outcome support. Implementations of all these projects began in June 2013 and were completed by the end of fiscal 2015-16. In June 2016, \$500 thousand was recommended by stakeholders and approved by the Governing Board to be transferred to the CFTN Plan from the CSS Plan for the purpose of improving and creating a permanent community garden.

In May 2019 an additional \$700 thousand was recommended and approved for transfer from the CSS Plan to the CFTN (an amendment to the 2018-19 MHSA Plan) for the purpose of future projects. Although transfers to the CFTN plan had been previously recommended and approved, specific projects are still ongoing and are presented in this budget year.

This budget includes the following approved projects:

- 1. MHSA Administrative Professional Building.** In March 2015, the CFTN plan was updated and approved by the Governing Board which included a new Capital Facilities project for the purchase (including required improvements) of an office building for MHSA Administrative Professional staff. The purchase of an office building was completed in July of 2015 at which time Tri-City commenced the renovations and improvements. The Capital Facilities plan, after amendments, included a total cost of approximately \$1.7 million for the acquisition and improvements. The renovation of the building was completed during fiscal 2015-16 and was fully occupied in May of 2016. The costs of operating the building (not including depreciation associated with the building and building improvements) are allocated to the appropriate MHSA programs based on the staff that occupy the building, which include programs such as Community Capacity, Stigma Reduction, Community Mental Health Trainers, Employment Stability, Learning and Improvement, Volunteers and Future Employees, and various other PEI and CSS related programs including Administrative support staff directly working on MHSA programs. As such, the only costs presented in this budget related to this project include only the annual depreciation of approximately \$62 thousand for the building and related improvements.
- 2. Electrical Upgrade and Office Remodel at the MHSA Administrative Building.** With the continuing expansion of Agency personnel, it has been determined that additional office space may be created by reconfiguring a large space located at the MHSA Administrative Building. In addition, the electrical panel requires updating so that the building can safely accommodate increased staffing, appliances, emergency generator and a separate air conditioning panel. On January 8, 2020, community stakeholders gathered to review the CFTN projects proposed and the proposal was subsequently posted for a 30-day comment period beginning on January 31, 2020. This project was subsequently approved by the Governing Board in March 2020. Additionally, this project was included in the fiscal year 2020-21 MHSA 3-Year Plan which was approved by the Governing board on June 17, 2020. Preliminary estimates for this project totaled \$509 thousand and is set to move forward in fiscal year 2021-22.
- 3. Improvements to the Therapeutic Community Garden.** In June 2016 community stakeholders and local Mental Health Commission recommended to Tri-City's Governing Board, who in turn, approved the transfer of \$500,000 from Community Services and

Supports (CSS) to Capital Facilities and Technology Needs to enhance the Therapeutic Community Gardening Program. This request was made to establish a permanent garden site consisting of planting beds and construction of an outdoor structure/room designed to accommodate year-round garden activities and support groups. In addition to serving individuals participating in the Therapeutic Community Garden program, this space will be used for the benefit of clients participating in other MHSA programs including Full Service Partnerships and the Peer Mentoring program. On January 8, 2020, community stakeholders gathered to review the CFTN projects proposed and the proposal was subsequently posted for a 30-day comment period beginning on January 31, 2020. This project was subsequently approved by the Governing Board in March 2020. Additionally, this project was included in the fiscal year 2020-21 MHSA 3-Year Plan which was approved by the Governing board on June 17, 2020. Preliminary estimates for this project totaled \$462 thousand and is set to move forward in fiscal year 2021-22.

4. Electronic Health Record System. In May of 2021, the Governing Board approved a new Capital Facilities & Technology Needs (CFTN) Plan to expend \$300,436 to begin the implementation of a new electronic health record system and a new client referral management platform. This project was approved to begin in fiscal 2020-21, however the majority of the costs are expected to be incurred during 2021-22 and as such, these amounts have been included in this year's budget.

## **BUDGETED CASH FLOWS**

### **GENERAL COMMENTS**

The projected cash flow for MHSA operations include expected inflows of cash from the receipt of MHSA funding received from the State, and Medi-Cal reimbursement. The budget includes Medi-Cal reimbursement for services provided to Medi-Cal eligible clients served in the Full Service Partnership program, and a minimal amount related to the Field Capable Services program.

History of MHSA Cash Flow: Although the MHSA legislation began implementation in fiscal 2005-06, Tri-City began applying for MHSA funds at the end of fiscal 2008-09 after emergence from bankruptcy. As a result of the late start, funds that had been allocated to Tri-City in fiscal 2006-07, 2007-08 and 2008-09 were available for use when Tri-City filed its initial CSS plan in April 2009. Funds are considered available for spending upon approval of plans and Tri-City's first three-year plan was approved in May 2009 which included the process of requesting funds from the State to fund the plan. This process continued through fiscal 2009-10 whereby funds requested for the next year's operations were actually received in the year requested.

In fiscal 2010-11 the State decided to transfer to the counties (including Tri-City) all MHSA allocations that were not previously requested. Therefore, Tri-City began receiving unrequested and unapproved funds for all MHSA components from the State as a monthly allocation. Beginning in fiscal 2011-12 the State began to transfer MHSA funds based on tax collections. As such the receipt of these funds does not correlate to the funds approved to be expended in the MHSA updates or submission of new plans. The funds received by Tri-City that have not been approved for expenditure are reflected as deferred revenues (deferred inflows of resources). However, the Cash Flow Statements reflect the actual cash receipt of MHSA funds



when they are received. As existing MHSA programs and new Plans are approved, the funds received in prior years in addition to funds to be received in fiscal 2021-22 can be used to fund the new approved expenditures in fiscal 2021-22.

As previously mentioned, during fiscal 2016-17 a new program was created by legislation known as NPLH which reduced MHSA funding to all counties, including Tri-City, by 7% for the purpose of funding a new program titled No place Like Home. The 7% reduction in funding was expected to take effect until fiscal 2020-21 and as such this reduction has been reflected in this budget.

As might be expected, COVID-19 has directly impacted MHSA funding. The projected income that funds the Mental Health Services Act (MHSA) is also expected to be impacted due to the economic downturn. Projections obtained from policy analysts and consultants working with the California Behavioral Health Directors Association (CBHDA) indicate that while some increases in MHSA revenue experienced in fiscal year 2020-21 it will only be temporary as tax filings that were supposed to be completed in fiscal 2019-20 were completed in fiscal 2020-21. While CBHDA's projections do not appear to significantly impact Tri-City until fiscal year 2022-23, management of Tri-City will continue to be conservative with respect to budgeting, closely monitor state of its finances and continue to cautiously approach future years, all while ensuring the needs of the community are met and existing programs do not suffer.

## **CASH FLOWS FROM OPERATING ACTIVITIES**

There are three major components to cash flows from operating activities:

1. Cash received from and on behalf of patients includes the following.
  - a. Expected receipts of Medi-Cal FFP for Medi-Cal services performed under the Full Service Partnerships (FSP). This includes FFP reimbursement for Medi-Cal eligible clients, clients that were previously un-funded but now qualify for Medi-Cal under Medi-Cal Expansion and coverage of undocumented children under the age 19 as previously approved in the Governor's budget. As previously noted, young adults under the age of 26 are now eligible for full scope Medi-Cal.
  - b. Expected receipts of Medi-Cal State EPSDT for Medi-Cal services performed under FSP for children and youth under age 21.
  - c. Collection of client rental payments.
2. Cash payments to suppliers and contractors. These amounts include costs of operating all MHSA related programs.
3. Payments to or on behalf of employees. This amount includes the gross salaries plus benefits.

## **CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES**

MHSA funding is the only component to cash flows from non-capital financing activities. The amount included in the budget reflects the estimated State 2021-22 allocations that were included in the MHSA 2021-22 Annual Update proposed at the June 8, 2021 Public Hearing and presented and approved at the June 2021 Governing Board Meeting. These funds are released by the State based on dedicated State tax revenues collected by the State and put into the State's Mental Health Fund. As noted previously, and as a direct result of COVID-19, the projections for MHSA funding have been directly impacted. Based on past experience it is projected that slightly more funding will come in during the first, third and fourth quarters of the year. It should also be noted that the amounts projected to be received were based on the projections provided by the California Behavioral Health Directors Association (CBHDA) in May of 2021 and then updated through June 2021.

## **CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES**

This section reflects MHSA's projected investments in capital facilities, equipment or general capital purchases for the MHSA programs. The projected purchases include the following:

1. Approximately \$474 thousand has been projected for the replacement and improvement of hardware and software during fiscal 2021-22. This includes continual improvement or scheduled replacement of servers, renewal of software licenses, replacement of aged computers and replacement and improvement of various information technology related equipment. It also includes outflows related the new electronic healthcare record system implementation as approved in the fiscal year 2021-22 MHSA Plan Update.
2. The amount of \$92 thousand is being budgeted for general projected needs of office furniture, office equipment, and other equipment related purchases required for various programs. These costs also include amounts to essentially account for unanticipated purchases as these programs may continue to grow, including FSP, the Wellness Center, the Therapeutic Community Garden and other PEI programs.
3. As indicated earlier in this document, the Capital Facilities and Technology (CFTN) plan included two new projects to be completed in fiscal year 2021-22 which included improvements to the MHSA Administrative Building and improvement to the Therapeutic Community Garden. The total estimated costs for these two projects is \$971 thousand and are included in this Cash Flow Budget.
4. In May of 2021, the Governing Board approved a new Capital Facilities & Technology Needs (CFTN) Plan to expend approximately \$300,436 to begin the implementation of a new electronic health record system and a new client referral management platform. Since the majority of those costs are now expected to occur in Fiscal Year 2021-22, these amounts have been included in this budget.

## **CASH FLOW FROM INVESTING ACTIVITIES**

This section reflects MHSA's projected interest income from the cash deposited in the LAIF account and money market and savings accounts. The amount projected is based on the current interest rates.

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**TRI-CITY MENTAL HEALTH AUTHORITY  
MENTAL HEALTH SERVICES ACT (MHSA) OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				BUDGET FY 2021-22	% to Rev	PROJECTED 2020-21	% to Rev	\$\$ Variance
	1ST QRT	2ND QRT	3RD QRT	4TH QRT					
<b>REVENUE</b>							(see note)		
MEDI-CAL ADULT FFP	605,902	605,902	605,902	605,902	\$ 2,423,606	14.1%	2,365,727	13.2%	\$ 57,879
MEDI-CAL CHILDREN FFP	370,117	370,117	370,117	370,117	1,480,469	8.6%	1,363,932	7.6%	116,537
MEDI-CAL CHILDREN EPSDT--STATE REALIGNMENT	279,658	279,658	279,658	279,658	1,118,632	6.5%	832,263	4.6%	286,369
MEDICARE	-	-	-	-	-	0.0%	-	0.0%	-
MEDICARE	500	500	500	500	2,000	0.0%	1,400	0.0%	600
PATIENT FEES/INSURANCE	-	-	-	-	-	0.0%	-	0.0%	-
MHSA FUNDING	3,055,739	3,055,739	3,055,739	3,055,739	12,222,954	71.0%	13,536,710	75.3%	(1,313,756)
CITY SHARE - LA VERNE	-	-	-	-	-	0.0%	-	0.0%	-
CITY SHARE - CLAREMONT	-	-	-	-	-	0.0%	-	0.0%	-
CITY SHARE - POMONA	-	-	-	-	-	0.0%	-	0.0%	-
GRANTS	-	-	-	-	-	0.0%	-	0.0%	-
INTEREST INCOME	17,605	17,605	17,605	17,605	70,420	0.4%	144,000	0.8%	(73,580)
RENTAL AND OTHER INCOME	26,375	26,375	26,375	26,375	105,500	0.6%	105,500	0.6%	-
ESTIMATED M/C DENIALS/DISALLOWANCE	(49,551)	(49,551)	(49,551)	(49,551)	(198,203)	-1.2%	(378,653)	-2.1%	180,450
<b>TOTAL REVENUES</b>	<b>4,306,344</b>	<b>4,306,344</b>	<b>4,306,344</b>	<b>4,306,344</b>	<b>17,225,378</b>	<b>100.0%</b>	<b>17,970,879</b>	<b>100.0%</b>	<b>(745,501)</b>
<b>EXPENSES</b>									
<b>SALARY COSTS</b>									
SALARY AND WAGES	2,537,200	2,537,200	2,537,200	2,537,200	10,148,801	58.9%	9,444,944	52.6%	703,857
INSURANCE-Health/workers comp/life	421,938	421,938	421,938	421,938	1,687,753	9.8%	1,261,139	7.0%	426,614
RETIREMENT COSTS	309,576	309,576	309,576	309,576	1,238,303	7.2%	1,106,822	6.2%	131,481
PAYROLL TAXES	61,555	61,555	61,555	61,555	246,218	1.4%	173,178	1.0%	73,040
MISC COSTS	60,879	60,879	60,879	60,879	243,516	1.4%	81,961	0.5%	161,555
	3,391,148	3,391,148	3,391,148	3,391,148	13,564,591	78.7%	12,068,044	67.2%	1,496,547
<b>FACILITY COSTS</b>									
STORAGE LEASES	5,506	5,506	5,506	5,506	22,024	0.1%	21,382	0.1%	642
MORTGAGE INTEREST (2008 Garey)	-	-	-	-	-	0.0%	-	0.0%	-
FACILITY RENT	80,471	80,471	80,471	80,471	321,885	1.9%	312,511	1.7%	9,374
INTERCOMPANY FACILITY CHARGES	13,987	13,987	13,987	13,987	55,949	0.3%	54,319	0.3%	1,630
UTILITIES	18,926	18,926	18,926	18,926	75,704	0.4%	73,499	0.4%	2,205
BUILDING REPAIRS AND MAINTENANCE	17,782	17,782	17,782	17,782	71,128	0.4%	69,055	0.4%	2,073
JANITORIAL SERVICES & SUPPLIES	21,272	21,272	21,272	21,272	85,086	0.5%	82,609	0.5%	2,477
WASTE DISPOSAL	3,164	3,164	3,164	3,164	12,656	0.1%	12,289	0.1%	367
	161,108	161,108	161,108	161,108	644,432	3.7%	625,664	3.5%	18,768
<b>EQUIPMENT COSTS</b>									
EQUIPMENT RENTAL/LEASE	18,138	18,138	18,138	18,138	72,552	0.4%	70,441	0.4%	2,111
EQUIP MAINT/REPAIRS	3,486	3,486	3,486	3,486	13,945	0.1%	13,540	0.1%	405
EQUIP/FURNITURE PURCHASES EXPENSED	3,588	3,588	3,588	3,588	14,351	0.1%	13,935	0.1%	416
AUTO EXPENSES	3,624	3,624	3,624	3,624	14,497	0.1%	14,073	0.1%	424
AUTO INSURANCE	9,368	9,368	9,368	9,368	37,473	0.2%	36,383	0.2%	1,090
CELLULAR/PAGER LEASES	30,609	30,609	30,609	30,609	122,436	0.7%	118,869	0.7%	3,567
	68,814	68,814	68,814	68,814	275,254	1.6%	267,241	1.5%	8,013

**TRI-CITY MENTAL HEALTH AUTHORITY  
MENTAL HEALTH SERVICES ACT (MHSA) OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				BUDGET	% to	PROJECTED	% to	\$\$
	1ST QRT	2ND QRT	3RD QRT	4TH QRT	FY 2021-22	Rev	2020-21	Rev	Variance
OTHER SERVICES AND SUPPLIES									
CONFERENCES, SEMINARS & RELATED COSTS	9,299	9,299	9,299	9,299	37,197	0.2%	36,114	0.2%	1,083
MILEAGE REIMBURSEMENT	822	822	822	822	3,288	0.0%	3,194	0.0%	94
PERSONNEL ADS	4,353	4,353	4,353	4,353	17,413	0.1%	16,905	0.1%	508
PROFESSIONAL LIABILITY INSURANCE	32,779	32,779	32,779	32,779	131,115	0.8%	127,297	0.7%	3,818
SECURITY EXPENSE	104,402	104,402	104,402	104,402	417,607	2.4%	405,444	2.3%	12,163
DUES & SUBSCRIPTIONS	9,078	9,078	9,078	9,078	36,312	0.2%	35,254	0.2%	1,058
OTHER SUPPLIES	7,710	7,710	7,710	7,710	30,838	0.2%	29,937	0.2%	901
PRINTING	573	573	573	573	2,290	0.0%	2,224	0.0%	66
CLIENT EXPENSES	79,469	79,469	79,469	79,469	317,875	1.8%	492,569	2.7%	(174,694)
LAB COST	179	179	179	179	717	0.0%	696	0.0%	21
AMBULANCE COSTS	12,293	12,293	12,293	12,293	49,171	0.3%	47,739	0.3%	1,432
OFFICE SUPPLIES	3,415	3,415	3,415	3,415	13,660	0.1%	13,262	0.1%	398
POSTAGE	595	595	595	595	2,380	0.0%	2,312	0.0%	68
RECORD DESTRUCTION	813	813	813	813	3,253	0.0%	3,158	0.0%	95
TELEPHONE EXPENSES	39,437	39,437	39,437	39,437	157,746	0.9%	153,149	0.9%	4,597
COMPUTER SYSTEMS & SOFTWARE	39,414	39,414	39,414	39,414	157,657	0.9%	82,331	0.5%	75,326
DATA PROCESSING/LICENSES	29,412	29,412	29,412	29,412	117,649	0.7%	71,214	0.4%	46,435
IT RELATED EXPENSES-Consulting/Training	3,500	3,500	3,500	3,500	14,000	0.1%	68,127	0.4%	(54,127)
MISCELLANEOUS	6,104	6,104	6,104	6,104	24,414	0.1%	23,704	0.1%	710
	<b>383,646</b>	<b>383,646</b>	<b>383,646</b>	<b>383,646</b>	<b>1,534,582</b>	<b>8.9%</b>	<b>1,614,630</b>	<b>9.0%</b>	<b>(80,048)</b>
SPECIFIC COSTS									
PROGRAMS:									
CLIENT SUPPORT COSTS	201,439	201,439	201,439	201,439	805,755	4.7%	1,154,452	6.4%	(348,697)
UNIQUE MHSA PROGRAM RELATED COSTS	88,000	88,000	88,000	88,000	352,000	2.0%	-	0.0%	352,000
COMMUNITY GRANTS	21,250	21,250	21,250	21,250	85,000	0.5%	65,856	0.4%	19,144
WET--LEARNING & OUTREACH	28,542	28,542	28,542	28,542	114,166	0.7%	110,841	0.6%	3,325
PROFESSIONAL SERVICES	35,223	35,223	35,223	35,223	140,891	0.8%	102,322	0.6%	38,569
ADMINISTRATIVE:									
DIRECTORS & OFFICERS INSURANCE	9,384	9,384	9,384	9,384	37,535	0.2%	36,442	0.2%	1,093
PROFESSIONAL SERVICES	18,349	18,349	18,349	18,349	73,395	0.4%	84,147	0.5%	(10,752)
ATTORNEY FEES	12,338	12,338	12,338	12,338	49,352	0.3%	47,914	0.3%	1,438
BANK FEES	378	378	378	378	1,511	0.0%	1,467	0.0%	44
AUDIT FEES	5,760	5,760	5,760	5,760	23,040	0.1%	22,368	0.1%	672
	<b>420,661</b>	<b>420,661</b>	<b>420,661</b>	<b>420,661</b>	<b>1,682,645</b>	<b>9.8%</b>	<b>1,625,809</b>	<b>9.0%</b>	<b>56,836</b>
DEPRECIATION AND AMORT	107,725	107,725	107,725	107,725	430,899	2.5%	350,492	2.0%	80,407
<b>TOTAL COSTS</b>	<b>4,533,101</b>	<b>4,533,101</b>	<b>4,533,101</b>	<b>4,533,101</b>	<b>18,132,403</b>	<b>105.3%</b>	<b>16,551,880</b>	<b>92.1%</b>	<b>1,580,523</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ (226,756)</b>	<b>\$ (226,756)</b>	<b>\$ (226,756)</b>	<b>\$ (226,756)</b>	<b>\$ (907,025)</b>	<b>-5.3%</b>	<b>\$ 1,418,999</b>	<b>7.9%</b>	<b>\$ (2,326,024)</b>

NOTE: The fiscal year 2020-21 amounts are UNAUDITED and PRELIMINARY based on nine months results through March 31, 2021. Such amounts are subject to further review and audit and are presented herein for comparison purposes only.

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHSA CONSOLIDATING BUDGET  
FISCAL YEAR 2021-22**

	<b>CSS PROGRAMS</b>	<b>PEI PROGRAMS</b>	<b>INN PROGRAMS</b>	<b>WET PROGRAMS</b>	<b>CFTN PROJECTS</b>	<b>TOTAL</b>
<b>REVENUE</b>						
MEDI-CAL ADULT FFP	\$ 2,423,606	\$ -	\$ -	\$ -	\$ -	\$ 2,423,606
MEDI-CAL CHILDREN FFP	1,480,469	-	-	-	-	1,480,469
MEDI-CAL CHILDREN EPSDT--STATE	1,118,632	-	-	-	-	1,118,632
REALIGNMENT	-	-	-	-	-	-
MEDICARE	2,000	-	-	-	-	2,000
PATIENT FEES/INSURANCE	-	-	-	-	-	-
MHSA FUNDING	9,210,946	2,355,742	656,266	-	-	12,222,954
CITY SHARE - LA VERNE	-	-	-	-	-	-
CITY SHARE - CLAREMONT	-	-	-	-	-	-
CITY SHARE - POMONA	-	-	-	-	-	-
GRANTS	-	-	-	-	-	-
INTEREST INCOME	48,796	13,274	6,196	876	1,278	70,420
RENTAL AND OTHER INCOME	105,500	-	-	-	-	105,500
ESTIMATED M/C DENIALS/DISALLOWANCE	(198,203)	-	-	-	-	(198,203)
<b>TOTAL REVENUES</b>	<b>14,191,746</b>	<b>2,369,016</b>	<b>662,462</b>	<b>876</b>	<b>1,278</b>	<b>17,225,378</b>
<b>EXPENSES</b>						
<b>SALARY COSTS</b>						
<i>FTE's</i>	<i>118.8</i>	<i>15.6</i>	<i>1.8</i>	<i>2.6</i>	<i>-</i>	<i>138.8</i>
SALARY AND WAGES	8,505,988	1,264,398	174,577	203,838	-	10,148,801
INSURANCE-Health/workers comp/life	1,415,804	210,299	29,073	32,577	-	1,687,753
RETIREMENT COSTS	1,039,851	152,740	21,088	24,624	-	1,238,303
PAYROLL TAXES	205,969	30,978	4,277	4,994	-	246,218
MISC COSTS	202,534	32,008	4,141	4,833	-	243,516
	11,370,146	1,690,423	233,156	270,866	-	13,564,591
<b>FACILITY COSTS</b>						
STORAGE LEASES	20,834	907	147	136	-	22,024
MORTGAGE INTEREST (2008 Garey)	-	-	-	-	-	-
FACILITY RENT	299,064	18,830	2,068	1,923	-	321,885
INTERCOMPANY FACILITY CHARGES	52,443	3,415	42	49	-	55,949
UTILITIES	64,661	9,150	1,121	772	-	75,704
BUILDING REPAIRS AND MAINTENANCE	63,549	6,339	727	513	-	71,128
JANITORIAL SERVICES & SUPPLIES	75,041	7,981	1,200	864	-	85,086
WASTE DISPOSAL	10,245	2,221	113	77	-	12,656
	585,837	48,843	5,418	4,334	-	644,432
<b>EQUIPMENT COSTS</b>						
EQUIPMENT RENTAL/LEASE	62,033	8,417	1,213	889	-	72,552
EQUIP MAINT/REPAIRS	12,288	1,285	211	161	-	13,945
EQUIP/FURNITURE PURCHASES EXPENSED	13,183	975	112	81	-	14,351
AUTO EXPENSES	12,461	1,983	25	28	-	14,497
AUTO INSURANCE	34,998	2,332	74	69	-	37,473
CELLULAR/PAGER LEASES	102,567	17,362	1,078	1,429	-	122,436
	237,530	32,354	2,713	2,657	-	275,254

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHSA CONSOLIDATING BUDGET  
FISCAL YEAR 2021-22**

	<b>CSS PROGRAMS</b>	<b>PEI PROGRAMS</b>	<b>INN PROGRAMS</b>	<b>WET PROGRAMS</b>	<b>CFTN PROJECTS</b>	<b>TOTAL</b>
<b>OTHER SERVICES AND SUPPLIES</b>						
CONFERENCES, SEMINARS & RELATED COSTS	26,898	10,078	110	111	-	37,197
MILEAGE REIMBURSEMENT	2,798	484	3	3	-	3,288
PERSONNEL ADS	10,909	1,748	1,036	3,720	-	17,413
PROFESSIONAL LIABILITY INSURANCE	115,489	12,351	1,906	1,369	-	131,115
SECURITY EXPENSE	339,862	72,402	3,158	2,185	-	417,607
DUES & SUBSCRIPTIONS	30,861	4,328	424	699	-	36,312
OTHER SUPPLIES	25,926	4,559	176	177	-	30,838
PRINTING	2,115	152	12	11	-	2,290
CLIENT EXPENSES	317,750	125	-	-	-	317,875
LAB COST	717	-	-	-	-	717
AMBULANCE COSTS	49,171	-	-	-	-	49,171
OFFICE SUPPLIES	11,297	2,012	212	139	-	13,660
POSTAGE	2,191	163	8	18	-	2,380
RECORD DESTRUCTION	3,253	-	-	-	-	3,253
TELEPHONE EXPENSES	139,955	14,198	2,061	1,532	-	157,746
COMPUTER SYSTEMS & SOFTWARE	144,570	9,520	2,311	1,256	-	157,657
DATA PROCESSING/LICENSES	117,649	-	-	-	-	117,649
IT RELATED EXPENSES-Consulting/Training	14,000	-	-	-	-	14,000
MISCELLANEOUS	12,406	11,553	237	218	-	24,414
	<b>1,367,817</b>	<b>143,673</b>	<b>11,654</b>	<b>11,438</b>	<b>-</b>	<b>1,534,582</b>
<b>SPECIFIC COSTS</b>						
PROGRAMS:						
CLIENT SUPPORT COSTS	805,755	-	-	-	-	805,755
UNIQUE MHSA PROGRAM RELATED COSTS	-	-	352,000	-	-	352,000
COMMUNITY GRANTS	-	85,000	-	-	-	85,000
WET--LEARNING & OUTREACH	-	-	-	114,166	-	114,166
PROFESSIONAL SERVICES	23,505	43,320	74,066	-	-	140,891
ADMINISTRATIVE:						
DIRECTORS & OFFICERS INSURANCE	34,753	2,782	-	-	-	37,535
PROFESSIONAL SERVICES	62,425	7,953	1,747	1,270	-	73,395
ATTORNEY FEES	47,410	1,458	230	254	-	49,352
BANK FEES	1,330	140	21	20	-	1,511
AUDIT FEES	21,339	1,701	-	-	-	23,040
	<b>996,517</b>	<b>142,354</b>	<b>428,064</b>	<b>115,710</b>	<b>-</b>	<b>1,682,645</b>
<b>DEPRECIATION AND AMORT</b>						
	<b>357,878</b>	<b>8,993</b>	<b>1,281</b>	<b>1,009</b>	<b>61,738</b>	<b>430,899</b>
<b>TOTAL COSTS</b>						
	<b>14,915,725</b>	<b>2,066,640</b>	<b>682,286</b>	<b>406,014</b>	<b>61,738</b>	<b>18,132,403</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>						
	<b>\$ (723,979)</b>	<b>\$ 302,376</b>	<b>\$ (19,824)</b>	<b>\$ (405,138)</b>	<b>\$ (60,460)</b>	<b>\$ (907,025)</b>

NOTES: CSS=COMMUNITY SERVICES AND SUPPORT PEI=PREVENTION AND EARLY INTERVENTION INN=INNOVATION WET=WORKFORCE EDUCATION AND TRAINING  
CFTN=TECHNOLOGY (PART OF THE MHSA FUNDS ALLOTTED TO CAPITAL FACILITIES AND TECHNOLOGY)

**TRI-CITY MENTAL HEALTH AUTHORITY  
MENTAL HEALTH SERVICES ACT PROGRAMS CASH FLOW BUDGET  
FISCAL YEAR 2021-22**

	FY 2021-22 QUARTERS				BUDGET FY 2021-22
	1ST QRT	2ND QRT	3RD QRT	4TH QRT	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
CASH RECEIVED FROM AND ON BEHALF OF PATIENTS	\$ 1,923,820	\$ 1,005,041	\$ 1,005,041	\$ 1,005,041	\$ 4,938,944
CASH PAYMENTS TO SUPPLIERS AND CONTRACTORS	(1,034,228)	(1,034,228)	(1,034,228)	(1,034,228)	(4,136,913)
PAYMENTS TO OR ON BEHALF OF EMPLOYEES	(3,391,148)	(3,391,148)	(3,391,148)	(3,391,148)	(13,564,591)
NET CASH USED BY OPERATING ACTIVITIES	<u>(2,501,556)</u>	<u>(3,420,335)</u>	<u>(3,420,335)</u>	<u>(3,420,335)</u>	<u>(12,762,560)</u>
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>					
MHSA FUNDING	3,143,896	2,515,117	3,772,675	3,143,896	12,575,584
REALIGNMENT	-	-	-	-	-
CONTRIBUTIONS FROM MEMBER CITIES	-	-	-	-	-
OTHER DONATIONS	-	-	-	-	-
NET CASH PROVIDED BY NONCAPITAL FINANCING ACTIVITIES	<u>3,143,896</u>	<u>2,515,117</u>	<u>3,772,675</u>	<u>3,143,896</u>	<u>12,575,584</u>
<b>CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>					
PURCHASE OF CAPITAL ASSETS:					
BUILDING AND IMPROVEMENTS	(477,024)	(357,768)	(238,512)	(119,256)	(1,192,560)
LAND	-	-	-	-	-
OFFICE FURNITURE, EQUIPMENT & VEHICLES	(18,400)	(36,800)	(18,400)	(18,400)	(92,000)
IT EQUIPMENT, HARDWARE AND SOFTWARE LICENSES	(237,172)	(118,586)	-	(118,586)	(474,343)
PRINCIPAL PAYMENTS ON CAPITAL DEBT	-	-	-	-	-
INTEREST PAID ON CAPITAL DEBT	-	-	-	-	-
RECEIPT/PAYMENT OF INTERCOMPANY ADVANCES BETWEEN OPERATIONS	(13,987)	(13,987)	(13,987)	(13,987)	(55,949)
NET CASH USED BY CAPITAL AND RELATED FINANCING ACTIVITIES	<u>(746,583)</u>	<u>(527,141)</u>	<u>(270,899)</u>	<u>(270,229)</u>	<u>(1,814,852)</u>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>					
INTEREST RECEIVED	17,605	17,605	17,605	17,605	70,420
OTHER INCOME RECEIVED	26,375	26,375	26,375	26,375	105,500
NET CASH PROVIDED BY INVESTING ACTIVITIES	<u>43,980</u>	<u>43,980</u>	<u>43,980</u>	<u>43,980</u>	<u>175,920</u>
<b>NET CHANGE IN CASH</b>	<b><u>(60,263)</u></b>	<b><u>(1,388,379)</u></b>	<b><u>125,421</u></b>	<b><u>(502,688)</u></b>	<b><u>(1,825,908)</u></b>
CASH BEGINNING BALANCE (Projected)	26,057,751	25,997,488	24,609,109	24,734,530	26,057,751
<b>CASH ENDING BALANCE</b>	<b><u>\$ 25,997,488</u></b>	<b><u>\$ 24,609,109</u></b>	<b><u>\$ 24,734,530</u></b>	<b><u>\$ 24,231,843</u></b>	<b><u>\$ 24,231,843</u></b>



**TRI-CITY MENTAL HEALTH AUTHORITY**  
**COMMUNITY SERVICES AND SUPPORTS (CSS) PROGRAM**  
**OPERATING BUDGET**  
**FISCAL YEAR 2021-22**

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# COMMUNITY SERVICES AND SUPPORTS PLAN

## OPERATING BUDGET

### GENERAL & HISTORICAL INFORMATION

Over the past thirteen years, Tri-City has received approximately \$88.1 million in CSS plan funds, of which approximately \$75.7 have been approved (through the stakeholder process) to be expended through 2020-21. The approved funds have been used to establish Prudent Reserves, fund prior year costs and are expected to cover approximately \$9.2 million of the projected fiscal year 2021-22 operating and capital costs for the CSS programs. In addition, it is expected that additional funds of approximately \$9.6 million relating to the State's 2021-22 allocation will be received throughout the new fiscal year. These funds would be available for use as required based on approval of Tri-City's MHSA Fiscal 2021-22 Annual Update. In accordance with Government Accounting Standards, the unapproved funds will not be reflected as MHSA revenue but will be deferred and recognized as revenue when new plans have been approved and the funds are available for expenditure. The revenue that is deferred (as noted above) will be identified under the caption Deferred Inflows of Resources as MHSA Revenues Restricted for Future Period, on the Statement of Net Position in Tri-City's financial statements.

The current CSS Plan includes six programs:

- Full Service Partnerships (FSP) – Children, TAY, Adult and Older Adult
- Community Navigators
- Wellness Center
- Supplemental Crisis Support
- Field Capable Clinical Services for Older Adults
- Permanent Supportive Housing

### REVENUE

1. **MHSA Funding.** MHSA funding represents the amount of funds approved through the MHSA 2021-22 Annual Plan process and available to be expended for CSS programs. As noted above, only the revenue that is approved for expenditures is recognized as revenue. In accordance with Government Accounting Standards, the unapproved funds will not be reflected as MHSA revenue but will be deferred and only recognized as revenue when new plans have been approved and the funds are available for expenditure.
2. **Medi-Cal Adult and Children FFP.** Medi-Cal FFP represents anticipated Federal reimbursement for Medi-Cal eligible costs that will be incurred under the Full Service Partnership (FSP) and Field Capable Clinical Services for Older Adult programs in the CSS plan that are being served by Tri-City staff. The amounts are based on estimated Medi-Cal billings and projected hours of services to be provided by clinical staff. This level of service is measured in units of service which are multiplied by the Agency's projected cost per unit of service.

The CSS 2021-22 budget assumes that enrollment in the FSP program will continue to increase to its full capacity. As noted previously in this budget, as of May 1, 2016, undocumented children under age 19 are eligible to receive full coverage and as such Tri-City anticipates that the number of unfunded clients will continue to slightly decrease. As a result of Medi-Cal Expansion (MCE), it is projected that the non Medi-Cal clients will continue to decrease.

It is expected that a percentage of the clients that are provided services by Tri-City will not qualify for Medi-Cal reimbursement and therefore, 100% of those service costs within these CSS programs will be funded by MHSA funds. This budget assumes that Tri-City will receive Federal Financial Participation funding (FFP) for services provided to clients that do qualify for Medi-Cal. 50% FFP reimbursement is projected for the cost of services provided to children and youth under the age of 21 and adults 21 and over that qualify for Medi-Cal under the original Short-Doyle M/C. As previously noted, as a result of Medi-Cal Expansion (MCE), approximately 90% FFP reimbursement is projected for the cost of services provided to single adults between the age of 18 and 65 that qualify. The budget also assumes that Tri-City will receive approximately 50% of the cost to provide Medi-Cal services to children and youth under the age of 21 years through the State EPSDT program. The remaining unreimbursed Medi-Cal service costs (i.e. local match) will be covered through the MHSA funding as noted above.

In October of 2015 Governor Brown approved Medi-Cal Expansion in the 2015 State Budget which provided for full coverage, as of May 1, 2016, to all low-income children in the state, regardless of their immigration status. These expanded services include mental health treatment. Additionally, starting January 1, 2020, a new California law allows for young adults under the age of 26 to be eligible for full scope Medi-Cal regardless of immigration status.

3. **Interest Income.** Interest income is projected based on expected average cash balances.

## **OPERATING EXPENSES**

1. **Salary Costs.** Salary and Benefits of \$11.3 million include \$8.9 million of direct provider/clinical staff salaries and \$2.3 million of administrative salaries. These costs were based on the historical staffing requirements of each program as determined by the Clinical Director and Program Managers. The costs include vacancies for approximately 7.91 FTE FSP positions which have been projected to be required in continuing to accommodate the FSP clients as well as the continued increase in clients resulting from expanded Medi-Cal eligibility. Tri-City is also projecting that there will be a greater need for services as a direct result of COVID-19. The projected staffing is as follows:

- a. Full Service Partnerships
  - (1) Children – 10.0 Full Time Equivalentents (FTEs)
  - (2) TAY – 20.3 FTEs
  - (3) Adult – 30.3 FTEs
  - (4) Older Adult – 5.7 FTEs

Community Services and Supports Plan  
Operating Budget For The Fiscal Year 2021-22  
Assumptions

- b. Community Navigators – 6.0 FTEs
- c. Wellness Center – 13.5 FTEs
- d. Supplemental Crisis Support – 9.0 FTEs
- e. Field Capable Clinical Services for Older Adults – 1.0 FTEs
- f. Permanent Supportive Housing Program – 3.2 FTEs
- g. Administration CSS – 19.9 FTE's, includes direct CSS Administration costs which include allocated time of the MHSA Manager and MHSA Director, as well as allocated time of data collection and quality control personnel, and billing and accounting personnel. In addition, Tri-City's Executive and Senior Management team and administrative staff who serve the entire Agency, are anticipated to spend approximately 62% of their time on MHSA programs, including CSS programs. This budget includes a total of 20.1 FTEs of allocated time for these staff.

All other salary costs, including insurance, retirement, and payroll taxes are based on the historical cost as a relationship to base salary and wages.

- 2. **Facility Costs.** Facility costs represent the costs of maintaining space to house the current staff and any projected new staffing. The major portion of costs represents outside rental charges (leasing of office space), and intercompany facility charges that represent the allocation of costs to own and operate the administrative building located at 2001 N. Garey Ave. in Pomona and the clinic at 2008 N. Garey in Pomona. The costs are either reflected on the specific line item or are allocated to programs through the intercompany facility charge. Facility costs also include utilities, building repairs and maintenance costs and were projected based on actual historical costs per square foot and expected space required by each program.

The costs for storage leases include the rental of space for archiving documents that are legally required to be retained, and are primarily fixed costs with minor increases to rates. Storage costs that do fluctuate are associated with the storage of medical and financial records and will fluctuate based on usage/access of these documents as needed throughout the year.

- 3. **Equipment Costs.** This amount reflects the anticipated costs for equipment needs for each program.
- 4. **Other Service and Supply Costs.** Other service and supply costs are projected based on Tri-City's historical percentage relationship of costs incurred and/or as a percentage of salary costs. In addition, certain projected costs include non-recurring costs for training. The major costs included in this category are as follows:

- a. Conference, Seminar & Related Costs. These costs represent anticipated supplemental training of FSP and Wellness Center personnel, as well as the requirement of the MHSA administrative staff attending MHSA conferences and seminars. As might be anticipated, a significant number of trainings will be continued to be attended online during fiscal year 2021-22.

- b. Transportation and Mileage Costs. These costs include the anticipated costs to be incurred by the Community Navigators and FSP personnel, since these positions require going out to the client to provide the required services. Transportation and mileage costs also include transportation costs associated with conferences, seminars and trainings. As might be anticipated, most trainings will be conducted online during fiscal year 2021-22.
  - c. Professional Liability Costs. These costs represent the anticipated cost of professional liability insurance for clinical and support staff and are based on Tri-City's historical cost as it relates to salary costs.
  - d. Security Expense. These costs represent the cost of contracting on-site security guards during business hours at various Tri-City locations. The costs are then proportionately allocated to each of the programs by location and staff.
  - e. Client Costs. These costs represent varying miscellaneous costs used to support clients during their care.
  - f. Office Supplies, Other Supplies and Telephone Costs. These costs are projected based on Tri-City's historical percentage relationship of costs as a percent of salary cost. In addition, other supply costs include program supplies anticipated to be required for the Wellness Center.
  - g. Data Processing/Licenses, Computer Systems. The data processing costs relate to the expected monthly charges to be allocated for Medi-Cal billing and statistical data reporting. The computer systems/IT related expenses represent the cost of upgrading hardware and connectivity. This includes the professional fees that may be paid to IT specialists.
5. **Specific Costs.** These costs are specific to certain programs and administrative expenditures.
- a. Client Support Costs. These are generally costs that do not qualify as mental health expenditures for Medi-Cal reimbursement but are necessary to assist a client in achieving their goals. These costs are primarily for housing, however generally include food, clothing, and education/employment training, and are called FLEX funds under the Full Service Partnership program. The FLEX funds are based on past experience, the current and projected need for the upcoming year and the number of Medi-Cal FSP clients receiving direct services.
  - b. Professional Services. These costs include consulting and professional services related to the comprehensive compensation study scheduled to be completed during fiscal 2020-21 in addition to continued consulting fees associated with the current Interim Chief Information Officer both of which were approved by the Governing Board during fiscal 2020-21. Other professional fees would include services provided to the Wellness Center by NAMI, recruitment fees, personnel related consultants, and other general consulting and media costs. The budgeted professional service costs also allows for unexpected services to be required.

Community Services and Supports Plan  
Operating Budget For The Fiscal Year 2021-22  
Assumptions

- c. Attorney Fees. These costs included in the CSS administrative budget represent general legal fees expected in conjunction with the day-to-day program operations including contracting and human resources. The amount projected for 2021-22, is in line with prior years' budgeted amounts for legal fees and considered prudent to allow for unexpected matters to arise.
- d. Directors & Officers Insurance and Audit Fees. These are costs allocated to the CSS program.

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHSA--CSS OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				BUDGET	% to
	1ST QRT	2ND QRT	3RD QRT	4TH QRT	FY 2021-22	
<b>REVENUE</b>						
MEDI-CAL ADULT FFP	\$ 605,902	\$ 605,902	\$ 605,902	\$ 605,902	\$ 2,423,606	17.1%
MEDI-CAL CHILDREN FFP	370,117	370,117	370,117	370,117	1,480,469	10.4%
MEDI-CAL CHILDREN EPSDT--STATE	279,658	279,658	279,658	279,658	1,118,632	7.9%
REALIGNMENT	-	-	-	-	-	0.0%
MEDICARE	500	500	500	500	2,000	0.0%
PATIENT FEES/INSURANCE	-	-	-	-	-	0.0%
MHSA FUNDING	2,302,737	2,302,737	2,302,737	2,302,737	9,210,946	64.9%
CITY SHARE - LA VERNE	-	-	-	-	-	0.0%
CITY SHARE - CLAREMONT	-	-	-	-	-	0.0%
CITY SHARE - POMONA	-	-	-	-	-	0.0%
GRANTS	-	-	-	-	-	0.0%
INTEREST INCOME	12,199	12,199	12,199	12,199	48,796	0.3%
RENTAL AND OTHER INCOME	26,375	26,375	26,375	26,375	105,500	0.7%
ESTIMATED M/C DENIALS/DISALLOWANCE	(49,551)	(49,551)	(49,551)	(49,551)	(198,203)	-1.4%
<b>TOTAL REVENUES</b>	<b>3,547,936</b>	<b>3,547,936</b>	<b>3,547,936</b>	<b>3,547,936</b>	<b>14,191,746</b>	<b>100.0%</b>
<b>EXPENSES</b>						
SALARY COSTS						
SALARY AND WAGES	2,126,497	2,126,497	2,126,497	2,126,497	8,505,988	59.9%
INSURANCE-Health/workers comp/life	353,951	353,951	353,951	353,951	1,415,804	10.0%
RETIREMENT COSTS	259,963	259,963	259,963	259,963	1,039,851	7.3%
PAYROLL TAXES	51,492	51,492	51,492	51,492	205,969	1.5%
MISC COSTS	50,634	50,634	50,634	50,634	202,534	1.4%
	<b>2,842,537</b>	<b>2,842,537</b>	<b>2,842,537</b>	<b>2,842,537</b>	<b>11,370,146</b>	<b>80.1%</b>
FACILITY COSTS						
STORAGE LEASES	5,209	5,209	5,209	5,209	20,834	0.1%
MORTGAGE INTEREST (2008 Garey)	-	-	-	-	-	0.0%
FACILITY RENT	74,766	74,766	74,766	74,766	299,064	2.1%
INTERCOMPANY FACILITY CHARGES	13,111	13,111	13,111	13,111	52,443	0.4%
UTILITIES	16,165	16,165	16,165	16,165	64,661	0.5%
BUILDING REPAIRS AND MAINTENANCE	15,887	15,887	15,887	15,887	63,549	0.4%
JANITORIAL SERVICES & SUPPLIES	18,760	18,760	18,760	18,760	75,041	0.5%
WASTE DISPOSAL	2,561	2,561	2,561	2,561	10,245	0.1%
	<b>146,459</b>	<b>146,459</b>	<b>146,459</b>	<b>146,459</b>	<b>585,837</b>	<b>4.1%</b>
EQUIPMENT COSTS						
EQUIPMENT RENTAL/LEASE	15,508	15,508	15,508	15,508	62,033	0.4%
EQUIP MAINT/REPAIRS	3,072	3,072	3,072	3,072	12,288	0.1%
EQUIP/FURNITURE PURCHASES EXPENSED	3,296	3,296	3,296	3,296	13,183	0.1%
INTERCOMPANY EQUIP/SOFTWARE CHARGES (INCOME)	-	-	-	-	-	0.0%
AUTO EXPENSES	3,115	3,115	3,115	3,115	12,461	0.1%
AUTO INSURANCE	8,750	8,750	8,750	8,750	34,998	0.2%
CELLULAR/PAGER LEASES	25,642	25,642	25,642	25,642	102,567	0.7%
	<b>59,383</b>	<b>59,383</b>	<b>59,383</b>	<b>59,383</b>	<b>237,530</b>	<b>1.7%</b>



**TRI-CITY MENTAL HEALTH AUTHORITY  
MHA--CSS OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				BUDGET	% to
	1ST QRT	2ND QRT	3RD QRT	4TH QRT	FY 2021-22	
OTHER SERVICES AND SUPPLIES						
CONFERENCES, SEMINARS & RELATED COSTS	6,725	6,725	6,725	6,725	26,898	0.2%
MILEAGE REIMBURSEMENT	700	700	700	700	2,798	0.0%
PERSONNEL ADS	2,727	2,727	2,727	2,727	10,909	0.1%
PROFESSIONAL LIABILITY INSURANCE	28,872	28,872	28,872	28,872	115,489	0.8%
SECURITY EXPENSE	84,966	84,966	84,966	84,966	339,862	2.4%
DUES & SUBSCRIPTIONS	7,715	7,715	7,715	7,715	30,861	0.2%
OTHER SUPPLIES	6,482	6,482	6,482	6,482	25,926	0.2%
PRINTING	529	529	529	529	2,115	0.0%
CLIENT EXPENSES	79,438	79,438	79,438	79,438	317,750	2.2%
LAB COST	179	179	179	179	717	0.0%
AMBULANCE COSTS	12,293	12,293	12,293	12,293	49,171	0.3%
OFFICE SUPPLIES	2,824	2,824	2,824	2,824	11,297	0.1%
POSTAGE	548	548	548	548	2,191	0.0%
RECORD DESTRUCTION	813	813	813	813	3,253	0.0%
TELEPHONE EXPENSES	34,989	34,989	34,989	34,989	139,955	1.0%
COMPUTER SYSTEMS CONNECTIONS	36,143	36,143	36,143	36,143	144,570	1.0%
DATA PROCESSING/LICENSES	29,412	29,412	29,412	29,412	117,649	0.8%
IT RELATED EXPENSES-Consulting/Training	3,500	3,500	3,500	3,500	14,000	0.1%
MISCELLANEOUS (OPERATING RESERVE)	3,102	3,102	3,102	3,102	12,406	0.1%
	<b>341,954</b>	<b>341,954</b>	<b>341,954</b>	<b>341,954</b>	<b>1,367,817</b>	<b>9.6%</b>
SPECIFIC COSTS						
PROGRAMS:						
CLIENT SUPPORT COSTS	201,439	201,439	201,439	201,439	805,755	5.7%
UNIQUE MHA PROGRAM RELATED COSTS	-	-	-	-	-	0.0%
COMMUNITY GRANTS	-	-	-	-	-	0.0%
WET--LEARNING & OUTREACH	-	-	-	-	-	0.0%
PROFESSIONAL SERVICES	5,876	5,876	5,876	5,876	23,505	0.2%
ADMINISTRATIVE:						
DIRECTORS & OFFICERS INSURANCE	8,688	8,688	8,688	8,688	34,753	0.2%
PROFESSIONAL SERVICES	15,606	15,606	15,606	15,606	62,425	0.4%
ATTORNEY FEES	11,853	11,853	11,853	11,853	47,410	0.3%
BANK FEES	333	333	333	333	1,330	0.0%
AUDIT FEES	5,335	5,335	5,335	5,335	21,339	0.2%
	<b>249,129</b>	<b>249,129</b>	<b>249,129</b>	<b>249,129</b>	<b>996,517</b>	<b>7.0%</b>
DEPRECIATION AND AMORT	89,470	89,470	89,470	89,470	357,878	2.5%
<b>TOTAL COSTS</b>	<b>3,728,931</b>	<b>3,728,931</b>	<b>3,728,931</b>	<b>3,728,931</b>	<b>14,915,725</b>	<b>105.1%</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ (180,995)</b>	<b>\$ (180,995)</b>	<b>\$ (180,995)</b>	<b>\$ (180,995)</b>	<b>\$ (723,979)</b>	<b>-5.1%</b>

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHSA-COMMUNITY SERVICES AND SUPPORT (CSS) OPERATING BUDGET BY PROGRAM  
FISCAL YEAR 2021-22**

	CHILD FSP	TAY FSP	ADULT FSP	OLDER ADULT-FSP	NAVI-GATORS	WELLNESS CENTER	SUPP CRISIS SUPPORT	FIELD CAPABLE-- OLDER AD	CSS HOUSING	CSS ADMIN	TOTAL
<b>REVENUE</b>											
MEDI-CAL ADULT FFP	\$ -	\$ -	\$ 2,059,375	\$ 334,231	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 2,423,606
MEDI-CAL CHILDREN FFP	474,012	1,006,457	-	-	-	-	-	-	-	-	1,480,469
MEDI-CAL-STATE	474,012	544,620	90,000	10,000	-	-	-	-	-	-	1,118,632
REALIGNMENT	-	-	-	-	-	-	-	-	-	-	-
MEDICARE	-	-	1,200	0	-	-	-	800	-	-	2,000
PATIENT FEES/INSURANCE	-	-	-	-	-	-	-	-	-	-	-
MHSA FUNDING	463,267	1,030,522	2,011,087	335,663	477,822	1,273,080	723,947	111,392	307,927	2,476,239	9,210,946
GRANTS	-	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME	-	-	-	-	-	-	-	-	-	48,796	48,796
RENTAL AND OTHER INCOME	100	100	300	-	-	-	-	-	105,000	-	105,500
ESTIMATED M/C DENIALS/DISALLOWANCE	(47,401)	(23,092)	(107,469)	(17,212)	-	-	-	(3,030)	-	-	(198,203)
<b>TOTAL REVENUES</b>	<b>1,363,990</b>	<b>2,558,607</b>	<b>4,054,493</b>	<b>662,682</b>	<b>477,822</b>	<b>1,273,080</b>	<b>723,947</b>	<b>139,162</b>	<b>412,927</b>	<b>2,525,035</b>	<b>14,191,746</b>
<b>EXPENSES</b>											
SALARY COSTS <i>FTE's</i>	<i>10.0</i>	<i>20.3</i>	<i>30.3</i>	<i>5.7</i>	<i>6.0</i>	<i>13.5</i>	<i>9.0</i>	<i>1.0</i>	<i>3.2</i>	<i>19.9</i>	<i>118.8</i>
SALARY AND WAGES	706,331	1,427,249	2,243,474	416,963	396,333	703,936	600,808	62,091	191,507	1,757,296	8,505,988
INSURANCE-Health/workers comp/life	121,737	238,318	374,093	68,812	50,118	122,675	102,329	9,823	32,925	294,974	1,415,804
RETIREMENT COSTS	90,032	178,290	282,925	52,166	35,908	85,035	72,578	7,501	23,135	212,281	1,039,851
PAYROLL TAXES	17,305	34,967	54,965	10,216	7,283	17,246	14,720	1,521	4,692	43,054	205,969
MISC COSTS	17,491	34,656	53,742	9,881	7,209	16,848	14,728	1,471	4,702	41,806	202,534
	952,896	1,913,480	3,009,199	558,038	496,851	945,740	805,163	82,407	256,961	2,349,411	11,370,146
<b>FACILITY COSTS</b>											
STORAGE LEASES	3,538	4,354	4,898	816	-	-	-	-	-	7,228	20,834
MORTGAGE INTEREST (2008 Garey)	-	-	-	-	-	-	-	-	-	-	-
FACILITY RENT	75,687	112,055	9,752	-	-	-	-	-	-	101,570	299,064
INTERCOMPANY FACILITY CHARGES	-	-	36,130	6,441	-	-	7,926	-	-	1,946	52,443
UTILITIES	-	-	14,078	2,505	4,230	31,583	3,087	-	5,540	3,638	64,661
BUILDING REPAIRS AND MAINTENANCE	1,019	1,413	7,410	1,313	2,592	20,696	1,618	-	23,310	4,178	63,549
JANITORIAL SERVICES & SUPPLIES	8,509	12,241	15,790	2,681	3,816	14,188	3,297	-	2,290	12,229	75,041
WASTE DISPOSAL	-	-	2,110	203	423	3,866	250	-	3,044	349	10,245
	88,753	130,063	90,168	13,959	11,061	70,333	16,178	-	34,184	131,138	585,837
<b>EQUIPMENT COSTS</b>											
EQUIPMENT RENTAL/LEASE	4,676	6,656	17,669	3,049	3,983	8,150	3,765	9	2,381	11,695	62,033
EQUIP MAINT/REPAIRS	1,299	1,696	3,028	448	589	1,670	692	99	255	2,512	12,288
EQUIP/FURNITURE PURCHASES EXPENSED	485	1,585	909	129	65	191	-	-	4,053	5,766	13,183
AUTO EXPENSES	157	405	5,669	-	-	-	3,903	318	473	1,536	12,461
AUTO INSURANCE	4,088	1,797	7,864	-	-	5,808	8,167	1,797	1,863	3,614	34,998
CELLULAR/PAGER LEASES	12,001	16,290	22,928	5,301	4,411	8,158	5,023	820	9,745	17,890	102,567
	22,706	28,429	58,067	8,927	9,048	23,977	21,550	3,043	18,770	43,013	237,530

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHSA-COMMUNITY SERVICES AND SUPPORT (CSS) OPERATING BUDGET BY PROGRAM  
FISCAL YEAR 2021-22**

	CHILD FSP	TAY FSP	ADULT FSP	OLDER ADULT-FSP	NAVI-GATORS	WELLNESS CENTER	SUPP CRISIS SUPPORT	FIELD CAPABLE-- OLDER AD	CSS HOUSING	CSS ADMIN	TOTAL
<b>OTHER SERVICES AND SUPPLIES</b>											
CONFERENCES, SEMINARS & RELATED COSTS	1,209	1,477	5,415	4,575	-	-	7,967	-	144	6,111	26,898
MILEAGE REIMBURSEMENT	388	549	1,173	174	194	15	-	62	125	118	2,798
PERSONNEL ADS	396	1,342	6,245	91	-	462	275	-	322	1,776	10,909
PROFESSIONAL LIABILITY INSURANCE	11,562	15,202	28,672	4,322	6,193	19,647	6,504	813	4,591	17,983	115,489
SECURITY EXPENSE	9,491	13,741	89,514	15,796	11,183	149,197	19,434	-	14,173	17,333	339,862
DUES & SUBSCRIPTIONS	33	236	277	41	-	-	9	-	577	29,688	30,861
OTHER SUPPLIES	856	1,786	9,402	4,376	402	865	2,018	94	983	5,144	25,926
PRINTING	22	28	597	77	25	-	610	-	15	741	2,115
CLIENT EXPENSES	1,986	1,799	9,082	2,154	-	611	1,921	15	300,182	-	317,750
LAB COST	24	-	-	-	-	-	545	148	-	-	717
AMBULANCE COSTS	3,540	3,633	25,854	1,756	-	-	14,388	-	-	-	49,171
OFFICE SUPPLIES	821	886	1,818	427	985	1,375	280	-	403	4,302	11,297
POSTAGE	135	194	12	-	16	-	-	-	153	1,681	2,191
RECORD DESTRUCTION	846	1,041	1,171	195	-	-	-	-	-	-	3,253
TELEPHONE EXPENSES	10,418	13,395	34,081	5,850	5,683	28,285	6,781	603	3,040	31,819	139,955
COMPUTER SYSTEMS CONNECTIONS	166	219	72,937	12	-	-	209	275	-	70,752	144,570
DATA PROCESSING/LICENSES	-	-	-	-	-	-	-	-	-	117,649	117,649
IT RELATED EXPENSES-Consulting/Training	-	-	-	-	-	-	-	-	-	14,000	14,000
MISCELLANEOUS (OPERATING RESERVE)	-	-	-	-	-	5	-	-	126	12,275	12,406
	<b>41,893</b>	<b>55,528</b>	<b>286,250</b>	<b>39,846</b>	<b>24,681</b>	<b>200,462</b>	<b>60,941</b>	<b>2,010</b>	<b>324,834</b>	<b>331,372</b>	<b>1,367,817</b>
<b>SPECIFIC COSTS</b>											
PROGRAMS:											
CLIENT SUPPORT COSTS	50,000	50,000	600,000	100,000	-	-	-	-	5,755	-	805,755
UNIQUE MHSA PROGRAM RELATED COSTS	-	-	-	-	-	-	-	-	-	-	-
COMMUNITY GRANTS	-	-	-	-	-	-	-	-	-	-	-
WET--LEARNING & OUTREACH	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-	8,591	-	-	14,914	-	23,505
ADMINISTRATIVE:											
DIRECTORS & OFFICERS INSURANCE	-	-	-	-	-	-	-	-	-	34,753	34,753
PROFESSIONAL SERVICES	-	-	-	-	749	-	-	-	-	61,676	62,425
ATTORNEY FEES	808	-	-	-	-	-	-	-	34,905	11,697	47,410
BANK FEES	-	-	-	-	-	-	-	-	222	1,108	1,330
AUDIT FEES	-	-	-	-	-	-	-	-	-	21,339	21,339
	<b>50,808</b>	<b>50,000</b>	<b>600,000</b>	<b>100,000</b>	<b>749</b>	<b>8,591</b>	<b>-</b>	<b>-</b>	<b>55,796</b>	<b>130,573</b>	<b>996,517</b>
<b>DEPRECIATION AND AMORT</b>	<b>13,225</b>	<b>4,933</b>	<b>33,515</b>	<b>7,624</b>	<b>1,181</b>	<b>179,849</b>	<b>27,007</b>	<b>2,212</b>	<b>53,709</b>	<b>34,623</b>	<b>357,878</b>
<b>TOTAL COSTS</b>	<b>1,170,281</b>	<b>2,182,433</b>	<b>4,077,199</b>	<b>728,394</b>	<b>543,571</b>	<b>1,428,952</b>	<b>930,839</b>	<b>89,672</b>	<b>744,254</b>	<b>3,020,130</b>	<b>14,915,725</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ 193,709</b>	<b>\$ 376,174</b>	<b>\$ (22,706)</b>	<b>\$ (65,712)</b>	<b>\$ (65,749)</b>	<b>\$ (155,872)</b>	<b>\$ (206,892)</b>	<b>\$ 49,490</b>	<b>\$ (331,327)</b>	<b>\$ (495,095)</b>	<b>\$ (723,979)</b>

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**TRI-CITY MENTAL HEALTH AUTHORITY**  
**PREVENTION AND EARLY INTERVENTION (PEI) PROGRAM**  
**OPERATING BUDGET**  
**FISCAL YEAR 2021-22**

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# PREVENTION AND EARLY INTERVENTION PLAN

## OPERATING BUDGET

### GENERAL & HISTORICAL INFORMATION

Over the past approximate thirteen years (including Fiscal 2020-21), Tri-City has received approximately \$23.5 million in PEI plan funds of which approximately \$22.8 million have been approved to use through 2020-21. These funds have been used to fund prudent reserves of approximately \$638 thousand and prior years' program costs, and it is estimated that it will be used to cover approximately \$2.0 million of the projected fiscal year 2021-22 operating and capital costs for the PEI programs. In addition, it is expected that additional funds of approximately \$2.5 million relating to the State's 2021-22 allocation will be received throughout the new fiscal year. A portion of the funds will be used for the approved 2021-22 expenditures and the remaining funds, will be available for use when the subsequent MHSA Fiscal 2022-23 Annual Update or interim update is submitted and approved by the Governing Board. In accordance with Government Accounting Standards, the unapproved funds will not be reflected as MHSA revenue but will be deferred and only recognized as revenue when new plans have been approved and the funds are available for expenditure. The revenue that is deferred will be identified under the caption of Deferred Inflows of Resources as MHSA Revenues Restricted for Future Period, on the Statement of Net Position in Tri-City's Financial Statements.

The current PEI Plan includes eight programs:

- Community Capacity Building (Community Wellbeing, Stigma Reduction and Suicide Prevention and Community Mental Health Training)
- Older Adult Wellbeing (Peer Mentor)
- Transition Age Youth (TAY) Wellbeing (Peer Mentor)
- Family Wellbeing
- NAMI Community Capacity Building Program (Ending the Silence)
- Housing Stability Program
- Therapeutic Community Gardening
- Early Psychosis

### REVENUE

1. **MHSA Funding.** MHSA funding represents the amount of funds approved through the MHSA 2021-22 Annual Update and available to be expended for PEI programs. As noted above, only the revenue that is approved for expenditures is recognized as revenue. In accordance with Government Accounting Standards, the unapproved funds will not be reflected as MHSA revenue but will be deferred and only recognized as revenue when new plans have been approved and the funds are available for expenditure.
2. **Interest Income.** Interest income is projected based on expected average cash balances.

## OPERATING EXPENSES

1. **Salary Costs.** Salary and benefits of \$1.7 million include \$1.2 million of direct provider/clinical staff salaries and \$469 thousand of administrative salaries. The costs were based on the historical staffing requirements of each program as determined by the MHSA Director. In addition, salaries and benefits for Tri-City's Executive and Senior Management team and administrative staff who serve the entire Agency, have been allocated to PEI programs, based on a methodology that reflects the staffing proportions of the Agency. The projected staffing is as follows:

- a. Community Capacity Building – 3.3 FTEs
- b. Older Adult and TAY-Adult Wellbeing programs – 2.6 FTE (1.3 FTE each)
- c. Family Wellbeing – 1.0 FTE
- d. NAMI -- 0 FTE
- e. Housing Stability – 1.8 FTE
- f. Therapeutic Community Gardening – 2.9 FTE
- g. Early Psychosis – 1.2 FTE which includes one full-time Psychologist
- h. Administration-PEI – 2.6 FTE

All other salary costs, including insurance, retirement, and payroll taxes are based on the historical cost as a relationship to base salary and wages.

2. **Facility Costs.** Facility costs represent the costs of maintaining space to house staffing and include rent, intercompany facility charges, utilities, and maintenance costs. These costs were projected based on historical costs per square foot and expected space required for each program.

3. **Equipment Costs.** This amount reflects the anticipated equipment costs including computers, cellular phones and other equipment and related fees and rental expenses required for each program.

4. **Other Service and Supply Costs.** Other service and supply costs are projected based on Tri-City's historical percentage relationship of costs incurred and allocated as a percentage to salary costs. In addition, amounts have been projected for seminars and training costs. The major costs included in this category are as follows:

- a. Conference, Seminar & Related Costs. These costs represent anticipated conferences/training of personnel in the Community Capacity Building project, as well as personnel in the Wellbeing programs. In addition, MHSA administrative staff will also be attending MHSA conferences and seminars. As might be anticipated, most trainings will be conducted online and few will be in-person during fiscal year 2021-22.



Prevention and Early Intervention Plan  
Operating Budget For The Fiscal Year 2021-22  
Assumptions

- b. Transportation and Mileage Costs. These costs include the anticipated costs to be incurred by the PEI program staff and PEI administrative personnel, since these positions require going out to the community to provide the required services.
  - c. Professional Liability Costs. These costs represent the anticipated cost of professional liability insurance for staff and are based on Tri-City's historical cost and allocated as it relates to salary costs.
  - d. Security Expense. These costs represent the cost of contracting on-site security guards during business hours at various Tri-City locations including the Clinics. The costs are then proportionately allocated to each of the programs by location and staff.
  - e. Dues and Subscriptions. These costs include dues for industry associations, dues and renewals for professional licenses and dues for computer program support.
  - f. Office Supplies, Other Supplies and Telephone Costs. These costs are projected based on Tri-City's historical percentage relationship of costs and allocated as a percent of salary cost.
  - g. Computer Systems Connections. The computer systems/IT related expenses represent the estimated cost specifically associated with the projected computer systems that will be required to operate programs.
  - h. Miscellaneous Costs. This amount is projected for use on operating categories that may be in excess of the original budgeted amount and estimated based on past experience.
5. **Specific Costs.** This includes amounts identified as specific program expenses and administrative costs.
- a. Community Grants. This is the expected award of community grants in fiscal 2021-22 as established through the Community Capacity Building programs.
  - b. Professional Services. These costs include contract fees and stipends for the NAMI program for the Ending the Silence Program (formerly Parents and Teachers as Allies program), and other general professional fees that may be required during the year such as potential project management or consulting fees for miscellaneous projects. These costs generally vary from year to year and amounts budgeted are in line with prior years' budgeted amounts and allows for unexpected services to be required.
  - c. Directors & Officers Insurance and Audit Fees. These are the costs allocated to the PEI program as a percentage of salary costs.

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHSA-PEI OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				Budget FY 21-22	% to Rev
	1ST QRT	2ND QRT	3RD QRT	4TH QRT		
<b>REVENUE</b>						
MEDI-CAL ADULT FFP	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
MEDI-CAL CHILDREN FFP	-	-	-	-	-	0.0%
MEDI-CAL CHILDREN EPSDT--STATE	-	-	-	-	-	0.0%
REALIGNMENT	-	-	-	-	-	0.0%
MEDICARE	-	-	-	-	-	0.0%
PATIENT FEES/INSURANCE	-	-	-	-	-	0.0%
MHSA FUNDING	588,936	588,936	588,936	588,936	2,355,742	99.4%
GRANTS	-	-	-	-	-	0.0%
INTEREST INCOME	3,319	3,319	3,319	3,319	13,274	0.6%
RENTAL AND OTHER INCOME	-	-	-	-	-	0.0%
ESTIMATED M/C DENIALS/DISALLOWANCE	-	-	-	-	-	0.0%
<b>TOTAL REVENUES</b>	<b>592,254</b>	<b>592,254</b>	<b>592,254</b>	<b>592,254</b>	<b>2,369,016</b>	<b>100.0%</b>
<b>EXPENSES</b>						
SALARY COSTS						
SALARY AND WAGES	316,100	316,100	316,100	316,100	1,264,398	53.4%
INSURANCE-Health/workers comp/life	52,575	52,575	52,575	52,575	210,299	8.9%
RETIREMENT COSTS	38,185	38,185	38,185	38,185	152,740	6.4%
PAYROLL TAXES	7,745	7,745	7,745	7,745	30,978	1.3%
MISC COSTS	8,002	8,002	8,002	8,002	32,008	1.4%
	422,606	422,606	422,606	422,606	1,690,423	71.4%
FACILITY COSTS						
STORAGE LEASES	227	227	227	227	907	0.0%
MORTGAGE INTEREST (2008 Garey)	-	-	-	-	-	0.0%
FACILITY RENT	4,708	4,708	4,708	4,708	18,830	0.8%
INTERCOMPANY FACILITY CHARGES	854	854	854	854	3,415	0.1%
UTILITIES	2,288	2,288	2,288	2,288	9,150	0.4%
BUILDING REPAIRS AND MAINTENANCE	1,585	1,585	1,585	1,585	6,339	0.3%
JANITORIAL SERVICES & SUPPLIES	1,995	1,995	1,995	1,995	7,981	0.3%
WASTE DISPOSAL	555	555	555	555	2,221	0.1%
	12,211	12,211	12,211	12,211	48,843	2.1%
EQUIPMENT COSTS						
EQUIPMENT RENTAL/LEASE	2,104	2,104	2,104	2,104	8,417	0.4%
EQUIP MAINT/REPAIRS	321	321	321	321	1,285	0.1%
EQUIP/FURNITURE PURCHASES EXPENSED	244	244	244	244	975	0.0%
AUTO EXPENSES	496	496	496	496	1,983	0.1%
AUTO INSURANCE	583	583	583	583	2,332	0.1%
CELLULAR/PAGER LEASES	4,341	4,341	4,341	4,341	17,362	0.7%
	8,089	8,089	8,089	8,089	32,354	1.4%

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHSA-PEI OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				Budget FY 21-22	% to Rev
	1ST QRT	2ND QRT	3RD QRT	4TH QRT		
OTHER SERVICES AND SUPPLIES						
CONFERENCES, SEMINARS & RELATED COSTS	2,520	2,520	2,520	2,520	10,078	0.4%
MILEAGE REIMBURSEMENT	121	121	121	121	484	0.0%
PERSONNEL ADS	437	437	437	437	1,748	0.1%
PROFESSIONAL LIABILITY INSURANCE	3,088	3,088	3,088	3,088	12,351	0.5%
SECURITY EXPENSE	18,101	18,101	18,101	18,101	72,402	3.1%
DUES & SUBSCRIPTIONS	1,082	1,082	1,082	1,082	4,328	0.2%
OTHER SUPPLIES	1,140	1,140	1,140	1,140	4,559	0.2%
PRINTING	38	38	38	38	152	0.0%
CLIENT EXPENSES	31	31	31	31	125	0.0%
LAB COST	-	-	-	-	-	0.0%
AMBULANCE COSTS	-	-	-	-	-	0.0%
OFFICE SUPPLIES	503	503	503	503	2,012	0.1%
POSTAGE	41	41	41	41	163	0.0%
RECORD DESTRUCTION	-	-	-	-	-	0.0%
TELEPHONE EXPENSES	3,550	3,550	3,550	3,550	14,198	0.6%
COMPUTER SYSTEMS CONNECTIONS	2,380	2,380	2,380	2,380	9,520	0.4%
DATA PROCESSING/LICENSES	-	-	-	-	-	0.0%
IT RELATED EXPENSES-Consulting/Training	-	-	-	-	-	0.0%
MISCELLANEOUS (OPERATING RESERVE)	2,888	2,888	2,888	2,888	11,553	0.5%
	35,918	35,918	35,918	35,918	143,673	6.1%
SPECIFIC COSTS						
PROGRAMS:						
CLIENT SUPPORT COSTS	-	-	-	-	-	0.0%
UNIQUE MHSA PROGRAM RELATED COSTS	-	-	-	-	-	0.0%
COMMUNITY GRANTS	21,250	21,250	21,250	21,250	85,000	3.6%
WET--LEARNING & OUTREACH	-	-	-	-	-	0.0%
PROFESSIONAL SERVICES	10,830	10,830	10,830	10,830	43,320	1.8%
ADMINISTRATIVE:						
DIRECTORS & OFFICERS INSURANCE	696	696	696	696	2,782	0.1%
PROFESSIONAL SERVICES	1,988	1,988	1,988	1,988	7,953	0.3%
ATTORNEY FEES	365	365	365	365	1,458	0.1%
BANK FEES	35	35	35	35	140	0.0%
AUDIT FEES	425	425	425	425	1,701	0.1%
	35,589	35,589	35,589	35,589	142,354	6.0%
DEPRECIATION AND AMORT	2,248	2,248	2,248	2,248	8,993	0.4%
<b>TOTAL COSTS</b>	<b>516,660</b>	<b>516,660</b>	<b>516,660</b>	<b>516,660</b>	<b>2,066,640</b>	<b>87.2%</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ 75,594</b>	<b>\$ 75,594</b>	<b>\$ 75,594</b>	<b>\$ 75,594</b>	<b>\$ 302,376</b>	<b>12.8%</b>

TRI-CITY MENTAL HEALTH AUTHORITY  
MHSa-PREVENTION AND EARLY INTERVENTION (PEI) OPERATING BUDGET BY PROGRAM  
FISCAL YEAR 2021-22

	COMMUNITY CAPACITY BUILDING	OLDER ADULT WELLBEING	TAY-ADULT WELLBEING	FAMILY WELLBEING	NAMI	HOUSING STABILITY	THERAPEUTIC COMMUNITY GARDENING	EARLY PSYCHOSIS	ADMIN PEI	TOTAL
<b>REVENUE</b>										
MEDI-CAL ADULT FFP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MEDI-CAL CHILDREN FFP	-	-	-	-	-	-	-	-	-	-
MEDI-CAL CHILDREN EPSDT--STATE REALIGNMENT	-	-	-	-	-	-	-	-	-	-
MEDICARE	-	-	-	-	-	-	-	-	-	-
PATIENT FEES/INSURANCE	-	-	-	-	-	-	-	-	-	-
MHSA FUNDING	520,882	158,626	149,282	95,261	35,500	206,875	333,150	207,399	648,767	2,355,742
CITY SHARE - LA VERNE	-	-	-	-	-	-	-	-	-	-
CITY SHARE - CLAREMONT	-	-	-	-	-	-	-	-	-	-
CITY SHARE - POMONA	-	-	-	-	-	-	-	-	-	-
GRANTS	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME	-	-	-	-	-	-	-	-	13,274	13,274
RENTAL AND OTHER INCOME	-	-	-	-	-	-	-	-	-	-
ESTIMATED M/C DENIALS/DISALLOWANCE	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>520,882</b>	<b>158,626</b>	<b>149,282</b>	<b>95,261</b>	<b>35,500</b>	<b>206,875</b>	<b>333,150</b>	<b>207,399</b>	<b>662,041</b>	<b>2,369,016</b>
<b>EXPENSES</b>										
SALARY COSTS <i>FTE's</i>	3.3	1.3	1.3	1.0	-	1.8	2.9	1.2	2.6	15.6
SALARY AND WAGES	233,586	104,412	104,412	67,171	-	118,947	176,959	107,792	351,119	1,264,398
INSURANCE-Health/workers comp/life	39,057	17,216	17,216	11,586	-	19,901	29,195	18,063	58,065	210,299
RETIREMENT COSTS	28,218	12,613	12,613	8,114	-	14,369	21,377	13,021	42,415	152,740
PAYROLL TAXES	5,723	2,558	2,558	1,646	-	2,914	4,336	2,641	8,602	30,978
MISC COSTS	6,604	2,556	2,475	1,591	-	2,900	4,357	3,183	8,342	32,008
	313,188	139,355	139,274	90,108	-	159,031	236,224	144,700	468,543	1,690,423
<b>FACILITY COSTS</b>										
STORAGE LEASES	-	-	-	-	-	-	-	-	907	907
MORTGAGE INTEREST (2008 Garey)	-	-	-	-	-	-	-	-	-	-
FACILITY RENT	-	-	-	-	-	-	-	6,045	12,785	18,830
INTERCOMPANY FACILITY CHARGES	-	-	-	-	-	-	3,204	-	211	3,415
UTILITIES	2,714	1,058	-	-	-	1,269	3,655	-	454	9,150
BUILDING REPAIRS AND MAINTENANCE	1,663	649	-	-	-	775	2,161	599	492	6,339
JANITORIAL SERVICES & SUPPLIES	2,451	954	-	-	-	1,144	1,334	553	1,545	7,981
WASTE DISPOSAL	272	106	-	-	-	127	1,672	-	44	2,221
	7,100	2,767	-	-	-	3,315	12,026	7,197	16,438	48,843
<b>EQUIPMENT COSTS</b>										
EQUIPMENT RENTAL/LEASE	2,572	980	-	-	-	1,195	1,521	710	1,439	8,417
EQUIP MAINT/REPAIRS	526	-	-	-	-	177	280	-	302	1,285
EQUIP/FURNITURE PURCHASES EXPENSED	41	16	-	-	-	182	-	-	736	975
AUTO EXPENSES	-	-	-	-	-	1,792	-	-	191	1,983
AUTO INSURANCE	-	-	-	-	-	1,878	-	-	454	2,332
CELLULAR/PAGER LEASES	2,887	1,858	4,124	581	-	689	4,420	581	2,222	17,362
	6,026	2,854	4,124	581	-	5,913	6,221	1,291	5,344	32,354

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHSA-PREVENTION AND EARLY INTERVENTION (PEI) OPERATING BUDGET BY PROGRAM  
FISCAL YEAR 2021-22**

	COMMUNITY CAPACITY BUILDING	OLDER ADULT WELLBEING	TAY-ADULT WELLBEING	FAMILY WELLBEING	NAMI	HOUSING STABILITY	THERAPEUTIC COMMUNITY GARDENING	EARLY PSYCHOSIS	ADMIN PEI	TOTAL
OTHER SERVICES AND SUPPLIES										
CONFERENCES, SEMINARS & RELATED COSTS	8,105	-	-	-	-	-	816	382	775	10,078
MILEAGE REIMBURSEMENT	-	-	11	-	-	272	188	-	13	484
PERSONNEL ADS	-	82	151	-	-	18	1,273	-	224	1,748
PROFESSIONAL LIABILITY INSURANCE	5,200	325	-	-	-	1,854	2,634	71	2,267	12,351
SECURITY EXPENSE	7,176	2,796	-	-	-	3,355	56,023	869	2,183	72,402
DUES & SUBSCRIPTIONS	-	-	-	-	-	-	244	-	4,084	4,328
OTHER SUPPLIES	258	102	94	-	-	122	3,269	102	612	4,559
PRINTING	15	5	-	-	-	7	-	21	104	152
CLIENT EXPENSES	92	33	-	-	-	-	-	-	-	125
LAB COST	-	-	-	-	-	-	-	-	-	-
AMBULANCE COSTS	-	-	-	-	-	-	-	-	-	-
OFFICE SUPPLIES	916	132	15	-	-	236	87	66	560	2,012
POSTAGE	-	-	-	-	-	-	-	12	151	163
RECORD DESTRUCTION	-	-	-	-	-	-	-	-	-	-
TELEPHONE EXPENSES	4,202	865	-	-	-	1,705	2,777	567	4,082	14,198
COMPUTER SYSTEMS CONNECTIONS	267	70	70	-	-	132	-	4	8,977	9,520
DATA PROCESSING/LICENSES	-	-	-	-	-	-	-	-	-	-
IT RELATED EXPENSES-Consulting/Training	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS (OPERATING RESERVE)	9,769	116	116	-	-	-	-	-	1,552	11,553
	<b>36,000</b>	<b>4,526</b>	<b>457</b>	<b>-</b>	<b>-</b>	<b>7,701</b>	<b>67,311</b>	<b>2,094</b>	<b>25,584</b>	<b>143,673</b>
SPECIFIC COSTS										
PROGRAMS:										
CLIENT SUPPORT COSTS	-	-	-	-	-	-	-	-	-	-
UNIQUE MHSA PROGRAM RELATED COSTS	-	-	-	-	-	-	-	-	-	-
COMMUNITY GRANTS	85,000	-	-	-	-	-	-	-	-	85,000
GRANTS	-	-	-	-	-	-	-	-	-	-
WET--LEARNING & OUTREACH	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES	7,065	186	-	-	35,500	226	343	-	-	43,320
ADMINISTRATIVE:										
DIRECTORS & OFFICERS INSURANCE	-	-	-	-	-	-	-	-	2,782	2,782
PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-	7,953	7,953
ATTORNEY FEES	-	-	-	-	-	-	-	-	1,458	1,458
BANK FEES	-	-	-	-	-	-	-	-	140	140
AUDIT FEES	-	-	-	-	-	-	-	-	1,701	1,701
	<b>92,065</b>	<b>186</b>	<b>-</b>	<b>-</b>	<b>35,500</b>	<b>226</b>	<b>343</b>	<b>-</b>	<b>14,034</b>	<b>142,354</b>
DEPRECIATION AND AMORT	2,502	1,189	387	-	-	-	787	-	4,128	8,993
<b>TOTAL COSTS</b>	<b>456,881</b>	<b>150,877</b>	<b>144,242</b>	<b>90,689</b>	<b>35,500</b>	<b>176,186</b>	<b>322,912</b>	<b>155,282</b>	<b>534,071</b>	<b>2,066,640</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ 64,001</b>	<b>\$ 7,749</b>	<b>\$ 5,040</b>	<b>\$ 4,572</b>	<b>\$ -</b>	<b>\$ 30,689</b>	<b>\$ 10,238</b>	<b>\$ 52,117</b>	<b>\$ 127,970</b>	<b>\$ 302,376</b>

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**TRI-CITY MENTAL HEALTH AUTHORITY**

**INNOVATION (INN) PROGRAM**

**OPERATING BUDGET**

**FISCAL YEAR 2021-22**

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# INNOVATION PLAN

## OPERATING BUDGET

### GENERAL & HISTORICAL INFORMATION

As noted prior years, there are several INN programs that have been approved, implemented and subsequently completed. INN projects are funded through the 5% of MHSA funds received and that are required to be allocated to INN annually. It is estimated that an additional \$629 thousand will be received/allocated to INN in fiscal 2021-22. As prescribed by code, prior to commencing expenditures on a specific project, the project must be approved not only by the Stakeholders and the Governing Board, but also by the State's Mental Health Services Oversight and Accountability Commission (OAC).

This current Innovation budget includes two projects.

- Help at Hand (formerly Technology Suite)
- Restorative Practices for Improving Mental Health (RPIMH)

The Help at Hand project was approved by the Governing Board in June 2018 and approved by the State's Mental Health Services Oversight and Accountability Commission (OAC) in September of 2018. The name of this project is the INN Help at Hand and originally named Technology Suite project.

The INN Help at Hand (Technology Suite) project was originally approved by the OAC as a three-year project (and then later extended to a 5-year project by the OAC) and the intention of the project is to engage in a joint, multi-county Innovation project which explores the impact and effectiveness of a technology-based mental health approach to providing services. The primary purpose of this project is to increase access to mental health care by providing a non-traditional system for individuals who may be reluctant to access services through a more formal clinical setting. Through the use of computers, tablets and smartphones, community members will be able to access a suite of technology-based mental health services focused on prevention, early intervention, and family and social support with the intent to: decrease emergency care services; reduce psychiatric hospitalizations; and reduce the duration of untreated mental illness. More details are included in the Innovation Project Plan document posted on Tri-City's website.

The Restorative Practices for Improving Mental Health (RPIMH) is a newly proposed project which was approved by the Governing Board in May 2021 and is currently being submitted for approval by the OAC. This project is proposing to combine three practices: Sky Breathing, Trauma Informed Yoga, and Restorative Circles into a single course of treatment or healing aimed at addressing the deficits in mental and emotional support currently available in our three cities. This project will serve and engage two populations 1) Tri-City clinical and non-clinical staff who are experiencing the effects of COVID-19 potentially leading to stress and burnout; and 2) Transition Age Youth ages 16-25, who reside within the Tri-City catchment area. The total cost for this three-year project is estimated at \$950 thousand and is expected to commence in July 2021, pending OAC approval as mentioned above. As such, approximately \$352 thousand for year one of the project is preliminarily included in fiscal year 2021-22 budget to cover staff time, some operating costs, consultant costs and other expenditures associated with the program.

## REVENUE

1. **MHSA Funding.** MHSA funding represents the amount of funds projected to be expended in fiscal 2021-22, and are amounts that are within the overall Innovation Plans that have been approved by the Governing Board. As noted above the Tech Suite project has been approved by the OAC, however the RPIMH program has not.
2. **Interest Income.** Interest income is projected based on expected average cash balances.

## OPERATING EXPENSES

1. **Salary Costs.** Salary and benefits of \$233 thousand include \$175 thousand of direct staff salaries and \$58 thousand of administrative salaries. The costs were based on expected staffing requirements of each program, which includes projected staff time to be spent in conjunction with the development of INN programs. In addition, salaries and benefits for Tri-City's Executive and Senior Management team and administrative staff who serve the entire Agency, have been allocated to INN programs, based on a methodology that reflects the staffing proportions of the Agency. The projected staffing in FTEs are projected as follows:

- a. INN Technology Suite – 1.5 FTEs
- b. Administration-INN – .3 FTEs

All other salary costs, including insurance, retirement, and payroll taxes are based on the historical cost as a relationship to base salary and wages.

2. **Facility Costs.** Facility costs represent the costs of maintaining space to house the projected staffing and include intercompany facility charges for use of facilities, and maintenance costs. These costs were projected based on market rate per square foot and expected space required for each program by FTE.
3. **Equipment Costs.** This amount reflects the anticipated equipment costs of cellular phones and related fees required for each program.
4. **Other Service and Supply Costs.** Other service and supply costs are projected based on Tri-City's historical percentage relationship of costs incurred as a percentage to salary costs. In addition, certain projected costs include costs for seminars and training related costs for employees working on INN programs. The major costs included in this category are as follows:
  - a. Conference, Seminar and Related Costs. These costs represent anticipated conferences/training of existing and new personnel.
  - b. Security Expense. These costs represent the cost of contracting on-site security guards during business hours at various Tri-City locations including the Clinics. The costs are then proportionately allocated to each of the programs by location and staff.
  - c. Dues and Subscriptions. These costs include dues for industry associations, dues and renewals for professional licenses and dues for computer program support.

- d. Office Supplies, Other Supplies and Telephone Costs. These costs are projected based on Tri-City's historical percentage relationship of costs as a percent of salary cost.
  - e. Computer Systems Connections. The computer systems/IT related expenses represent the estimated cost specifically associated with the projected computer systems that will be required for the current project.
  - f. Miscellaneous Costs. This amount is primarily used for any operating category that may be in excess of the original budgeted amount. This amount was also estimated as administrative costs that will be associated with implementing the INN Technology Suite Project.
5. **Specific Costs.** This includes amounts identified as specific program expenses and administrative costs.
- a. Professional Services. This amount for professional services is specifically related to the INN Technology Suite Project and are estimated for its implementation, and will be paid to a third party via a Participation Agreement with the California Mental Health Services Authority which was authorized at the Governing Board Meeting on November 14, 2018. The \$74 thousand in costs identified within the INN Technology Suite are estimated for peer salaries and stipends for listeners and liaisons related directly with the implementation of the Help at Hand/Technology Suite Project.

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHA-INN OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				Budget	% to
	1ST QRT	2ND QRT	3RD QRT	4TH QRT	FY 21-22	Rev
<b>REVENUE</b>						
MEDI-CAL ADULT FFP	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
MEDI-CAL CHILDREN FFP	-	-	-	-	-	0.0%
MEDI-CAL CHILDREN EPSDT--STATE	-	-	-	-	-	0.0%
REALIGNMENT	-	-	-	-	-	0.0%
MEDICARE	-	-	-	-	-	0.0%
PATIENT FEES/INSURANCE	-	-	-	-	-	0.0%
MHA FUNDING	164,067	164,067	164,067	164,067	656,266	99.1%
GRANTS	-	-	-	-	-	0.0%
INTEREST INCOME	1,549	1,549	1,549	1,549	6,196	0.9%
RENTAL AND OTHER INCOME	-	-	-	-	-	0.0%
ESTIMATED M/C DENIALS/DISALLOWANCE	-	-	-	-	-	0.0%
<b>TOTAL REVENUES</b>	<b>165,616</b>	<b>165,616</b>	<b>165,616</b>	<b>165,616</b>	<b>662,462</b>	<b>100.0%</b>
<b>EXPENSES</b>						
<b>SALARY COSTS</b>						
SALARY AND WAGES	43,644	43,644	43,644	43,644	174,577	26.4%
INSURANCE-Health/workers comp/life	7,268	7,268	7,268	7,268	29,073	4.4%
RETIREMENT COSTS	5,272	5,272	5,272	5,272	21,088	3.2%
PAYROLL TAXES	1,069	1,069	1,069	1,069	4,277	0.6%
MISC COSTS	1,035	1,035	1,035	1,035	4,141	0.6%
	<b>58,289</b>	<b>58,289</b>	<b>58,289</b>	<b>58,289</b>	<b>233,156</b>	<b>35.2%</b>
<b>FACILITY COSTS</b>						
STORAGE LEASES	37	37	37	37	147	0.0%
MORTGAGE INTEREST (2008 Garey)	-	-	-	-	-	0.0%
FACILITY RENT	517	517	517	517	2,068	0.3%
INTERCOMPANY FACILITY CHARGES	11	11	11	11	42	0.0%
UTILITIES	280	280	280	280	1,121	0.2%
BUILDING REPAIRS AND MAINTENANCE	182	182	182	182	727	0.1%
JANITORIAL SERVICES & SUPPLIES	300	300	300	300	1,200	0.2%
WASTE DISPOSAL	28	28	28	28	113	0.0%
	<b>1,355</b>	<b>1,355</b>	<b>1,355</b>	<b>1,355</b>	<b>5,418</b>	<b>0.8%</b>
<b>EQUIPMENT COSTS</b>						
EQUIPMENT RENTAL/LEASE	303	303	303	303	1,213	0.2%
EQUIP MAINT/REPAIRS	53	53	53	53	211	0.0%
EQUIP/FURNITURE PURCHASES EXPENSED	28	28	28	28	112	0.0%
INTERCOMPANY EQUIP/SOFTWARE CHARGES (INCOME)	-	-	-	-	-	0.0%
AUTO EXPENSES	6	6	6	6	25	0.0%
AUTO INSURANCE	19	19	19	19	74	0.0%
CELLULAR/PAGER LEASES	270	270	270	270	1,078	0.2%
	<b>678</b>	<b>678</b>	<b>678</b>	<b>678</b>	<b>2,713</b>	<b>0.4%</b>

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHS-A-INN OPERATING BUDGET  
FISCAL YEAR 2021-22**

	<b>FY 21-22 QUARTERS</b>				<b>Budget FY 21-22</b>	<b>% to Rev</b>
	<b>1ST QRT</b>	<b>2ND QRT</b>	<b>3RD QRT</b>	<b>4TH QRT</b>		
<b>OTHER SERVICES AND SUPPLIES</b>						
CONFERENCES, SEMINARS & RELATED COSTS	28	28	28	28	110	0.0%
MILEAGE REIMBURSEMENT	1	1	1	1	3	0.0%
PERSONNEL ADS	259	259	259	259	1,036	0.2%
PROFESSIONAL LIABILITY INSURANCE	477	477	477	477	1,906	0.3%
SECURITY EXPENSE	790	790	790	790	3,158	0.5%
DUES & SUBSCRIPTIONS	106	106	106	106	424	0.1%
OTHER SUPPLIES	44	44	44	44	176	0.0%
PRINTING	3	3	3	3	12	0.0%
CLIENT EXPENSES	-	-	-	-	-	0.0%
LAB COST	-	-	-	-	-	0.0%
AMBULANCE COSTS	-	-	-	-	-	0.0%
OFFICE SUPPLIES	53	53	53	53	212	0.0%
POSTAGE	2	2	2	2	8	0.0%
RECORD DESTRUCTION	-	-	-	-	-	0.0%
TELEPHONE EXPENSES	515	515	515	515	2,061	0.3%
COMPUTER SYSTEMS CONNECTIONS	578	578	578	578	2,311	0.3%
DATA PROCESSING/LICENSES	-	-	-	-	-	0.0%
IT RELATED EXPENSES-Consulting/Training	-	-	-	-	-	0.0%
MISCELLANEOUS (OPERATING RESERVE)	59	59	59	59	237	0.0%
	<b>2,914</b>	<b>2,914</b>	<b>2,914</b>	<b>2,914</b>	<b>11,654</b>	<b>1.8%</b>
<b>SPECIFIC COSTS</b>						
<b>PROGRAMS:</b>						
CLIENT SUPPORT COSTS	-	-	-	-	-	0.0%
UNIQUE MHS-A PROGRAM RELATED COSTS	88,000	88,000	88,000	88,000	352,000	53.1%
COMMUNITY GRANTS	-	-	-	-	-	0.0%
WET--LEARNING & OUTREACH	-	-	-	-	-	0.0%
PROFESSIONAL SERVICES	18,517	18,517	18,517	18,517	74,066	11.2%
<b>ADMINISTRATIVE:</b>						
DIRECTORS & OFFICERS INSURANCE	-	-	-	-	-	0.0%
PROFESSIONAL SERVICES	437	437	437	437	1,747	0.3%
ATTORNEY FEES	58	58	58	58	230	0.0%
BANK FEES	5	5	5	5	21	0.0%
AUDIT FEES	-	-	-	-	-	0.0%
	<b>107,016</b>	<b>107,016</b>	<b>107,016</b>	<b>107,016</b>	<b>428,064</b>	<b>64.6%</b>
<b>DEPRECIATION AND AMORT</b>	<b>320</b>	<b>320</b>	<b>320</b>	<b>320</b>	<b>1,281</b>	<b>0.2%</b>
<b>TOTAL COSTS</b>	<b>170,572</b>	<b>170,572</b>	<b>170,572</b>	<b>170,572</b>	<b>682,286</b>	<b>103.0%</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$(4,956)</b>	<b>\$(4,956)</b>	<b>\$(4,956)</b>	<b>\$(4,956)</b>	<b>\$(19,824)</b>	<b>-3.0%</b>

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHA-INNOVATIONS (INN) OPERATING BUDGET BY PROGRAM  
FISCAL YEAR 2021-22**

	RPIMH	Technology Suite	INN ADMIN	TOTAL
<b>REVENUE</b>				
MEDI-CAL ADULT FFP	\$ -	\$ -	\$ -	\$ -
MEDI-CAL CHILDREN FFP	-	-	-	-
MEDI-CAL CHILDREN EPSDT--STATE	-	-	-	-
REALIGNMENT	-	-	-	-
MEDICARE	-	-	-	-
PATIENT FEES/INSURANCE	-	-	-	-
MHA FUNDING	352,000	304,266	-	656,266
GRANTS	-	-	-	-
INTEREST INCOME	-	-	6,196	6,196
RENTAL AND OTHER INCOME	-	-	-	-
ESTIMATED M/C DENIALS/DISALLOWANCE	-	-	-	-
<b>TOTAL REVENUES</b>	<b>352,000</b>	<b>304,266</b>	<b>6,196</b>	<b>662,462</b>
<b>EXPENSES</b>				
SALARY COSTS <i>FTE's</i>	-	1.5	0.3	1.8
SALARY AND WAGES	-	131,187	43,390	174,577
INSURANCE-Health/workers comp/life	-	21,856	7,217	29,073
RETIREMENT COSTS	-	15,847	5,241	21,088
PAYROLL TAXES	-	3,214	1,063	4,277
MISC COSTS	-	3,109	1,032	4,141
	-	175,213	57,943	233,156
FACILITY COSTS				
STORAGE LEASES	-	-	147	147
MORTGAGE INTEREST (2008 Garey)	-	-	-	-
FACILITY RENT	-	-	2,068	2,068
INTERCOMPANY FACILITY CHARGES	-	-	42	42
UTILITIES	-	1,058	63	1,121
BUILDING REPAIRS AND MAINTENANCE	-	648	79	727
JANITORIAL SERVICES & SUPPLIES	-	954	246	1,200
WASTE DISPOSAL	-	106	7	113
	-	2,766	2,652	5,418
EQUIPMENT COSTS				
EQUIPMENT RENTAL/LEASE	-	996	217	1,213
EQUIP MAINT/REPAIRS	-	148	63	211
EQUIP/FURNITURE PURCHASES EXPENSED	-	16	96	112
AUTO EXPENSES	-	-	25	25
AUTO INSURANCE	-	-	74	74
CELLULAR/PAGER LEASES	-	671	407	1,078
	-	1,831	882	2,713

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHS-A-INNOVATIONS (INN) OPERATING BUDGET BY PROGRAM  
FISCAL YEAR 2021-22**

	RPIMH	Technology Suite	INN ADMIN	TOTAL
OTHER SERVICES AND SUPPLIES				
CONFERENCES, SEMINARS & RELATED COSTS	-	-	110	110
MILEAGE REIMBURSEMENT	-	-	3	3
PERSONNEL ADS	-	701	335	1,036
PROFESSIONAL LIABILITY INSURANCE	-	1,540	366	1,906
SECURITY EXPENSE	-	2,796	362	3,158
DUES & SUBSCRIPTIONS	-	-	424	424
OTHER SUPPLIES	-	102	74	176
PRINTING	-	5	7	12
CLIENT EXPENSES	-	-	-	-
LAB COST	-	-	-	-
AMBULANCE COSTS	-	-	-	-
OFFICE SUPPLIES	-	116	96	212
POSTAGE	-	-	8	8
RECORD DESTRUCTION	-	-	-	-
TELEPHONE EXPENSES	-	1,420	641	2,061
COMPUTER SYSTEMS CONNECTIONS	-	140	2,171	2,311
DATA PROCESSING/LICENSES	-	-	-	-
IT RELATED EXPENSES-Consulting/Training	-	-	-	-
MISCELLANEOUS (OPERATING RESERVE)	-	-	237	237
	-	6,820	4,834	11,654
SPECIFIC COSTS				
PROGRAMS:				
CLIENT SUPPORT COSTS	-	-	-	-
UNIQUE MHS-A PROGRAM RELATED COSTS	352,000	-	-	352,000
COMMUNITY GRANTS	-	-	-	-
WET--LEARNING & OUTREACH	-	-	-	-
PROFESSIONAL SERVICES	-	74,066	-	74,066
ADMINISTRATIVE:				
DIRECTORS & OFFICERS INSURANCE	-	-	-	-
PROFESSIONAL SERVICES	-	-	1,747	1,747
ATTORNEY FEES	-	-	230	230
BANK FEES	-	-	21	21
AUDIT FEES	-	-	-	-
	352,000	74,066	1,998	428,064
DEPRECIATION AND AMORT	-	597	684	1,281
<b>TOTAL COSTS</b>	<b>352,000</b>	<b>261,293</b>	<b>68,993</b>	<b>682,286</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ -</b>	<b>\$ 42,973</b>	<b>\$ (62,797)</b>	<b>\$ (19,824)</b>

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**TRI-CITY MENTAL HEALTH AUTHORITY**  
**WORKFORCE, EDUCATION AND TRAINING (WET) PROGRAM**  
**OPERATING BUDGET**  
**FISCAL YEAR 2021-22**

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# WET PLAN

## OPERATING BUDGET

### GENERAL & HISTORICAL INFORMATION

As noted previously, the WET Plan includes two programs that were originally approved in fiscal 2012-13 and began implementation in the third quarter of fiscal 2012-13 (refer to the MHSA Program Operations document for program descriptions):

- Learning and Improvement
- Volunteers and Future Employees

The funding for these programs include initial funds that had been previously transferred to the WET Plan from the CSS Plan. At the end of fiscal 2010-11, Tri-City received approximately \$1.1 million of one-time WET MHSA allocations. The original approved WET plan included two programs and through MHSA Annual Updates and annual Stakeholder involvement, the original \$1.1 million were approved and expended over several years by the end of fiscal 2015-16. Once these funds had been exhausted, a new transfer would have been required to continue the existing programs. As such, through MHSA Annual Updates and the Stakeholder process, the amount of \$450 thousand was transferred from the CSS Plan to the WET Plan during the Fiscal Year 2016-17 MHSA Annual Update process, and \$400 thousand during the Fiscal Year 2018-19 Annual Update process. These transfers were recommended and approved to continue the above noted programs and to provide continuing training and hire additional staff to support workforce development. This would also include specialized training needed due to continuing changes in county mental health/specialty mental health and as a result of the Affordable Care Act and Medicaid reform.

Toward the end of fiscal year 2018-19, an additional transfer of \$600,000 from the CSS Plan to the WET Plan was approved by the stakeholders and the Governing Board. This transfer was made as a result of one-time excess funds identified.

### REVENUE

Tri-City's operating budget is prepared using the full-accrual method of accounting. Revenues reflected within the operating budget section represent revenues projected to be generated during this budget fiscal year and do not necessarily represent actual inflows of cash, however the Cash Flow Budget would reflect actual cash projected to be collected. Existing funds already on hand would not be reflected as new or generated revenues in the operating budget as transfers made into WET are made using previously recognized or collected MHSA dollars.

1. **MHSA Funding.** MHSA funding represents the amount of funds approved to be expended in fiscal 2021-22. Although there are funds available for spending in the WET Plan, these amounts have already been previously recognized as revenue within the CSS Plan. As noted above, dollars allocated to the WET Plan are one-time funds and in order to continue programs within the WET Plan, funds are required to be transferred in from the CSS plan. Pursuant to the Welfare and Institutions Code Section 5892(b), Counties may use a portion of their CSS funds for WET. Recognition of revenue occurs during the time period in which

the funds received were originally approved for use, and as such, the actual expenditures may lag and occur at a later time. As a result, no revenues are expected to be presented in the operating budget for the WET Plan, with the exception of interest revenue projected to be earned in fiscal year 2021-22.

2. **Interest Income.** Interest income is projected based on expected average cash balances.

## OPERATING EXPENSES

1. **Salary Costs.** Salary and benefits of \$270 thousand include \$213 thousand of direct provider staff salaries and \$58 thousand of administrative salaries. The costs were based on expected staffing requirements of each program and as considered during the stakeholder's process and included in the WET plan. In addition, salaries and benefits for Tri-City's Executive and Senior Management team and administrative staff who serve the entire Agency, have been allocated to WET programs based on staffing proportions of the Agency and by specific program. The projected staffing is as follows:

- a. Learning and Improvement – 1.8 FTE for the WET Supervisor and Diversity Coordinator.
- b. Volunteers & Future Employees– 0.3 FTE includes an allocation of the WET Supervisor.
- c. Administration-WET – 0.4 FTE includes an allocation of Administrative support which includes an allocation of combined executive and administrative personnel costs.

All other salary costs, including insurance, retirement, and payroll taxes are based on the historical cost as a relationship to base salary and wages.

2. **Facility Costs.** Facility costs represent the allocation of rent and other facility related expenses for the space required for current staffing.
3. **Equipment Costs.** This amount reflects the anticipated costs of equipment, cellular phones and related fees required for each program.
4. **Other Service and Supply Costs.** Other service and supply costs are projected based on Tri-City's best estimates however primarily utilizing past experience. The major costs included in this category are as follows:
  - a. Conference, Seminar & Related Costs. These costs represent anticipated supplemental training of personnel, as well as the requirement of the MHSA administrative staff attending educational and MHSA specific conferences and seminars, in addition to travel costs related to these trainings.
  - a. Transportation and Mileage Costs. These costs include the anticipated costs to be incurred by the WET program staff, since the programs will require community outreach.
  - b. Personnel Ads. These projected costs are consistent with prior year and are for the recruitment of volunteers and future employees.

Workforce, Education and Training Plan  
Operating Budget for The Fiscal Year 2021-22  
Assumptions

- c. Professional Liability Insurance Costs. These costs represent the anticipated cost of professional liability insurance for staff and are based on Tri-City's historical cost as it relates to salary costs.
  - d. Security Expense. These costs represent the cost of contracting on-site security guards during business hours at various Tri-City locations. The costs are then proportionately allocated to each of the programs by location and staff.
  - e. Computer Systems Connections. The computer systems expenses represent the cost of upgrading hardware and connectivity. This includes the professional fees that may be paid to IT specialists. This would also include fees associated with a risk assessment of IT systems (for both software and hardware) which are included in IT Related Expenses, in order to comply with recent regulations.
  - f. Miscellaneous Costs. This amount is projected for use on operating categories that may be in excess of the original budgeted amount and estimated based on past experience.
5. **Specific Costs**. This includes amounts identified as specific program expenses.
- a. WET Program Learning and Outreach (Staff Development and Mental Health Recruitment Costs). These costs include costs to 1) train the Tri-City clinical staff and enhance their development in the provision of mental health services, and 2) to implement and continue outreach programs to colleges and schools to educate and recruit future community mental health workers. In addition, these amounts include costs of software updates required for data collection and educational programs.

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHS-A-WET OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				Budget FY 21-22	% to Rev
	1ST QRT	2ND QRT	3RD QRT	4TH QRT		
<b>REVENUE</b>						
MEDI-CAL ADULT FFP	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
MEDI-CAL CHILDREN FFP	-	-	-	-	-	0.0%
MEDI-CAL CHILDREN EPSDT--STATE	-	-	-	-	-	0.0%
REALIGNMENT	-	-	-	-	-	0.0%
MEDICARE	-	-	-	-	-	0.0%
PATIENT FEES/INSURANCE	-	-	-	-	-	0.0%
MHSA FUNDING	-	-	-	-	-	0.0%
GRANTS	-	-	-	-	-	0.0%
INTEREST INCOME	219	219	219	219	876	100.0%
RENTAL AND OTHER INCOME	-	-	-	-	-	0.0%
ESTIMATED M/C DENIALS/DISALLOWANCE	-	-	-	-	-	0.0%
<b>TOTAL REVENUES</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>876</b>	<b>100.0%</b>
<b>EXPENSES</b>						
<b>SALARY COSTS</b>						
SALARY AND WAGES	50,960	50,960	50,960	50,960	203,838	23269.2%
INSURANCE-Health/workers comp/life	8,144	8,144	8,144	8,144	32,577	3718.8%
RETIREMENT COSTS	6,156	6,156	6,156	6,156	24,624	2811.0%
PAYROLL TAXES	1,249	1,249	1,249	1,249	4,994	570.1%
MISC COSTS	1,208	1,208	1,208	1,208	4,833	551.7%
	67,717	67,717	67,717	67,717	270,866	30920.8%
<b>FACILITY COSTS</b>						
STORAGE LEASES	34	34	34	34	136	15.5%
MORTGAGE INTEREST (2008 Garey)	-	-	-	-	-	0.0%
FACILITY RENT	481	481	481	481	1,923	219.5%
INTERCOMPANY FACILITY CHARGES	12	12	12	12	49	5.6%
UTILITIES	193	193	193	193	772	88.1%
BUILDING REPAIRS AND MAINTENANCE	128	128	128	128	513	58.6%
JANITORIAL SERVICES & SUPPLIES	216	216	216	216	864	98.6%
WASTE DISPOSAL	19	19	19	19	77	8.8%
	1,084	1,084	1,084	1,084	4,334	494.7%
<b>EQUIPMENT COSTS</b>						
EQUIPMENT RENTAL/LEASE	222	222	222	222	889	101.5%
EQUIP MAINT/REPAIRS	40	40	40	40	161	18.4%
EQUIP/FURNITURE PURCHASES EXPENSED	20	20	20	20	81	9.2%
INTERCOMPANY EQUIP/SOFTWARE CHARGES (INCOME)	-	-	-	-	-	0.0%
AUTO EXPENSES	7	7	7	7	28	3.2%
AUTO INSURANCE	17	17	17	17	69	7.9%
CELLULAR/PAGER LEASES	357	357	357	357	1,429	163.1%
	664	664	664	664	2,657	303.3%

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHS-A-WET OPERATING BUDGET  
FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				Budget FY 21-22	% to Rev
	1ST QRT	2ND QRT	3RD QRT	4TH QRT		
OTHER SERVICES AND SUPPLIES						
CONFERENCES, SEMINARS & RELATED COSTS	28	28	28	28	111	12.7%
MILEAGE REIMBURSEMENT	1	1	1	1	3	0.3%
PERSONNEL ADS	930	930	930	930	3,720	424.7%
PROFESSIONAL LIABILITY INSURANCE	342	342	342	342	1,369	156.3%
SECURITY EXPENSE	546	546	546	546	2,185	249.4%
DUES & SUBSCRIPTIONS	175	175	175	175	699	79.8%
OTHER SUPPLIES	44	44	44	44	177	20.2%
PRINTING	3	3	3	3	11	1.3%
CLIENT EXPENSES	-	-	-	-	-	0.0%
LAB COST	-	-	-	-	-	0.0%
AMBULANCE COSTS	-	-	-	-	-	0.0%
OFFICE SUPPLIES	35	35	35	35	139	15.9%
POSTAGE	5	5	5	5	18	2.1%
RECORD DESTRUCTION	-	-	-	-	-	0.0%
TELEPHONE EXPENSES	383	383	383	383	1,532	174.9%
COMPUTER SYSTEMS CONNECTIONS	314	314	314	314	1,256	143.4%
DATA PROCESSING/LICENSES	-	-	-	-	-	0.0%
IT RELATED EXPENSES-Consulting/Training	-	-	-	-	-	0.0%
MISCELLANEOUS (OPERATING RESERVE)	55	55	55	55	218	24.9%
	<b>2,860</b>	<b>2,860</b>	<b>2,860</b>	<b>2,860</b>	<b>11,438</b>	<b>1305.7%</b>
SPECIFIC COSTS						
PROGRAMS:						
CLIENT SUPPORT COSTS	-	-	-	-	-	0.0%
UNIQUE MHS-A PROGRAM RELATED COSTS	-	-	-	-	-	0.0%
COMMUNITY GRANTS	-	-	-	-	-	0.0%
WET--LEARNING & OUTREACH	28,542	28,542	28,542	28,542	114,166	13032.6%
PROFESSIONAL SERVICES	-	-	-	-	-	0.0%
ADMINISTRATIVE:						
DIRECTORS & OFFICERS INSURANCE	-	-	-	-	-	0.0%
PROFESSIONAL SERVICES	318	318	318	318	1,270	145.0%
ATTORNEY FEES	64	64	64	64	254	29.0%
BANK FEES	5	5	5	5	20	2.3%
AUDIT FEES	-	-	-	-	-	0.0%
	<b>28,928</b>	<b>28,928</b>	<b>28,928</b>	<b>28,928</b>	<b>115,710</b>	<b>13208.9%</b>
DEPRECIATION AND AMORT	252	252	252	252	1,009	115.2%
<b>TOTAL COSTS</b>	<b>101,504</b>	<b>101,504</b>	<b>101,504</b>	<b>101,504</b>	<b>406,014</b>	<b>46348.6%</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ (101,285)</b>	<b>\$ (101,285)</b>	<b>\$ (101,285)</b>	<b>\$ (101,285)</b>	<b>\$ (405,138)</b>	<b>-46248.6%</b>

**TRI-CITY MENTAL HEALTH AUTHORITY  
MHA-WORKFORCE EDUCATION AND TRAINING (WET) OPERATING BUDGET BY PROGRAM  
FISCAL YEAR 2021-22**

	VOLUNTEERS			TOTAL
	LEARNING & IMPROVEMENT	& FUTURE EMPLOYEES	WET ADMIN	
<b>REVENUE</b>				
MEDI-CAL ADULT FFP	\$ -	\$ -	\$ -	\$ -
MEDI-CAL CHILDREN FFP	-	-	-	-
MEDI-CAL CHILDREN EPSDT--STATE	-	-	-	-
REALIGNMENT	-	-	-	-
MEDICARE	-	-	-	-
PATIENT FEES/INSURANCE	-	-	-	-
MHA FUNDING	-	-	-	-
CITY SHARE - LA VERNE	-	-	-	-
CITY SHARE - CLAREMONT	-	-	-	-
CITY SHARE - POMONA	-	-	-	-
GRANTS	-	-	-	-
INTEREST INCOME	-	-	876	876
RENTAL AND OTHER INCOME	-	-	-	-
ESTIMATED M/C DENIALS/DISALLOWANCE	-	-	-	-
<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>876</b>	<b>876</b>
<b>EXPENSES</b>				
SALARY COSTS <i>FTE's</i>	<i>1.8</i>	<i>0.3</i>	<i>0.4</i>	<i>2.6</i>
SALARY AND WAGES	138,765	21,683	43,390	203,838
INSURANCE-Health/workers comp/life	21,953	3,430	7,194	32,577
RETIREMENT COSTS	16,763	2,620	5,241	24,624
PAYROLL TAXES	3,400	531	1,063	4,994
MISC COSTS	3,289	514	1,030	4,833
	<b>184,170</b>	<b>28,778</b>	<b>57,918</b>	<b>270,866</b>
FACILITY COSTS				
STORAGE LEASES	-	-	136	136
MORTGAGE INTEREST (2008 Garey)	-	-	-	-
FACILITY RENT	-	-	1,923	1,923
INTERCOMPANY FACILITY CHARGES	-	-	49	49
UTILITIES	705	-	67	772
BUILDING REPAIRS AND MAINTENANCE	432	-	81	513
JANITORIAL SERVICES & SUPPLIES	638	-	226	864
WASTE DISPOSAL	70	-	7	77
	<b>1,845</b>	<b>-</b>	<b>2,489</b>	<b>4,334</b>
EQUIPMENT COSTS				
EQUIPMENT RENTAL/LEASE	663	-	226	889
EQUIP MAINT/REPAIRS	99	-	62	161
EQUIP/FURNITURE PURCHASES EXPENSED	11	-	70	81
INTERCOMPANY EQUIP/SOFTWARE CHARGES (INCOME)	-	-	-	-
AUTO EXPENSES	-	-	28	28
AUTO INSURANCE	-	-	69	69
CELLULAR/PAGER LEASES	1,117	-	312	1,429
	<b>1,890</b>	<b>-</b>	<b>767</b>	<b>2,657</b>



**TRI-CITY MENTAL HEALTH AUTHORITY  
MHSa-WORKFORCE EDUCATION AND TRAINING (WET) OPERATING BUDGET BY PROGRAM  
FISCAL YEAR 2021-22**

	VOLUNTEERS			
	LEARNING & IMPROVEMENT	& FUTURE EMPLOYEES	WET ADMIN	TOTAL
OTHER SERVICES AND SUPPLIES				
CONFERENCES, SEMINARS & RELATED COSTS	-	-	111	111
MILEAGE REIMBURSEMENT	-	-	3	3
PERSONNEL ADS	549	3,143	28	3,720
PROFESSIONAL LIABILITY INSURANCE	1,030	-	339	1,369
SECURITY EXPENSE	1,863	-	322	2,185
DUES & SUBSCRIPTIONS	302	-	397	699
OTHER SUPPLIES	68	-	109	177
PRINTING	4	-	7	11
CLIENT EXPENSES	-	-	-	-
LAB COST	-	-	-	-
AMBULANCE COSTS	-	-	-	-
OFFICE SUPPLIES	78	-	61	139
POSTAGE	-	-	18	18
RECORD DESTRUCTION	-	-	-	-
TELEPHONE EXPENSES	948	-	584	1,532
COMPUTER SYSTEMS CONNECTIONS	-	-	1,256	1,256
DATA PROCESSING/LICENSES	-	-	-	-
IT RELATED EXPENSES-Consulting/Training	-	-	-	-
MISCELLANEOUS (OPERATING RESERVE)	-	-	218	218
	4,842	3,143	3,453	11,438
SPECIFIC COSTS				
PROGRAMS:				
CLIENT SUPPORT COSTS	-	-	-	-
UNIQUE MHSa PROGRAM RELATED COSTS	-	-	-	-
COMMUNITY GRANTS	-	-	-	-
WET--LEARNING & OUTREACH	114,166	-	-	114,166
PROFESSIONAL SERVICES	-	-	-	-
ADMINISTRATIVE:				
DIRECTORS & OFFICERS INSURANCE	-	-	-	-
PROFESSIONAL SERVICES	125	-	1,145	1,270
ATTORNEY FEES	-	-	254	254
BANK FEES	-	-	20	20
AUDIT FEES	-	-	-	-
	114,291	-	1,419	115,710
DEPRECIATION AND AMORT	394	-	615	1,009
<b>TOTAL COSTS</b>	<b>307,432</b>	<b>31,921</b>	<b>66,661</b>	<b>406,014</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ (307,432)</b>	<b>\$ (31,921)</b>	<b>\$ (65,785)</b>	<b>\$ (405,138)</b>

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**TRI-CITY MENTAL HEALTH AUTHORITY**  
**CAPITAL FACILITIES & TECHNOLOGY NEEDS PLAN (CFTN)**  
**OPERATING BUDGET**  
**FISCAL YEAR 2021-22**

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# CAPITAL FACILITIES & TECHNOLOGY NEEDS PLAN (CFTN)

## OPERATING BUDGET

### GENERAL & HISTORICAL INFORMATION

At the end of fiscal 2010-11, Tri-City had received approximately \$2.7 million of CFTN MHA allocations to be used for approved Capital Facility and Technology Needs projects. In May 2013 the Governing Board approved the initial CFTN plan which included three Technology Needs projects at a total projected expenditure of approximately \$1.1 million. Implementation of these projects began in June 2013 and were completed by the end of fiscal 2015-16. These initial projects *were*:

- Electronic Health Record Improvement and Systems Enhancement
- Consumer Access to Computing Resources
- Program Monitoring and Service Outcome Support

In March 2015 and in July of 2015, the CFTN plan was updated and approved by the Governing Board to utilize the remaining funds of approximately \$1.6 million for the purpose of a new Capital Facilities project which included the purchase and required improvements of an office building for MHA Administrative Professional staff. This project was completed during fiscal 2015-16.

As part of the MHA 2016-17 update, the amount of \$500 thousand was approved for transfer to the CFTN plan from the CSS plan. This amount was to be set aside for future capital facilities and technology projects that would need to first be identified and would be subject to approval by the Stakeholders and Governing Board. Toward the end of fiscal year 2018-19, an additional transfer of \$700,000 from the CSS Plan to the CFTN Plan was approved by the stakeholders and the Governing Board. This transfer was made as a result of one-time excess funds identified that would potentially be used for one-time capital improvement projects.

During Fiscal 2019-20 two separate projects were identified and proposed as CTFN projects. The two projects identified and since approved, are as follows:

1. Electrical Upgrade & Office Remodel
2. Capital Improvements to Therapeutic Community Garden

On March 18, 2020, the Governing Board approved Resolution 524, authorizing the expenditure of \$970,968 from its Capital Facilities and Technology Needs (CFTN) plan funds for Electrical Upgrades, Office Space Remodel and Capital Improvements. This budget includes the proposed and approved estimated expenditures in the total of \$970,968.

In May of 2021, the Governing Board approved a new Capital Facilities & Technology Needs (CFTN) Plan to expend approximately \$300,436 to begin the implementation of a new electronic health record system and a new client referral management platform. Since the majority of those costs are now expected to occur in Fiscal Year 2021-22, these amounts have been included in this budget.

## REVENUE

Tri-City's operating budget is prepared using the full-accrual method of accounting. Revenues reflected within the operating budget section represent revenues projected to be generated during this budget fiscal year and do not necessarily represent actual inflows of cash, however the Cash Flow Budget would reflect actual cash projected to be collected. Existing funds already on hand would then not be reflected as new or generated revenues in the operating budget.

1. **MHSA Funding.** MHSA funding represents any additional amount of funds that have been approved for capital facilities or technology related projects. Although there is approximately \$1.2M dollars available to fund CTFN projects, these amounts have already been previously recognized as revenue within the CSS Plan. Recognition of revenue occurs during the time period in which the funds received were originally approved for use, as such, the actual expenditures may lag and occur at a later time. Accordingly, no revenues are reflected within the CFTN plan in this budget, with the exception of interest revenue, and no other revenues are projected to be recognized or collected for fiscal 2021-22.
2. **Interest Income.** Interest income, if any, is projected based on expected average cash balances.

## OPERATING EXPENSES

1. **Depreciation Expense.** Depreciation expense is projected to be approximately \$62 thousand which represents the remaining depreciation of equipment and furniture purchased and capitalized over the past years as well as the current projection of depreciation for the recent purchase of the office building and improvements.

## CAPITAL EXPENSES

1. **Capital Expenses.** The majority of the expenses that are expected to be incurred to implement the above noted projects are expected to be capital related and therefore would be presented within the Cash Flow Budget under the caption titled "Cash Flow From Capital and Related Financing Activities" and not within this section of the Operating Budget. Cash flows of approximately \$1.2M are reflected under this caption for the three main projects currently underway which includes the improvements to the Therapeutic Community Garden, the Electrical Upgrades & Office Space Remodel, and the implementation of the New Electronic Health Record and Client Referral Platform programs.

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TRI-CITY MENTAL HEALTH AUTHORITY  
MHSА-CAPITAL FACILITIES & TECHNOLOGY (CFTN) OPERATING BUDGET  
FISCAL YEAR 2021-22

	FY 21-22 QUARTERS				Budget FY 21-22	% to Rev
	1ST QRT	2ND QRT	3RD QRT	4TH QRT		
<b>REVENUE</b>						
MEDI-CAL ADULT FFP	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
MEDI-CAL CHILDREN FFP	-	-	-	-	-	0.0%
MEDI-CAL CHILDREN EPSDT--STATE	-	-	-	-	-	0.0%
REALIGNMENT	-	-	-	-	-	0.0%
MEDICARE	-	-	-	-	-	0.0%
PATIENT FEES/INSURANCE	-	-	-	-	-	0.0%
MHSA FUNDING	-	-	-	-	-	0.0%
GRANTS	-	-	-	-	-	0.0%
INTEREST INCOME	320	320	320	320	1,278	100.0%
RENTAL AND OTHER INCOME	-	-	-	-	-	0.0%
ESTIMATED M/C DENIALS/DISALLOWANCE	-	-	-	-	-	0.0%
<b>TOTAL REVENUES</b>	<b>320</b>	<b>320</b>	<b>320</b>	<b>320</b>	<b>1,278</b>	<b>100.0%</b>
<b>EXPENSES</b>						
<b>SALARY COSTS</b>						
SALARY AND WAGES	-	-	-	-	-	0.0%
INSURANCE-Health/workers comp/life	-	-	-	-	-	0.0%
RETIREMENT COSTS	-	-	-	-	-	0.0%
PAYROLL TAXES	-	-	-	-	-	0.0%
MISC COSTS	-	-	-	-	-	0.0%
<b>FACILITY COSTS</b>						
STORAGE LEASES	-	-	-	-	-	0.0%
MORTGAGE INTEREST (2008 Garey)	-	-	-	-	-	0.0%
FACILITY RENT	-	-	-	-	-	0.0%
INTERCOMPANY FACILITY CHARGES	-	-	-	-	-	0.0%
UTILITIES	-	-	-	-	-	0.0%
BUILDING REPAIRS AND MAINTENANCE	-	-	-	-	-	0.0%
JANITORIAL SERVICES & SUPPLIES	-	-	-	-	-	0.0%
WASTE DISPOSAL	-	-	-	-	-	0.0%
<b>EQUIPMENT COSTS</b>						
EQUIPMENT RENTAL/LEASE	-	-	-	-	-	0.0%
EQUIP MAINT/REPAIRS	-	-	-	-	-	0.0%
EQUIP/FURNITURE PURCHASES EXPENSED	-	-	-	-	-	0.0%
INTERCOMPANY EQUIP/SOFTWARE CHARGES (INCOME)	-	-	-	-	-	0.0%
AUTO EXPENSES	-	-	-	-	-	0.0%
AUTO INSURANCE	-	-	-	-	-	0.0%
CELLULAR/PAGER LEASES	-	-	-	-	-	0.0%
	-	-	-	-	-	0.0%



**TRI-CITY MENTAL HEALTH AUTHORITY**  
**MHSA-CAPITAL FACILITIES & TECHNOLOGY (CFTN) OPERATING BUDGET**  
**FISCAL YEAR 2021-22**

	FY 21-22 QUARTERS				Budget FY 21-22	% to Rev
	1ST QRT	2ND QRT	3RD QRT	4TH QRT		
OTHER SERVICES AND SUPPLIES						
CONFERENCES, SEMINARS & RELATED COSTS	-	-	-	-	-	0.0%
MILEAGE REIMBURSEMENT	-	-	-	-	-	0.0%
PERSONNEL ADS	-	-	-	-	-	0.0%
PROFESSIONAL LIABILITY INSURANCE	-	-	-	-	-	0.0%
SECURITY EXPENSE	-	-	-	-	-	0.0%
DUES & SUBSCRIPTIONS	-	-	-	-	-	0.0%
OTHER SUPPLIES	-	-	-	-	-	0.0%
PRINTING	-	-	-	-	-	0.0%
CLIENT EXPENSES	-	-	-	-	-	0.0%
LAB COST	-	-	-	-	-	0.0%
AMBULANCE COSTS	-	-	-	-	-	0.0%
OFFICE SUPPLIES	-	-	-	-	-	0.0%
POSTAGE	-	-	-	-	-	0.0%
RECORD DESTRUCTION	-	-	-	-	-	0.0%
TELEPHONE EXPENSES	-	-	-	-	-	0.0%
COMPUTER SYSTEMS CONNECTIONS	-	-	-	-	-	0.0%
DATA PROCESSING/LICENSES	-	-	-	-	-	0.0%
IT RELATED EXPENSES-Consulting/Training	-	-	-	-	-	0.0%
MISCELLANEOUS (OPERATING RESERVE)	-	-	-	-	-	0.0%
	-	-	-	-	-	0.0%
SPECIFIC COSTS						
PROGRAMS:						
CLIENT SUPPORT COSTS	-	-	-	-	-	0.0%
UNIQUE MHSA PROGRAM RELATED COSTS	-	-	-	-	-	0.0%
COMMUNITY GRANTS	-	-	-	-	-	0.0%
WET--LEARNING & OUTREACH	-	-	-	-	-	0.0%
PROFESSIONAL SERVICES	-	-	-	-	-	0.0%
ADMINISTRATIVE:						
DIRECTORS & OFFICERS INSURANCE	-	-	-	-	-	0.0%
PROFESSIONAL SERVICES	-	-	-	-	-	0.0%
ATTORNEY FEES	-	-	-	-	-	0.0%
BANK FEES	-	-	-	-	-	0.0%
AUDIT FEES	-	-	-	-	-	0.0%
	-	-	-	-	-	0.0%
DEPRECIATION AND AMORT	15,435	15,435	15,435	15,435	61,738	4830.8%
<b>TOTAL COSTS</b>	<b>15,435</b>	<b>15,435</b>	<b>15,435</b>	<b>15,435</b>	<b>61,738</b>	<b>4830.8%</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ (15,115)</b>	<b>\$ (15,115)</b>	<b>\$ (15,115)</b>	<b>\$ (15,115)</b>	<b>\$ (60,460)</b>	<b>-4730.8%</b>

TRI-CITY MENTAL HEALTH AUTHORITY  
MHSa-CAPITAL FACILITIES & TECHNOLOGY (CFTN) OPERATING BUDGET BY PROJECT  
FISCAL YEAR 2021-22

	ELECTRICAL UPGRADE & OFFICE SPACE REMODEL	CAPITAL IMPROVEMENT TO THERAPEUTIC COMMUNITY GARDEN	Electronic Healthcare Record System	ADMINISTRATIVE PROFESSIONAL BUILDING	CTFN ADMIN	TOTAL
<b>REVENUE</b>						
MEDI-CAL ADULT FFP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MEDI-CAL CHILDREN FFP	-	-	-	-	-	-
MEDI-CAL CHILDREN EPSDT--STATE	-	-	-	-	-	-
REALIGNMENT	-	-	-	-	-	-
MEDICARE	-	-	-	-	-	-
PATIENT FEES/INSURANCE	-	-	-	-	-	-
MHSA FUNDING	-	-	-	-	-	-
CITY SHARE - LA VERNE	-	-	-	-	-	-
CITY SHARE - CLAREMONT	-	-	-	-	-	-
CITY SHARE - POMONA	-	-	-	-	-	-
GRANTS	-	-	-	-	-	-
INTEREST INCOME	-	-	-	-	1,278	1,278
RENTAL AND OTHER INCOME	-	-	-	-	-	-
ESTIMATED M/C DENIALS/DISALLOWANCE	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	-	-	-	-	<b>1,278</b>	<b>1,278</b>
<b>EXPENSES</b>						
SALARY COSTS <i>FTE's</i>	-	-	-	-	-	-
SALARY AND WAGES	-	-	-	-	-	-
INSURANCE-Health/workers comp/life	-	-	-	-	-	-
RETIREMENT COSTS	-	-	-	-	-	-
PAYROLL TAXES	-	-	-	-	-	-
MISC COSTS	-	-	-	-	-	-
FACILITY COSTS						
STORAGE LEASES	-	-	-	-	-	-
MORTGAGE INTEREST (2008 Garey)	-	-	-	-	-	-
FACILITY RENT	-	-	-	-	-	-
INTERCOMPANY FACILITY CHARGES	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
BUILDING REPAIRS AND MAINTENANCE	-	-	-	-	-	-
JANITORIAL SERVICES & SUPPLIES	-	-	-	-	-	-
WASTE DISPOSAL	-	-	-	-	-	-
EQUIPMENT COSTS						
EQUIPMENT RENTAL/LEASE	-	-	-	-	-	-
EQUIP MAINT/REPAIRS	-	-	-	-	-	-
EQUIP/FURNITURE PURCHASES EXPENSED	-	-	-	-	-	-
INTERCOMPANY EQUIP/SOFTWARE CHARGES (INCOME)	-	-	-	-	-	-
AUTO EXPENSES	-	-	-	-	-	-
AUTO INSURANCE	-	-	-	-	-	-
CELLULAR/PAGER LEASES	-	-	-	-	-	-
	-	-	-	-	-	-

TRI-CITY MENTAL HEALTH AUTHORITY  
MHS-CAPITAL FACILITIES & TECHNOLOGY (CFTN) OPERATING BUDGET BY PROJECT  
FISCAL YEAR 2021-22

	CAPITAL IMPROVEMENT					
	ELECTRICAL UPGRADE & OFFICE SPACE REMODEL	TO THERAPEUTIC COMMUNITY GARDEN	Electronic Healthcare Record System	ADMINISTRATIVE PROFESSIONAL BUILDING	CTFN ADMIN	TOTAL
OTHER SERVICES AND SUPPLIES						
CONFERENCES, SEMINARS & RELATED COSTS	-	-	-	-	-	-
MILEAGE REIMBURSEMENT	-	-	-	-	-	-
PERSONNEL ADS	-	-	-	-	-	-
PROFESSIONAL LIABILITY INSURANCE	-	-	-	-	-	-
SECURITY EXPENSE	-	-	-	-	-	-
DUES & SUBSCRIPTIONS	-	-	-	-	-	-
OTHER SUPPLIES	-	-	-	-	-	-
PRINTING	-	-	-	-	-	-
CLIENT EXPENSES	-	-	-	-	-	-
LAB COST	-	-	-	-	-	-
AMBULANCE COSTS	-	-	-	-	-	-
OFFICE SUPPLIES	-	-	-	-	-	-
POSTAGE	-	-	-	-	-	-
RECORD DESTRUCTION	-	-	-	-	-	-
TELEPHONE EXPENSES	-	-	-	-	-	-
COMPUTER SYSTEMS CONNECTIONS	-	-	-	-	-	-
DATA PROCESSING/LICENSES	-	-	-	-	-	-
IT RELATED EXPENSES-Consulting/Training	-	-	-	-	-	-
MISCELLANEOUS (OPERATING RESERVE)	-	-	-	-	-	-
	-	-	-	-	-	-
SPECIFIC COSTS						
PROGRAMS:						
CLIENT SUPPORT COSTS	-	-	-	-	-	-
UNIQUE MHS-A PROGRAM RELATED COSTS	-	-	-	-	-	-
COMMUNITY GRANTS	-	-	-	-	-	-
WET--LEARNING & OUTREACH	-	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-	-
ADMINISTRATIVE:						
DIRECTORS & OFFICERS INSURANCE	-	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-	-
ATTORNEY FEES	-	-	-	-	-	-
BANK FEES	-	-	-	-	-	-
AUDIT FEES	-	-	-	-	-	-
	-	-	-	-	-	-
DEPRECIATION AND AMORT	-	-	-	61,738	-	61,738
<b>TOTAL COSTS</b>	-	-	-	<b>61,738</b>	-	<b>61,738</b>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (61,738)</b>	<b>\$ 1,278</b>	<b>\$ (60,460)</b>

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