



PUBLIC NOTICE

CITY OF ALAMEDA HEALTH CARE DISTRICT BOARD OF DIRECTORS

OPEN SESSION MEETING AGENDA

TUESDAY, NOVEMBER 12, 2024 @ 5:30 PM

LOCATION : CONFERNCE ROOM A

[Join Zoom Meeting](#)

<https://us02web.zoom.us/j/85387844723?pwd=S7jbxkEwVMG7ofbZh74YazyuSSbRka.1>

Meeting ID: 853 8784 4723

Passcode: 927924

[Dial by your location](#)

+1 669 444 9171

**Office of the Clerk: 510-263-8223**

*Members of the public who wish to comment on agenda items will be given an opportunity before or during the consideration of each agenda item. Those wishing to comment must complete a speaker card indicating the agenda item that they wish to address and present to the District Clerk. This will ensure your opportunity to speak. Please make your comments clear and concise, limiting your remarks to no more than three (3) minutes.*

- |   |  |
|---|--|
| I. Call to Order                                  | Dr. Robert Deutsch,<br>President       |
| II. Roll Call                                     | Alixandria Williams,<br>District Clerk |
| III. General Public Comments                      |  |
| <b>IV. ADJOURN INTO EXECUTIVE CLOSED SESSION</b>  |  |
| A. Report on Health Care Trade Secrets            | Health and Safety Code<br>Sec. 32106   |
| B. Litigation                                     | Government Code Sec.<br>54956.9        |
| <b>V. RECONVENE TO OPEN SESSION/ ACCOUNEMENTS</b> |  |

**OPEN SESSION AGENDA**

- |   |  |
|---|--|
| I. Call to Order                        | Dr. Robert Deutsch,<br>President   |
| II. Roll Call/ General Public Comments  | Alixandria Williams,<br>District Clerk   |
| <b>A. DISTRICT WEBSITE PRESENTATION</b> |  |
|   | Debi Stebbins,<br>Executive Director<br>Alixandria Williams,<br>District Clerk<br>Streamline |

**B. PRESENTATION of FY 23-34 AUDIT**  
**ENCLOSURE (Pages 4 -24)**

Rick Jackson,

**C. YTD AHS REPORTS**

1. Patient Care Experience Report

Chris Adams,  
VP Patient Care

2. SNF Rating Update  
**ENCLOSURE (Pages 25 -27)**

Richard Espinoza,  
CAO Post- Acute Services

3. AH Financial Update  
**ENCLOSURE (Pages 28 -51)**

Kimberly Miranda,  
AHS CFO

4. Alameda Hospital Medical Staff Update

Dr. Nikita Joshi,  
AH Medical Staff Chief

**D. DISTRICT AND OPERATIONAL UPDATES**

1. President's Report/ Alameda Hospital Liaison Report

Dr. Robert Deutsch,  
President

2. Alameda Health System Board Liaison Report

David Sayen,  
Chair/ Liaison AHS

3. Executive Director Report  
**ENCLOSURE (Pages 52 -56)**

Debi Stebbins,  
Executive Director

4. Seismic and Operational Upgrade Status Report  
**ENCLOSURE (Pages 57 - 66)**

Kristen Thorson,  
Porter Consulting

5. Communications Subcommittee  
**ENCLOSURE (Pages 67 - 68)**

Jeff Cambra,  
Communications  
Subcommittee

6. Property Oversight Committee  
**ENCLOSURE (Pages 69 - 109)**

Jeff Cambra,  
Property Oversight  
Committee

**E. CONSENT AGENDA**

1. Acceptance of August – September Financial Statements  
**ENCLOSURE (Pages 110 - 125)**

Dr. Robert Deutsch,  
President

2. Acceptance September 9, 2024  
**ENCLOSURE (Pages 126 - 129)**

**F. ACTION ITEMS**



PUBLIC NOTICE

1. Conceptual Approval of District Website
2. Acceptance of FY 2024 Audit
3. Investment of Jaber Funds  
TBD
4. Election of Officers and Liaison Positions
5. ENCLOSURE (Page 130)
6. Review and Approval of CY 2025 Board Meeting Dates  
ENCLOSURE (Page 131)

Dr. Robert Deutsch,  
President

**G. NEXT MEETING DATE / PREVIEW**

1. January 13, 2025 @ 5:30 pm
2. Acceptance of November 12, 2024, Minutes
3. Acceptance of October -November 2024 Financial Statements
4. Distribution of Parcel Tax payment to AHS
5. Distribution of Jaber Funds to AHS
6. Discussion on Seismic Variance and Finance strategies

**H. GENERAL PUBLIC COMMENTS**

**I. ADJOURNMENT**

**Audited Financial Statements**

**CITY OF ALAMEDA**  
**HEALTH CARE DISTRICT**

**June 30, 2024**

Audited Financial Statements

CITY OF ALAMEDA HEALTH CARE DISTRICT

June 30, 2024

Management’s Discussion and Analysis . . . . .	1
Report of Independent Auditors . . . . .	3
Statements of Net Position . . . . .	5
Statements of Revenues, Expenses, and Changes in Net Position . . . . .	6
Statements of Cash Flows . . . . .	7
Notes to Financial Statements . . . . .	9
Independent Auditors Report on Internal Control . . . . .	18

## Management's Discussion and Analysis

### CITY OF ALAMEDA HEALTH CARE DISTRICT

June 30, 2024

The District Clerk and Treasurer of the City of Alameda Health Care District (the District) has prepared this annual discussion and analysis in order to provide an overview of the District's performance for the fiscal year ended June 30, 2024 in accordance with the Governmental Accounting Standards Board Statement No. 34, *Basic Financial Statements; Management's Discussion and Analysis for State and Local Governments*. The intent of this document is to provide additional information on the District's historical financial performance as a whole in addition to providing a prospective look at revenue growth, operating expenses, and capital development plans. This discussion should be reviewed in conjunction with the audited financial statements for the fiscal year ended June 30, 2024 and accompanying notes to the financial statements to enhance one's understanding of the District's financial performance.

#### ***Financial Highlights***

For the year of operations ending June 30, 2024, the District received \$6,084,248 million in parcel taxes from the County of Alameda and \$201,604 in rental income and \$84,050 in other operating income. The prior year taxes were \$6,036,813 and rental income was \$184,057.

Total District expenses for 2024 were \$1,734,499, comprised of: \$165,981 in depreciation and amortization, \$47,415 in interest expense, \$619,604 in professional fees, \$179,884 in insurance, \$340,743 in director and assistant fees, and \$380,872 in various other types of expenses. Transfers to the Alameda Health System were \$5.9 million, leaving the District with a decrease in net position for the year of \$(1,279,523).

Total District expenses for 2023 were \$1,277,617, comprised of: \$167,612 in depreciation and amortization, \$66,973 in interest expense, \$558,199 in professional fees, \$125,911 in insurance and \$358,922 in various other types of expenses. Transfers to the Alameda Health System were \$3.5 million, leaving the District with an increase in net position for the year of \$15,042.

The District continues to operate as a health care district which allows for the continued collection of parcel taxes and certain rental income from which the District will pay operating expenses. Excess earnings are remitted to Alameda Health System (AHS) in order to support the operations of the Alameda Hospital by AHS.

#### ***Statements of Net Position***

As of June 30, 2024, the District's current assets of \$1,837,024 are comprised of \$1,324,758 in operating cash, \$346,713 in parcel taxes and short-term lease receivables and \$165,553 in prepaid assets. Other assets include cash and cash equivalents of \$697,407 which are restricted for specific purposes, \$2,083,691 of capital assets, net of accumulated depreciation and \$127,102 in long-term lease receivables. Current liabilities of \$41,649 include \$23,832 of current maturities of debt borrowings and \$17,817 of various accounts payable due to certain vendors. Long-term debt borrowings amounted to \$778,669 and deferred inflows of resources were \$161,172.

## Management's Discussion and Analysis

### CITY OF ALAMEDA HEALTH CARE DISTRICT

As of June 30, 2023, the District's current assets of \$2,956,815 are comprised of \$2,460,281 in operating cash, \$343,074 in parcel taxes and short-term lease receivables and \$153,460 in prepaid assets. Other assets include cash and cash equivalents of \$862,163 which are restricted for specific purposes, \$2,111,184 of capital assets, net of accumulated depreciation and \$166,472 in long-term lease receivables. Current liabilities of \$47,698 include \$22,624 of current maturities of debt borrowings and \$25,074 of various accounts payable due to certain vendors. Long-term debt borrowings amounted to \$802,462 and deferred inflows of resources were \$203,217.

#### ***Statements of Revenues, Expenses and Changes in Net Position***

For the year ended June 30, 2024 and 2023, the District realized a decrease in net position of \$(1,279,523) and an increase in net position of \$15,042, respectively. The 2024 year approximated budget and expectations.

#### ***Next Year's Budget***

The District annual budget for 2025 approximates the 2024 results. Excess earnings will continue to be remitted to AHS to help support the operations of the Alameda Hospital, formerly operated by the District.

# JWT & Associates, LLP

A Certified Public Accountancy Limited Liability Partnership

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## *Report of Independent Auditors*

The Board of Directors  
City of Alameda Health Care District  
Alameda, California

We have audited the accompanying financial statements of the City of Alameda Health Care District, (the District) which comprise the statements of net position as of June 30, 2024 and 2023, and the related statements of revenues, expenses and changes in net position, and cash flows for the years then ended, and the related notes to the financial statements.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the District's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion the financial statements referred to above present fairly, in all material respects, the financial position of the District at June 30, 2024 and 2023, and the results of its operations and its cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

### *Required Supplementary Information*

Management's discussion and analysis is not a required part of the financial statements but is supplementary information required by accounting principles generally accepted in the United States of America. We have applied limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the supplementary information. However, we did not audit the information and express no opinion on it.

### *Other Reporting Required by Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 10, 2024, on our consideration of the District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the District's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control over financial reporting and compliance.

*W7 & Associates, LLP*

Fresno, California  
October 10, 2024

Statements of Net Position

CITY OF ALAMEDA HEALTH CARE DISTRICT

	June 30	
	<u>2024</u>	<u>2023</u>
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 1,324,758	\$ 2,460,281
Other receivables	346,713	343,074
Prepaid expenses and deposits	<u>165,553</u>	<u>153,460</u>
Total current assets	1,837,024	2,956,815
Assets limited as to use	697,407	862,163
Capital assets, net of accumulated depreciation	2,083,691	2,111,184
Long-term lease receivable	<u>127,102</u>	<u>166,472</u>
	<u><u>\$ 4,745,224</u></u>	<u><u>\$ 6,096,634</u></u>
<b>Liabilities</b>		
Current liabilities:		
Current maturities of debt borrowings	\$ 23,832	\$ 22,624
Accounts payable and accrued expenses	<u>17,817</u>	<u>25,074</u>
Total current liabilities	41,649	47,698
Debt borrowings, net of current maturities	<u>778,669</u>	<u>802,462</u>
Total liabilities	820,318	850,160
<b>Deferred inflows of resources</b>	161,172	203,217
<b>Net position</b>		
Invested in capital assets, net of related debt	2,083,691	2,111,184
Restricted, by contributors	697,407	862,163
Unrestricted	<u>982,636</u>	<u>2,069,910</u>
Total net position	<u>3,763,734</u>	<u>5,043,257</u>
	<u><u>\$ 4,745,224</u></u>	<u><u>\$ 6,096,634</u></u>

*See accompanying notes and auditor's report*

Statements of Revenues, Expenses and Changes in Net Position

CITY OF ALAMEDA HEALTH CARE DISTRICT

	Year Ended June 30	
	<u>2024</u>	<u>2023</u>
<b>Operating revenues</b>		
Rent and other operating revenue	\$ 285,654	\$ 184,057
Total operating revenues	285,654	184,057
<b>Operating expenses</b>		
Professional fees	960,347	558,199
Supplies	10,606	6,150
Purchased services	39,812	28,829
Building and equipment rent	21,021	20,430
Utilities and phone	13,304	14,820
Insurance	179,884	125,911
Depreciation and amortization	165,981	167,612
Other operating expenses	296,129	288,693
Total operating expenses	<u>1,687,084</u>	<u>1,210,644</u>
Operating loss	(1,401,430)	(1,026,587)
<b>Nonoperating revenues (expenses)</b>		
District tax revenues and related interest income	6,084,248	6,036,813
Interest income	6,527	7,765
Interest expense	(47,415)	(66,973)
Transfers to AHS	<u>(5,921,453)</u>	<u>(4,935,976)</u>
Total nonoperating revenues (expenses)	<u>121,907</u>	<u>1,041,629</u>
Increase (decrease) in net position	(1,279,523)	15,042
Net position at beginning of the year	<u>5,043,257</u>	<u>5,028,215</u>
Net position at end of the year	<u>\$ 3,763,734</u>	<u>\$ 5,043,257</u>

*See accompanying notes and auditor's report*

Statements of Cash Flows

CITY OF ALAMEDA HEALTH CARE DISTRICT

	Year Ended June 30	
	<u>2024</u>	<u>2023</u>
<b>Cash flows from operating activities:</b>		
Cash received from operations	\$ 313,586	\$ 212,790
Cash payments to suppliers and contractors	<u>(1,574,699)</u>	<u>(1,129,271)</u>
Net cash (used in) operating activities	(1,261,113)	(916,481)
<b>Cash flows from noncapital financing activities:</b>		
District tax revenues	6,084,248	6,036,813
Transfers to AHS	<u>(5,921,453)</u>	<u>(4,935,976)</u>
Net cash provided by noncapital financing activities	162,795	1,100,837
<b>Cash flows from capital financing activities:</b>		
Purchases of capital assets	(138,488)	
Principal payments on debt borrowings	(22,585)	(17,820)
Interest payments on debt borrowings	<u>(47,415)</u>	<u>(66,973)</u>
Net cash (used in) capital financing activities	(208,488)	(84,793)
<b>Cash flows from investing activities:</b>		
Interest income	6,527	7,765
Net change in assets limited as to use	<u>164,756</u>	<u>(152,470)</u>
Net cash (used in) investing activities	<u>171,283</u>	<u>(144,705)</u>
Net increase (decrease) in cash and cash equivalents	(1,135,523)	(45,142)
Cash and cash equivalents at beginning of year	<u>2,460,281</u>	<u>2,505,423</u>
Cash and cash equivalents at end of year	<u>\$ 1,324,758</u>	<u>\$ 2,460,281</u>

*See accompanying notes and auditor's report*

Statements of Cash Flows (continued)

CITY OF ALAMEDA HEALTH CARE DISTRICT

	Year Ended June 30	
	<u>2024</u>	<u>2023</u>
<b>Reconciliation of operating income to net cash provided by operating activities:</b>		
Operating (loss)	\$ (1,401,430)	\$ (1,026,587)
Adjustments to reconcile operating income to net cash provided by (used in) operating activities:		
Depreciation and amortization	165,981	167,612
Changes in operating assets and liabilities:		
Other receivables	(3,639)	(8,012)
Prepaid expenses and deposits	(12,093)	(44,632)
Long-term lease receivable	39,370	36,745
Accounts payable and accrued expenses	(7,257)	(7,361)
Deferred inflows of resources	<u>(42,045)</u>	<u>(34,246)</u>
Net cash (used in) operating activities	<u>\$ (1,261,113)</u>	<u>\$ (916,481)</u>

*See accompanying notes and auditor's report*

CITY OF ALAMEDA HEALTH CARE DISTRICT

June 30, 2024

**NOTE A - ORGANIZATION AND ACCOUNTING POLICIES**

**Reporting Entity:** The City of Alameda Health Care District, (d.b.a. Alameda District), heretofore referred to as (the District) is a public entity organized under Local District Law as set forth in the Health and Safety Code of the State of California. The District is a political subdivision of the State of California and is generally not subject to federal or state income taxes. The District is governed by a five-member Board of Directors, elected from within the boundaries of the health care district to specified terms of office. The District is located in Alameda, California.

Through April 30, 2014, the District operated Alameda Hospital (the Hospital), which comprised a 100-bed acute care facility, a 35-bed sub acute unit within the Hospital, a 26-bed skilled nursing facility adjacent to the Hospital campus and another 120-bed skilled nursing facility near the Hospital campus which the District took over operations of in August, 2012. Effective May 1, 2014, operations of the Hospital were turned over to the Alameda Health System (AHS), a public hospital authority created by the Alameda County Board of Supervisors, through a joint powers agreement (the affiliation agreement). Through this affiliation with AHS, the District continues to provide health care services primarily to individuals who reside in the local geographic area.

**Basis of Preparation:** The accounting policies and financial statements of the District generally conform with the recommendations of the audit and accounting guide, *Health Care Organizations*, published by the American Institute of Certified Public Accountants. The financial statements are presented in accordance with the pronouncements of the Governmental Accounting Standards Board (GASB). For purposes of presentation, transactions deemed by management to be ongoing, major or central to the provision of health care services are reported as operational revenues and expenses.

The District uses enterprise fund accounting. Revenues and expenses are recognized on the accrual basis using the economic resources measurement focus. Based on GASB Statement Number 20, *Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities That Use Proprietary Fund Accounting*, as amended, the District has elected to apply the provisions of all relevant pronouncements of the Financial Accounting Standards Board (FASB) that do not conflict with or contradict GASB pronouncements.

**Management's Discussion and Analysis:** The management's discussion and analysis is a narrative introduction and analytical overview of the District's financial activities for the year being presented. This analysis is similar to the analysis provided in the annual reports of organizations in the private sector. As stated in the opinion letter, the management's discussion and analysis is not a required part of the financial statements but is supplementary information and therefore not subject to audit procedures or the expression of an opinion on it by auditors.

CITY OF ALAMEDA HEALTH CARE DISTRICT

**NOTE A - ORGANIZATION AND ACCOUNTING POLICIES (continued)**

***Use of Estimates:*** The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. Actual results could differ from those estimates.

***Cash and Cash Equivalents:*** The District considers cash and cash equivalents to include certain investments in highly liquid debt instruments, when present, with an original maturity of a short-term nature or subject to withdrawal upon request. Exceptions are for those investments which are intended to be continuously invested. Investments in debt securities are reported at market value. Interest, dividends and both unrealized and realized gains and losses on investments are included as investment income in nonoperating revenues when earned.

***Assets Limited as to Use:*** Assets limited as to use include contributor restricted funds, amounts designated by the Board of Directors for replacement or purchases of capital assets, and other specific purposes, and amounts held by trustees under specified agreements. Assets limited as to use consist primarily of deposits on hand with local banking and investment institutions, and bond trustees.

***Risk Management:*** The District is exposed to various risks of loss from torts; theft of, damage to, and destruction of assets; business interruption; errors and omissions; employee injuries and illnesses; natural disasters; and medical malpractice. Commercial insurance coverage is purchased for claims arising from such matters.

***Capital Assets:*** Capital assets consist of property and equipment and are reported on the basis of cost, or in the case of donated items, on the basis of fair market value at the date of donation. Routine maintenance and repairs are charged to expense as incurred. Expenditures which increase values, change capacities, or extend useful lives are capitalized. Depreciation of property and equipment and amortization of property under capital leases are computed by the straight-line method for both financial reporting and cost reimbursement purposes over the estimated useful lives of the assets, which range from 10 to 40 years for buildings and improvements, and 3 to 10 years for major moveable equipment. The District periodically reviews its capital assets for value impairment.

***Net Position:*** Net position is presented in three categories. The first category is net position “invested in capital assets, net of related debt”. This category of net position consists of capital assets (both restricted and unrestricted), net of accumulated depreciation and reduced by the outstanding principal balances of any debt borrowings that were attributable to the acquisition, construction, or improvement of those capital assets. The second category is “restricted” net position. This category consists of externally designated constraints placed on those net position by creditors (such as through debt covenants), grantors, contributors, law or regulations of other governments or government agencies, or law or constitutional provisions or enabling legislation. The third category is “unrestricted” net position. This category consists of net position that does not meet the definition or criteria of the previous two categories.

CITY OF ALAMEDA HEALTH CARE DISTRICT

**NOTE A - ORGANIZATION AND ACCOUNTING POLICIES (continued)**

***District Tax Revenues:*** The District receives most of its financial support from parcel taxes. These funds are used to support operations and meet required debt service agreements. They are classified as non-operating revenue as the revenue is not directly linked to patient care. Parcel taxes are levied by the County on the District's behalf during the year, and are intended to help finance the District's activities during the same year. The County has established certain dates to levy, lien, mail bills, and receive payments from property owners during the year. Parcel taxes are considered delinquent on the day following each payment due date. Property taxes are considered delinquent on the day following each payment date. Those dates are: (1) lien date of January 1; (2) due dates of November 1 and February 1; and (3) delinquent dates of December 10 and April 10.

***Operating Revenues and Expenses:*** The District's statement of revenues, expenses and changes in net position distinguishes between operating and nonoperating revenues and expenses. Operating revenues result from exchange transactions associated with providing health care services, which is the District's principal activity. Operating expenses are all expenses incurred to provide health care services, other than financing costs. Nonoperating revenues and expenses are those transactions not considered directly linked to providing health care services.

**NOTE B - CASH AND CASH EQUIVALENTS**

As of June 30, 2024 and 2023, the District had deposits invested in various financial institutions in the form of cash and cash equivalents in the amounts of \$2,022,165 and \$3,322,444 respectively. All of these funds were held in deposits, which are collateralized in accordance with the California Government Code (CGC), except for \$250,000 per account that is federally insured. The CGC and the District's investment policy do not contain legal or policy requirements that would limit the exposure to custodial risk for deposits. Custodial risk for deposits is the risk that, in the event of the failure of a depository financial institution, the District would not be able to recover its deposits or will not be able to recover collateral securities that are in possession of an outside party. Under the provisions of the CGC, California banks and savings and loan associations are required to secure the District's deposits by pledging government securities as collateral. The market value of pledged securities must equal at least 110% of the District's deposits. California law also allows financial institutions to secure District deposits by pledging first trust deed mortgage notes having a value of 150% of the District's total deposits. The pledged securities are held by the pledging financial institution's trust department in the name of the District.

CITY OF ALAMEDA HEALTH CARE DISTRICT

**NOTE C - CONCENTRATION OF CREDIT RISK**

***District Tax Revenues*** : The District receives approximately 97% of their revenues from the County of Alameda under the parcel taxing program. These funds are used to support operations and meet required debt service agreements. Parcel taxes are levied by the County on the District's behalf during the year. Parcel taxes are secured by properties within the District, management believes that there is no credit risk associated with these parcel taxes.

***Financial Instruments***: Financial instruments, potentially subjecting the District to concentrations of credit risk, consist primarily of bank deposits in excess of the Federal Deposit Insurance Corporation (FDIC) limits of \$250,000. Although deposits exceed the limit in certain bank accounts, management believes that the risk of loss is minimal due to the high financial quality of the bank with which the District does business. Management further believes that there is no risk of material loss due to concentration of credit risk with regards to investments as the District has no investments in equity funds, closed-end funds, exchange-traded products, or other perceived "at risk" alternatives as of June 30, 2024 and 2023.

**NOTE D - OTHER RECEIVABLES**

Other receivables as were comprised of Alameda County parcel taxes in the amounts of \$307,342 and \$306,329 as of June 30, 2024 and 2023, respectively. They also included \$39,371 and \$36,745 of short term lease receivable as of June 30, 2024 and 2023, respectively.

**NOTE E - ASSETS LIMITED AS TO USE**

Assets limited as to use are related to the Jaber agreement as described in Note F and were comprised of cash and cash equivalents in the amounts of \$697,407 and \$862,163 as of June 30, 2024 and 2023, respectively.

**NOTE F - RELATED PARTY TRANSACTIONS**

The Alameda Hospital Foundation (the Foundation), has been established as a nonprofit public benefit corporation under the Internal Revenue Code Section 501 c (3) to solicit contributions on behalf of the District. Substantially all funds raised except for funds required for operation of the Foundation, are distributed to the District or held for the benefit of the District. The Foundation's funds, which represent the Foundation's unrestricted resources, are distributed to the District in amounts and in period determined by the Foundation's Board of Trustees, who may also restrict the use of funds for District property and equipment replacement or expansion, reimbursement of expenses, or other specific purposes. Effective May 1, 2014, any further donations by the Foundation will be made directly to AHS according to the affiliation agreement. The Foundation is not considered a component unit of the District as the Foundation, in the absence of donor restrictions, has complete and discretionary control over the amounts, the timing, and the use of its donations to the District and management does not consider the assets material.

Notes to Financial Statements (continued)

CITY OF ALAMEDA HEALTH CARE DISTRICT

**NOTE G - CAPITAL ASSETS**

The District received two parcels of improved rental-real estate by court order dated December 3, 2003, pursuant to the terms of the Alice M. Jaber 1992 Trust. As successor to the former non-profit Alameda Hospital, the District has agreed to abide by the terms of the Trust Agreement. The Trust Agreement and the will of Alice M. Jaber require the District to account for the property as part of the Abraham Jaber and Mary A. Jaber Memorial Fund. Among other things, the District is prohibited from selling all or any portion of the parcels received until after the death of certain named family members and, if the property is sold, it may not be sold to any descendant, spouse or relative to the third degree of any such descendant of a named family member. The net carrying value of this property is \$778,300 and \$815,700 at June 30, 2024 and 2023, respectively. Capital assets as of June 30, 2024 and 2023 were comprised of the following:

	Balance at June 30, 2023	Adjustments & Additions	Retirements	Balance at June 30, 2024
Land and land improvements	\$ 1,376,954			\$ 1,376,954
Buildings and improvements	25,519,556	\$ 138,488		25,658,044
Equipment	3,747,274			3,747,274
Construction-in-progress				
Totals at historical cost	30,643,784	138,488		30,782,272
Less accumulated depreciation	(28,532,600)	(165,981)		(28,698,581)
Capital assets, net	<u>\$ 2,111,184</u>	<u>\$ (27,493)</u>	<u>\$</u>	<u>\$ 2,083,691</u>

	Balance at June 30, 2022	Adjustments & Additions	Retirements	Balance at June 30, 2023
Land and land improvements	\$ 1,376,954			\$ 1,376,954
Buildings and improvements	25,519,556			25,519,556
Equipment	3,747,274			3,747,274
Construction-in-progress				
Totals at historical cost	30,643,784			30,643,784
Less accumulated depreciation	(28,365,736)	(166,864)		(28,532,600)
Capital assets, net	<u>\$ 2,278,048</u>	<u>\$ (166,864)</u>	<u>\$</u>	<u>\$ 2,111,184</u>

Notes to Financial Statements (continued)

CITY OF ALAMEDA HEALTH CARE DISTRICT

**NOTE H - DEBT BORROWINGS**

As of June 30, 2024 and 2023 debt borrowings were as follows:

	<u>2024</u>	<u>2023</u>
Note payable to a bank; principal and interest at 5.75% due in monthly installments of \$6,099 through April 15, 2033; collateralized by District property:	\$ 802,501	\$ 825,086
	802,501	825,086
Less current maturities of debt borrowings	<u>(23,832)</u>	<u>(22,624)</u>
	<u>\$ 778,669</u>	<u>\$ 802,462</u>

Future principal maturities for debt borrowings for the next succeeding years are approximately: \$23,832 in 2025; \$24,943 in 2025; \$26,190 in 2026; 27,500 in 2027; and 28,100.

**NOTE I - COMMITMENTS AND CONTINGENCIES**

**Operating Leases:** The District leases various equipment and facilities under operating leases expiring at various dates. Total building and equipment rent expense for the years ended June 30, 2024 and 2023, were \$21,021 and \$20,430, respectively. Future minimum lease payments for the succeeding years under operating leases as of June 30, 2024 and 2023 are not considered material as AHS has assumed responsibility for the significant leases associated with patient care effective May 1, 2014 according to the affiliation agreement. Other District lease or rent agreements that have initial or remaining lease terms in excess of one year are not considered material.

**Litigation:** The District may from time-to-time be involved in litigation and regulatory investigations which arise in the normal course of doing business. After consultation with legal counsel, management estimates that matters existing as of June 30, 2024 will be resolved without material adverse effect on the District's future financial position, results from operations or cash flows.

**Risk Management Insurance Programs:** AHS has assumed responsibility for all employee-related insurance programs effective May 1, 2014. The District has purchased tail coverage on other specific types of insurance where appropriate in conjunction with the affiliation agreement in order to prevent any lapse in coverage.

CITY OF ALAMEDA HEALTH CARE DISTRICT

**NOTE J - AFFILIATION AGREEMENT**

District management had ongoing financial challenges operating a small general acute care District with 24-hour emergency services in this very competitive health care environment. The current and future changes brought about by healthcare reform at both the State and Federal levels, as well as other regulatory requirements and reimbursement reductions greatly compounded the challenges facing the District. Furthermore, the District was in need of capital resources to assist with required seismic retrofits, electronic health record implementation and other deferred facility and equipment replacements. Due to this situation, the District Board of Directors executed an affiliation agreement with a local health care system during the year ended June 30, 2014.

Effective May 1, 2014, operations of the Hospital were turned over to the Alameda Health System (AHS), a public hospital authority created by the Alameda County Board of Supervisors through a joint powers agreement. The agreement called for the transfer of specific assets and liabilities of the District to AHS which were related to the operations of the Alameda Hospital. The District maintained ownership of the Alameda Hospital land and real property (buildings and fixed equipment). The transfer included, without limitation, all cash and other deposits, accounts receivable, personal property (including all supplies, equipment and other fixed assets), intangible property, contractual rights, licenses, intellectual property and claims and causes of action, together with all the rights and privileges in any way belonging thereto, free and clear of all encumbrances. Through this affiliation, the District will continue to support the providing of health care services to those individuals, primarily, who reside in the local geographic area.

Transfers made to AHS related to this affiliation agreement for the year ended June 30, 2024 and 2023 amounted to \$5,921,453 and \$4,935,976, respectively.

**NOTE K - LEASES**

As of July 1, 2021 the District adopted the Governmental Accounting Standards Board (GASB) 87 requiring certain changes in the way the District accounted for leases, both as a lessee and as a lessor.

**Lessor:** The District leases the certain properties to a third party under an operating lease. Lease commencement occurs on the date the District third party takes possession or control of the properties. Original terms for the lease is 5 years. This lease contains an option to extend for another 5 years. The lease also contains an option to terminate the lease at the end of five years, with a written notice. For purposes of lease calculations for this operating lease, it is assumed that the termination clause would not be exercised due to the significant penalty associated with the early termination conditions.

The lease does not contain a readily determinable discount rate. The estimated borrowing rate of 3.5% was used to discount the remaining cash flows for this operating lease.

Notes to Financial Statements (continued)

CITY OF ALAMEDA HEALTH CARE DISTRICT

**NOTE K - LEASES (continued)**

This lease requires payment of common area maintenance and real estate taxes which represent the majority of variable lease costs. Variable lease costs are excluded from the present value of lease obligations.

The District's lease agreement does not contain any material restrictions, covenants, or any material residual value guarantees.

Lessor-lease related assets and liabilities as of June 30, 2024 and 2023 consist of the following:

Assets:	<u>2024</u>	<u>2023</u>
Lease receivable - current portion	\$ 39,371	\$ 36,246
Lease receivable - long term portion	<u>127,101</u>	<u>166,472</u>
Total lease assets	<u>\$ 166,472</u>	<u>\$ 203,217</u>
Deferred inflows of resources		
Deferred inflows of resources	<u>\$ 161,172</u>	<u>\$ 203,217</u>
Total deferred inflows of resources	<u>\$ 161,172</u>	<u>\$ 203,217</u>

Total operating lease revenue under this lease arrangement for the years ended June 30, 2024 and 2023 was \$36,246 and \$32,246, respectively. Due to the change with GASB 87 there was \$6,527 and \$7,765 of interest income associated with the lease revenues for the years ended June 30, 2024 and 2023, respectively. The District has other operating lease revenue not subject to GASB 87 reporting requirements of \$171,885 and \$149,811 for the years ended June 30, 2024 and 2023, respectively.

The future minimum rental payments required under operating lease obligations as of June 30, 2024, having initial or remaining non-cancelable lease terms in excess of one year are summarized as follows:

Notes to Financial Statements (continued)

CITY OF ALAMEDA HEALTH CARE DISTRICT

**NOTE K - LEASES (continued)**

Years ending June 30,

2025	44,570
2026	45,907
2027	47,284
2028	<u>40,586</u>
Total	178,347
Less: interest	<u>(11,875)</u>
Present value of lease liabilities	<u>\$ 166,472</u>

The weighted average for the remaining lease term of this operating lease is 46 months and the weighted average discount rate for this operating leases is 3.5%

**NOTE L - SUBSEQUENT EVENTS**

***Certificates of Participation:*** The sale of tax exempt Certificates of Participation (COP's) by the City of Alameda Health Care District closed on August 29, 2024 for a total principal amount of \$13,500,000 at a true interest cost of 4.02%. Principal and interest payments are due semi annually. The final maturity of the COP's is September 15, 2049 (25 years). The favorable interest rate was achieved from the underwriting from the District's underwriting syndicate of Piper Sandler and Hilltop Securities. The interest rate was also enhanced by the receipt of a A2 rating for the District from Moody's Investor's Services and the approval AB 2157 creating a statutory lien for the COP's by the California legislature and signature by the Governor

The sale of the \$13,500,000 COP's represent the first tranche of financing a overall \$55 million project to finance both seismic compliance with SB 1353 and operational upgrades at Alameda Hospital creating a new 18 bed short stay skilled nursing facility. The second tranche of COP financing for the project is projected to be issued in December 2025.

***Other:*** Management evaluated the effect of subsequent events on the financial statements through October 10, 2024, the date the financial statements are issued, and determined that there are no material subsequent events that have not been disclosed.

# JWT & Associates, LLP

A Certified Public Accountancy Limited Liability Partnership

1111 East Herndon Avenue, Suite 211, Fresno, California 93720

Voice: (559) 431-7708 Fax: (559) 431-7685

## *Independent Auditors Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards*

The Board of Directors  
City of Alameda Health Care District  
Alameda, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the business-type activities of the City of Alameda Health Care District (the District) as of and for the years ended June 30, 2024 and 2023, and the related notes to the financial statements, which collectively comprise the District's financial statements, and have issued our report thereon dated October 10, 2024.

### *Internal Control over Financial Reporting*

In planning and performing our audit of the financial statements, we considered the District's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we do not express an opinion on the effectiveness of the District's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given those limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

### *Compliance and Other Matters*

As part of obtaining reasonable assurance about whether the District's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statement. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### *Purpose of this Report*

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the District's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*MW & Associates, LLP*

Fresno, California  
October 10, 2024

# CMS Quality Star Rating

All AHS Post-Acute SNF/SA sites:

September 2024

5-star Overall Quality Rated

5 Star Quality Measure Rated

The top 10% of skilled nursing facilities in the United States receive a 5-star rating from the Centers for Medicare and Medicaid Services (CMS)

# Alameda SNFs/SA Quality Measures



## Care Compare Five-Star Ratings of Nursing Homes Provider Rating Report for September 2024

Ratings for Alameda Hospital D/P SNF (555381) Alameda, California			
Overall Quality	Health Inspection	Quality Measures	Staffing
★★★★★	★★★★★	★★★★★	★★★★

# Alameda Hospital 3 post-acute sites

## Annual CMS Survey

- Annual CMS Survey for Park Bridge, South shore and AH Sub -Acute occurred 9/16/24 - 9/19/24
- Surveyors exited a day early - intended to stay through 9/20/24
- 9 CMS/CDPH surveyors conducted the survey for the three buildings
- State average number of SNF deficiencies during an annual CMS survey is 16.5
- The three facilities received 3
- 1 deficiency is an automatic deficiency for the square footage waiver for South shore, so really 2 deficiencies
- *This is 82% better than the average SNF*



# Alameda District Board Presentation 11/12/2024

# Financial Report September 2024

## Volume Highlights – Alameda Acute

	MONTH				YEAR-TO-DATE				PRIOR YEAR-TO-DATE		
	MTD Actual	MTD Budget	Var	% Var	YTD Actual	YTD Budget	Var	% Var	YTD PY	Var	% Var
Campus: ALAMEDA											
ACUTE -----											
General Acute Days	895	1,075	-180	-16.70%	2,861	3,236	-375	-11.60%	3,313	-452	-13.60%
General Acute Discharges	225	244	-19	-7.90%	634	735	-101	-13.80%	709	-75	-10.60%
Average Daily Census	29.8	35.8	-6	-16.70%	31.1	35.2	-4.1	-11.60%	36	-4.9	-13.60%
Average Length of Stay	4	4.4	0.4	9.60%	4.5	4.4	-0.1	-2.60%	4.7	0.2	3.40%
Adjusted Patient Days	1,730	1,726	4	0.30%	5,371	5,260	111	2.10%	5,627	-257	-4.60%
Adjusted Discharges	435	392	43	10.90%	1,190	1,195	-5	-0.40%	1,204	-14	-1.20%
Occupancy %	45%	54%	0%	0.00%	47%	53%	0%	0.00%	55%	0%	0.00%
Observation Equiv Days	210	18	192	1062.10%	592	52	540	1031.00%	40	552	1378.00%
Total Paid FTE	605	617	12	1.90%	601	605	4	0.70%	575	-26	-4.60%
Total Productive FTE	500	528	27	5.20%	514	517	3	0.50%	504	-10	-2.10%
Total Adjusted Patient Days	1,730	1,726	4	0.30%	5,371	5,260	111	2.10%	5,627	-257	-4.60%
Total Adjusted Discharges	435	392	43	10.90%	1,190	1,195	-5	-0.40%	1,204	-14	-1.20%
Total Paid FTE per AOB	10.49	10.72	0.23	2.10%	10.3	10.59	0.29	2.70%	9.4	-0.9	-9.60%
Worked Hours Per APD	49.6	52.4	2.8	5.40%	50.3	51.7	1.3	2.60%	47.1	-3.3	-7.00%
Worked Hours Per AD	197	231	33	14.50%	227	227	0	0.10%	220	-7	-3.30%
Emergency Visits	1,634	1,544	90	5.90%	5,009	4,594	415	9.00%	4,548	461	10.10%
Left Without Being Seen	32	0	-32	-100.00%	114	0	-114	-100.00%	121	7	6.10%
IP Surgeries	14	23	-9	-37.90%	53	64	-11	-16.90%	65	-12	-18.50%
OP Surgeries	77	0	77	0.00%	244	0	244	0.00%	437	-193	-44.20%
Total Surgeries	91	23	68	303.40%	297	64	233	365.70%	502	-205	-40.80%
Total Clinic Visits	1,290	1,102	188	17.10%	3,846	3,303	543	16.40%	3,084	762	24.70%
CMI Alameda MTD	1.246	1.269	-0.023	-1.80%	1.272	1.377	-0.105	-7.60%	1.376	-0.104	-7.50%

	MONTH				YEAR-TO-DATE				PRIOR YEAR-TO-DATE		
	MTD Actual	MTD Budget	Var	% Var	YTD Actual	YTD Budget	Var	% Var	YTD PY	Var	% Var
<b>Campus: ALAMEDA</b>											
Total SNF & Subacute -											
SNF Patient Days	5,096	5,120	-24	-0.50%	15,333	15,701	-368	-2.30%	15,489	-156	-1.00%
SNF Discharges	9	12	-3	-24.20%	24	36	-12	-34.00%	28	-4	-14.30%
Average Daily Census	169.9	170.7	-0.8	-0.50%	166.7	170.7	-4	-2.30%	168.4	-1.7	-1.00%
Occupancy %	94%	94%	0%	0.00%	92%	94%	0%	0.00%	93%	0%	0.00%
Bed Holds	40	49	-9	-18.60%	175	151	24	16.10%	104	71	68.30%
Paid FTE	195	213	18	8.30%	191	211	21	9.70%	179	-11	-6.30%
Subacute -----											
SNF Patient Days	978	1,010	-32	-3.17%	2,882	3,096	-214	-6.91%	3,047	-165	-5.42%
SNF Discharges	2	1	1	100.00%	7	3	4	133.33%	3	4	133.33%
Average Daily Census	32.6	32.6	0.0	0.00%	31.3	33.7	-2.3	-6.91%	33.1	-1.8	-5.42%
Occupancy %	93%	93%	0%	0.00%	90%	96%	0%	0.00%	95%	0%	0.00%
Bed Holds	0	3	-3	-100.00%	21	8	13	162.50%	6	15	250.00%
Paid FTE	54	55	1	1.82%	52	55	3	5.45%	53	1	1.89%
SNF -----											
SNF Patient Days	4,118	4,110	8	0.19%	12,451	12,605	-154	-1.22%	12,442	9	0.07%
SNF Discharges	7	11	-4	-36.36%	17	33	-16	-48.48%	25	-8	-32.00%
Average Daily Census	132.8	132.6	0.3	0.19%	135.3	137.0	-1.7	-1.22%	135.2	0.1	0.07%
Occupancy %	91%	116%	0%	0.00%	93%	94%	0%	0.00%	93%	0%	0.00%
Bed Holds	40	46	-6	-13.04%	154	143	11	7.69%	98	56	57.14%
Paid FTE	141	158	17	10.76%	139	156	17	10.90%	126	-13	-10.32%

- Alameda District Hospital acute average daily census was 29.8 in September which is 45% occupancy
- Acute Volume and Revenue Highlights:
  - CMI is at 1.246, 1.8% below budget for the month. Generally, a higher CMI increases the expected LOS
  - LOS was below budget for the month at 4; budget of 4.4. PY was 4.7
  - Surgeries were at 91 in September above budget of 23.
    - All elective surgeries were relocated to San Leandro and Highland effective July 1st. The exception is pain procedures, which are the majority of the OP surgery volume. Pain procedures will be moving out of Alameda in January 2025.
    - The actual to budget variance is due to unexpectedly having pain at Alameda and delays preventing the relocation to Highland.
      - OP Surgery was above budget by 77
      - IP Surgery was above budget by 68
- Expense Highlights:
  - High non-productive FTEs for the month due to employee leaves and E-Learnings from The Joint Commission and OSHA Annual Competencies.
  - Overtime, Registry and non-labor costs are all below budget for the month.

- Skilled Nursing Volume and Revenue Highlights:
  - Patient days were slightly below budget by 24 days or 0.5% due to Subacute. SNF had a positive variance of 8 days. All sites combined with bedholds were above paid budgeted days by 16 days.
  - Daily Census was slightly below budget by 0.8 or 0.5%. SNF had a positive daily census of 0.2%. With paid bedholds, total sites were above total paid days by 0.5.
  - Discharges were below budget by 3 or 24.2%.
  - Occupancy is at 94%
- Expense Highlights:
  - Overtime hours were above budget for the month for Park Bridge and Subacute. South Shore SNF was below budget for the month.
  - Registry hours and dollars were below budget for the month for Subacute, South Shore and Park Bridge.

- Alameda District Hospital acute average daily census runs approximately 47% occupancy; mostly admissions coming through the ED. YTD census is 31.1.
  - Med surg and Tele (58 beds)
  - ICU census (8 Beds)
  - Clinics include Wound Care Clinic & Marina Wellness Center
  
- Skilled Nursing runs at approximately 92% capacity; mostly admissions from AHS hospitals.
  - Hospital (Subacute 35 beds)
  - Park Bridge (120 beds)
  - South Shore (26 Beds)

# Alameda SNFs/SA recognized by Newsweek



Newsweek Ranks Alameda Hospital Skilled Nursing Facilities Among America's Best Nursing Homes

Alameda Hospital Skilled Nursing Facilities are ranked #1 in Alameda County and 14<sup>th</sup> in California, among nursing homes with more than 150 beds. That's according to Newsweek's 2025 ranking of [America's Best Nursing Homes](#).

# Appendix


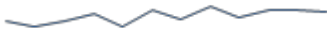













## AHS Finance Committee Presentation



# September 2024 Financial Report

## Finance Committee November 6, 2024

### September-2024

Metric	FY2025 Goal YTD	Actual YTD	YTD	Trend Lines
<b>Volume</b>				
Total Adjusted Discharges	7,635	7,451	●	
Total Adjusted Patient Days	83,021	86,842	●	
<b>Revenue Cycle</b>				
Collection Ratio	19.3%	19.3%	●	
Cash as % of Net Revenue	100.0%	97.1%	●	
Gross Days in Patient Receivables	65.0	60.5	●	
<b>Labor</b>				
Productivity %	100.1%	100.8%	●	
Registry as % of Total FTEs	3.8%	4.1%	●	
Total FTEs	4,936	5,092	●	
*Labor Cost/FTE w/o GASB	\$53,867	\$55,497	●	
<b>Profitability</b>				
Total Cost per Adjusted Discharge	\$47,623	\$51,059	●	
Total Cost per Adjusted Patient Days	\$4,380	\$4,381	●	
Net Income*	(\$1,890)	(\$2,158)	●	
EBIDA Margin	2.6%	2.4%	●	
NNB (Net Negative Balance)	<\$100M	-\$68,833	●	
Net Position	>\$0	-\$82,454	●	
<b>Capital</b>				
Approved Capital Cash Flow	\$8,668	\$8,668	●	
Capital Spent	\$8,668	\$3,249	●	
% of Capital Spent		37.5%		

	Sep-24	Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	PY YTD Actual	Variance	% Var
<b>ACUTE</b>											
Patient Days	8,928	9,674	(746)	-7.7%	26,625	28,139	(1,514)	-5.4%	28,229	(1,604)	-5.7%
Discharges	1,428	1,672	(244)	-14.6%	4,371	4,845	(474)	-9.8%	4,739	(368)	-7.8%
Average Daily Census	297.6	322.5	(24.9)	-7.7%	289.4	305.9	(16.5)	-5.4%	306.8	(17.4)	-5.7%
Average Length of Stay	6.2	5.8	(0.4)	-6.9%	6.1	5.8	(0.3)	-5.2%	6.0	0.1	1.7%
Adjusted Patient Days	15,776	15,492	284	1.8%	47,184	45,538	1,646	3.6%	45,846	1,338	2.9%
Adjusted Discharges	2,527	2,677	(150)	-5.6%	7,746	7,841	(95)	-1.2%	7,696	50	0.6%
CMI	1.340	1.495	(0.155)	-10.4%	1.318	1.495	(0.177)	-11.8%	1.495	(0.177)	-11.8%
Emergency Visits	8,861	8,385	476	5.7%	27,229	25,092	2,137	8.5%	25,012	2,217	8.9%
Left Without Being Seen (LWBS)	7.3%	7.3%	0.0%	0.1%	7.3%	7.9%	0.6%	8.7%	8.6%	1.4%	18.6%
Trauma Cases	399	307	92	30.0%	1,038	952	86	9.0%	926	112	12.1%
Observation Equivalent Days	648	282	366	129.8%	1,974	806	1,168	144.9%	283	1,691	597.5%
PES Equivalent Days	711	679	32	4.7%	2,179	1,908	271	14.2%	2,252	(73)	-3.2%
Surgeries	726	732	(6)	-0.8%	2,324	2,252	72	3.2%	2,247	77	3.4%
IP Surgeries	281	358	(77)	-21.5%	917	1,075	(158)	-14.7%	1,023	(106)	-10.4%
OP Surgeries	445	374	71	19.0%	1,407	1,177	230	19.5%	1,224	183	15.0%
Deliveries	123	107	16	15.0%	398	387	11	2.8%	403	(5)	-1.2%
<b>SNF</b>											
Patient Days	8,194	8,270	(76)	-0.9%	24,985	25,362	(377)	-1.5%	25,074	(89)	-0.4%
Discharges	21	25	(4)	-16.0%	57	77	(20)	-26.0%	69	(12)	-17.4%
Average Daily Census	273.1	275.7	(2.6)	-0.9%	271.6	275.7	(4.1)	-1.5%	272.5	(0.9)	-0.3%
Average Length of Stay	390.2	331.3	(58.9)	-17.8%	438.3	331.3	(107.0)	-32.3%	363.4	74.9	20.6%
Bed Holds	73	81	(8)	-9.9%	278	258	20	7.8%	244	34	13.9%

	Actual	Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	PY YTD Actual	Variance	% Var
<b>CLINIC VISITS</b>	32,948	32,020	928	2.9%	102,340	93,932	8,408	9.0%	90,635	11,705	12.9%
Clinic Visits	27,465	26,326	1,139	4.3%	85,545	78,206	7,339	9.4%	74,579	10,966	14.7%
Telehealth Visits	5,483	5,694	(211)	-3.7%	16,795	15,726	1,069	6.8%	16,056	739	4.6%
<b>FQHC Visits</b>	27,405	27,398	7	0.0%	85,070	79,715	5,355	6.7%	77,918	7,152	9.2%
Clinic Visits	22,884	22,441	443	2.0%	71,087	66,096	4,991	7.6%	64,324	6,763	10.5%
Telehealth Visits	4,521	4,957	(436)	-8.8%	13,983	13,619	364	2.7%	13,594	389	2.9%
<b>Non-FQHC Visits</b>	5,543	4,622	921	19.9%	17,270	14,217	3,053	21.5%	12,717	4,553	35.8%
Clinic Visits	4,581	3,885	696	17.9%	14,458	12,110	2,348	19.4%	10,255	4,203	41.0%
Telehealth Visits	962	737	225	30.5%	2,812	2,107	705	33.5%	2,462	350	14.2%
Physician wRVU	124,636	103,392	21,244	20.5%	371,485	324,078	47,407	14.6%	310,586	60,899	19.6%
Total Adjusted Patient Days	28,772	27,583	1,189	4.3%	86,842	83,021	3,821	4.6%	82,822	4,020	4.9%
Total Adjusted Discharges	2,438	2,608	(170)	-6.5%	7,451	7,635	(184)	-2.4%	7,472	(21)	-0.3%
<b>PAYOR MIX</b>											
Insurance %	7.9%	7.4%	0.5%	7.1%	7.3%	7.4%	-0.1%	-1.3%	8.1%	-0.8%	-9.3%
Medi-Cal %	8.6%	13.3%	-4.7%	-35.3%	9.5%	13.1%	-3.6%	-27.5%	20.9%	-11.4%	-54.5%
Medi-Cal MC %	52.4%	45.4%	7.0%	15.5%	52.6%	45.5%	7.1%	15.5%	38.1%	14.5%	38.2%
Medicare %	19.0%	20.0%	-1.0%	-4.8%	19.1%	20.0%	-0.9%	-4.5%	19.8%	-0.7%	-3.7%
Medicare MC %	7.7%	7.0%	0.7%	10.3%	7.4%	7.0%	0.4%	5.9%	6.6%	0.8%	11.4%
Other Govt %	1.8%	3.8%	-1.9%	-51.2%	1.6%	3.8%	-2.2%	-57.4%	3.6%	-2.0%	-55.0%
Self-Pay %	2.5%	3.2%	-0.7%	-21.8%	2.5%	3.3%	-0.7%	-21.8%	3.0%	-0.5%	-15.6%
Total Payor Mix %	100%	100%	0.0%	0.0%	100%	100%	0.0%	0.0%	100%	0.0%	0.0%

- Favorable revenue variance due to higher net patient service revenue.
- Unfavorable expenses due to labor costs and higher FTEs.

	September 2024				Year-To-Date				FY 2024	
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var	YTD	% Var
Operating revenue	\$ 125,294	\$ 120,242	\$ 5,052	4.2%	\$ 380,071	\$ 361,970	\$ 18,101	5.0%	\$ 353,508	7.5%
Operating expense	126,617	119,802	(6,815)	(5.7)%	380,464	363,672	(16,792)	(4.6)%	348,322	(9.2)%
<b>Operating income (loss)</b>	<b>(1,323)</b>	<b>440</b>	<b>(1,763)</b>	<b>(400.7)%</b>	<b>(393)</b>	<b>(1,702)</b>	<b>1,309</b>	<b>76.9%</b>	<b>5,186</b>	<b>(107.6)%</b>
Other non-operating activity	(87)	(91)	4	4.4%	(348)	(292)	(56)	(19.2)%	(335)	(3.9)%
<b>Net Income (loss)</b>	<b>\$ (1,410)</b>	<b>\$ 349</b>	<b>\$ (1,759)</b>	<b>(504.0)%</b>	<b>\$ (741)</b>	<b>\$ (1,994)</b>	<b>\$ 1,253</b>	<b>62.8%</b>	<b>\$ 4,851</b>	<b>(115.3)%</b>
EBIDA adjustments	3,807	3,746	61		11,116	11,243	(127)		10,042	
<b>EBIDA</b>	<b>\$ 2,397</b>	<b>\$ 4,095</b>	<b>\$ (1,698)</b>		<b>\$ 10,375</b>	<b>\$ 9,249</b>	<b>\$ 1,126</b>		<b>\$ 14,893</b>	
Operating Margin	(1.1)%	0.4%	(1.5)%		(0.1)%	(0.5)%	0.4%		1.5%	
EBIDA Margin	1.9%	3.4%	(1.5)%		2.7%	2.6%	0.1%		4.2%	

- Gross patient service revenue is favorable driven by outpatient services.
  - Discharges and Inpatient days were below budget and LOS was 6.2.
  - CMI below budget by 10.4% indicating lower complexity of patients and services.
  - Trauma 30.0% above budget. Inpatient surgery 21.5% below budget.
  - Observation exceeded budget at HGH, SLH, and AH.
  - ED visits favorable to budget by 5.7%. Outpatient surgery favorable to budget by 19.0%.
  - SNF census was 273.1; unfavorable by 0.9%.
- NPSR Collection ratio YTD was 19.3% which is at budget.
  - Commercial Payer Mix was 7.9%, favorable to budget by 0.5%.

	September 2024				Year-To-Date				FY 2024	
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var	YTD	% Var
Inpatient service revenue	\$ 208,952	\$ 219,486	\$ (10,534)	(4.8)%	\$ 633,304	\$ 656,983	\$ (23,679)	(3.6)%	\$ 625,602	1.2%
Outpatient service revenue	142,175	117,702	24,473	20.8%	432,328	361,116	71,211	19.7%	346,484	24.8%
Professional service revenue	40,315	32,456	7,859	24.2%	119,937	99,286	20,651	20.8%	93,990	27.6%
Gross patient service revenue	391,442	369,644	21,797	5.9%	1,185,568	1,117,385	68,183	6.1%	1,066,076	11.2%
Deductions from revenue	(316,037)	(298,118)	(17,919)	(6.0)%	(956,770)	(901,563)	(55,207)	(6.1)%	(864,562)	10.7%
<b>Net patient service revenue</b>	<b>75,404</b>	<b>71,526</b>	<b>3,879</b>	<b>5.4%</b>	<b>228,798</b>	<b>215,822</b>	<b>12,977</b>	<b>6.0%</b>	<b>201,515</b>	<b>(13.5)%</b>
Collection % - NPSR	19.3%	19.3%	0.0%		19.3%	19.3%	0.0%		18.9%	
Capitation and HPAC	4,638	4,136	501	12.1%	13,752	12,409	1,343	10.8%	12,053	14.1%
Other government programs	40,963	40,060	903	2.3%	121,876	120,180	1,696	1.4%	125,925	(3.2)%
Other operating revenue	4,289	4,520	(231)	(5.1)%	15,645	13,559	2,085	15.4%	14,015	11.6%
<b>Total operating revenue</b>	<b>\$ 125,294</b>	<b>\$ 120,242</b>	<b>\$ 5,052</b>	<b>4.2%</b>	<b>\$ 380,071</b>	<b>\$ 361,970</b>	<b>\$ 18,101</b>	<b>5.0%</b>	<b>\$ 353,508</b>	<b>7.5%</b>

- Other government programs approximate budget for the month.
- Other operating revenue unfavorable from timing differences for other revenues and grants offset by favorable retail pharmacy (\$0.2M).

	September 2024				Year-To-Date				FY 2024	
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var	YTD	% Var
Net patient service revenue	75,404	71,526	3,879	5.4%	228,798	215,822	12,977	6.0%	201,515	(13.5)%
Capitation and HPAC	4,638	4,136	501	12.1%	13,752	12,409	1,343	10.8%	12,053	14.1%
Medi-Cal Waiver	10,029	9,289	740	8.0%	28,372	27,867	505	1.8%	27,698	2.4%
Measure A and parcel tax	12,785	12,785	(0)	(0.0)%	38,356	38,356	(0)	(0.0)%	41,603	(7.8)%
Supplemental Programs	18,148	17,986	163	0.9%	55,148	53,957	1,191	2.2%	56,624	(2.6)%
<b>Other government programs</b>	<b>40,963</b>	<b>40,060</b>	<b>903</b>	<b>2.3%</b>	<b>121,876</b>	<b>120,180</b>	<b>1,696</b>	<b>1.4%</b>	<b>125,925</b>	<b>(3.2)%</b>
Grant Revenue	951	986	(35)	(3.5)%	3,123	2,959	164	5.5%	2,929	6.6%
Other Operating Revenue	3,337	3,533	(196)	(5.5)%	12,522	10,600	1,921	18.1%	11,086	12.9%
<b>Other operating revenue</b>	<b>4,289</b>	<b>4,520</b>	<b>(231)</b>	<b>(5.1)%</b>	<b>15,645</b>	<b>13,559</b>	<b>2,085</b>	<b>15.4%</b>	<b>14,015</b>	<b>11.6%</b>
<b>Total operating revenue</b>	<b>\$ 125,294</b>	<b>\$ 120,242</b>	<b>\$ 5,052</b>	<b>4.2%</b>	<b>\$ 380,071</b>	<b>\$ 361,970</b>	<b>\$ 18,101</b>	<b>5.0%</b>	<b>\$ 353,508</b>	<b>7.5%</b>

- Physician contract services unfavorable with largest negative variance in GME and Orthopedics. YTD, unfavorable with psychiatric having the largest variance.
- Purchased services favorable from clinical services (\$0.3M), billing/collection fees (\$0.2M), software licenses (\$0.2M), and HIM coding services (\$0.2M). YTD, favorable from management consultants (\$0.5M), billing/collection fees (\$0.3M), HIM coding services (\$0.3M), software licenses (\$0.2M).
- Material and supplies unfavorable from pharmaceuticals (\$0.9M) and retail pharmaceuticals (\$0.6M). YTD, unfavorable from non-medical equipment (\$1.5M), retail pharmaceuticals (\$1.3M), and pharmaceuticals (\$0.6M) offset by favorable medical supplies (\$0.8M) and surgical supplies (\$0.5M). The retail pharmacy has a positive margin.
- Facilities favorable from lower repairs/rentals (\$0.5M). YTD, favorable from lower repairs (\$1.0M), rental equipment (\$0.3M) and offset by higher utilities (\$0.2M).
- Depreciation and amortization unfavorable for the month from additional equipment depreciation. YTD, favorable from timing of lease amortization and equipment depreciation.
- General and administrative favorable for the month and YTD from lower legal fees.

	September 2024				Year-To-Date				FY 2024	
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var	YTD	% Var
Labor costs	\$ 92,767	\$ 86,658	\$ (6,109)	(7.0)%	\$ 282,591	\$ 265,886	\$ (16,705)	(6.3)%	\$ 251,763	(12.2)%
Physician contract services	4,275	3,358	(917)	(27.3)%	11,163	10,075	(1,088)	(10.8)%	11,509	3.0%
Purchased services	7,496	8,604	1,108	12.9%	23,267	24,678	1,411	5.7%	25,681	9.4%
Materials and supplies	13,047	11,489	(1,558)	(13.6)%	36,570	34,437	(2,133)	(6.2)%	34,677	(5.5)%
Facilities	2,972	3,485	513	14.7%	8,838	9,984	1,146	11.5%	8,835	(0.0)%
Depreciation and amortization	3,707	3,642	(65)	(1.8)%	10,729	10,913	184	1.7%	9,671	(10.9)%
General and administrative	2,353	2,566	213	8.3%	7,306	7,699	393	5.1%	6,186	(18.1)%
<b>Total operating expense</b>	<b>\$ 126,617</b>	<b>\$ 119,802</b>	<b>\$ (6,815)</b>	<b>(5.7)%</b>	<b>\$ 380,464</b>	<b>\$ 363,672</b>	<b>\$ (16,792)</b>	<b>(4.6)%</b>	<b>\$ 348,322</b>	<b>(9.2)%</b>

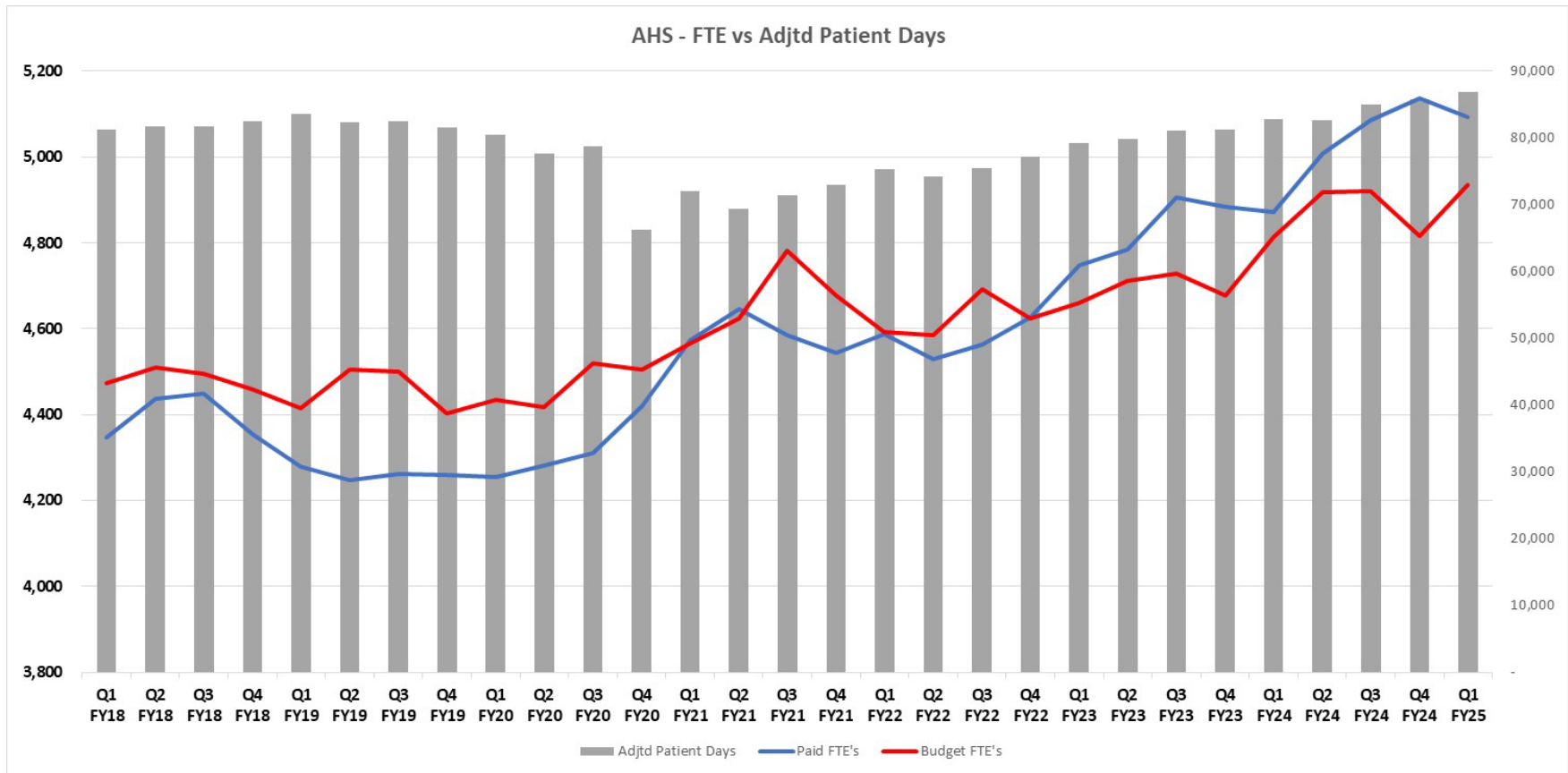
- Salaries and wages (staff) unfavorable for the month and YTD. See table to right variance detail.
- Salaries and wages (physicians) were unfavorable for month and YTD.
- Registry unfavorable for the month and YTD. Higher utilization (26 FTEs & \$0.5M/month, 21 FTEs & \$1.4M/YTD) offset by lower rates (\$0.3M/month, \$0.8M/YTD).
- Employee Benefits unfavorable from FICA (\$0.6M/month, \$1.8 YTD), benefit plans (\$0.5M/month, \$0.3M YTD), and workers compensation (\$0.1/month, \$0.0M YTD).
- ACERA unfavorable (\$0.7M/month, \$1.6M YTD) and other retirement plans(\$0.2M/month, \$0.6M YTD).

### Non-physician Salaries and Wage Variance

	Sep	YTD - Sep
<u>Rate Variance to Budget</u>		
Salaries/PTO/Holiday/Sick	\$ (1,349)	\$ (465)
Overtime	(62)	(2,456)
On-Call	(78)	(358)
Shift Differential	(100)	(1,219)
Other	(406)	(586)
Subtotal - Rate Variance	<u>(1,993)</u>	<u>(5,085)</u>
<u>Volume Variance to Budget</u>		
70 FTE and 125 FTE	<u>(825)</u>	<u>(4,511)</u>
<b>Total Variance</b>	<b><u>\$ (2,819)</u></b>	<b><u>\$ (9,596)</u></b>

	September 2024				Year-To-Date				FY 2024	
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var	YTD	% Var
Salaries and wages (staff)	\$ 56,689	\$ 53,870	\$ (2,819)	(5.2)%	\$ 171,394	\$ 161,798	\$ (9,596)	(5.9)%	\$ 152,254	(12.6)%
Salaries and wages (physicians)	10,181	9,239	(942)	(10.2)%	30,584	28,389	(2,195)	(7.7)%	24,765	(23.5)%
Registry	4,198	3,976	(222)	(5.6)%	12,627	12,066	(561)	(4.6)%	15,415	18.1%
Employee benefits (taxes, insurance)	14,595	13,419	(1,176)	(8.8)%	44,910	42,793	(2,117)	(4.9)%	38,825	(15.7)%
Retirement	7,104	6,154	(950)	(15.4)%	23,076	20,840	(2,236)	(10.7)%	20,504	(12.5)%
<b>Total labor costs</b>	<b>\$ 92,767</b>	<b>\$ 86,658</b>	<b>\$ (6,109)</b>	<b>(7.0)%</b>	<b>\$ 282,591</b>	<b>\$ 265,886</b>	<b>\$ (16,705)</b>	<b>(6.3)%</b>	<b>\$ 251,763</b>	<b>(12.2)%</b>
Compensation ratio	74.9%	72.1%	-2.8%		74.6%	73.5%	-1.1%		71.2%	
Paid FTEs	5,136	5,026	(110)	(2.2)%	5,092	4,936	(156)	(3.2)%	4,874	(4.5)%

- FTE trend includes Registry and compares staffing to adjusted patient days (Gross Patient Revenue divided by Inpatient Revenue equals Outpatient Factor, then multiplied by Total Patient Days).
- Patient volume, measured by adjusted patient days, has returned to pre-pandemic level.
- COVID leave of absence period was mid-April 2020 through December 2022.
- Capitalized FTEs (average of 84 FTE) used for the SAPPHIRE implementation during July through December 2019 are not included in the Paid FTE trend line.



# September 2024 Financial Report

## Physician Expenses Variance

### Budget Variances by Physician Specialty (in thousands)

Specialty	Current Month - Sep 2024			Year to Date		
	Salaries	Contract	Total	Salaries	Contract	Total
Radiology	(96)	(88)	(184)	(690)	(146)	(836)
ED	(57)	25	(31)	(331)	(52)	(382)
Psychiatry	(19)	(76)	(96)	77	(366)	(289)
Orthopedic	(252)	9	(244)	(344)	96	(247)
Medical Oncology	0	(152)	(152)	0	(247)	(247)
Hospitalist	(47)	(50)	(97)	(88)	(152)	(241)
Wellness Centers	(0)	(33)	(33)	(106)	(101)	(207)
Cardiology	(50)	9	(41)	(204)	27	(177)
Rehab	(7)	(67)	(74)	(26)	(123)	(149)
Nephrology	(35)	(36)	(71)	(82)	(63)	(145)
OMFS	(12)	(51)	(63)	(30)	(115)	(145)
Pathology	(103)	0	(103)	(117)	0	(117)
General Surgery	0	(42)	(42)	0	(101)	(101)
Geriatrics	(95)	0	(95)	(95)	0	(95)
Pediatrics	(34)	(2)	(35)	(88)	(4)	(92)
Hospice	(71)	0	(71)	(83)	0	(83)
Podiatry	78	0	78	(60)	0	(60)
Neurosurgery	0	(20)	(20)	0	(53)	(53)
Gastroenterology	(109)	0	(109)	(43)	0	(43)
OB/GYN	21	(41)	(20)	59	(87)	(28)
SUD	(1)	0	(1)	(17)	0	(17)
Primary	39	(11)	28	4	(14)	(10)
ENT	(7)	(1)	(7)	(2)	(3)	(5)
General Dentistry	(3)	0	(3)	(0)	0	0
Plastic Surgery	(101)	0	(101)	5	0	5
Pulmonology	(34)	16	(17)	(19)	25	6
Neurology	13	11	24	19	(9)	10
GME	1	(402)	(401)	1	41	42
Ophthalmology	(12)	40	28	(24)	110	86
Vascular Surgery	0	24	24	0	89	89
Anesthesia	82	(45)	37	170	(44)	126
Other	(33)	64	31	(81)	203	122
	<u>\$ (942)</u>	<u>\$ (917)</u>	<u>\$ (1,859)</u>	<u>\$ (2,195)</u>	<u>\$ (1,088)</u>	<u>\$ (3,283)</u>

**46**

- Days in Cash are 2.8 and higher than year-end; typically, below 5.0 days.
- Gross AR Days decreased 2.1 days and Net AR Days increased 1.4 days. See next slide for additional detail.
- Days in Accounts Payable increased due to timing of the check run and delays with invoice processing. The target is 30 days. The % of AP over 60 days decreased 2.6% as the team works through the OnBase issues.
- Net Position is negative \$82.5M and increased \$2.2M from June 30, 2024 reflecting YTD Net Income.
- Net Negative Balance is a payable of \$68.8M. NNB consists of the liquidity facility (loan) of \$94.6M offset by the restricted cash of \$25.8M; and is expected to be below the June 30, 2025 credit ceiling of \$100.0M at the end of the fiscal year.

	Sep-24	Aug-24	FY 2024
Days in cash	2.8	2.2	1.3
Gross days in patient receivable	60.5	62.6	67.8
Net days in patient receivable	41.4	40.0	39.4
Due from/(to) third-party payors	207,903	150,371	131,081
Due from/(to) County	19,081	33,906	29,951
Days in accounts payable	39.8	36.2	39.3
% of AP over 60 days	7.6%	10.2%	10.6%
Net position - fund balance/(deficit)	\$ (81,037)	\$ (79,627)	\$ (80,295)
Net negative balance - receivable/(payable)	\$ (68,833)	\$ (37,005)	\$ 20,295

### AR Summary - Total AR - Days

Jul 17 2024 - Oct 14 2024

Min: 63.2 Max: 73.9 Most Recent: 64.7

#### Hospital RCM

AR Days Target (Huron) = 57.0

September 2024 AR Days = 64.6



### Hospital Revenue Cycle Key Indicators

- HB AR Days decreased by 2.1 days compared to prior month. August AR Days 66.7, September AR Days 64.6
- September collections decreased to \$57.0M compared to August collections of \$64.1M. Higher than monthly trend of approximately \$55.2M.
- Partnership with Cloudmed vendor to assist with clinical denials. Open referral volume is 218 accounts with an expected net of \$17.8M. Claim appeals won to date \$3.1M.
- Candidate for Billing (CFB) decreased by 2.0 days. August CFB was 9.6 and September CFB ended at 7.6 days. Registration and Billing CFB edits are under review to reduce rework.

### Total Active AR - Days

Jul 17 2024 - Oct 14 2024

Min: 37.0 Max: 41.5 Most Recent: 38.3

#### Professional RCM

AR Days Target (Huron) = 33.0

September 2024 AR Days = 38.5



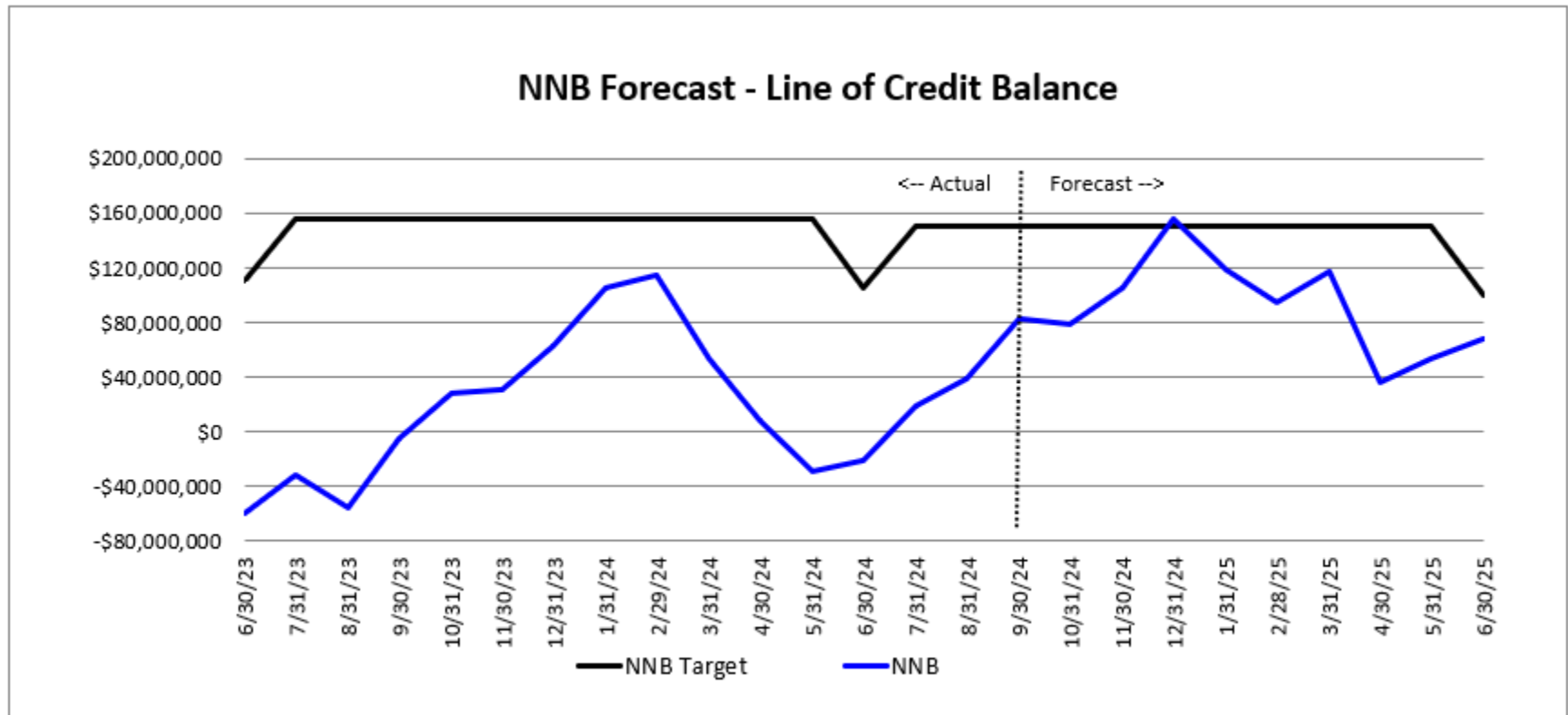
### Professional Revenue Cycle Key Indicators

- PB AR Days increased by 0.4 days compared to prior month. August AR Days 38.1 days, September AR Days 38.5 days.
- September collections decreased to \$10.3M compared to August collections of \$11.0M. Higher than monthly trend of approximately \$9.6M.
- Enterprise CDI launched to address provider clinical documentation along with charge automation, and usage of Epic tools. Pilot project in progress with Orthopedics, Otolaryngologists, and Obstetrics & Gynecology.

- FY25 Patient collections approximately 2.4% lower than the same period in FY24.
  - FY24 payments for JGP started in January under the FY24 interim agreement (\$48.0M). Counties are working with the State to increase the Cal Aim published rates through a State Plan Amendment (SPA) which was approved in May. The published AHS rate was developed using older data and does not reflect current costs. The FY23 contract was \$72.1M.

PATIENT COLLECTIONS (in thousands)							
	Behavioral Health	Epic	Total FY 2025	FY 2024	FY 2023	FY 2022	FY 2021
Jul	4,941	67,753	72,694	79,592	74,260	59,732	41,373
Aug	4,628	75,140	79,768	69,313	58,590	57,374	53,893
Sep	2,493	67,248	69,741	63,322	76,063	61,968	64,484
Oct	-	-	-	63,122	59,796	49,923	51,514
Nov	-	-	-	57,781	56,939	52,057	49,499
Dec	-	-	-	63,867	67,018	68,121	53,274
Jan	-	-	-	68,757	71,452	62,292	34,443
Feb	-	-	-	75,852	57,886	52,269	49,157
Mar	-	-	-	54,720	65,320	62,888	58,922
Apr	-	-	-	61,895	55,307	56,235	55,646
May	-	-	-	102,015	63,795	69,591	44,005
Jun	-	-	-	71,208	70,027	53,187	43,889
Total	12,062	210,141	222,203	831,444	776,453	705,637	600,099
% change between fiscal years			4.7%	7.1%	10.0%	17.6%	

- NNB declined over prior month by \$54.8M.
  - Projected draws to cover payroll and accounts payable activity increased \$30.9M to align cash flow with current funding requirements.
  - Medi-Cal FQHC FY22 & FY24 settlements (due in December and January) \$11.3M.
  - JGP/Alameda County (BHCS) reduced to agree with FY24 contract amendment \$10.9M.
  - Measure A receipts lower than forecast \$1.7M.
- St. Rose funding support is not considered in forecast.



- BHCS (JGP/Alameda County) FY24 funding based on signed amendment dated 10/19/24. Decrease funding \$10.9M from \$24.1M to \$13.2M.
- HPAC quarterly payments updated based on signed contract. Increase in funding from \$39.4M to \$41.3M.
- Prior year activity for the old Waiver, Medi-Cal FQHC and Physician SPA settlements are reflected in bottom table as the final settlement and timing are unknown. Amounts are excluded from the forecast.

Material Items Included in NNB Forecast							
(in thousands)							
	Oct-24	Nov-24	Dec-24	Jan-24	Feb-25	Mar/Apr-25	May/Jun-25
GPP (quarterly)	\$ 24,616	\$ -	\$ -	\$ -	\$ 25,400	\$ 25,700	\$ -
EPP (semi-annual)	21,000						21,000
QIP							68,728
Medi-Cal Rate Range					42,700		
BHCS (JGP/Alameda County) - fy24			13,158				
BHCS (JGP/Alameda County) - fy25		12,167	12,167		12,167	12,167	12,167
HPAC		11,951		9,796		9,796	9,796
AB85 Realignment	(30,200)				50,000		
	<u>\$ 15,416</u>		<u>\$ 25,325</u>	<u>\$ 9,796</u>	<u>\$ 130,267</u>	<u>\$ 47,663</u>	<u>\$ 111,691</u>
Prior Year Reimbursement Settlements							
Waiver recoupment (fy11)		\$ (5,796)	TBD				
Medi-Cal FQHC recoupment (fy08 - fy13)		(40,000)	TBD				
Physician SPA (fy08 - fy13)		(25,000)	TBD				
		<u>\$ (70,796)</u>					

**November 12, 2024**

**Memorandum to: City of Alameda Health Care District  
Board of Directors**

**Executive Director**

**RE: Executive Director Report – November 2024**

### **1. Award-winning Post Acute Care Services**

Congratulations to Post Acute Care Chief Administrative Officer Richard Espinoza and his staff on all the AHS skilled nursing facilities on again being recognized with a 5-star rating and acknowledgement by US News & World Report as outstanding long term care programs

### **2. Addition of St. Rose Hospital to AHS System**

AHS completed negotiations to add St. Rose Hospital in Hayward to the system in late October, which will provide a more secure health care delivery system for the residents of South County who have relied on this financially challenged hospital for many years. At this writing I do not have many details of the structure of the relationship between St. Rose and the system, but I expect we will learn more in the next few weeks.

Mario Harding has transferred from his role at the two community hospitals to become the CAO at St. Rose Hospital. Chris Adams will be serving at least in an interim role as the leader at Alameda and San Leandro Hospitals. We should learn more soon about AHS' long-term plans for the management structure at Alameda and the System.

### **3. Overhaul of District Website**

At our November 12 Board meeting we will present an overview of the structure and content of the updated District website. This is the product of joint leadership of Jeff Cambra and Stewart Chen, directors on our Communications Committee, working with District staff, Vox Populi consultants and Streamline, the company that has helped us develop and will maintain the new website platform. Pending Board approval in concept of the new website, the Board members are being asked by the Communications

Committee to review the site in detail and give feedback before a projected launch to the public 7-10 days later.

In addition to the information, we have always included on the website, the new version is intended on clarifying the role of the District and providing regular updates on the seismic and operational upgrade projects. The new site will provide additional transparency as well as comply with new State and Federal website requirements for public organizations like the District, such as ADA compliance. Streamline is a website development company and platform that works exclusively with special districts across the nation.

Special thanks to Alix Williams for her extensive collaboration with Streamline to develop the content and format of the new website.

#### **4. Update on Seismic and Operational Project**

Kristen Thorson of Porter Consulting and I will present an update on the status of the seismic project on November 12.

To date we have spent \$345,102 on the first tranche of financing for the project. Our first tranche of financing generated \$13.768M, more than the \$13.5M projected due to the favorable interest rates and structure at the time of the COP's were issued. This leaves us with a balance in the US Bank account of \$13,423,000. In January, we will introduce regular financial reports on the status of project expenditures and the balance in our US Bank trust account.

We are actually a little behind on projected expenditures at this time. The early months of work involve less costly expenses since most relate to design and engineering analysis rather than construction costs.

We have identified some areas of variance that will be discussed in detail at the Board meeting. These include the fact that the creation of the new SNF unit on 2 South will require relocation of existing occupants of that space, a cost that was not identified in original planning for the unit. In addition, the 2 South space is significantly larger than the original location for the unit (3 Stephens) assumed in planning.

Finally, HCAI is requiring that we test the joints in the South Building, always thought to be SPC compliant with 2030 standards, to determine if portions of the building sustained damage due to earlier seismic events, like the Loma Prieta quake in 1989. Tentatively they are expecting we will open 75 holes in the building to test the underlying

joints, at a cost of \$25,000 per test site. We are attempting to work with HCAI to see if the scope of the testing can be reduced. That said, perhaps our biggest unknown at this time is what “damage” such testing will reveal, all of which may need to be remediated at an unknown cost.

While all these known and unknown variances in the project budget are potentially onerous, we are working with Gary Hicks to see what the potential strategy would be for additional financing. We always knew that at a \$55 million overall financing, we had not tapped into the maximum borrowing capacity of the District. That said, Porter and I are closely collaborating with Mark Fratzke to evaluate the impact added cost of the SNF unit on AHS’ assumed financial return from the program. In addition, increases in financing will potentially reduce the residual parcel tax distributions to AHS, an implication about which the District and AHS also need to collaborate.

## **5. Revised Goals & Priorities and ACHD Certification**

Attached to this report are suggested revisions to the Goals and Priorities for the District that were approved at the June 2024 Board meeting. The additions, shown in *italics*, include pursuing certification status with the Association of California Health Care Districts (ACHD) and developing a management succession plan, as recommended in my evaluation, before the end of the fiscal year.

We are already in a good position to achieve certification, especially with our transparency practices and new website. Alix and I are working on developing or revising our policies and procedures for review by the Board beginning at our January meeting.

# Alameda Hospital Skilled Nursing Facilities Rank Among America's Best Nursing Homes Again

**A**lameda Hospital Skilled Nursing Facilities have been recognized by *Newsweek* as among the best in the country for the **second consecutive year**. *Newsweek's* prestigious list of **America's Best Nursing Homes** for 2025 ranked Alameda's facilities as #1 in Alameda County and 14th in California among nursing homes with more than 150 beds.



Park Bridge Rehabilitation and Wellness was named among other Alameda Skilled Nursing Facilities. Photo Alameda Health System.

Alameda Hospital Skilled Nursing Facilities include Park Bridge Rehabilitation and Wellness, Alameda Hospital Sub-Acute



## **City of Alameda Health Care District**

### **Fiscal Year 2024-2025 Goals & Priorities**

1. Obtain legislative approval and Governor's signature on AB 2157 (Bonta), Statutory Lien Bill. Obtain minimum A grade or above rating for Certificate of Participation from Moody's rating agency.
2. Provide oversight to implementation of seismic and operational upgrade project components, complying with project schedule and budget.
3. Develop and implement a system for tracking AHS approvals and signoffs relating to the seismic retrofit and operational upgrade projects as required by the Joint Powers Agreement amendment.
4. Establish a Communications Subcommittee to Design and implement a communications plan to inform the community and public regarding services at Alameda Hospital and the construction and financing plans for the seismic and operational upgrade plans at Alameda Hospital.
5. Provide enhanced visibility for the District and its role in the community through outreach and outreach by Board members and staff in City wide events.
6. *Complete process for applying to the Association of California Health Care District (ACHD) for certification, including development of comprehensive policies and an overhaul of the District website. Why is this in italics?*
7. *Begin process to develop a succession plan for the District executive leadership structure and resources for FY 2026 and beyond.*

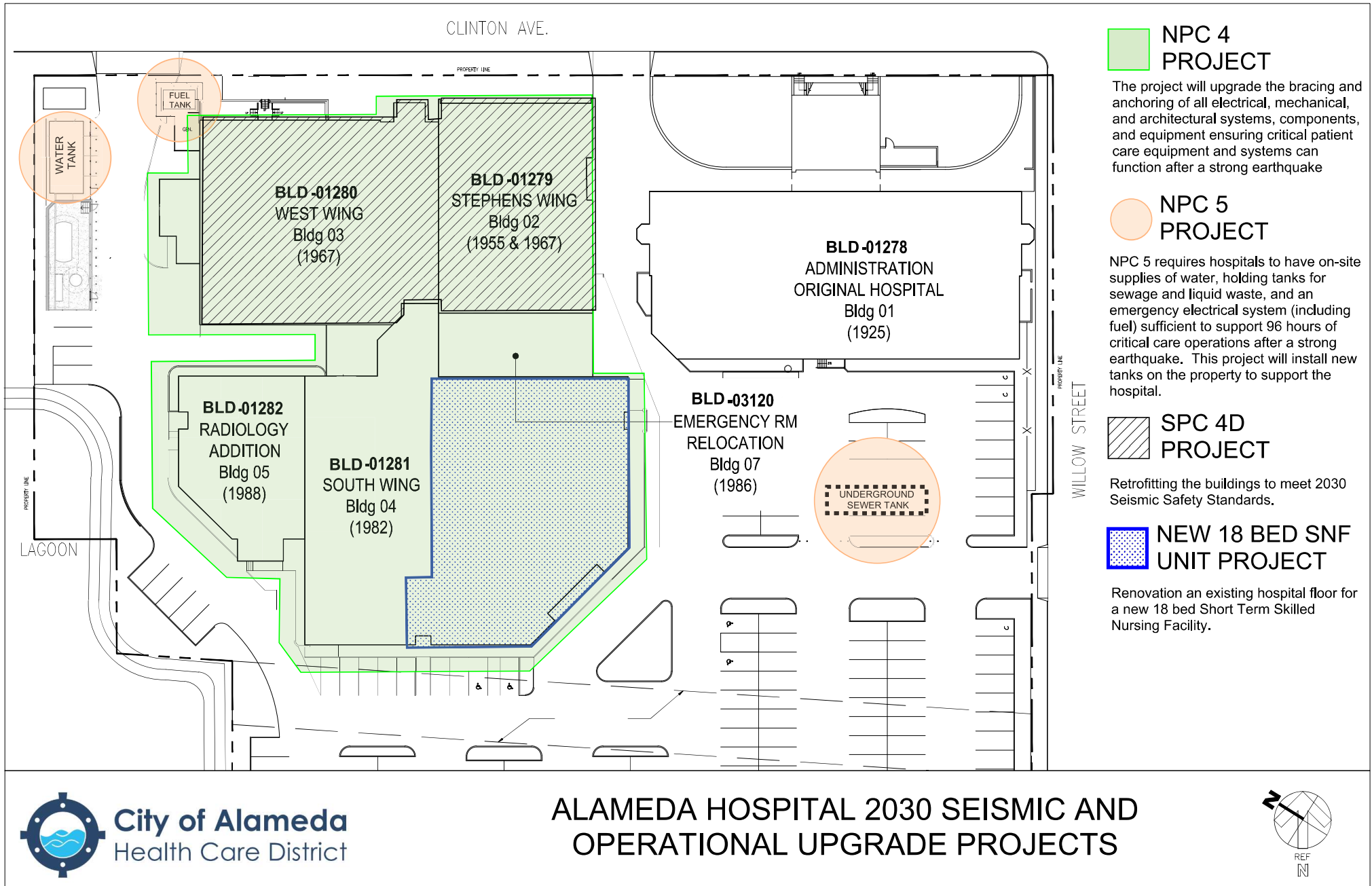


City of Alameda  
Health Care District

# **Seismic & Operational Upgrade Projects Update**

November 12, 2024

Board of Directors Meeting



## Cost of Issuance Update

### Project Scope

Costs associated with financing the COP's

This "project" has been established in Skillhop to track all costs associated with financing of the COP's.

## District Project 1 - NPC Upgrades Project Update

### Project Scope

NPC 4 and NPC 5 Upgrades

*NPC 4 focuses on ensuring that essential systems like water, power, and medical gas remain functional. This includes securing or reinforcing equipment, pipes, ducts, and other essential systems to prevent them from getting damaged or becoming hazards during an earthquake. NPC 5 ensures that the building can be fully operational immediately after an earthquake with onsite supplies of water and holding tanks for sewage and liquid waste, and fuel sufficient to support 96 hours of emergency operations that are integrated into the building plumbing systems and electrical systems.*

NPC 4 design development phase is complete. This milestone in the project identifies the overall scope of the project. The original cost estimate is being updated based on the identified. Proposals from the design team for the construction documents are being finalized to advance for approval. For the NPC 5 project, tank types and sizes have been established and the design team is advancing the design development phase with anticipated completion in mid-November.

## District Project 2 & 3 - Stephens Wing & West Wing (SPC) Project Update

### Project Scope

SPC4D Upgrades to Stephens & West Wing at Alameda Hospital

*SPC 4D project includes structurally upgrading the building to meet SPC 4D seismic standards.*

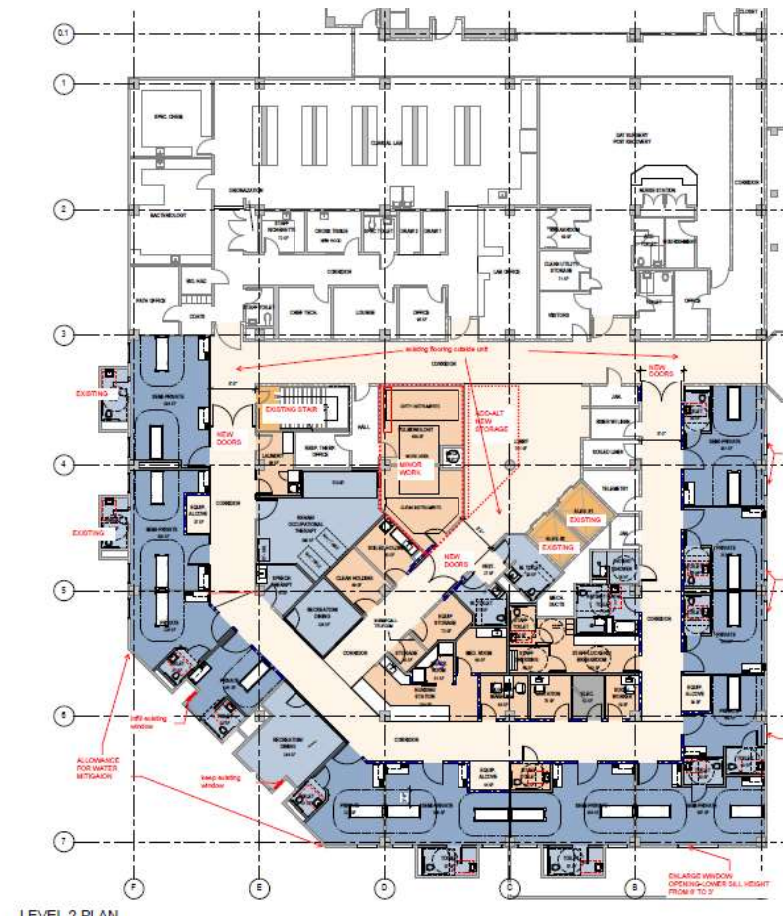
Design Development phase for the SPC 4D upgrades for the Stephens and West Wing is anticipated to be completed by mid-November. This work is anticipated to include installation of shear walls to the exterior of the building and some foundation work. The District and AHS have been informed of additional structural testing required by HCAI for the South Wing and ED Addition. Scope of work is currently being identified to inform the overall cost and impact. This work is to confirm the SPC3 rating of the buildings, involves inspection of the moment frame connections of the building. Structural engineers are engaged in the process and the team is working to advance the work in a timely manner. This is a separate project from the original scope SPC4D upgrades to West and Stephens Wing but related to the overall seismic requirements for 2030 and beyond.

# District Project 4 - South Wing SNF (JPA Operational Upgrades) Project Update

## Project Scope

Renovation of existing space on 2 South for an 18 Bed Skilled Nursing Unit

The 2 South SNF Validation Study has been completed that sets the layout for the new unit. The original cost estimate is also being updated. Proposals from the design team for the construction documents are being finalized to advance for approval. Additional project scope was identified with the planning of the new unit requiring the relocation of departments that are currently occupying 2 South to make the space available for the new unit. These moves were not contemplated in initial planning by the District and AHS but the team has identified a path forward. Proposals from the design team for the construction documents for Make Ready Projects (Occupational / Speech Therapy, Cardiology/Vascular and Disaster Supply Optimization) are being finalized to advance for approval.





## **Budget Snapshot**



# City of Alameda Health Care District

## Project Summary

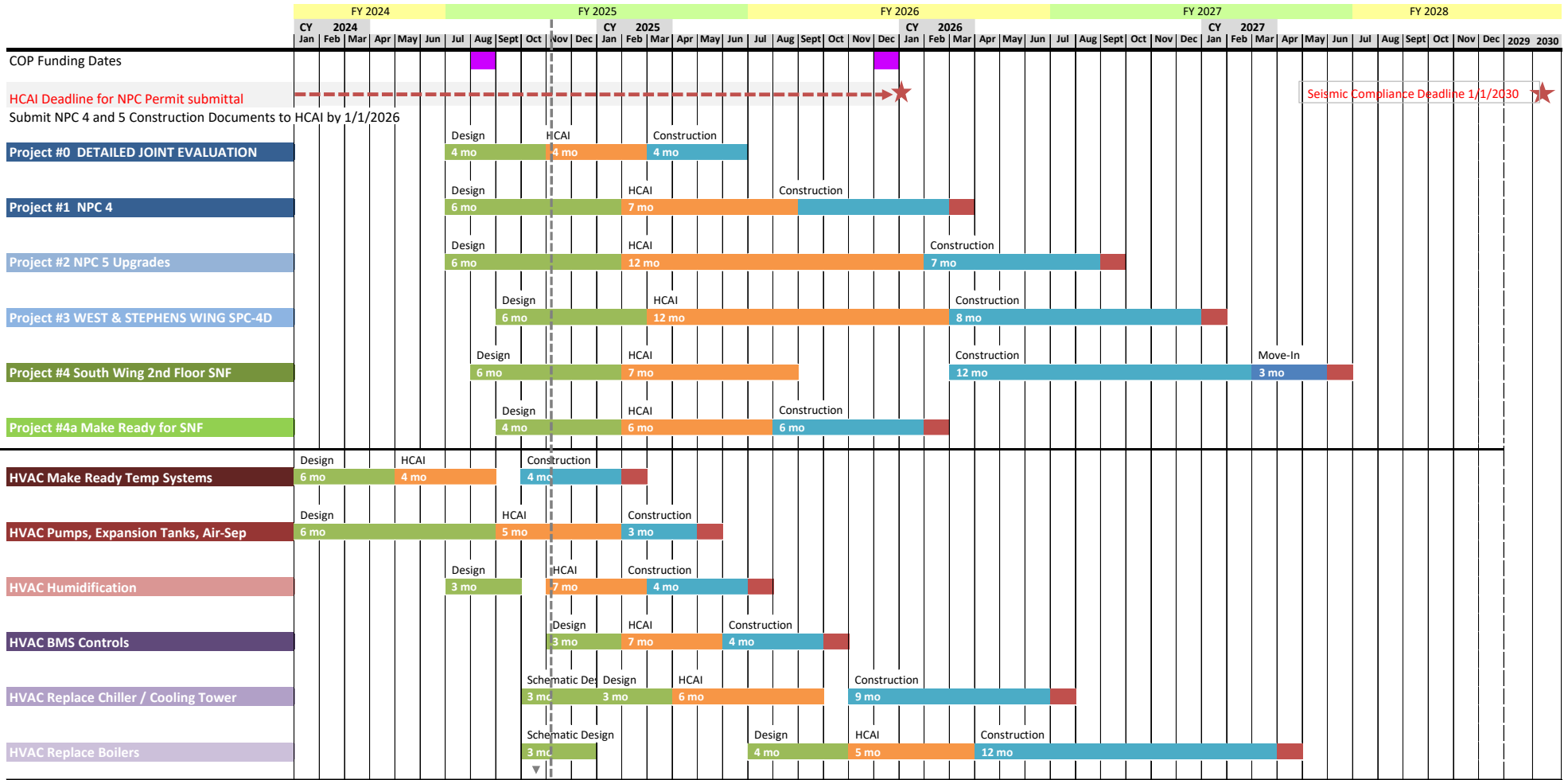
Projects	Current Budget	Committed	Commit vs Bud	Actuals	% Complete	Project Status
<b>Cost of Issuance</b> Alameda Hospital Costs associated with financing the COP's	\$ 1,000,000	\$ 1,000,000	\$ 0	\$ 542,102	WORK PAID <div> <div></div> <div></div> </div> 50% 54%	IN PROGRESS
<b>District Project 1 - NPC Upgrades</b> Alameda Hospital NPC 4 and NPC 5 Upgrades	\$ 14,879,277	\$ 1,335,253	\$ 13,544,024	\$ 355,996	WORK PAID <div> <div></div> <div></div> </div> 10% 26%	IN PROGRESS
<b>District Project 2 - Stephens Wing (SPC)</b> Alameda Hospital SPC4D Upgrades to West Wing at Alameda Hospital	\$ 8,883,383	\$ 466,760	\$ 8,416,624	\$ 134,588	WORK PAID <div> <div></div> <div></div> </div> 13% 28%	IN PROGRESS
<b>District Project 3 - West Wing (SPC)</b> Alameda Hospital SPC4D Upgrades to West Wing at Alameda Hospital	\$ 5,905,241	\$ 386,295	\$ 5,518,947	\$ 98,154	WORK PAID <div> <div></div> <div></div> </div> 13% 25%	IN PROGRESS
<b>District Project 4 - 2S SNF Unit (Operational Upgrades)</b> Alameda Hospital Renovation of existing space on 2 South for an 18 Bed Skilled Nursing Unit	\$ 25,751,840	\$ 1,014,309	\$ 24,737,531	\$ 282,993	WORK PAID <div> <div></div> <div></div> </div> 12% 27%	IN PROGRESS
<b>Total</b>	<b>\$ 56,419,742</b>	<b>\$ 4,202,617</b>	<b>\$ 52,217,125</b>	<b>\$ 1,413,833</b>	WORK PAID <div> <div></div> <div></div> </div> 20% 33%	



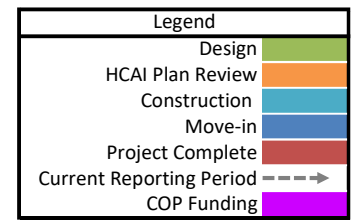
## **Schedule**

CITY OF ALAMEDA HEALTH CARE DISTRICT OVERSIGHT

ALAMEDA HEALTH SYSTEM OVERSIGHT

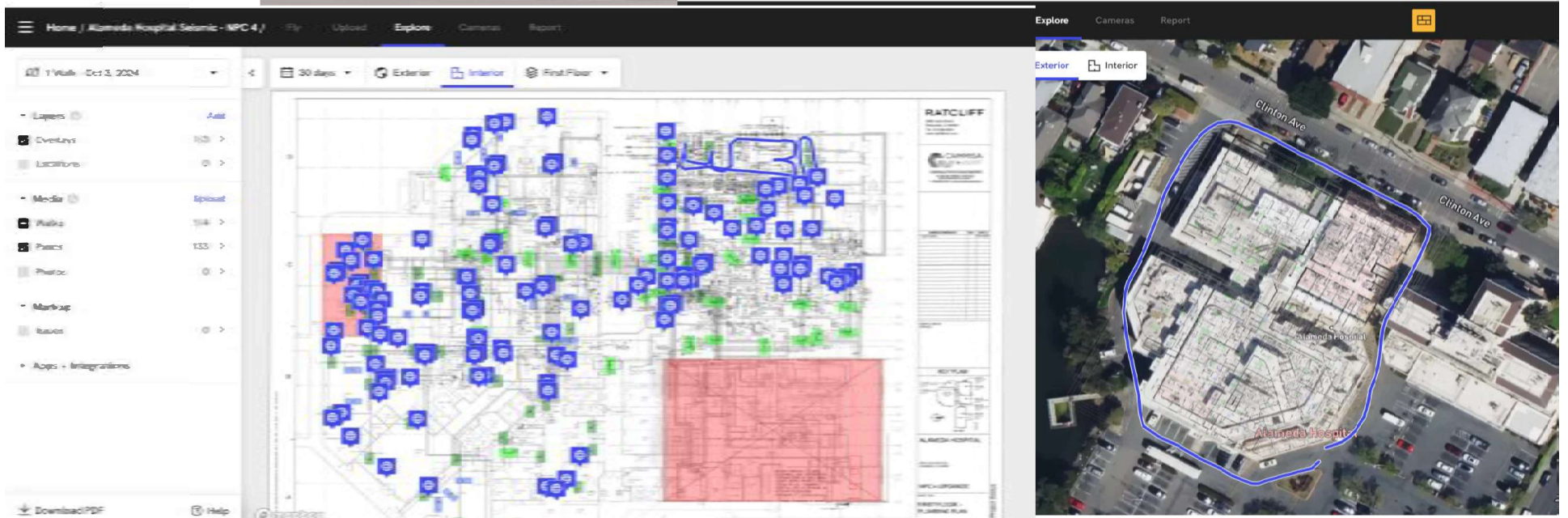


OCTOBER 2024





## **Technology Updates**





November 12, 2024

Memorandum to: City of Alameda Health Care District  
Board of Directors

From: Jeff Cambra  
Chairman, Communications Subcommittee

RE: **Approval of New Website Design and Architecture**

**Recommendation:**

That the City of Alameda Health Care District Board of Directors approve the proposed new website format and structure for the District as presented in the overview presented to with the Board on November 12, 2024.

Board members will receive a draft version of the final website with detailed text and content for individual comment and input in the next several days. This information will be reviewed by the Communications Subcommittee before approving the final content and launching the website.

**Background:**

The Communications Subcommittee and staff have worked with Vox Populi and Streamline, a website developer and on-going platform for several weeks to revise the visual and design format as well as content for a new District website. Initially, the website design was to be developed by (name of company). In reviewing the criteria for the District to receive a certification from (name of organization), it became clear that the developer was not able to meet the extensive requirements. Consequently, the Communications Subcommittee cancelled the original contract and entered into a new development agreement with Streamline. Fortunately, this situation was identified early in the website development process and only minimal funds had been expended.



Streamline is a website designer and platform recommended by the Association of California Health Care Districts (ACHD). Streamline's services are reasonably priced, including a one time \$1,050 set up fee and monthly \$500 maintenance fee for developing and maintaining a compliant website.

The overall goal of the re-design is to clarify the role of the District, inform the community of the facilities managed, provide a platform for providing information and updates about the seismic retrofit and operational upgrade projects and, in general, maintain compliance with the legal and transparency requirements for public organizations.

The benefits of using Streamline as the website platform are numerous:

- They specialize in design and maintenance of websites for healthcare and other governmental special Districts,
- They provide training and governmental update requirements for websites. Their structure allows for our own staff to easily update and post our Board agenda and other materials. In the event more complicated updates are needed, Streamline staff is available to perform those as a part of our monthly fee.
- Streamline systems provide that all content is ADA compliant, a requirement that all public agencies at the State and Federal will soon need to meet.

November 4, 2024

TO: City of Alameda Healthcare District (District) Board of Directors

FROM: Jeff Cambra, Chairman  
Property Management Committee (PMC)

RE: Jaber Property Report for October 2024



1359 Pearl Street



2711 Encinal Avenue

Beginning with this report, the PMC will be providing the Board with a status report on the Jaber Properties including separate accounting documents, a statement of condition of the property, a description of short-term projects and proposals for larger capital improvement work.

#### ACCOUNTING DOCUMENTS

In this initial report, I have included a Rent Roll showing the current monthly rents for each unit, the move in date for each resident, the type of lease (month-to-month or term), and the current rent being collected. See Exhibit A

Each month, the District receives an income and expense statement from the current property management company detailing all revenue from rents, laundry, and water income. The report also contains entries for all expenses with support documentation in the form of invoices and receipts. See Exhibit B.

The PMC now reviews this report to confirm that all major expenses were previously authorized or are within a normal range of expected expenses. This information is transmitted to the District's accounting firm for inclusion in the financial documents. The PMC will be submitting bimonthly information reports to the board to keep each member abreast of the properties.

## CAPITAL PROJECTS

Throughout 2024, the PMC has authorized a number of small projects to correct conditions identified in the property condition report and received authorization from the board for the repair of the damaged concrete driveway and replacing the three prong (grounded) plugs with two prong outlets to inform residents that the plugs were not grounded.

The property condition report also included recommendations to install, new shingle siding on all the buildings, replace the aging water heaters that are presently beyond their useful life, and to consider upgrading all the single pane aluminum framed windows with high efficiency insulated windows.

The PMC will obtain “rough” informal estimates from local suppliers to inform the board of the estimated costs and for authorization to issue RFPs for one or more of the above projects.

## COMPLETED PROJECTS

As part of the sidewalk/driveway repair, the PMC also requested the contractor to offer options for the long narrow dirt strip along the driveway that traditionally has become a mud patch during the rainy season. The solution was to fill in the area with gravel as a cost-effective way to cover the dirt. This project was completed in early October.





Jaber Property Report for October 2024

Page 3

#### PROPERTY MANAGER SELECTION

The PMC issued a Request for Proposals to obtain bids to manage the two Jaber properties per the board's request. The PMC obtained three responses and prior to this presentation, one of the companies withdrew its bid leaving two companies for the board to consider.

Please refer to the Property Manager Selection action item document for more information regarding the selection process.

Properties

1359 Pearl Street

Address			Property Reserve	
1359 Pearl Street, Alameda, CA 94501			\$200.00	
Unit ▲	Rental Status ◆	Move In Date ◆	Lease End Date ◆	Rental Amount ◆
Unit A	Occupied	03/05/2011	Month To Month	\$2,482.62
Unit B	Occupied	04/01/2005	Month To Month	\$1,727.04
Unit C	Occupied	07/15/2024	06/30/2025	\$2,150.00
Unit D	Occupied	07/21/2012	Month To Month	\$1,586.20
Unit E	Occupied	11/10/2023	11/30/2024	\$1,900.00
Unit F	Occupied	05/20/2013	Month To Month	\$1,543.00
Unit G	Occupied	08/15/2022	07/31/2023	\$2,000.00
Unit H	Occupied	03/04/2006	Month To Month	\$1,485.00

2711 Encinal Avenue

Address			Property Reserve	
2711 Encinal Avenue, Alameda, CA 94501			\$200.00	
Unit ▲	Rental Status ◆	Move In Date ◆	Lease End Date ◆	Rental Amount ◆
Unit 1	Occupied	08/16/2022	Month To Month	\$3,331.00

Drysdale Alameda  
2316 Central Ave (510) 523-1166  
Alameda, CA 94501drysdalepm.com

appfolio

Privacy Policy Terms of Service

2316 Central Ave  
Alameda, CA 94501

## Owner Statement



## Alameda Health Care District

Alameda Health Care District  
1402 Park Street Ste A/B  
Alameda, CA 94501



## Properties

**1359 Pearl Street** - 1359  
Pearl Street  
Alameda, CA 94501

Date	Payee / Payer	Type	Reference	Description	Income	Expense	Balance
				Beginning Cash Balance as of 10/01/2024			601.73
10/01/2024	Amina Nadir	Receipt		Unit G - Rent Income	2,000.00		2,601.73
10/01/2024	STEPHEN A. BAYER	Receipt		Unit E - Rent Income	1,900.00		4,501.73
10/01/2024	Alexander C. Reed	Receipt		Unit C - Rent Income	645.00		5,146.73
10/01/2024	Tara Jordan	eCheck receipt	F67B-A8B0	Unit B - Rent Income - October 2024	1,727.04		6,873.77
10/01/2024	Tara Jordan	eCheck receipt	F67B-A8B0	Unit B - Water Income - October 2024	25.00		6,898.77
10/01/2024	Mack (Hank) Duderstadt	eCheck receipt	2D84-C930	Unit H - Rent Income - October 2024 - Monthly Rent	1,485.00		8,383.77
10/01/2024	Bernadette Nubla	eCheck receipt	4E80-60D0	Unit D - Rent Income - October 2024	1,586.20		9,969.97
10/04/2024	Alexander C. Reed	Receipt	2391	Unit C - Rent Income - October 2024	1,505.00		11,474.97
10/04/2024	Sarah DeLong	Receipt	995496	Unit A - Rent Income - October 2024	2,482.62		13,957.59
10/07/2024	McDaniels Landscaping	eCheck	FA4A-84BE	Landscaping Service - Inv 35225 Monthly Landscaping Service - October 2024 - Monthly Landscape		275.00	13,682.59
10/08/2024	Alameda County Industries (A-1629)	Bill Pay Check	3000007529	Garbage and Recycling - 124152(OCT-DEC2024)		936.16	12,746.43
10/08/2024	Drysdale Property Management	Check	700004152	Management Fees - Management Fees for 10/2024		743.69	12,002.74
10/15/2024	Laundry Coins	Receipt	OCT 2024 Laundry Coins	Laundry Income - OCT 2024 Laundry Coins	210.00		12,212.74
10/15/2024	Drysdale Maintenance Alameda	Check	700004181	Unit A - ADPM Maintenance Materials Expense - material - 48369-1 - Repaired the toilet		21.80	12,190.94
10/15/2024	Drysdale Maintenance Alameda	Check	700004181	Unit A - ADPM Maintenance Labor Expense - 48369-1 - Repaired the toilet		60.00	12,130.94
10/15/2024	Drysdale Maintenance Alameda	Check	700004181	Unit A - ADPM Maintenance Labor Expense - 48121-1 - Repaired the shower latch.		60.00	12,070.94

Date	Payee / Payer	Type	Reference	Description	Income	Expense	Balance
10/15/2024	Drysdale Maintenance Alameda	Check	700004181	ADPM Maintenance Labor Expense - 48337-1 - Collect Laundry Coins		20.00	12,050.94
10/15/2024	East Bay Muni Utility Dist.	Bill Pay Check	3000007580	Unit A - Water - 46644978312(8/7-10/7/24)		280.19	11,770.75
10/15/2024	East Bay Muni Utility Dist.	Bill Pay Check	3000007577	Unit G - Water - 28856301086(8/7-10/7/24)		180.18	11,590.57
10/15/2024	East Bay Muni Utility Dist.	Bill Pay Check	3000007576	Unit C - Water - 28856301940(8/7-10/7/24)		144.73	11,445.84
10/15/2024	East Bay Muni Utility Dist.	Bill Pay Check	3000007575	Water - 28856301266(8/7/24-10/7/24)		123.46	11,322.38
10/15/2024	Alameda Health Care District	eCheck	BEA8-5808	Owner Distribution - Owner payment for 10/2024		11,287.38	35.00
10/23/2024	Alameda Municipal Power	Bill Pay Check	3000007619	Unit A - Electricity - 00010447-00(9/4-10/3/24)		92.26	-57.26
10/23/2024	East Bay Muni Utility Dist.	Bill Pay Check	3000007624	Unit B - Water - 65971976509(8/7-10/7/24)		233.87	-291.13
10/31/2024	Drysdale Property Management	Receipt		Management Fees - Overcollected Management Fees for 10/2024	77.15		-213.98
				Ending Cash Balance			-213.98
<b>Total</b>					<b>13,643.01</b>	<b>14,458.72</b>	

## Property Cash Summary

Required Reserves	200.00
Work Order Estimates	0.00

**Please Remit Balance Due 413.98**

Work Order

Properties: 1359 Pearl Street - 1359 Pearl Street Alameda, CA 94501

Units: All

Tenants: All

Vendors: All

Assigned User: All

Created By: All

Priority: All

Current Estimate Approval Status: All

Current Work Order Status: New, New by AppFolio, Estimate Requested, Estimated, and Scheduled

Work Order Type: Unit Turn, Resident, and Internal

Unit Turn Category: All

Status Date: Created On 10/01/2024 - 10/31/2024

Property	Priority	Work Order Type	Home Warranty Expiration	Work Order Number	Job Description	Instructions	Status	Vendor	Unit	Primary Resident	Created At	Estimate Req On	Estimate On	Estimate Amount	Estimate Approval Status	Estimate Approved On	Estimate Approval Requested On	Schedule Start	Schedule End	Work Done On	Completed On	Completed Amount	Invoice	Unit Turn ID	Recurring	Work Order Issue
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No data to display

Total	0.00																			0.00						
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2316 Central Ave  
Alameda, CA 94501

## Owner Statement



## Alameda Health Care District

Alameda Health Care District  
1402 Park Street Ste A/B  
Alameda, CA 94501



## Properties

**2711 Encinal Avenue -**  
2711 Encinal Avenue  
Alameda, CA 94501

Date	Payee / Payer	Type	Reference	Description	Income	Expense	Balance
				Beginning Cash Balance as of 10/01/2024			200.00
10/08/2024	Drysedale Property Management	Check	700004152	Management Fees - Management Fees for 10/2024		50.00	150.00
10/10/2024	Signal Coffee Roasters	eCheck receipt	4748-3B20	Unit 1 - Rent Income - October 2024 - Monthly Rent	3,331.00		3,481.00
10/15/2024	Drysedale Property Management	Check	700004187	Management Fees - Management Fees for 10/2024		116.55	3,364.45
10/17/2024	Alameda Health Care District	eCheck	511A-4D90	Owner Distribution - Owner payment for 10/2024		3,164.45	200.00
				Ending Cash Balance			200.00
<b>Total</b>					<b>3,331.00</b>	<b>3,331.00</b>	

## Property Cash Summary

Required Reserves	200.00
Work Order Estimates	0.00

Work Order

Properties: 2711 Encinal Avenue - 2711 Encinal Avenue Alameda, CA 94501

Units: All

Tenants: All

Vendors: All

Assigned User: All

Created By: All

Priority: All

Current Estimate Approval Status: All

Current Work Order Status: New, New by AppFolio, Estimate Requested, Estimated, and Scheduled

Work Order Type: Unit Turn, Resident, and Internal

Unit Turn Category: All

Status Date: Created On 10/01/2024 - 10/31/2024

Property	Priority	Work Order Type	Home Warranty Expiration	Work Order Number	Job Description	Instructions	Status	Vendor	Unit	Primary Resident	Created At	Estimate Requested On	Estimate On	Estimate Amount	Estimate Approval Status	Estimate Approved On	Estimate Approval Requested On	Schedule Start	Schedule End	Work Done On	Completed On	Completed Amount	Invoice	Unit Turn ID	Recurring	Work Order Issue
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No data to display

Total	0.00																			0.00						
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# City of Alameda Healthcare District

## Jaber Properties - Profit & Loss October 2024

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
<u>Rents - 1359 Pearl Street</u>													
Unit A	2,483	2,483	2,483										7,448
Unit B	1,752	1,752	1,752										5,256
Unit C	4,013	1,505	2,150										7,668
Unit D	1,586	1,586	1,586										4,759
Unit E	1,900	1,900	1,900										5,700
Unit F	1,543	1,543	1,543										4,629
Unit G	2,000	2,000	2,000										6,000
Unit H	1,485	1,485	1,485										4,455
	16,762	14,254	14,899	-	-	-	-	-	-	-	-	-	45,915
Laundry	129	170	375										674
	16,891	14,424	15,274	-	-	-	-	-	-	-	-	-	46,588
<u>Expenses</u>													
Landscaping	275	275	275										825
Utilities	1,334	1,141	1,403										3,878
Cleaning, Inspection, Repairs	3,538	3,539	15,410										22,487
Other	645												645
Mngt Fee	697	711	744										2,152
Reserve	1,481	(3,411)	(3,081)										(5,012)
Total Expenses	7,970	2,256	14,750	-	-	-	-	-	-	-	-	-	24,975
Net	8,920.91	12,168	524.06	-	-	-	-	-	-	-	-	-	21,613
<u>Rents - 2711 Encinal Avenue</u>													
Wendy and Shawn Shay	3,331	3,331	3,331										9,993
<u>Expenses</u>													
Other													-
Cleaning, Inspection, Repairs	165	363	210										738
Mngt Fee	167	167	167										500
Reserve													-
Total Expenses	332	530	377	-	-	-	-	-	-	-	-	-	1,238
Net	2,999.45	2,801	2,954.45	-	-	-	-	-	-	-	-	-	8,755
<u>Summary Rents</u>	20,222	17,755	18,605	-	-	-	-	-	-	-	-	-	56,581
<u>Summary Expenses</u>													
26 Mngt Fee	864	878	910	-	-	-	-	-	-	-	-	-	2,652
62 Landscaping	275	275	275	-	-	-	-	-	-	-	-	-	825
62 Cleaning, Inspection, Repairs	3,703	3,902	15,620	-	-	-	-	-	-	-	-	-	23,225
80 Utilities	1,334	1,141	1,403	-	-	-	-	-	-	-	-	-	3,878
84 Other	645	-	-	-	-	-	-	-	-	-	-	-	645
84 Reserve	1,481	(3,411)	(3,081)	-	-	-	-	-	-	-	-	-	(5,012)
Total Expenses	8,301	2,786	15,126	-	-	-	-	-	-	-	-	-	26,213
Net Revenues over Expenses	11,920	14,969	3,479	-	-	-	-	-	-	-	-	-	30,368
Actual Deposit	11,920	14,969	3,479										30,368

# City of Alameda Healthcare District

## Jaber Properties - Balance Sheet as of 9/30/24

### Balance Sheets

#### CITY OF ALAMEDA HEALTHCARE DISTRICT

	Jaber 6/30/2024	Jaber 9/30/2024
<b>Assets</b>		
<u>Current assets:</u>		
Cash and cash equivalents	\$ -	\$ -
Grant and other receivables	0	0
Prepaid expenses and deposits	(0)	0
Total current assets	(0)	0
 Due To Due From	(25,037)	(25,037)
Assets limited as to use	697,407	727,775
Capital Assets, net of accumulated depreciation	917,788	911,555
	1,590,159	1,614,294
 Other Assets	0	0
Deferred outflows of resources	0	0
Total assets	1,590,159	1,614,294
 <b>Liabilities and Net Position</b>		
<u>Current liabilities:</u>		
Current maturities of debt borrowings	0	0
Accounts payable and accrued expenses	0	0
Total current liabilities	0	0
Deferred revenue	0	0
Debt borrowings net of current maturities	0	0
Total liabilities	0	0
 <b>Net position:</b>		
Total net position (deficit)	1,590,159	1,614,293
 <b>Total liabilities and net position</b>	\$1,590,159	\$1,614,293



November 4, 2024

TO: City of Alameda Healthcare District (District) Board of Directors

FROM: Jeff Cambra, Chairman  
Property Management Committee (PMC)

RE: Property Manager Selection Action Item

## BACKGROUND

Earlier this year, the District board directed the PMC to issue a Request for Proposals for a property management company to manage the Jaber Properties consisting of a commercial building located at 2711 Encinal Avenue, Alameda, CA 94501 and an eight unit multifamily residential property at 1359 Pearl Street, Alameda, CA 94501.

Staff received three responses to the request. Cerda-Zein Property Management, Drysdale Property Management, and Real Property Management all submitted detailed bids. The PMC send out a set of follow up questions requesting information on charges for both internal staff and third-party vendors for maintenance charges. Both Cerda-Zein and Drysdale responded with additional information. Real Property Management responded by requesting their bid be withdrawn and the PMC honored their request.

This report contains the original proposals from both companies and a spreadsheet containing the various charges for the services provided by each company for easy comparison. For those that are not familiar with the terms commonly associated with property management, the following is an explanation of terms contained on the Charge for Services Comparison Chart:

**On Boarding Fee** is the per rental unit charge to set up the account in the accounting program.

**Management Fee Residential** is the fee paid to the management company calculated by applying the percentage to the monthly rent collected on a multifamily residential property. This fee is charged each month on the total rents collected and is the largest ongoing expense.

**Management Fee Commercial.** Same as the Management Fee Residential, but it applies to commercial properties.

**Lease Fee** is the fee paid by the tenant to the management company if the tenant elects to rent the unit.

**Project Management Fee** is the percentage of the total project cost the management company charges the property owner for overseeing major repairs or capital improvements.

***In-House Repair Rate per business hour*** is the hourly charge the property management company charges the property owner for it's staff to make a repair during normal business hours.

***In-House Repair Rate per nonbusiness hour***. Same as In-House Repair Rate per business hour but the repair was made during a nonbusiness hour period.

***External Vendor Repair Rate*** is the percentage of the total bill for a repair made by a third party company such as a plumber or electrician that is charged to the property owner.

## ROLE OF THE PROPERTY MANAGER

There can be some confusion regarding the role of a property management company. To be clear, all responsibility for the management of a commercial or residential rental property rest solely and exclusively with the property owner. In this case, it is the District board. Consequently, a property management company can only act when given specific direction from the property owner usually in the form of a property management agreement.

In most cases, property owners hire managers because they do not have the skills and knowledge needed to effectively deal with the myriad of issues that can arise in the operation of a rental property and/or chose to not be involved in the interpersonal relationships present in the resident/property owner association. Generally speaking, these agreements provide for the collection of and accounting for rent payments and responding to requests for maintenance. In this respect, both of the bidding organizations are well qualified to provide the basic services of collecting and accounting for rent payments and responding to simple maintenance and repair requests.

This is not to say that a property management firm is limited to only providing these basic services. It may also include other services such as evaluating the condition of the property and overseeing contractors in a major capital improvement project usually for an extra fee as outlined in the attached spreadsheet and when specifically requested by the property owner.

## RESPONSIBILITY OF THE BOARD

As a public entity charged with the fiduciary duty to manage the public funds collected from Alameda property owners, the board is required to expend funds within the limits of its charge and obtain the best value for the tax payer. While this does not necessarily mean that the board must always accept the lowest bid, it does require the board to identify and evaluate the incremental benefit to the taxpayer of accepting a higher bid.

# Drysdale Property Management

*The East Bay's Full Service Property Management Company*



885 Island Drive • Suite 201 • Alameda, CA 94502

510.523.1166 • Drysdalepm.com



## Today's Market

Experienced representation is essential in today's market. As a highly collaborative team with unparalleled training, technology, and "neighborhood knowledge", Drysdale Property Management FKA Harbor Bay Realty has been dedicated to serving the entire Bay Area since 1984. We have grown to become a leader in the industry.

Year after year, our team continues to gather and acquire essential information needed in the local real estate market, including specific knowledge and skills in residential, income, commercial and property management. This allows us to offer a full range of real estate services to our clients. Our extensive marketing targets potential buyers, renters, tenants and real estate agents in the Bay Area. Our commitment to integrity, professionalism and service demonstrates customer satisfaction and is the reason we continue to receive repeat and referral business.

## Our Mission Statement

The mission of Drysdale Property Management is to seek excellence by providing the finest professional property management services to our clients. We strive to maintain profitability for the property investor and to preserve a stimulating and rewarding working environment for all of our employees.

We will succeed in our mission by continuing to support the professional and ethical practices of residential property management through networking and education, while always maintaining high quality standards. We endeavor to be leaders in our community and will continue to grow without sacrificing quality, service, or profitability. Our credo is to respect the personal dignity of all with whom we do business with and to maintain a reputation as an outstanding organization where business is conducted with the utmost professionalism.

*We manage to make a difference.*

# Property Management Services

Our full service management program is designed to relieve a property owner from their day-to-day management responsibilities. This program is ideal for owners residing out of the area, owners with multiple units, or owners that would prefer not to have the time consuming burden of property management while still receiving a monthly income check. Our managers are attentive and highly responsive to the individual needs of our clients. Every management contract is approached with the sensitivity of a personal investment. Our experience ranges from single family residences to large apartment complexes and also, from commercial to industrial properties.

- Property Evaluation
- Attracting Qualified Tenants
- Careful Tenant Screening & Selection
- Proper Legal Documentation
- Rent Collection
- Security Deposit Handling
- Accounting Services
- Full-Service Property Maintenance
- Property Visual Audits
- Property Analysis / Determining Rental Values
- Courteous and Timely Tenant Communications
- Regularly Emailed Legal Updates to Our Owners



# Marketing/Leasing Services

We want good tenants just as much as you do! Our extensive tenant screening and credit investigations help ensure quality tenants. Applicants are required to complete a rental application and provide written documentation of income, as well as current and previous landlord references. As members of the National Tenant Network (NTN), we run a credit check on ALL prospective tenants over the age of 18. Once a tenant's application has been approved, our Rental Consultants will review the lease agreement thoroughly with the tenant.

Our rental professionals are highly trained and experienced to help match our client's needs with the best opportunities in the marketplace. Our rental agreements are complete and up to date with the most current disclosures required by law. By executing the lease agreement personally with the tenant, we can answer any questions and carefully explain the tenant's responsibilities, as well as our company's policies and procedures. This attention reduces misunderstandings and eliminates potential problems before they can become a problem.

Our Maintenance Department will complete a Move-In Report prior to the tenant taking occupancy which becomes part of the original tenant file. The tenant will also receive a copy of this report to verify the move-in condition. This report is used not only during the term of tenancy as a point of reference, but also when the tenant moves out. The report is compared to the condition of the property when the tenant surrenders possession upon vacating.

We make every effort to keep your vacancies to a minimum. Our aggressive marketing allows your

- Advertise on Drysdale Property Management Website with Descriptions, Pictures, and Maps Directing Prospective Tenants to Your Property
- Video Monitor with a 24 Hour Slide Show in the Drysdale Property Management Lobby Displaying All of Our Listed Properties
- Publish a Daily List of All Rentals Available on Our Website and at Our Office
- Advertise Vacancies on Craig's List (*with The Property Owner's Approval*)
- 24 Hour Fax Line for Communication with Our Client
- Rental Consultants Always Accompany Each Prospective Tenant to The Property (*We Never Give Out Keys*).



# Maintenance Services

We offer a full-service Maintenance Department with a staff of professional and experienced employees. In the event of an emergency, we are available 24 hours a day. We pride ourselves on having qualified maintenance technicians to provide everything from gardening services and painting to general handy person repairs. Our maintenance personnel are covered by Drysdale Property Management workers compensation insurance (*California State License Board. License# 01929730.*)

Maintenance is one of the largest potential expenses of a rental property. We make maintenance and renovation easy by eliminating the frustration and headaches of hiring and managing multiple contractors. Because we have an in-house Maintenance Department, we can provide our clients with cost effective repairs and preventative maintenance programs. We receive preferred pricing from contractors and vendors because of the large volume of work we offer to them. We pass the savings on to you.

Our ability to respond to a tenant's service call is our maintenance team's top priority. Tenants appreciate a quick response to make repairs to their premises. Our maintenance team is always knowledgeable, service-orientated, and they follow through with expediency.

In addition to the day-to-day management, **Drysdale Property Management** completes an Annual Visual Survey of each unit under management, providing the owner with a comprehensive report detailing the condition of each unit.

- Respond to Emergency Calls on a 24 Hour Basis
- Respond Promptly to Maintenance Requests
- Proper Judgment Regarding Cost of Needed Repairs and Various Options
- Communicate Problems and Possible Solutions to Owners
- Periodically Survey Buildings and Common Areas, Making Repairs After Authorization as Needed, Thereby Avoiding Large Repairs Later
- Communicate Properly with Residents
- Prepare Preventative Maintenance Programs to Owners



# Accounting Services

Enjoy peace of mind that comes from our computerized accounting and record keeping systems which provide you with accuracy and efficiency. We utilize Appfolio property management and accounting software programs to supply in-depth monthly financial statements. Our accounting and reporting systems itemize all expenses, comply with IRS regulations, and can manage bill paying. Copies of all work orders and receipts are kept on file throughout the year. We will provide duplicate copies of this information at the end of the year to help you with your tax preparations.

Our services can be tailored to best serve your particular needs, making the ownership of investment property a pleasant and profitable experience for you.

- Rent Collection and Enforcement of Prompt Payment of Monthly Rent
- Timely Payment of Mortgages, Utility Bills, Property Taxes, Maintenance Bills, and Other Obligations
- Owner Distributions of all Rental Income are Electronically Transferred to The Owner's Account by The 15th of The Month
- Security Deposit Collection and Disbursements In Accordance with California Civil Code. Accurate Accounting of Forfeits and Damage Charges From Deposit
- Service of Three Day Notice to Pay or Quit, If Necessary
- Maintenance of All Files, Records, and Receipts for Your Tax Records
- Complete Tax Records at Year End, Itemized Record of All Transactions, Yearly Income and Expense Statements

## Owner Portal

One of the features of our accounting software program is our Tenant and Owner Portal. Tenant Portals allow for your tenants to conveniently pay their rent on time and view their Tenant Ledgers. In addition, Owners have their own Owner Portal, that allows them to view their Monthly Statements, make monetary contributions (*when necessary*) and view their End of Year Statement for tax purposes 24/7. When you sign up for our Management Services, you will receive a activation link that will prompt you to enter in your email address and let you create your own password. Your tenants do not have access to your portal.



# Sample of the Monthly Owner Statement

Drysdale Property Management

Period: 01 Apr 2016-30 Apr 2016

pmaccounting@drysdalepm.com  
885 Island Drive, Suite 201  
Alameda, CA 94502

## Owner Statement



John and Mary Owners\*

123 Owner Street  
Alameda, CA 94501



Properties

x00123 - 555 Tenant Ave.  
Alameda, CA 94501

Date	Payee / Payer	Type	Reference	Description	Income	Expense	Balance
Beginning Cash Balance as of 04/01/2016							200.00
04/01/2016	Joe J. and Joan E. Tenants	Receipt	4488	A - Rent - April 2016	1,600.00		1,800.00
04/01/2016	Bob Tenant	Receipt	777	D - Rent - April 2016	1,600.00		3,400.00
04/01/2016	Toni Resident	Receipt	1234	B - Rent - April 2016	1,500.00		4,900.00
04/04/2016	Jake Renter	Receipt	4321	C - Rent - April 2016	1,595.00		6,495.00
04/06/2016	Jon's Construction Co.	Check	1214	Maintenance - Remove window in unit C above unit A. Remove area of drywall around unit A window & replace with new - Remove window in unit C above unit A. Remove area of drywall around unit A window & replace with new		1,225.00	5,270.00
04/15/2016	Steve Tenants	Check	13222	Owner Draw - Owner payment for 04/2016		4,723.77	546.23
04/19/2016	Harbor Bay Realty Property Management	Check	12345	Management - Management for 04/2016		346.23	200.00
Ending Cash Balance							200.00
<b>Total</b>					<b>6,295.00</b>	<b>6,295.00</b>	

## Property Cash Summary

Required Reserves	200.00
Prepaid Rent for Future Rent	0.00

# Sample End of the Year Income Statement

## Income Statement - 12 Month

### Drysdale Property Management Properties:

x00123 - 555 Tenant Ave Alameda, CA 94501

Period Beginning: Jan 2016

Period Ending: Dec 2016

Account Name	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Total
<b>Operating Income &amp; Expense</b>													
<b>Income</b>													
Rent	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	75,540.00
<b>Total Operating Income</b>	<b>6,295.00</b>	<b>6,295.00</b>	<b>6,295.00</b>	<b>6,295.00</b>	<b>6,295.00</b>	<b>6,295.00</b>	<b>6,295.00</b>	<b>6,295.00</b>	<b>6,295.00</b>	<b>6,295.00</b>	<b>6,295.00</b>	<b>6,295.00</b>	<b>75,540.00</b>
<b>Expense</b>													
Maintenance	0.00	0.00	0.00	1,225.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,225.00
Management	346.23	346.23	346.23	346.23	346.23	346.23	346.23	346.23	346.23	346.23	346.23	346.23	4,154.76
<b>Total Operating Expense</b>	<b>346.23</b>	<b>346.23</b>	<b>346.23</b>	<b>1,571.23</b>	<b>346.23</b>	<b>346.23</b>	<b>346.23</b>	<b>346.23</b>	<b>346.23</b>	<b>346.23</b>	<b>346.23</b>	<b>346.23</b>	<b>5,379.76</b>
<b>NOI - Net Operating Income</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>4,723.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>70,160.24</b>
<b>Total Income</b>													
Total Income	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	6,295.00	75,540.00
<b>Total Expense</b>													
Total Expense	346.23	346.23	346.23	1,571.23	346.23	346.23	346.23	346.23	346.23	346.23	346.23	346.23	5,379.76
<b>Net Income</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>4,723.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>5,948.77</b>	<b>70,160.24</b>

# Why Use a NARPM® Member?

NARPM® is an organization of single and multifamily residential property managers committed to providing the highest level of property management services to their clients through education, collaboration, and sharing of experiences of its members. Drysdale Property Management FKA Harbor Bay Realty has been a proud and active NARPM® member since 2000 and has served on the Board of Directors on both the Local and State level since 2005.

- Adhere to the highest Standards of Professionalism and NARPM Code of Ethics
- Keep abreast of unique challenges managing rental property in today's constantly changing economic and legislative environment
- Access to numerous educational opportunities and programs
- Keeping Up-to-date on landlord/tenant laws for your city, state, and federal governments
- Rental applications and consistent screening policies to meet legal obligations
- Perform thorough move-in and move-out property evaluations
- Personally familiar with reputable maintenance professionals
- Able to effectively negotiate with tenants, handle difficult issues, and enforce the terms of the rental agreement
- Ability to recover non-sufficient rent checks, evict tenants, and collect bad debts
- Establish relationships with other investors and tenants making them a great source of referrals
- Maximize rents and income
- Manage your property efficiently, professionally, and economically – freeing you to do other things, like relax

*Drysdale Property Management FKA Harbor Bay Realty Prestigious Affiliations and Member Associations Include*



## Client Testimonials

“I just wanted to say thank you for making my move to Alameda so enjoyable. Moving is always stressful, but the great people at Harbor Bay helped make it easy with their caring attitudes...” - **M. Miller, Alameda**

“Just wanted to let you know that I was very impressed with the great service that the property management team provided me. It’s obvious that you love what you do...” - **J. Hernandez, San Leandro**

“Thank you very much for your help, hard work and commitment in the past year. Thank you for taking good care of my property.” - **R. Hen, Oakland**

“Harbor Bay Realty has been good to me by making it so easy and painless to rent from the start, especially by the maintenance department for taking care of all the repair requests so promptly. Whenever my friends complain about their property management company, I brag about mine...” - **M. Brown, Alameda**

“I just wanted to thank you for your prompt assistance in providing repairs. Thank you for your courtesy-much appreciation.” - **M. Pritchett, Hayward**

“On behalf on my family, I want to thank you for all that you have done for us. Your efforts have been immensely appreciated, and words cannot convey the depth of our heartfelt gratitude. You have truly gone over and beyond the call of duty. I really appreciate your expertise, and I continue learning from your property management leadership...” - **G. Loo, Oakland**

“I have interacted with both the Harbor Bay Realty Property Management and Rental Team on numerous occasions and they never fail to provide outstanding service. The staff is friendly, professional and extremely knowledgeable. As a property owner I know I will have thoroughly screened, well-qualified tenants living in my home.” - **T. Morinville, Hayward**

“It is rare to find a property management company that you actually like dealing with. It often feels like us against them when I have dealt with rental agencies in the past. The team at Harbor Bay was inviting, helpful and extremely professional at all points of business with them.” - **K. Morton, Emeryville**

ADDITIONAL REFERRALS ARE AVAILABLE UPON REQUEST

For over 30 years, Drydales Property Management FKA Harbor Bay Realty has been assisting investors and corporate clients with their property management needs. Our services are tailored to meet your specific needs as an investment property owner. Everything is focused on one goal... Maximizing your property's cash flow to increase its Market Value.

Once again, thank you for your interest  
in Drysdale Property Management.

*We look forward to working with you.*



885 Island Drive • Suite 201 • Alameda, CA 94502

510.523.1166 • HBRinfo.com





March 2, 2024

Debi Stebbins  
City of Alameda Health Care District  
1402 Park Street, Suite A/B  
Alameda, CA 94501

Dear Debi,

Cerda-Zein Real Estate has been serving our community as a housing provider since 2009. We specialize in residential and commercial property management, leasing and sales. Our office has been actively registered with the California Secretary of State since 2009 and Jose currently holds an active California Real Estate Broker's license.

Cerda-Zein Real Estate understands the importance of the ultimate customer experience. At the core, our company focuses on the tasks at hand. We understand that response times to residents, addressing tenant caused issues, mindfulness of the budgets, and overall communication is of the utmost priority.

By working alongside Cerda-Zein Real Estate, we are a team with over, 20 years of experience. We have a fully staffed team of 17 members and a back office staff in the accounting and maintenance department. We are a dynamic team that conducts, routine overview of budgets, rapid response times to resident requests, digging in deeper to get to the root of issues and providing solutions for them.

We are excited to partner with the city of Alameda Health Care District in fulfilling the client centric approach to managing the properties at 1359 Pearl St and 2711 Encinal Avenue.

We look forward to working with you. You can contact us directly at **510-295-9528** or email to **Nancy@CerdaZein.com** with any further thoughts or questions.

Committed to your success,



**Nancy Cerda-Zein**  
Managing Partner | DRE#01843944

# BACKGROUND AND CREDENTIALS

Jose and Nancy Cerda-Zein founded Cerda-Zein Real Estate (CZRE) in 2009. CZRE is a corporation that has been in operation as a full service brokerage, including but not limited to, sales, leasing, and property management.

We have two offices located at 2514 Santa Clara and 1417 Everett St, Alameda, Ca 94501.

CZRE is a boutique real estate firm specializing in residential and commercial property management, residential and commercial leasing and residential and commercial sales.

We are committed to your success. Our team firmly believes in setting and exceeding expectations for our clientele.

The management portfolio consists of just under 1,150 doors and housing over 2,000 residents in Alameda and surrounding Bay Area.

Cerda-Zein Real Estate is hyper-local to the city of Alameda and due to our focus and commitment to Alameda we are in a unique position to acutely understand current conditions and trends of local real estate and be pro-active in our approach to local market conditions and the needs of owners and tenants.

**CZRE COMMITS TO  
THE COMMUNITY AND  
HAS ESTABLISHED  
STRONG AND LASTING  
RELATIONS WITH  
LOCAL VENDORS.**

# BENEFITS TO CITY OF ALAMEDA- HEALTH CARE DISTRICT AS OWNER

## **1. MULTI-LINGUAL STAFF FOR TENANT RELATIONS AND COMMUNICATION:**

Our staff is proficient in various languages, including but not limited to:

- Arabic
- Chinese (Cantonese)
- Vietnamese
- Spanish

## **2. RESPONSIVENESS:**

We provided dedicated service for call answering and voice-to-voice communications with tenants, maintenance, and owners with live staff 24 hours a day, seven days a week. This helps ensure that emergencies or essential items are communicated to the appropriate decision makers quickly and efficiently.

## **3. MAINTENANCE CAPABILITIES:**

We provide in-house, dedicated maintenance service for smaller items such as but not limited to light bulb replacements, installation of carbon monoxide and smoke detectors, lighting pilot lights, tightening hinges, installation of blinds, touch up painting, and issues so that they can be resolved expeditiously without resort to the time and additional administrative work that would be required for an outside vendor.

## **4. BUDGETING & ACCOUNTING:**

Over the last fifteen years, we have developed in house budget review protocols that provide for a systematic assessment of owners' accounts and maintenance budgets. Vendor estimates are compared to repairs conducted within our management portfolio. Negotiations and price comparisons on vendor pricing happens on a routine basis.

We have a 3rd party vendor (APM help) conduct the daily bank audits and monthly reconciliations. They keep the financials aligned with the trust bookkeeping guidelines as outlined by the Department of Real Estate.

## **24/7 LIVE SUPPORT FOR ALL CALLS:**

Our dedicated team ensures that every call, including maintenance emergencies, is answered by a live person around the clock, enhancing responsiveness and service quality.

## **DEDICATED BACK-OFFICE SUPPORT:**

CZRE's comprehensive back-office infrastructure enables our team to concentrate on fostering strong client relationships, ensuring operational efficiency and client satisfaction.

## **PROACTIVE LEASING TEAM:**

Our leasing team is committed to actively filling vacant units and soliciting client feedback. Understanding clients' needs and preferences allows us to tailor offerings that attract and retain tenants.

## **EMPHASIS ON EFFECTIVE COMMUNICATION:**

We prioritize open and consistent communication through well-structured meetings, ensuring issues are swiftly addressed and all team members are aligned and informed.

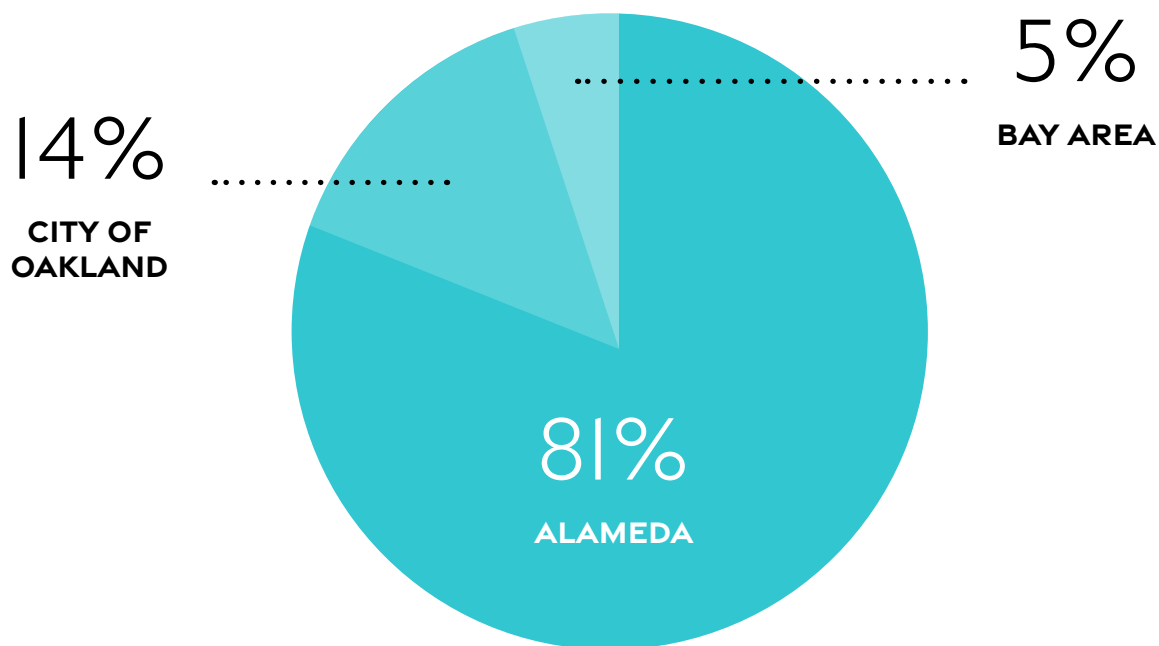
## **WEEKLY INTERDEPARTMENTAL COORDINATION MEETINGS:**

Our regular office meetings facilitate cross-departmental collaboration and keep staff informed on various aspects, including new clients, weekly objectives, financial updates, client care insights, project statuses, leasing achievements, and executive overviews.



# PORTFOLIO

The Cerda-Zein Real Estate portfolio consists of 81% of properties in the City of Alameda, 14% in the City of Oakland, and 5% throughout the bay area.



## THESE PROPERTIES CONSIST OF:

SINGLE FAMILY HOMES

CONDOS

TOWN HOMES

MULTI UNIT BUILDINGS

# OUR TEAM

Cerda-Zein Real Estate is a team-based company. Our staffing is broken down into the following teams, each with their own lead: property management team, accounting team, project management team, and leasing team. The staffing details are provided below and are broken down pursuant to the following summary:

## TOTAL STAFF: 17 TEAM MEMBERS

- **Licensed Broker:** 1
- **Senior Property Manager & Managing Partner:** 1
- **General Management:** 2
- **Accounting:** 2 (APM help back office)
- **Project Management & Maintenance:** 4 (Fyxed back office)
- **Leasing:** 5
- **Client Care:** 2



### **BROKER:**

Jose Cerda-Zein is the broker of Cerda-Zein Real Estate. Jose has been licensed since 2003 and has a firm commitment to the success of our clients and team. In addition, Jose handles all real estate sales and business development. He is readily available to step into any situation and address issues or concerns that the team cannot resolve.



### **MANAGING PARTNER AND SENIOR PROPERTY MANAGER:**

Nancy Cerda-Zein is the Managing Partner and the Co-owner of Cerda-Zein Real Estate and oversees the day-to-day operations of Cerda-Zein Real Estate.

## MANAGEMENT TEAM:

Abia Al Khafaji and Alex Camarena are property managers at Cerda-Zein Real Estate.

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## ACCOUNTING TEAM:

Debra Lindsey is the Senior Accounting Manager at Cerda-Zein Real Estate. Ms. Lindsey not only manages Cerda-Zein Real Estate's in-house accounting, but also oversees our outside accounting team APM help which provides additional oversight and compliance services. The combination of the in-house and outside accounting capabilities provides a comprehensive team to handle owner and tenant funds.

### ***Debra oversees the following staff:***

- Amy McCann: accounting assistant
- 

## PROJECT MANAGEMENT TEAM:

Tanya Garvine is the Senior Project Manager. Tanya is backed by a maintenance team 24 hours a day, seven days a week. Tanya's duties include but are not limited to overseeing new projects current projects and assigning residence maintenance inquiries to vendors.

### ***Tanya oversees the following staff:***

- Gerardo Oseguera: Lead Maintenance Technician
- Oscar Salgado: Assistant Maintenance Technician
- Kevin Oseguera : Assistant

## LEASING TEAM :

Nicole Thresher is the Senior Leasing Manager. Nicole's tasks include:

- Presenting leasing applications to clients or property managers.
- Updating clients and property managers weekly on the progress of their rental listings.
- Sending feedback and recommendations, if any, on the weekly progress report.

### ***Nicole oversees the following staff:***

- Angelo Melendez: Leasing Consultant
  - Alex Camarena: Leasing Consultant
  - Evan Rafferty: Showing Assistant
  - Yosef Amini: Showing Assistant
- 

## CLIENT CARE TEAM:

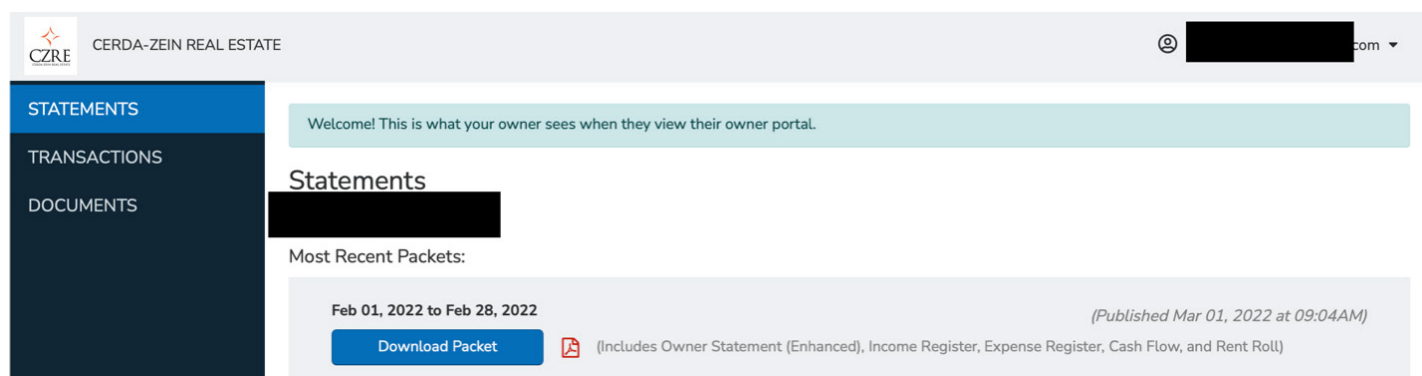
Krista Paine is the Senior Client Care Manager. Krista is a resident liaison. Duties include but are not limited to reviewing management contracts, ensuring documents are up in place and up to date, direct liaison to the rent program, and updating the team on notices.

### ***Krista works along side the following staff:***

- Lily Saechao: Client Care Specialist

# FINANCIAL REPORTING

Cerda-Zein Real Estate uses Appfolio, web-based software that allows residents and owners to access their online accounts. It is used for the capabilities of online tenant payments and maintenance requests. Through this software, we provide transparency to owners so that at any time they can get a view of unit-by-unit accounting, maintenance, reports, and access essential documentation.



## APPFOLIO FEATURES:

- Clients can access their online accounts, make online owner payments, view online monthly reports, and view documents.
- Clients can access their account online via desktop or mobile
- Make payments online
- View online financial reports
- Access 1099
- Access Year end statement
- APM help provides back office bookkeeping support

## **CERDA-ZEIN HAS TIERED IN-HOUSE REPORTING PROCEDURES TO ENSURE COMPLIANCE WITH INTERNAL POLICIES, STATE AND LOCAL REGULATIONS AND LAWS, AND CLIENT CONTRACT REQUIREMENTS.**

In addition, our accounting services team conducts daily bank audits and provides reports to management to maintain comprehensive information sharing regarding budgets and fund management.

Accounting also provides management with monthly reconciliations of client accounts.

The accounting department conducts and reviews a monthly bank reconciliation and shares the report to Jose and Nancy Cerda-Zein.

The accounting team's responsibilities include financial audits, accounts receivable, accounts payable, depositing checks, printing checks, payments to vendors, income and expense reporting, preparing financial statements, 1099s, and year-to-date statements.

Once clients have approved payment and if funds are available, payments are made weekly to vendors.

Nancy and Jose Cerda-Zein are the only individuals in the office that can authorize payments from the trust account(s).

# FINANCIAL DOCUMENTS AVAILABLE IN THE OWNER PORTAL

CASH FLOW DETAIL

EXPENSE REGISTER

OWNER STATEMENT

RENT ROLL

INCOME REGISTER

## I. CASH FLOW DETAIL

### Cash Flow Detail

Properties: 123 Address Ave. - 123 Address Ave Alameda, CA 94501

Date Range: 11/01/2023 to 11/30/2023

Accounting Basis: Cash

Exclude Suppressed Fees: No

Account Name	Date	Type	Amount	Reference #	Description
<b>Operating Income &amp; Expense</b>					
<b>Income</b>					
<b>Rent Income</b>					
<b>Rent Income</b>					
	11/01/2023	Receipt	2,400.00		
	11/01/2023	Receipt	2,050.00		
	11/01/2023	Receipt	1,759.50		
	11/01/2023	Receipt	2,000.00		
	11/01/2023	eCheck receipt	2,500.00	0633-B680	November 2023
	11/01/2023	eCheck receipt	1,700.00	0A2C-6400	November 2023
	11/01/2023	eCheck receipt	2,018.25	15BF-7DA0	November 2023
	11/01/2023	eCheck receipt	2,700.00	165E-68A0	November 2023
<b>Total Rent Income</b>			<b>17,127.75</b>		
<b>Total Rent Income</b>			<b>17,127.75</b>		
<b>Rent Program Income</b>					
	11/01/2023	Receipt	6.75		
	11/01/2023	Receipt	6.75		
	11/01/2023	Receipt	6.75		
	11/01/2023	Receipt	6.75		
	11/01/2023	eCheck receipt	6.75	0633-B680	November 2023 - Alameda rent program 2023
	11/01/2023	eCheck receipt	6.75	0A2C-6400	November 2023 - Alameda rent program 2023
	11/01/2023	eCheck receipt	6.75	15BF-7DA0	November 2023 - Alameda rent program 2023
	11/01/2023	eCheck receipt	1.18	165E-68A0	October 2023 - Alameda rent program 2023
	11/01/2023	eCheck receipt	4.98	165E-68A0	November 2023 - Alameda rent program 2023
<b>Total Rent Program Income</b>			<b>53.41</b>		
<b>Total Operating Income</b>			<b>17,181.16</b>		
<b>Expense</b>					
<b>Maintenance &amp; Repair Expenses</b>					
<b>General Maintenance</b>					
	11/22/2023	eCheck	280.00	53E9-955A	Gutter cleaning service.
<b>Total General Maintenance</b>			<b>280.00</b>		

Created on 03/05/2024

Page 1

## 2. OWNER STATEMENT

### CERDA-ZEIN REAL ESTATE

1417 Everett St  
Alameda, CA 94501

Period: 01 Nov 2023-30 Nov 2023

Property Manager: Name (Property Manager) (510)555-5555

### Owner Statement



**Tom Jones**  
123 Jones Ave.  
Alameda, CA 94501



**Properties**  
123 Address Ave.  
Alameda, CA 94501

Date	Payee / Payer	Type	Reference	Description	Income	Expense	Balance
				Beginning Cash Balance as of 11/01/2023			8,556.74
11/01/2023		eCheck receipt	0633-B680	10 - Rent Income - November 2023	2,500.00		11,056.74
11/01/2023		eCheck receipt	0633-B680	10 - Rent Program Income - November 2023 - Alameda rent program 2023	6.75		11,063.49
11/01/2023		eCheck receipt	0A2C-6400	7 - Rent Income - November 2023	1,700.00		12,763.49
11/01/2023		eCheck receipt	0A2C-6400	7 - Rent Program Income - November 2023 - Alameda rent program 2023	6.75		12,770.24
11/01/2023		eCheck receipt	15BF-7DA0	11 - Rent Income - November 2023	2,018.25		14,788.49
11/01/2023		eCheck receipt	15BF-7DA0	11 - Rent Program Income - November 2023 - Alameda rent program 2023	6.75		14,795.24
11/01/2023		eCheck receipt	165E-68A0	8 - Rent Program Income - October 2023 - Alameda rent program 2023	1.18		14,796.42
11/01/2023		eCheck receipt	165E-68A0	8 - Rent Income - November 2023	2,700.00		17,496.42
11/01/2023		eCheck receipt	165E-68A0	8 - Rent Program Income - November 2023 - Alameda rent program 2023	4.98		17,501.40
11/02/2023	CERDA-ZEIN REAL ESTATE	eCheck	3D91-BC68	5 - Materials/Supplies - Other - 1 smoke detector.		24.00	17,477.40
11/02/2023	CERDA-ZEIN REAL ESTATE	eCheck	3D91-BC68	Monthly Management Fee - Monthly Management Fee for 11/2023		856.39	16,621.01
11/03/2023	PG&E	Check	9726	Gas - 09/26-10/25		170.47	16,450.54
11/07/2023		Check	9727	Owner Distribution - Owner payment for 11/2023		10,000.00	6,450.54
11/09/2023	ACI-Alameda	Check	9729	Garbage and Recycling - 10/01-10/31 034770		476.67	5,973.87
11/09/2023	Alameda Municipal Power	Check	9730	Electricity - 09/26-10/26		87.67	5,886.20
11/09/2023	Dewey Pest Control	Check	9731	Pest Control - Nov 23		86.00	5,800.20
11/09/2023	F.G. Gardening Services	Check	9733	Landscape Maintenance - Oct 23		100.00	5,700.20
11/16/2023	All Weather Roofing	Check	9737	Roof Repair - Roof repair work completed as per contractor.		540.00	5,160.20
11/16/2023		Check	9742	Owner Distribution - Owner payment for 11/2023		4,360.20	800.00

## 3. INCOME REGISTER

### Income Register

Properties: Address Ave. 123 - 123 Address Ave Alameda, CA 94501

Receipt Date Range: 11/01/2023 to 11/30/2023

Payers: All

Type	Reference	Property	Unit	Payer	Received Date / Invoice Date	Cash Account / Income Account	Receipt Amount	Charge Amount	Description
		Address Ave. 123 - 123 Address Ave. Alameda, CA 94501	9		11/01/2023	1100 - Operating Cash	0.00		Prepayment applied automatically
						2800 - Prepaid Rent		-2,400.00	
					11/01/2023	4060 - Rent Income		2,400.00	
		Address Ave 123 - 123 Address Ave Alameda, CA 94501	9		11/01/2023	1100 - Operating Cash	0.00		Prepayment applied automatically
						2800 - Prepaid Rent		-6.75	
					11/01/2023	4600 - Rent Program Income		6.75	
		Address Ave. 123 - 123 Address Ave. Alameda, CA 94501	12		11/01/2023	1100 - Operating Cash	0.00		Prepayment applied automatically
						2800 - Prepaid Rent		-2,050.00	
					11/01/2023	4060 - Rent Income		2,050.00	
		Address Ave. 123 - 123 Address Ave Alameda, CA 94501	12		11/01/2023	1100 - Operating Cash	0.00		Prepayment applied automatically
						2800 - Prepaid Rent		-6.75	
					11/01/2023	4600 - Rent Program Income		6.75	
		Address Ave. 123 - 123 Address Ave. Alameda, CA 94501	6		11/01/2023	1100 - Operating Cash	0.00		Prepayment applied automatically
						2800 - Prepaid Rent		-1,759.50	
					11/01/2023	4060 - Rent Income		1,759.50	
		Address Ave 123 - 123 Address Ave Alameda, CA 94501	6		11/01/2023	1100 - Operating Cash	0.00		Prepayment applied automatically
						2800 - Prepaid Rent		-6.75	
					11/01/2023	4600 - Rent Program Income		6.75	

Created on 03/05/2024

Page 1

## 4. EXPENSE REGISTER

### Expense Register

**Properties:** Address Ave 123 - 123 Address Ave Alameda, CA 94501

**Payees:** All

**Bill Status:** All

**Bill Date Range:** 11/01/2023 to 11/30/2023

Property	Unit	Payee Name	Bill Date	Check Date	Expense Account	Cash Account	Amount	Unpaid/Paid	Reference/Check #	Description
Address Ave 123 - 123 Address Ave. Alameda, CA 94501		PG&E	11/02/2023		5310 - Gas	1100 - Operating Cash	170.47		4689609741-0	09/26-10/25
				11/03/2023				170.47		
Address Ave 123 - 123 Address Ave. Alameda, CA 94501		CERDA-ZEIN REAL ESTATE	11/02/2023		5210 - Monthly Management Fee	1100 - Operating Cash	856.39			Monthly Management Fee for 11/2023
				11/02/2023				856.39		
Address Ave 123 - 123 Address Ave. Alameda, CA 94501			11/07/2023		3150 - Owner Distribution	1100 - Operating Cash	10,000.00			Owner payment for 11/2023
				11/07/2023				10,000.00		
Address Ave 123 - 123 Address Ave. Alameda, CA 94501		Dewey Pest Control	11/08/2023		5187 - Pest Control	1100 - Operating Cash	86.00		16287131	Nov 23
				11/09/2023				86.00		
Address Ave 123 - 123 Address Ave. Alameda, CA 94501		F.G. Gardening Services	11/08/2023		5185 - Landscape Maintenance	1100 - Operating Cash	100.00		1521	Oct 23
				11/09/2023				100.00		
Address Ave 123 - 123 Address Ave. Alameda, CA 94501		ACI-Alameda	11/08/2023		5330 - Garbage and Recycling	1100 - Operating Cash	476.67		0001652048	10/01-10/31 034770
				11/09/2023				476.67		

## 5. RENT ROLL

### Rent Roll

**Properties:** Address Ave 123 123 Address Ave Alameda, CA 94501

**Units:** Active

**As of:** 11/30/2023

**Include Non-Revenue Units:** No

Unit	BD/BA	Status	Rent	Deposit	Move-In
<b>Address Ave 123 - 123 Address Ave Alameda, CA 94501</b>					
5	2/1.00	Current	2,000.00	2,700.00	01/25/2022
6	1/1.00	Current	1,759.50	1,100.00	09/22/2011
7	0/1.00	Current	1,700.00	2,900.00	11/18/2017
8	2/1.00	Current	2,700.00	2,900.00	06/09/2014
9	2/1.00	Current	2,400.00	3,100.00	10/15/2023
10	2/1.00	Current	2,500.00	3,700.00	07/15/2017
11	2/1.00	Current	2,018.25	1,500.00	06/01/2009
12	1/1.00	Current	2,050.00	2,750.00	08/01/2022
<b>8 Units</b>		<b>100.0% Occupied</b>	<b>17,127.75</b>	<b>20,650.00</b>	
<b>Total 8 Units</b>		<b>100.0% Occupied</b>	<b>17,127.75</b>	<b>20,650.00</b>	

# REPAIR/MAINTENANCE

Cerda-Zein Real Estate Senior Project Manager oversees the coordination of receiving maintenance requests, processing the request, and coordinating between tenant and vendor(s).

Cerda-Zein Real Estate employs two in-house maintenance technicians for minor routine maintenance requests. Currently, the cost is \$65 per hour, during regular business hours (9 am-5 pm Monday through Friday), and \$97.50 per hour after regular business hours plus materials.

In addition to our in-house maintenance capabilities, we have longstanding relationships with Alameda businesses whom we regularly contract with for maintenance or repairs that cannot be performed by our in-house team. Below is a sample of the local Alameda vendors that we use:

- **Electrical:** TEC
- **Glass or Window:** Glassman & Sons
- **Landscaping:** McDaniels Landscaping
- **Plumbing:** AT Weber
- **Central Plumbing:** Rick's Plumbing
- **Roofing/gutters:** Rain Defense

# SERVICE CALLS

Service requests originate through several ways: the AppFolio software by phone call, or walk in. Once a service request is received, it is logged in and evaluated. the request is directed to the in-house maintenance team, and if not, to an appropriate vendor for resolution.

## AFTER HOURS SERVICE CALLS

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There are two ways residents can make after hour service calls. First, they can either call in or message through their online account.

Resident service calls will either come through AppFolio or via phone.

The maintenance team will respond to the tenant to gather information on the service call.

They will trouble shoot and see if it's something that can be resolved. If the service call needs a site visit, the maintenance team will contact the appropriate vendor and give details to the vendor and dispatch them to the site.

# FEES

Management fees are 8% of the gross monthly rent or \$100 (per door), whichever is greater.

## **LEASE COMMISSION FEE:**

The leasing commission is 30% of one month's rent. The fee is negotiable between the lessor and the lessee. In today's market, the 30% fee is typically paid by the residents.

The leasing commission is negotiable between lessor and lessee. In today's market the leasing fee is typically 30% of one month's rent.

Prices are subject to change. Clients will be notified 30 days in advance if prices are changed.

## **PROJECT MANAGEMENT FEE:**

10% of the final invoice for project management coordination beyond regular routine maintenance.

**CERDA-ZEIN REAL ESTATE LOOKS  
FORWARD IN CONTINUING TO SERVE  
THE ALAMEDA COMMUNITY.**



# CZRE

CERDA-ZEIN REAL ESTATE

510.522.5888 • [nancy@cerdazein.com](mailto:nancy@cerdazein.com)

Sales Team Office: 1417 Everett Street, Alameda CA 94501

Management Team Office: 2514 Santa Clara Avenue, Alameda CA 94501

# CITY OF ALAMEDA HEALTH CARE DISTRICT

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## UNAUDITED FINANCIAL STATEMENTS

FOR THE PERIOD  
(August 1 - 31, 2024)

## Balance Sheets

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	As of 6/30/2024	As of 8/31/2024
<b>Assets</b>		
<u>Current assets:</u>		
Cash and cash equivalents	\$ 1,324,758	\$ 2,269,271
Grant and other receivables	322,129	1,024,189
Prepaid expenses and deposits	165,553	141,242
Total current assets	1,812,441	3,434,703
Assets limited as to use	697,407	724,297
Capital Assets, net of accumulated depreciation	2,082,273	2,054,206
	4,592,121	6,213,206
Other Assets	(0)	(0)
Lease receivable	203,217	203,217
Total assets	\$ 4,795,338	\$ 6,416,423
<b>Liabilities and Net Position</b>		
<u>Current liabilities:</u>		
Current maturities of debt borrowings	\$ 23,832	\$ 25,040
Accounts payable and accrued expenses	25,074	31,574
Total current liabilities	48,906	56,613
Deferred inflows of resources	203,217	203,217
Debt borrowings net of current maturities	778,669	773,715
Total liabilities	1,030,792	1,033,545
<b>Net position:</b>		
Total net position (deficit)	3,764,546	5,382,877
<b>Total liabilities and net position</b>	<b>\$ 4,795,338</b>	<b>\$ 6,416,423</b>

## Statements of Revenues, Expenses and Changes in Net Position

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	Actual YTD 6/30/2024	Actual YTD 8/31/2024	Budget YTD 6/30/2024	Variance	
<b>Revenues and other support</b>					
District Tax Revenues	\$ 6,099,035	\$ 1,011,845	\$ 1,009,402	2,444	0%
Rents	202,831	37,977	35,833	2,143	-2290%
Other revenues	84,050	1,030,066	-	#####	
Total revenues	6,385,916	2,079,887	1,045,235	#####	
<b>Expenses</b>					
Professional fees - executive director	224,923	16,347	30,833	14,487	47%
Professional fees - Assistant	115,820	20,596	18,333	(2,263)	-12%
Professional fees	626,861	319,469	52,017	(267,452)	-514%
Supplies	10,606	2,643	333	(2,310)	-693%
Purchased services	4,200	500	1,610	1,110	69%
Repairs and maintenance	34,612	8,156	7,250	(906)	-12%
Rents	21,021	3,822	3,405	(417)	-12%
Utilities	13,304	2,475	2,000	(475)	-24%
Insurance	179,884	31,586	26,741	(4,845)	-18%
Depreciation and amortization	168,399	28,066	31,733	3,667	
Interest	47,415	7,920	6,391	(1,529)	-24%
Travel, meeting and conferences	8,029	3,000	2,500	(500)	-20%
Other expenses	24,600	1,977	5,762	3,785	66%
Community projects and programs	263,500	-	43,667	43,667	100%
Total expenses	1,743,173	446,556	232,576	(213,980)	
Operating gains	4,642,743	1,633,332	812,659	(820,672)	-101%
Transfers	(5,921,453)	(15,000)	(849,950)		
Increase(Decrease) in net position	(1,278,710)	1,618,332	(37,290)		
Net position at <i>beginning of the year</i>	5,043,256	3,764,546	3,764,546		
Net position at the <i>end of the period</i>	\$ 3,764,546	\$ 5,382,877	\$ 3,727,256		

## Statements of Cash Flows

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	Actual YTD 6/30/2024	Actual YTD 8/31/2024
Increase(Decrease) in net position	\$ (1,278,710)	\$ 1,618,332
Add Non Cash items		
Depreciation	168,399	28,066
<b>Changes in operating assets and liabilities</b>		
Grant and other receivables	(15,800)	(702,059)
Prepaid expenses and deposits	(12,094)	24,311
Deferred outflows of resources	-	-
Accounts payable and accrued expenses	-	6,500
Deferred revenues	-	-
Net Cash provided(used) by operating activities	(1,138,205)	975,150
<b>Cash flows from investing activities</b>		
Acquisition of Property Plant and Equipment	(139,488)	(0)
Changes in assets limited to use	164,756	(26,890)
Net Cash used in investing activities	25,267	(26,890)
<b>Cash flows from financing activities</b>		
Principal payments on debt borrowings	(22,585)	(3,746)
Net cash used by financing activities	(22,585)	(3,746)
<b>Net change in cash and cash equivalents</b>	(1,135,523)	944,514
Cash at the beginning of the year	2,460,281	1,324,758
Cash at the end of the period	\$ 1,324,758	\$ 2,269,271

## Balance Sheets

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	District 6/30/2024	Jaber 6/30/2024	As of 6/30/2024	District 8/31/2024	Jaber 8/31/2024	As of 8/31/2024
<b>Assets</b>						
<u>Current assets:</u>						
Cash and cash equivalents	\$ 1,324,758	\$ -	\$ 1,324,758	\$ 2,269,271	\$ -	\$ 2,269,271
Grant and other receivables	322,129	0	322,129	1,024,189	0	1,024,189
Prepaid expenses and deposits	165,553	(0)	165,553	141,243	0	141,243
Total current assets	1,812,441	(0)	1,812,441	3,434,703	0	3,434,703
Due To Due From	25,037	(25,037)	0	25,037	(25,037)	0
Assets limited as to use	0	697,407	697,407	0	724,297	724,297
Capital Assets, net of accumulated depreciation	1,164,485	917,788	2,082,273	1,142,652	911,555	2,054,206
	3,001,962	1,590,159	4,592,121	4,602,391	1,610,815	6,213,206
Other Assets	(0)	0	(0)	0	0	0
Deferred outflows of resources	203,217	0	203,217	203,217	0	203,217
Total assets	3,205,179	1,590,159	4,795,338	4,805,608	1,610,815	6,416,423
<b>Liabilities and Net Position</b>						
<u>Current liabilities:</u>						
Current maturities of debt borrowings	23,832	0	23,832	25,040	0	25,040
Accounts payable and accrued expenses	25,074	0	25,074	31,574	0	31,574
Total current liabilities	48,906	0	48,906	56,613	0	56,613
Deferred revenue	203,217	0	203,217	203,217	0	203,217
Debt borrowings net of current maturities	778,669	0	778,669	773,715	0	773,715
Total liabilities	1,030,792	0	1,030,792	1,033,545	0	1,033,545
<b>Net position:</b>						
Total net position (deficit)	2,174,387	1,590,159	3,764,546	3,772,063	1,610,815	5,382,878
<b>Total liabilities and net position</b>	\$3,205,179	\$1,590,159	\$4,795,338	\$4,805,608	\$1,610,815	\$6,416,423

## Statements of Revenues, Expenses and Changes in Net Position

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	District 6/30/2024	Jaber 6/30/2024	Actual YTD 6/30/2024	District 8/31/2024	Jaber 8/31/2024	Actual YTD 8/31/2024
<b>Revenues and other support</b>						
District Tax Revenues	6,099,035	0	6,099,035	1,011,845	0	1,011,845
Rents	0	202,831	202,831	0	37,977	37,977
Other revenues	84,050	0	84,050	1,030,066	0	1,030,066
Total revenues	6,183,085	202,831	6,385,916	2,041,911	37,977	2,079,887
<b>Expenses</b>						
Professional fees - executive director	224,923	0	224,923	16,347	0	16,347
Professional fees - Assistant	115,820	0	115,820	20,596	0	20,596
Professional fees	616,361	10,500	626,861	317,727	1,742	319,469
Supplies	10,606	0	10,606	2,643	0	2,643
Purchased services	4,200	0	4,200	500	0	500
Repairs and maintenance	0	34,612	34,612	0	8,156	8,156
Rents	21,021	0	21,021	3,822	0	3,822
Utilities	1,342	11,961	13,304	0	2,475	2,475
Insurance	179,884	0	179,884	31,586	0	31,586
Depreciation and amortization	130,999	37,400	168,399	21,833	6,233	28,066
Interest	47,415	0	47,415	7,920	0	7,920
Travel, meeting and conferences	8,029	0	8,029	3,000	0	3,000
Other expenses	16,575	8,025	24,600	3,262	(1,286)	1,976
Community projects and programs	263,500	0	263,500	0	0	0
Total expenses	1,640,674	102,499	1,743,173	429,235	17,320	446,555
Operating gains	4,542,411	100,332	4,642,743	1,612,676	20,656	1,633,332
Transfers	(5,757,453)	(164,000)	(5,921,453)	(15,000)	0	(15,000)
Increase(Decrease) in net position	(1,215,042)	(63,667)	(1,278,710)	1,597,676	20,656	1,618,332
Net position at <i>beginning of the year</i>	3,389,430	1,653,826	5,043,256	2,174,387	1,590,159	3,764,546
Net position at the <i>end of the period</i>	2,174,387	1,590,159	3,764,546	3,772,063	1,610,815	5,382,878

## Statements of Cash Flows

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	District	Jaber	Actual	District	Jaber	Actual
	6/30/2024	6/30/2024	YTD 6/30/2024	8/31/2024	8/31/2024	YTD 8/31/2024
Increase(Decrease) in net position	(1,215,042)	(63,667)	(1,278,710)	1,597,676	20,656	1,618,332
Add Non Cash items						
Depreciation	130,999	37,400	168,399	21,833	6,233	28,066
<b>Changes in operating assets and liabilities</b>						
Grant and other receivables	(15,800)	0	(15,800)	(702,059)	(0)	(702,060)
Prepaid expenses and deposits	(12,094)	0	(12,094)	24,311	(0)	24,311
Deferred outflows of resources						
Due To Due From	(1,000)	1,000	0	0	0	0
Accounts payable and accrued expenses	(1)	0	(1)	6,500	0	6,500
Deferred revenues	0		0	0		0
Net Cash provided(used) by operating activities	(1,112,939)	(25,267)	(1,138,206)	948,260	26,889	975,149
<b>Cash flows from investing activities</b>						
Acquisition of Property Plant and Equipment	0	(139,488)	(139,488)	(0)	0	(0)
Changes in assets limited to use	0	164,756	164,756	0	(26,890)	(26,890)
Net Cash used in investing activities	0	25,267	25,267	(0)	(26,890)	(26,890)
<b>Cash flows from financing activities</b>						
Principal payments on debt borrowings	(22,585)	0	(22,585)	(3,746)	0	(3,746)
Net cash used by financing activities	(22,585)	0	(22,585)	(3,746)	0	(3,746)
<b>Net change in cash and cash equivalents</b>	(1,135,524)	(0)	(1,135,524)	944,514	(0)	944,513
Cash at the beginning of the year	2,460,281	(0)	2,460,281	1,324,758	(0)	1,324,758
Cash at the end of the period	1,324,758	(0)	1,324,758	2,269,271	(0)	2,269,271

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
<u>Rents - 1359 Pearl Street</u>													
Unit A	2,483	2,483											4,965
Unit B	1,752	1,752											3,504
Unit C	4,013	1,505											5,518
Unit D	1,586	1,586											3,172
Unit E	1,900	1,900											3,800
Unit F	1,543	1,543											3,086
Unit G	2,000	2,000											4,000
Unit H	1,485	1,485											2,970
	16,762	14,254	-	-	-	-	-	-	-	-	-	-	31,016
Laundry	129	170											299
	16,891	14,424	-	-	-	-	-	-	-	-	-	-	31,315
<u>Expenses</u>													
Landscaping	275	275											550
Utilities	1,334	1,141											2,475
Cleaning, Inspection, Repairs	3,538	3,539											7,077
Other	645												645
Mngt Fee	697	711											1,409
Reserve	1,481	(3,411)											(1,931)
Total Expenses	7,970	2,256	-	-	-	-	-	-	-	-	-	-	10,225
Net	8,920.91	12,168	-	-	-	-	-	-	-	-	-	-	21,089
<u>Rents - 2711 Encinal Avenue</u>													
Wendy and Shawn Shay	3,331	3,331											6,662
<u>Expenses</u>													
Other													-
Cleaning, Inspection, Repairs	165	363											528
Mngt Fee	167	167											333
Reserve													-
Total Expenses	332	530	-	-	-	-	-	-	-	-	-	-	861
Net	2,999.45	2,801	-	-	-	-	-	-	-	-	-	-	5,801
<u>Summary Rents</u>	20,222	17,755	-	-	-	-	-	-	-	-	-	-	37,977
<u>Summary Expenses</u>													
26 Mngt Fee	864	878	-	-	-	-	-	-	-	-	-	-	1,742
62 Landscaping	275	275	-	-	-	-	-	-	-	-	-	-	550
62 Cleaning, Inspection, Repairs	3,703	3,902	-	-	-	-	-	-	-	-	-	-	7,606
80 Utilities	1,334	1,141	-	-	-	-	-	-	-	-	-	-	2,475
84 Other	645	-	-	-	-	-	-	-	-	-	-	-	645
84 Reserve	1,481	(3,411)	-	-	-	-	-	-	-	-	-	-	(1,931)
Total Expenses	8,301	2,786	-	-	-	-	-	-	-	-	-	-	11,087
Net Revenues over Expenses	11,920	14,969	-	-	-	-	-	-	-	-	-	-	26,890
Actual Deposit	11,920	14,969											26,890

# CITY OF ALAMEDA HEALTH CARE DISTRICT

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## UNAUDITED FINANCIAL STATEMENTS

FOR THE PERIOD  
(September 1 - 30, 2024)

## Balance Sheets

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	As of 6/30/2024	As of 9/30/2024
<b>Assets</b>		
<u>Current assets:</u>		
Cash and cash equivalents	\$ 1,324,758	\$ 1,128,077
Grant and other receivables	322,129	1,024,189
Prepaid expenses and deposits	165,553	164,728
Total current assets	1,812,441	2,316,994
Assets limited as to use	697,407	727,775
Capital Assets, net of accumulated depreciation	2,082,273	2,054,206
	4,592,121	5,098,976
Other Assets	(0)	(0)
Lease receivable	203,217	203,217
Total assets	\$ 4,795,338	\$ 5,302,193
<b>Liabilities and Net Position</b>		
<u>Current liabilities:</u>		
Current maturities of debt borrowings	\$ 23,832	\$ 25,040
Accounts payable and accrued expenses	25,074	31,574
Total current liabilities	48,906	56,613
Deferred inflows of resources	203,217	203,217
Debt borrowings net of current maturities	778,669	771,701
Total liabilities	1,030,792	1,031,531
<b>Net position:</b>		
Total net position (deficit)	3,764,546	4,270,662
<b>Total liabilities and net position</b>	<b>\$ 4,795,338</b>	<b>\$ 5,302,193</b>

## Statements of Revenues, Expenses and Changes in Net Position

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	Actual YTD 6/30/2024	Actual YTD 9/30/2024	Budget YTD 6/30/2024	Variance	
<b>Revenues and other support</b>					
District Tax Revenues	\$ 6,099,035	\$ 1,011,845	\$ 1,514,103	(502,257)	-33%
Rents	202,831	56,581	53,750	2,831	-1269%
Other revenues	84,050	1,379,792	-	#####	
Total revenues	6,385,916	2,448,219	1,567,853	880,366	
<b>Expenses</b>					
Professional fees - executive director	224,923	52,693	46,250	(6,443)	-14%
Professional fees - Assistant	115,820	28,564	27,500	(1,064)	-4%
Professional fees	626,861	337,754	78,025	(259,729)	-333%
Supplies	10,606	2,703	500	(2,203)	-441%
Purchased services	4,200	1,000	2,415	1,415	59%
Repairs and maintenance	34,612	24,050	10,875	(13,175)	-121%
Rents	21,021	5,733	5,107	(626)	-12%
Utilities	13,304	3,878	3,000	(878)	-29%
Insurance	179,884	31,586	40,112	8,526	21%
Depreciation and amortization	168,399	28,066	47,600	19,534	
Interest	47,415	11,739	9,587	(2,152)	-22%
Travel, meeting and conferences	8,029	6,500	3,750	(2,750)	-73%
Other expenses	24,600	13,044	8,643	(4,401)	-51%
Community projects and programs	263,500	-	65,500	65,500	100%
Total expenses	1,743,173	547,311	348,864	(198,447)	
Operating gains	4,642,743	1,900,908	1,218,989	(681,919)	-56%
Transfers	(5,921,453)	(1,394,792)	(1,274,924)		
Increase(Decrease) in net position	(1,278,710)	506,116	(55,935)		
Net position at <i>beginning of the year</i>	5,043,256	3,764,546	3,764,546		
Net position at the <i>end of the period</i>	\$ 3,764,546	\$ 4,270,662	\$ 3,708,611		

## Statements of Cash Flows

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	Actual YTD 6/30/2024	Actual YTD 9/30/2024
Increase(Decrease) in net position	\$ (1,278,710)	\$ 506,116
Add Non Cash items		
Depreciation	168,399	28,066
<b>Changes in operating assets and liabilities</b>		
Grant and other receivables	(15,800)	(702,059)
Prepaid expenses and deposits	(12,094)	825
Deferred outflows of resources	-	-
Accounts payable and accrued expenses	-	6,500
Deferred revenues	-	-
Net Cash provided(used) by operating activities	(1,138,205)	(160,552)
<b>Cash flows from investing activities</b>		
Acquisition of Property Plant and Equipment	(139,488)	(0)
Changes in assets limited to use	164,756	(30,368)
Net Cash used in investing activities	25,267	(30,368)
<b>Cash flows from financing activities</b>		
Principal payments on debt borrowings	(22,585)	(5,761)
Net cash used by financing activities	(22,585)	(5,761)
<b>Net change in cash and cash equivalents</b>	(1,135,523)	(196,681)
Cash at the beginning of the year	2,460,281	1,324,758
Cash at the end of the period	\$ 1,324,758	\$ 1,128,077

## Balance Sheets

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	District 6/30/2024	Jaber 6/30/2024	As of 6/30/2024	District 9/30/2024	Jaber 9/30/2024	As of 9/30/2024
<b>Assets</b>						
<u>Current assets:</u>						
Cash and cash equivalents	\$ 1,324,758	\$ -	\$ 1,324,758	\$ 1,128,077	\$ -	\$ 1,128,077
Grant and other receivables	322,129	0	322,129	1,024,189	0	1,024,189
Prepaid expenses and deposits	165,553	(0)	165,553	164,729	0	164,729
Total current assets	1,812,441	(0)	1,812,441	2,316,994	0	2,316,994
Due To Due From	25,037	(25,037)	0	25,037	(25,037)	0
Assets limited as to use	0	697,407	697,407	0	727,775	727,775
Capital Assets, net of accumulated depreciation	1,164,485	917,788	2,082,273	1,142,652	911,555	2,054,206
	3,001,962	1,590,159	4,592,121	3,484,682	1,614,294	5,098,976
Other Assets	(0)	0	(0)	0	0	0
Deferred outflows of resources	203,217	0	203,217	203,217	0	203,217
Total assets	3,205,179	1,590,159	4,795,338	3,687,899	1,614,294	5,302,193
<b>Liabilities and Net Position</b>						
<u>Current liabilities:</u>						
Current maturities of debt borrowings	23,832	0	23,832	25,040	0	25,040
Accounts payable and accrued expenses	25,074	0	25,074	31,574	0	31,574
Total current liabilities	48,906	0	48,906	56,613	0	56,613
Deferred revenue	203,217	0	203,217	203,217	0	203,217
Debt borrowings net of current maturities	778,669	0	778,669	771,701	0	771,701
Total liabilities	1,030,792	0	1,030,792	1,031,531	0	1,031,531
<b>Net position:</b>						
Total net position (deficit)	2,174,387	1,590,159	3,764,546	2,656,369	1,614,293	4,270,662
<b>Total liabilities and net position</b>	\$3,205,179	\$1,590,159	\$4,795,338	\$3,687,899	\$1,614,293	\$5,302,193

## Statements of Revenues, Expenses and Changes in Net Position

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	District 6/30/2024	Jaber 6/30/2024	Actual YTD 6/30/2024	District 9/30/2024	Jaber 9/30/2024	Actual YTD 9/30/2024
<b>Revenues and other support</b>						
District Tax Revenues	6,099,035	0	6,099,035	1,011,845	0	1,011,845
Rents	0	202,831	202,831	0	56,581	56,581
Other revenues	84,050	0	84,050	1,379,792	0	1,379,792
Total revenues	6,183,085	202,831	6,385,916	2,391,637	56,581	2,448,219
<b>Expenses</b>						
Professional fees - executive director	224,923	0	224,923	52,693	0	52,693
Professional fees - Assistant	115,820	0	115,820	28,564	0	28,564
Professional fees	616,361	10,500	626,861	335,102	2,652	337,754
Supplies	10,606	0	10,606	2,703	0	2,703
Purchased services	4,200	0	4,200	1,000	0	1,000
Repairs and maintenance	0	34,612	34,612	0	24,050	24,050
Rents	21,021	0	21,021	5,733	0	5,733
Utilities	1,342	11,961	13,304	0	3,878	3,878
Insurance	179,884	0	179,884	31,586	0	31,586
Depreciation and amortization	130,999	37,400	168,399	21,833	6,233	28,066
Interest	47,415	0	47,415	11,739	0	11,739
Travel, meeting and conferences	8,029	0	8,029	6,500	0	6,500
Other expenses	16,575	8,025	24,600	17,410	(4,367)	13,043
Community projects and programs	263,500	0	263,500	0	0	0
Total expenses	1,640,674	102,499	1,743,173	514,864	32,447	547,310
Operating gains	4,542,411	100,332	4,642,743	1,876,774	24,135	1,900,909
Transfers	(5,757,453)	(164,000)	(5,921,453)	(1,394,792)	0	(1,394,792)
Increase(Decrease) in net position	(1,215,042)	(63,667)	(1,278,710)	481,982	24,135	506,117
Net position at <i>beginning of the year</i>	3,389,430	1,653,826	5,043,256	2,174,387	1,590,159	3,764,546
Net position at the <i>end of the period</i>	2,174,387	1,590,159	3,764,546	2,656,369	1,614,293	4,270,663

## Statements of Cash Flows

### CITY OF ALAMEDA HEALTHCARE DISTRICT

	District	Jaber	Actual	District	Jaber	Actual
	6/30/2024	6/30/2024	YTD 6/30/2024	9/30/2024	9/30/2024	YTD 9/30/2024
Increase(Decrease) in net position	(1,215,042)	(63,667)	(1,278,710)	481,982	24,135	506,117
Add Non Cash items						
Depreciation	130,999	37,400	168,399	21,833	6,233	28,066
<b>Changes in operating assets and liabilities</b>						
Grant and other receivables	(15,800)	0	(15,800)	(702,059)	(0)	(702,060)
Prepaid expenses and deposits	(12,094)	0	(12,094)	825	(0)	825
Deferred outflows of resources						
Due To Due From	(1,000)	1,000	0	0	0	0
Accounts payable and accrued expenses	(1)	0	(1)	6,500	0	6,500
Deferred revenues	0		0	0		0
Net Cash provided(used) by operating activities	(1,112,939)	(25,267)	(1,138,206)	(190,920)	30,368	(160,552)
<b>Cash flows from investing activities</b>						
Acquisition of Property Plant and Equipment	0	(139,488)	(139,488)	(0)	0	(0)
Changes in assets limited to use	0	164,756	164,756	0	(30,368)	(30,368)
Net Cash used in investing activities	0	25,267	25,267	(0)	(30,368)	(30,368)
<b>Cash flows from financing activities</b>						
Principal payments on debt borrowings	(22,585)	0	(22,585)	(5,761)	0	(5,761)
Net cash used by financing activities	(22,585)	0	(22,585)	(5,761)	0	(5,761)
<b>Net change in cash and cash equivalents</b>	(1,135,524)	(0)	(1,135,524)	(196,681)	(0)	(196,681)
Cash at the beginning of the year	2,460,281	(0)	2,460,281	1,324,758	(0)	1,324,758
Cash at the end of the period	1,324,758	(0)	1,324,758	1,128,077	(0)	1,128,076

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
<u>Rents - 1359 Pearl Street</u>													
Unit A	2,483	2,483	2,483										7,448
Unit B	1,752	1,752	1,752										5,256
Unit C	4,013	1,505	2,150										7,668
Unit D	1,586	1,586	1,586										4,759
Unit E	1,900	1,900	1,900										5,700
Unit F	1,543	1,543	1,543										4,629
Unit G	2,000	2,000	2,000										6,000
Unit H	1,485	1,485	1,485										4,455
	16,762	14,254	14,899	-	-	-	-	-	-	-	-	-	45,915
Laundry	129	170	375										674
	16,891	14,424	15,274	-	-	-	-	-	-	-	-	-	46,588
<u>Expenses</u>													
Landscaping	275	275	275										825
Utilities	1,334	1,141	1,403										3,878
Cleaning, Inspection, Repairs	3,538	3,539	15,410										22,487
Other	645												645
Mngt Fee	697	711	744										2,152
Reserve	1,481	(3,411)	(3,081)										(5,012)
Total Expenses	7,970	2,256	14,750	-	-	-	-	-	-	-	-	-	24,975
Net	8,920.91	12,168	524.06	-	-	-	-	-	-	-	-	-	21,613
<u>Rents - 2711 Encinal Avenue</u>													
Wendy and Shawn Shay	3,331	3,331	3,331										9,993
<u>Expenses</u>													
Other													-
Cleaning, Inspection, Repairs	165	363	210										738
Mngt Fee	167	167	167										500
Reserve													-
Total Expenses	332	530	377	-	-	-	-	-	-	-	-	-	1,238
Net	2,999.45	2,801	2,954.45	-	-	-	-	-	-	-	-	-	8,755
<u>Summary Rents</u>	20,222	17,755	18,605	-	-	-	-	-	-	-	-	-	56,581
<u>Summary Expenses</u>													
26 Mngt Fee	864	878	910	-	-	-	-	-	-	-	-	-	2,652
62 Landscaping	275	275	275	-	-	-	-	-	-	-	-	-	825
62 Cleaning, Inspection, Repairs	3,703	3,902	15,620	-	-	-	-	-	-	-	-	-	23,225
80 Utilities	1,334	1,141	1,403	-	-	-	-	-	-	-	-	-	3,878
84 Other	645	-	-	-	-	-	-	-	-	-	-	-	645
84 Reserve	1,481	(3,411)	(3,081)	-	-	-	-	-	-	-	-	-	(5,012)
Total Expenses	8,301	2,786	15,126	-	-	-	-	-	-	-	-	-	26,213
Net Revenues over Expenses	11,920	14,969	3,479	-	-	-	-	-	-	-	-	-	30,368
Actual Deposit	11,920	14,969	3,479										30,368



## Meeting Minutes from September 9, 2024 Open Session

Board Members Present: Dr. Deutsch, Dr. Chen, Ms. Codiga, Mr. Sayen, Mr. Cambra,  
District Representatives Present: Mr. Driscoll, Ms. Stebbins

Others Present : Chris Adams, Gary Hicks, Grace Mesina, James Helena, Mario Harding, Dr. Elizabeth Mahler, Richar Espinoza, Kristen Thorson, Eric Shottohen.

### **Call to Order:**

The meeting was called to order at 5:34 p.m., with a quorum of board members present.

### **Seismic Update:**

Ms. Thorson presented the group with a brief update on the 2030 seismic project and its budgets. The first page in the packet provided a financial overview. Notably, the actual budget includes pre-construction costs—all expenses the district has incurred to date to reach this point—as well as the financing costs that helped secure the COPs. This document will serve as our source of truth, tracking invoices as they come in and acting as a reference moving forward.

Although the project is slightly behind the projected schedule, primarily due to a delay in the soils report that affected the start of geotechnical work, the team has made solid progress in advancing the design development phase. Regular meetings are being held with the design team, the core team, and Ratcliff to ensure things stay on track.

Ms. Thorson also reviewed the project timeline using the schedule provided in the agenda packet, which outlines a master project list for Alameda Hospital. This list includes all seismic work, as well as new projects that were not part of the district's original scope, such as moment-frame testing. Additionally, there will be a city planning review that will provide the surrounding neighbors with update notices.

Ms. Thorson also reviewed some of the project's risk item, issues that could impact the scope, schedule, or budget. One such risk is the "make-ready" project, which involves relocating departments and offices to 2-South, an area that was not included in the original plan. Progress is being made in identifying alternate locations, and Mr. Hardig noted that within the next two months, there should be a clearer relocation plan.

Additionally, it has been determined that, due to its age, the air handler has exceeded its useful life, with an estimated replacement cost of \$500,000 to \$700,000.

### **Alameda Health System/ Alameda Hospital Update:**

Mr. Harding provide a review of the Monthly Operating Report for August. The report includes data from the Hospital, Post Acute Care and Creedon Wound Care and the Marina Wellness Center. Overall, there are increases in the ED volume and the Length of Stay (LOS) has decreased in August. There are some areas of improvement such as

missed meals, missed breaks, these are things are being worked on by staff. Notably, the Make Ready project was approved by HCAI last month and they can proceed with the project

Mr. Harding presented the True North Metric report covering FY June 2023 – July 2024. Notably there was some concern as well as room for improvement for patient harm. Dr. Mahler noted that the bulk of the, had resulted from a C-Diff situation and patient falls. These issues have been addressed and are actively being worked on. Mr. Harding also highlighted a letter from the Joint Commission granting certification for the next two years.

The group discussed the issue of the elevators being out of service, with one being down for several months, and the inconvenience this poses to patient care. Mr. Harding noted that a call has been placed to an elevator repair technician to address the issue today. The Board of Trustees has been informed of the need to replace the elevators, with an estimated cost of approximately \$2 million for each replacement.

**Action Item:**

Mr. Harding will bring the question to management and the Hospital Foundation about replacing both sets of elevators.

**Patient Care Experience**

Mr. Adams informed the group that, after over 30 years of service, Pat Reynolds resigned from her role as Preoperative Services Manager and accepted an early retirement package. Although there is still an open position for a Nurse Educator, the vacancy rate is decreasing. Comparing September 2024 to October 2023, hiring has increased across all departments. A new graduate training program is planned for 2025, which has already shown great success, yielding excellent results from our new nurse trainees. Additionally, there will be offered a Transition to Practice program this winter, designed for med-surg and telemetry nurses who wish to move into specialized areas, supporting both career retention and professional development.

The year-to-date turnover rate is 13.02%, with a total of 22 terminations. Of these, 10 occurred within the first two years, and 12 were after two or more years. Most of the latter were due to relocations, retirements, and similar reasons. For comparison, the national nursing turnover rate is 18.4%. CNA negotiations are progressing, with a goal of finalizing a contract within the next month or two.

**Financial Update:**

Ms. Mesina highlighted the financial report for July. Actual acute patient days are nearly on budget, with only a one-day variance. Patient discharges are slightly below budget, indicating that the average length of stay is slightly above the anticipated budget—4.8 days instead of the expected 4.4 days. Observation equivalent days have increased significantly, from a budgeted 16 days to approximately 185 days, suggesting that patients are being placed in the correct status. Paid FTEs exceed the budget by 14, while productive FTEs are over by 54.

Surgeries are slightly under budget by 4 days while the clinic visits are higher than budget. SNF is slightly under budget due to covid outbreaks and not as many patients have been able to be admitted. Net patient revenue is driven by gross revenue. For the July financials it was driven by 2.7 million dollars of respiratory therapy 1,8 million went to telli med and ed was 800k making the gross revue higher than normal.

**Outpatient Imaging:**

The group discussed concerns regarding outpatient imaging hours, as several patients were unable to receive services or encountered issues trying to complete them during what should typically be normal business hours. Dr. Mahler has committed to conducting an analysis of imaging demand and hours to better support patients and improve X-ray service availability.

**Action Item:**

Dr. Mahler will provide the Board with an update on her analysis findings at the next board meeting.

**AHS Liasian Report:**

Mr. Sayen informed the Board that the 2025 AHS budget has been approved with a modest positive margin. AHS has also reached a tentative agreement to take over the leadership at St. Rose Hospital, which will remain a private institution. If St. Rose were part of AHS, the Measure A funds would remain the same, but as a private institution, St. Rose would receive Measure A funds in addition to AHS. This proposal will likely be brought to the AHS Board for a vote in October.

**13.5 Million COP Update:**

Mr. Hicks informed the group that the pricing for the COPs occurred on August 8th, with the issue being closed and settled on August 29th. The interest rate, or arbitrage yield, on the COP is 3.54%, which is significantly lower than the anticipated 5.3%. This is partly due to improvements in the interest rate market from April 2024—the date of pricing—and also because of the 25-year term, as opposed to a 30- or 35-year term. The favorable AA2 rating from Moody's contributed significantly to the lower rate.

Just over \$14.4 million in proceeds were allocated to the project fund, with \$1,030,000 of that being reimbursed to the district for both project-related and financing-related costs previously paid by the district. This \$1,030,000 has now been wired and transferred to AHS for use in overseeing operations.

**Executive Director Report:**

Ms. Stebbins provided the group with an update that \$680,000 was transferred to AHS, along with \$349,746 for the cost of issuance, which includes attorney fees and other costs related to putting together the financing package, as Gary had previously stated. Ms. Stebbins is also

beginning to work on the district's certification, which will require several new and updated policies as outlined by the ACHD requirements .

Regarding the Jaber funds, which typically range from \$900,000 to \$1 million at any given time, Ms. Stebbins explained that the district only draws 20% of the corpus and 20% of the annual income, meaning the fund will accumulate over time. With 80% of the funds remaining, it is expected to build up significantly. With the board's permission, Ms. Stebbins will explore investing in a money market account or similar options to better utilize the funds.

#### **Communications Committee Update:**

Mr. Cambra presented the group with a project description from VoxPopuli, who will be working with the District as a marketing firm to increase community engagement. The project will focus on an updated website to improve visibility for the District. The contract calls for a \$15,000 per month retainer fee for VoxPopuli to manage and source any third-party vendors; however, the district will be responsible for paying the vendors directly. The goal is to complete the project within 3 months. Ms. Stebbins noted that if the district moves forward with certification from ACHD, the website will need to be ADA compliant, which is a new requirement the group will need to address.

#### **Property Oversight Committee:**

Mr. Cambra informed the group that since the last meeting, the following projects have been completed: tree removal, sidewalk repairs, and driveway repairs. He also provided before-and-after pictures of all the completed projects. The discussion regarding a new property management firm will be tabled until the next board meeting.

#### **Review of District Stipends:**

Dr. Deutsch suggested that, based on the survey, the District is in line with other similar districts stipends. He recommended tabling the discussion and leaving the stipend as it is, with the option to reconsider next year.

#### **Consent Agenda:**

A motion to accept the consent agenda was made by Ms. Codiga and seconded by Mr. Cambra. The motion was unanimously approved.

#### **Action Items:**

A motion to approve the renewal of the Executive Director's contract with a 10 percent increase was made by Ms. Codiga and seconded by Mr. Sayen. The motion was unanimously approved.

The meeting was adjourned at 7:30 PM.



**Memorandum To:** City of Alameda Health Care District  
Board of Directors

**From:** Robert Deutsch, MD  
President

**RE:** Proposed Officers and Liaison Positions 24 -25

I am proposing the following slate of officers and liaison positions for 2024-2025

Article III, Section 1., Officers of the District Bylaws provides for the election of District Officers. Officers shall hold their office for terms of one (1) year or until such time as a successor is elected. An officer may be removed from office by a majority of the Board of Directors at any time. Officers may serve consecutive terms.

Proposed AHCD Officers and Liaisons for 2024-2025

Office/Liaison Position	Board Member
President / Representative #1 to City of Alameda Liaison Committee	Robert Deutsch, MD
1 <sup>st</sup> Vice President	Gayle Codiga
2 <sup>nd</sup> Vice President	Stewart Chen, DC
Secretary	Jeff Cambra
Treasurer	David Sayen
Alameda Health System Liaison	David Sayen
Community Health Liaison	Stewart Chen, DC
Alameda Hospital Liaison	Robert Deutsch, MD
Representative #2 on City of Alameda Liaison Committee	Jeff Cambra



## CY 2025 PROPOSED DISTRICT BOARD MEETING DATES

1. Monday, January 13, 2025
2. Monday March 10, 2025
3. Monday May 12, 2025
4. Monday July 14, 2025
5. September 15, 2025
6. Wednesday November 12, 2025