

GROSSMONT HEALTHCARE DISTRICT OPERATING BUDGET

Fiscal Year Ending June 30, 2021



“ORGANIZATIONAL CULTURE MUST BE A CONTINUOUS TRANSFORMATIONAL EVOLUTION TO ACHIEVE STRATEGIC OBJECTIVES, EMPOWER PEOPLE, DRIVE POLICY, AND ELEVATE GOVERNANCE.”

Thomas J. Saiz, 2017

We are excited to bring forward a budget reflecting plans for a stronger management structure as the District moves into a post Proposition G era. This budget serves the Grossmont Healthcare District's vision ("To maintain and improve the physical and behavioral health of its constituents"), and mission ("To enhance community health through partnerships, programs and services for residents of the Grossmont Healthcare District"), by focusing on health needs in the community identified in the Board-approved health priorities.

The purpose of this message is to provide an overview of the budget that will structure and bolster operations, thus allowing staff to be more flexible to address organizational and external demands and be more responsive to community needs. Also, this new structure builds in a succession pathway at every key level that has not been easily accomplished under the District's previous operating model. But most importantly, the new structure will enhance the District's local influence and capacity for stronger and more responsive programs and outcomes.

Budget Summary

The FY20-21 operating budget provides for programs and services in the current year to facilitate the District's strategic planning process, build organizational structure and integrity, increase visibility and community perception and value, and increase strategic partner and constituent engagement.

This year's budgeted revenue is projected to increase 5 percent to \$8,508,540 in the General Fund compared to the prior year of \$8,103,372. Under Proposition G, the Debt Service Fund is projected to increase 5 percent to \$15,726,204 compared to the prior year of \$14,977,344. The General Fund supports all existing activities and a new operating model represents management's plan to redefine and restructure operations to provide for a more thoughtful and impactful Board strategic plan. Under Proposition G, the Debt Service Fund facilitates the payments of the District's total debt obligation. In FY20-21, the total debt obligation is budgeted to be \$14,469,569.

The District has operated in virtually the same capacity with a library and grant program since day-to-day operations were transferred in the mid-1990s from Grossmont Hospital management after the initial 1991 lease and affiliation. In the last 29 years, the District has experienced several significant accomplishments. Without question, the most significant successes were the second 30-year lease and affiliation until 2051 of Grossmont Hospital, and the passage of Proposition G and completion of the related projects. Building on the first 29 years of history since 1991, the District is at a crucial point to establish a new footprint and course for the next 31 years.

The FY20-21 budget expenditures focus on a revised structure to transform the District's story and experiences into organizational change and thus achieve a more widely understood and viable "public health organization." Public health is defined as "the art and science of preventing disease, prolonging life and promoting health through the organized efforts of society." (Acheson, 1988; WHO)

The FY20-21 budgeted expenditures are projected to be \$23,455,633, a decrease of (\$626,150) or (2.61 percent) compared to \$23,981,783 in FY19-20. This year-over-year (YOY) budget decrease is mainly due to the excess community healthcare support in FY19-20 compared to FY20-21, such as the Comprehensive Stroke Center.

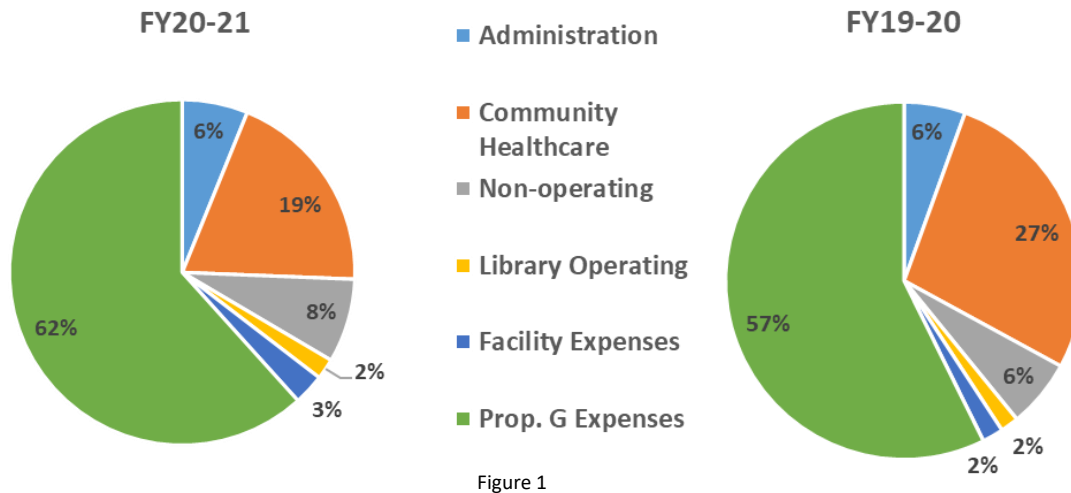


Figure 1

Major Changes in the Annual Budget Expenditures

The projected financial outcomes associated with the activities and projects planned for the year are depicted in the FY20-21 budget. This planning document includes the best information available at the time of publication and addresses funding of the programs and services needed to accomplish the essential mission of the District.

The FY20-21 budget highlights are as follows.

- The administrative budget reflects an increase of \$110,108 or 8.26 percent, attributable to a projected increase cost due to a new personnel structure framework.
- The community healthcare budget reflects a decrease of (\$1,996,800) or (30.42 percent) for community healthcare grants, sponsorships, and activities. The primary change is due to the \$4,000,000 payment to Sharp Grossmont Hospital for the initial year of the Hospital's Comprehensive Stroke Center, paid in prior FY19-20.
- The non-operating budget reflects an increase of \$361,696 or 24.42 percent. The primary change is attributable to the election expense in FY20-21.
- The library budget reflects an increase of \$58,734 or 14.84 percent, due to the adjustment of one part-time position into a new full-time position and an increase in electronic resources.

- The facility budget reflects an increase of \$220,306 or 48.16 percent. This is due to the addition of a new Facility Coordinator position (previously paid as a contract in another budget category, with a commensurate decrease in that part of budget), anticipated upgrades to the District’s website, and expected expenses to transfer the outdated server to the cloud.
- The Proposition G budget reflects an increase of \$719,806 or 5.24 percent. This is due to an increase in scheduled Proposition G Debt Service.

Moving Forward

This budget includes the resources necessary to work under a new programmatic framework displayed in Figure 2:

Operating under this new framework, the District will at a macro level be able to:

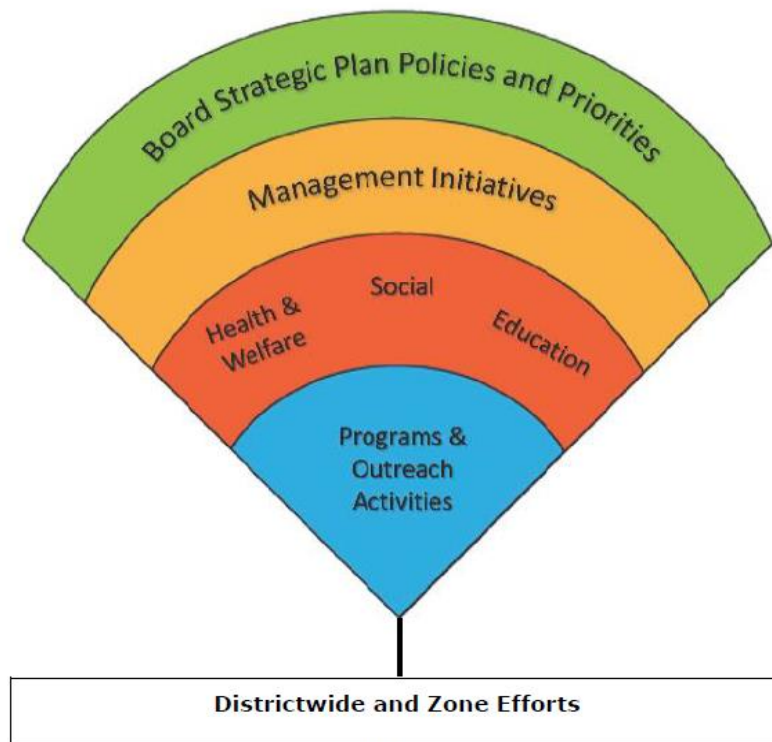


Figure 2

- Improve perception by the community of the District mission and role in the community.
 - Increase community engagement, locally targeted programs and related outcomes allowing for stronger ties between each Board member and their communities; with the understanding that this programmatic effort recognizes the unique characteristics and needs of the areas served.
 - Develop and implement program and outreach advancement under an overarching continuous unmet needs priority system and continuous output metrics evaluation system.
- Strengthen Districtwide access by the complete rework of the District’s website.
 - Provide a stronger staffing structure with a more meaningful work experience, higher level of satisfaction, and stronger level of commitment.
 - Improve utilization of community partners.

A functional organization chart follows to show the revised structure flowing up to the Chief Executive Officer:

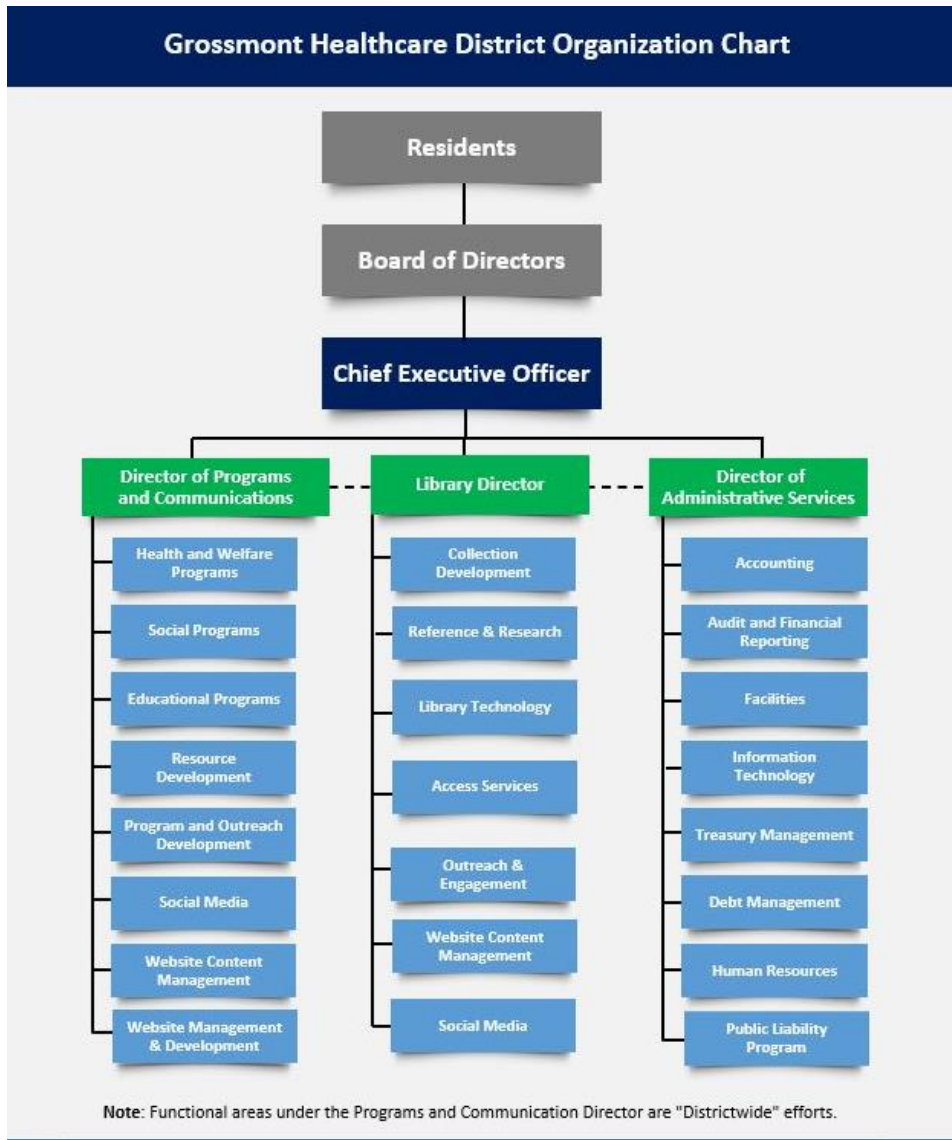


Figure 3

In conclusion, all members of the management team have embraced this new operating structure and were involved in its development and discussion of the plan behind it. The most significant aspect of moving forward with this budget is the ability for Board members and the public to have confidence that the use of taxpayer resources and related taxpayer expectations are closely aligned with taxpayer's perceived value received in return.

Economic Conditions Facing the District

Except for the significant decrease in community healthcare expenditures, the FY20-21 budget year estimates a conservative increase in revenues and expenditures, mainly for the implementation of the new organizational structure. The District can be potentially affected by global, national, and state economic trends like any other organization, but due to its investment strategy and resilient local economy, the District has been able to minimize deficits and maintain a balanced budget. Property taxes in the General Fund, 33 percent of the District’s revenues, contributes to 42 percent of the revenue increase (\$405,000 of the \$961,000 increase). Property taxes in the District have increased steadily since 2012-13 and are continuing to trend positively between 4%-6% increases each year. The District net taxable assessed value in FY19-20 was \$56,607,522,895 as shown in Figure 4.

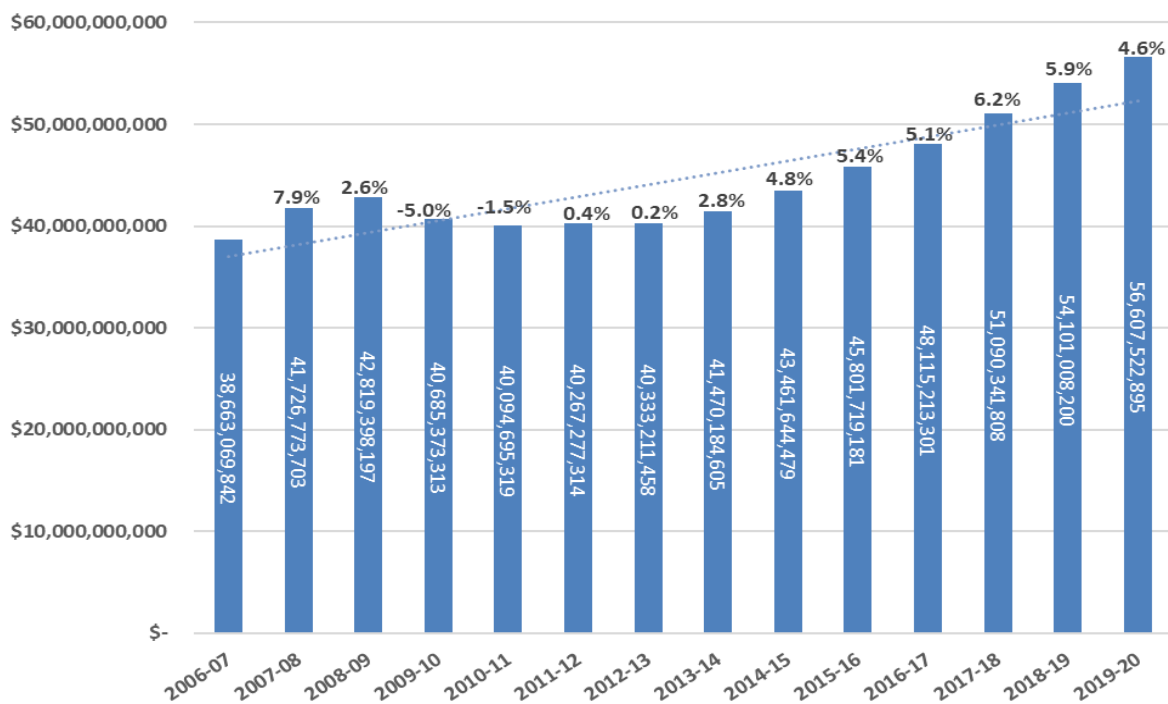


Figure 4

While current year and possibly a few more future years, property taxes are expected to continue rising, there is also an expectation that the COVID-19 will trigger a downturn sometime in the next two years, which could potentially affect the District. However, the District maintains a historically low delinquency rate and has a stable increasing and diversified tax base on which assessments are made. Management continues to monitor tax receipt collection data provided by the County and, as of the date of this report, has not experienced any material negative trending in tax receipt collections. Additionally, from a general operating perspective, the District does not have any use tax, sales tax, hotel/motel tax or any other tax revenue from which COVID-19 negative impacts would be expected to quickly manifest. The District also has a significant general fund contingency reserve. Consistent with its mission, the District is also providing COVID-19 emergency monetary resources to direct service providers within its boundaries and sphere of influence.

Use of Funds

As illustrated in Figure 5, the budgeted FY20-21 expenditures are \$23,355,633, consisting of the following:

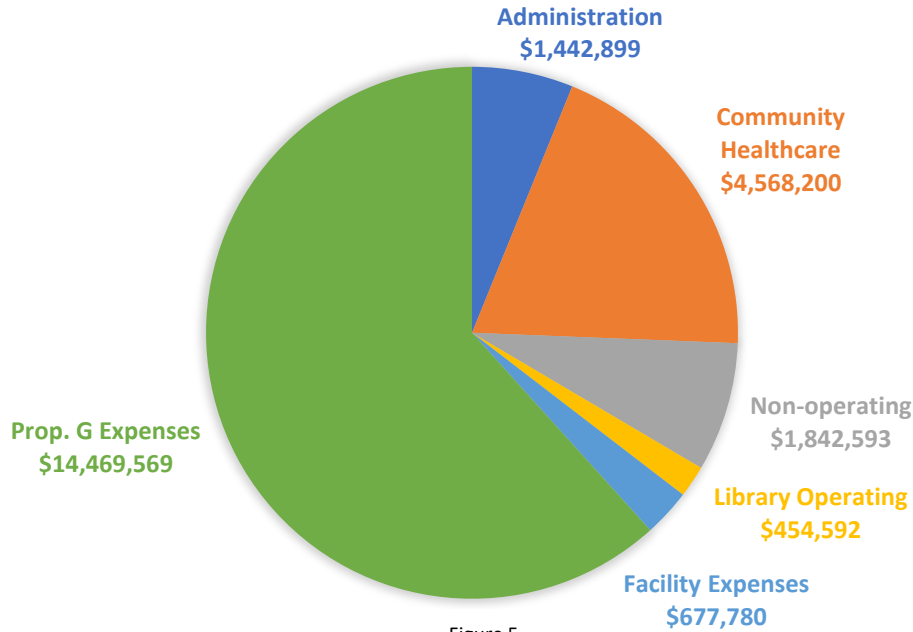


Figure 5

ADMINISTRATIVE EXPENSES

Administrative expenses strive to assist the District's day-to-day operations. The expenses incurred are not directly tied to a specific function, but rather related to the District as a whole. Budgeted FY20-21 administrative

Administrative Expenses	FY20-21	FY19-20		FY18-19	FY17-18
	BUDGET	%	BUDGET	BUDGET	BUDGET
Salaries & stipends	\$ 852,474	24%	\$ 690,000	\$ 609,840	\$ 588,240
Fringe benefits, excluding OPEB	309,282	-9%	339,996	336,600	336,000
Travel, seminars and workshops	15,396	83%	8,400	15,000	9,000
Dues, meetings and memberships	34,392	-4%	36,000	37,812	33,000
Annual independent audit	27,500	0%	27,500	27,500	25,500
General Counsel-general matters	60,000	-17%	72,000	56,400	56,400
Board meeting expenses	6,336	164%	2,400	2,400	6,180
Office supplies	30,240	140%	12,600	14,400	15,000
Equipment rental	10,500	6%	9,885	9,780	11,940
Communications retainer fees	38,400	-15%	45,000	32,400	38,400
Communications/advertising	15,000	400%	3,000	12,000	24,000
General community support	19,380	223%	6,000	12,000	12,000
Bond oversight committee	-	-100%	50,010	100,000	100,000
Other	24,000	-20%	30,000	12,000	18,000
Total Administrative Expenses	\$ 1,442,899	8.26%	\$ 1,332,791	\$ 1,278,132	\$ 1,273,660

Figure 6

expenses are \$1,442,899, a \$110,108 or 8.26 percent increase, compared to \$1,332,791 from FY19-20. As illustrated in Figure 6, more than half (59 percent) of the total administrative expenses is for salaries and stipends, budgeted at \$852,474. Figure 9 illustrates any administrative expense with a 25 percent increase or decrease from the FY19-20 budget.

SALARIES AND STIPENDS

The increase of \$162,474 in salaries and stipends from FY19-20 is attributed to the District’s introduction of new positions, realigning current positions, and the transition of the current Chief Executive Officer (CEO). The total regular employee count will increase from five full-time employees and three part-time employees (as well as a current contracted position) to eight full-time employees and one part-time employee. Included in the FY20-21 budget is a “Schedule of Full-Time Employees & Public Salary Schedule” required by PERS to be brought to the Board annually for adoption.

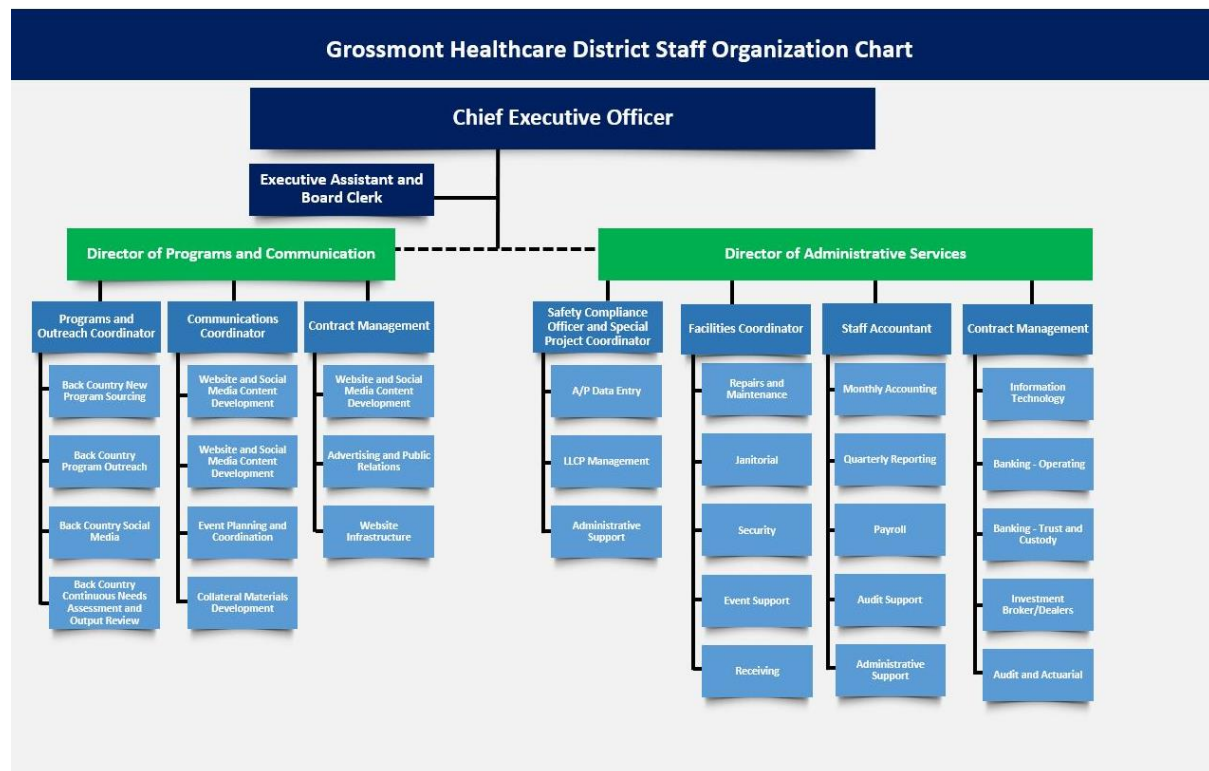


Figure 7

The new full-time employee roles include a Communications Coordinator (replacing the Communication Intern position), Programs and Outreach Coordinator, and Staff Accountant (replacing the Accounting Intern position). The Facility Coordinator is included in the Facility budget. The following is a brief overview of new positions:

The CEO, a contracted position, is assumed to be renewed for budget purposes. The transition of the current CEO is budgeted through March 2021.

Stipends include payments to each board member in the amount of just over \$110 per meeting, not to exceed approximately \$660 maximum in any calendar month as required under California Health and Safety Code 32103, as well as payments to their designees to attend Grossmont Hospital Corporation meetings on behalf of the District.

FRINGE BENEFITS

After salaries and stipends, the second largest administrative expense is fringe benefits, attributing for 21 percent of the total administrative budget. In the FY20-21 budget, administrative fringe benefits are \$309,282, a decrease of (9 percent) compared to the FY19-20 budget, even though the District’s budget includes three new full-time positions. This decrease is due to the transition of tenured employees with benefits paid under an earlier CalPERS benefits plan.

Fringe Benefits include the following:

- Health and welfare premiums paid to:
 - Vision Service Plan
 - Guardian Dental Plan
 - PERS- Health and Long-Term Disability Insurance
- Payroll taxes.
- PERS retirement contributions.
- Health out-of-pocket payments and deductible payments for covered services. These payments are capped at \$2,500 per calendar year.
- Workers’ Compensation Insurance.

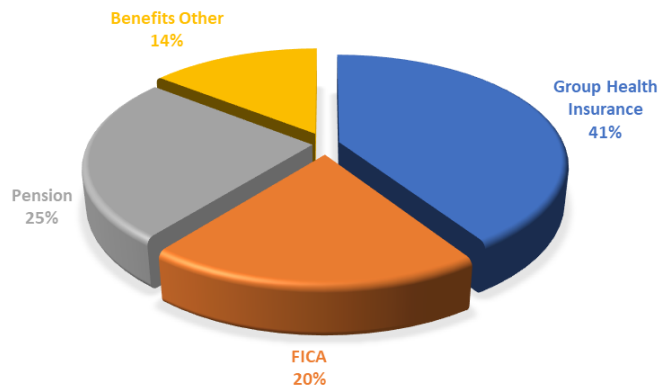


Figure 8

OTHER ADMINISTRATIVE EXPENSES

All other administrative expenses account for \$281,144 or 19 percent of the total administrative budget.

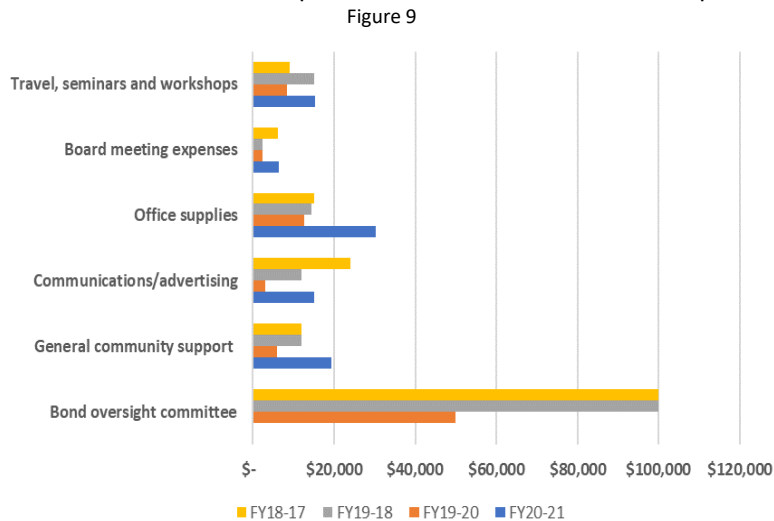
















Figure 9

Figure 9 illustrates expense with a 25 percent increase or decrease from the FY19-20 budget:

- Bond oversight committee reflects a decrease of (\$50,010) or (100 percent) due to the conclusion of the Proposition G projects in FY19-20.
- General community support reflects an increase of \$13,380 to more accurately reflect historical general support to community partners, agencies, and nonprofit organizations.
- Communications and advertising increase by \$12,000 due to the anticipated increase of social media campaigns and public relations media costs.
- Office supplies reflect an increase of \$17,640 due to the increase of new full-time staff and a need for general office supplies.
- Travel, seminars, and workshops reflect \$15,396, an increase of \$6,996 or 83 percent, from FY19-20 budget. The staff account for \$12,196 or 79 percent and the Board of Directors account for \$3,200 or 11 percent of the total travel, seminars, and workshops.

COMMUNITY HEALTHCARE EXPENSES

FY20-21				FY19-20			
Miscellaneous grants and support	\$ 2,000,000	44%		Miscellaneous grants and support *	\$ 6,107,800	71%	
Benefitting Grossmont Hospital	1,000,000	22%		Benefitting Grossmont Hospital	1,000,000	12%	
Community healthcare grants & sponsorships	709,650	15%		Community healthcare grants & sponsorships	702,050	8%	
Identified Priority Health Needs	600,000	13%		Identified Priority Health Needs	500,000	6%	
Community healthcare scholarships	210,350	5%		Community healthcare scholarships	197,950	2%	
Community health fairs and awards	38,000	1%		Community health fairs and awards	42,000	0%	
Pre-award and post-award grant audits	10,200	0%		Pre-award and post-award grant audits	15,200	0%	
Total Community Healthcare Expenses	\$ 4,568,200	100%		Total Community Healthcare Expenses	\$ 8,565,000	100%	

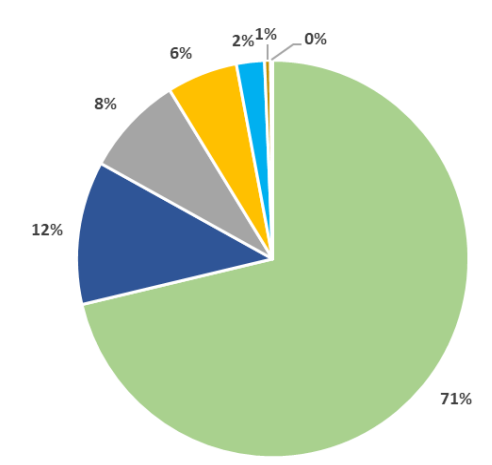
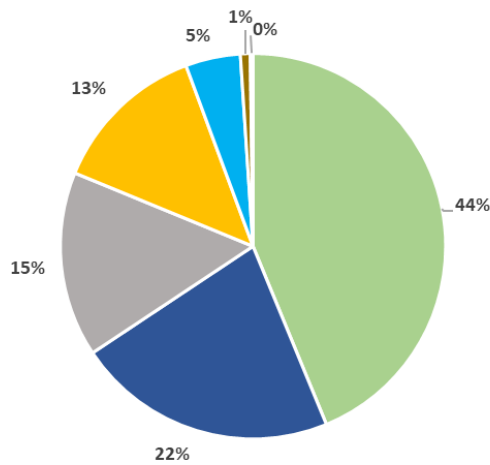


Figure 10

*FY19-20 includes \$2,000,000 unbudgeted IGT transfer to benefit Grossmont Hospital.

The District has awarded tens of millions of dollars in grants and sponsorships since the Community Grants Program began in 1996. Those public monies have benefited community-based healthcare organizations, government agencies and Grossmont Hospital. The FY20-21 budget for community healthcare is \$4,568,200 a (30 percent) decrease from FY19-20. This decrease is attributed to the \$4,000,000 payment to Sharp Grossmont Hospital for the initial year of the Hospital's Comprehensive Stroke Center, paid in FY19-20. The \$4,000,000 is reflected under Miscellaneous grants and support in FY19-20. Also, the unbudgeted \$2,000,000 for IGT and \$107,800 for a one-time Alzheimer's Response Team (ART) grant are reflected under Miscellaneous grants and support.

The community healthcare budget includes a Board approved Grants Policy amount of \$2,520,000 for programs and grants, to include the following allocations:

- \$1,000,000 or 21 percent of the Board approved budget is allocated to Grossmont Hospital Foundation, or to be used for a Federal and/or State Inter-Governmental Transfer (IGT) or a similar government sponsored program. The IGT funds would benefit Grossmont Hospital as matching funds; the Board may at its discretion opt to participate in such a program in lieu of awarding grants to Grossmont Hospital Foundation.

- \$600,000 or 17 percent of the Board approved budget is for grant programs addressing prioritized community health needs identified within the San Diego East Region population. The prioritized needs are in the following areas:
 - 1) Aging Concerns
 - 2) Behavioral, including Mental Health and Substance Abuse
 - 3) Chronic Conditions: Cardiovascular Disease, Diabetes (Type 2) and Obesity
 - 4) Cancer
- \$709,650 or 15 percent of the Board approved budget is for the grant application process to benefit other community health care programs that meet District grant guidelines.
- \$210,350 or 4 percent of the Board approved budget is to be allocated based on the following:

Scholarship	First Place	No. of Recipients	Second Place	No. of Recipients	Total
Healthcare Scholarship Program: 22 High Schools, 1 Middle College program	\$3,300	23	\$1,650	23	\$113,850
Richard J. Bea, RN Annual Nursing Scholarship	\$5,000	1	\$3,000	1	\$8,000
Health Tech Scholarships*	\$3,500	5	N/A	N/A	\$17,500
Behavioral Health Scholarship Program (For post-baccalaureate degrees)	\$10,000	5	N/A	N/A	\$50,000
Advanced Registered Nursing Scholarship Program (For RNs working in the East Region and accepted in NP or PA programs)	\$7,000	3	N/A	N/A	\$21,000

**Renewable one-time for programs longer than one year.*

The community healthcare budget also includes \$2,048,200 in addition to the Board approved Grants Policy, which includes the following:

- An additional \$2,000,000 under miscellaneous grants and support to give the Board of Directors the flexibility to match the prior year's IGT transfer or to support any similar program.
- \$38,200 for community health fairs and awards that are open community events for public health education, information, and recognition.
- \$10,200 for pre-award and post-award grant audits are for audit services of prospective and/or existing grant recipients.

NON-OPERATING EXPENSES

Non-operating expense describes expenses that occur outside the District's day-to-day activities. These types of expenses include monthly charges like interest payments on debt and one-off or unusual costs. The District's non-operating include the following expenses:

Budget by Categories of Expenditures				
	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Recommended Budget
Election Expense	\$ -	\$ 250,000	\$ -	\$ 200,000
Legislative advocate	36,000	36,000	36,000	37,200
Other consultants	12,500	32,000	-	20,000
LAFCO	4,000	15,000	5,000	6,089
Cogen interest	105,523	68,071	41,649	14,109
Cogen lease principal	1,375,253	1,257,826	1,284,248	1,251,195
Cogen SGIP payments	100,000	100,000	114,000	100,000
Contingency reserve	2,250,000	2,250,000	-	214,000
Total	\$ 3,883,276	\$ 4,008,897	\$ 1,480,897	\$ 1,842,593

Figure 11

The non-operating budget for services occurring outside the day-to-day operation of the District are budgeted to increase by \$361,696 compared to FY19-20. This increase of 24.42 percent is due to the election expense of \$200,000 projected in FY20-21. Election expense is a mandated cost and is based upon the estimates that are provided by the San Diego County Registrar's Office for scheduled general elections or special elections. General elections are held every other year.

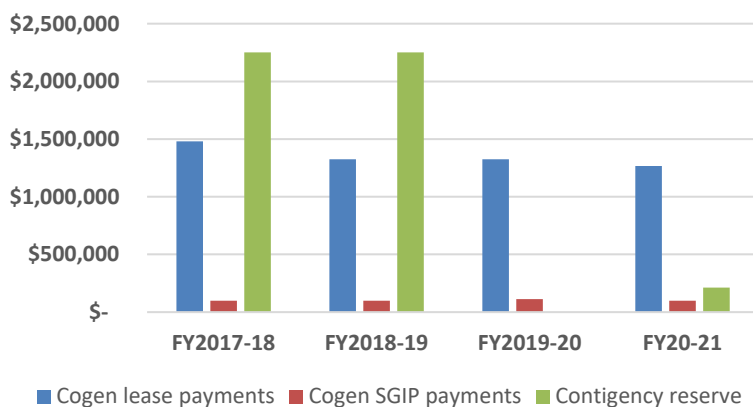


Figure 12

As illustrated in Figure 11, the increase from FY19-20 is immaterial compared to the decrease from FY18-19 and FY17-18. In previous years, the non-operating budget focused on three main expenditures, Cogen lease payments, the Cogen Self Generating Incentive Program (SGIP) payments, and Contingency reserves. Cogen lease payments are associated with financing the state-

of-the-art energy cogeneration facility built for and used by Grossmont Hospital. These payments are the responsibility of the District but paid by Grossmont Hospital. The lease payments will be completed by July 2021. The Cogen SGIP payments include the payment of grant revenues received from the State of California to Grossmont Hospital under the terms of the District's agreement with Grossmont Hospital Corporation/Sharp for the cogeneration gas turbine lease.

The District’s Reserve Fund Policy establishes policy directives and guidelines for the management of the District’s reserve funds. Reserves are intended to be fluid and should be used only for unexpected circumstances or an unanticipated risk occurrence. Reserves may also be used to capitalize on strategic opportunities that may present themselves from time to time to the District.

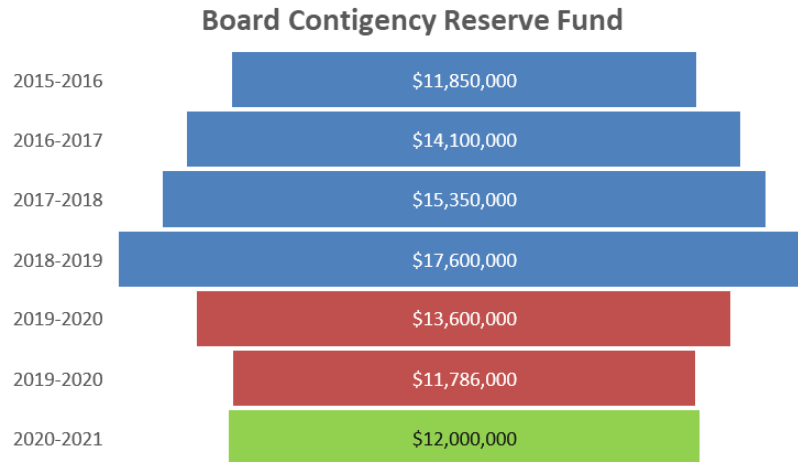


Figure 13

In FY19-20, the District did not budget any reserves due to the healthy standing of the total Contingency Reserve Fund as illustrated in Figure 13. During FY19-20, the Board of Directors voted to contribute \$4,000,000 to Sharp Grossmont Hospital’s Comprehensive Stroke Center and \$2,000,000 in additional IGT funds to benefit Grossmont Hospital from the Contingency Reserve Fund. However, due to H.R. 6201 Families First Coronavirus Response Act, the Federal Medical Assistance program increased its contributions from 50 percent to 56.2 percent for supplemental payments. This reduced the District’s non-federal share of the FY 2019-20 supplemental payment to \$1,814,000 from the original \$2,000,000. Figure 14 illustrates the increase to and expenditures against the Contingency Reserve Fund. Total reserves at the end of FY19-20 were \$11,786,000. The FY20-21 budget includes \$214,000 to bring up the contingency reserve fund to \$12,000,000.

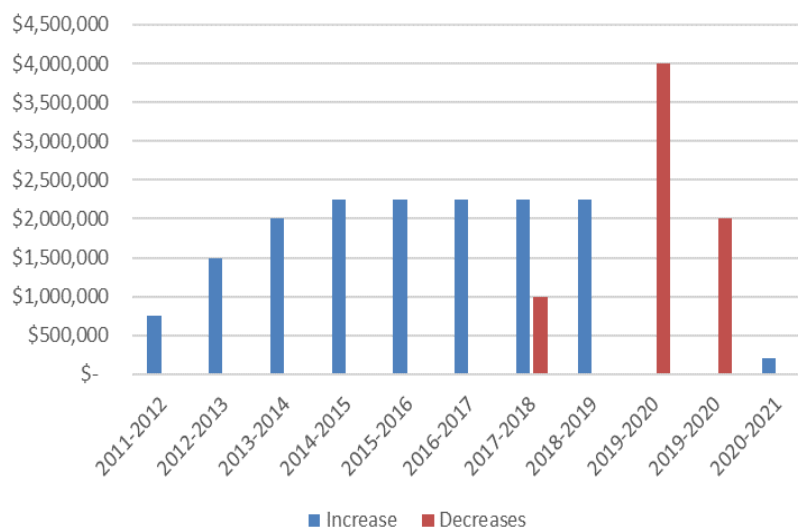


Figure 14

LIBRARY EXPENSES

The Dr. William C. Herrick Community Health Care Library (Library) is a free public library specializing in health-related materials. The Library, operated by the Grossmont Healthcare District, aims to provide resources, services, and programs to meet the health information needs of the District residents. For the FY 20-21 budget, the Library utilized the 2019 Community Health Needs Assessment (CHNA) to assist the Library’s focus for collections and programs such as Aging Concerns, Behavioral Health, Cancer, and Chronic Conditions (Cardiovascular Disease, Diabetes and Obesity). Key factors in chronic conditions are access to healthy food and exercise. Currently the Library has good Aging Concern collections and programming and will maintain those, therefore additional funding consideration was given to those areas with less resources.

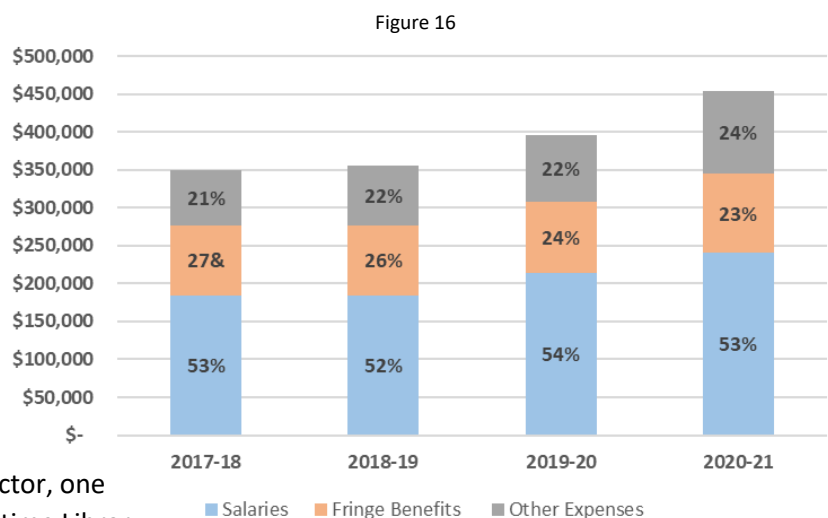
Budget by Categories of Expenditures					
	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Adopted Budget	% Change	Fiscal Year 2020-21 Recommended Budget
Salaries	\$ 184,104	\$ 184,104	\$ 213,804	12%	\$ 240,476
Fringe benefits	93,096	93,096	94,620	11%	104,909
Technology maintenance	21,996	21,996	28,680	-13%	25,000
Print resources	8,448	8,448	8,496	39%	11,770
Electronic and A/V resources	17,592	17,592	17,966	58%	28,304
Professional memberships, meetings and trav	4,548	4,548	4,548	-23%	3,500
Equipment and equipment rental	8,004	8,004	8,004	10%	8,800
Supplies & miscellaneous	5,796	5,796	4,800	178%	13,342
Services	12,744	12,744	14,940	24%	18,491
Total	\$ 350,364	\$ 356,328	\$ 395,858	15%	\$ 454,592

Figure 15

SALARIES

The FY20-21 budget for the Library is \$454,592, a 15 percent increase from FY19-20 when adjusted for inflation. Salaries is the Library’s single largest expenditure, accounting for 53 percent of the total budget. Fringe benefits account for 23 percent, and all other expenditures account for 24 percent of the total budget.

In FY19-20, the Library operated under the leadership of a full-time Library Director, one full-time Library Assistant, and five part-time Library Assistants. As the library expands to include additional electronic resources and to accommodate the growing needs of the East County Community, a part-time Library Assistant position that will transition to a full-time in the FY20-21 budget.



FRINGE BENEFITS

The FY20-21 budget for the Library's Fringe Benefit is \$104,909, an 11 percent increase from FY19-20 budget due to the benefits provided for the new full-time position. FICA, Pension, and Worker's Compensation Insurance will all proportionally increase with salaries while Group Health Insurance will have a 3 percent increase.

Fringe Benefits include the following:

- Health and welfare premiums paid to:
 - Vision Service Plan
 - Guardian Dental Plan
 - PERS- Health and Long-Term Disability Insurance
- Payroll taxes.
- PERS retirement contributions.
- Health out-of-pocket payments and deductible payments for covered services. These payments are capped at \$2,500 per calendar year.
- Workers' Compensation Insurance.

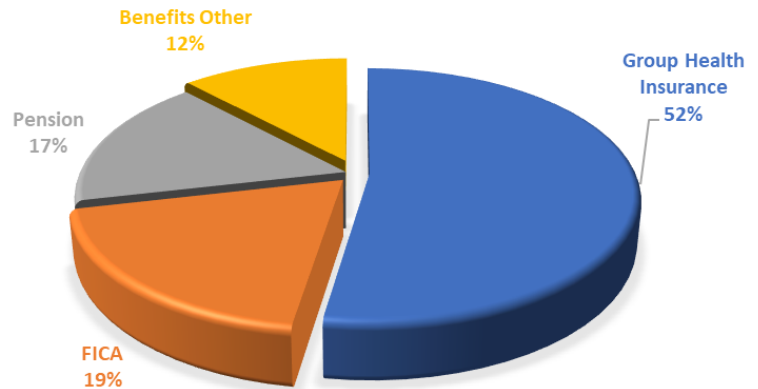


Figure 17

OTHER EXPENSES

The remaining 24 percent of the budget aims to extend the Library's public outreach in the Grossmont Healthcare District, and to assist the daily operations of the Library. Some of this outreach includes, but not limited, to the following:

- **E-Book Collection:** A robust electronic book collection, supplemented by audio books and online magazines is proposed for FY 20-21. The collection criteria would remain consumer-level health information and Library staff can select individual titles throughout the year. Expansion of this collection improves accessibility of health information for those who may be homebound, lack transportation or simply prefer access to online information (i.e., younger generations.). It would make resources available to all District residents regardless of proximity to the physical Library.
- **Online Videos and Documentaries:** Media has mostly moved to the online realm and health content in DVD form is difficult to come by. Streaming videos and documentaries about health would, again, allow the Library to further serve the District's population regardless of location. This expansion allows more options to accommodate everyone's preference in health information delivery.
- **New Programs:** Programming that focuses on healthy nutrition and increased physical fitness will be pursued as this helps meet the community health needs assessment priorities Community Health Needs Assessment (CHNA). Various options are proposed and will be modified as needed given COVID-19 gathering restrictions. Virtual programming will be increased, with efforts focused on the topics addressed in the CHNA as well as increased efforts to engage parents and children. Several wellness challenges are also being considered.

- Children’s Area Expansion:** To reach all age groups, including parents and children, the FY20-21 budget expands the existing Children’s area which currently consists of one chair and two small bookcases with free brochures on top. A welcoming, fun, and educational space with increased seating, technology and engaging self-directed activities is envisioned. In the surrounding La Mesa, CA, community, 43 percent of families have children under the age of 18. It is an opportunity to reach parents and children to improve reading literacy as well as health literacy.

FACILITY EXPENSES

Facility expenses include costs incurred for the operation and maintenance of all District facilities and land. The expenses incurred are not directly tied to a specific function, but rather related to the District as a whole. Budgeted FY20-21 facility expense is \$677,780, a \$220,306 or 48.16 percent increase, from FY19-20. This increase can be categorized in three major areas: costs associated with the new management structure, a new District website, and transferring the current server to the cloud.

Facility Expenses	FY20-21	FY19-20		The new management structure includes a current contracted service that will transition to a full-time Facility Coordinator. Primary responsibilities will be facilities maintenance, coordination of major repairs with contractors, and janitorial services. This change is reflected in the increase in salaries and fringe benefits and a decrease in security expense and janitorial expense.
	BUDGET	%	BUDGET	
Salaries	\$ 62,400	100%	\$ -	The management structure also includes
Fringe Benefits	41,676	100%	-	
Facility consultant fees	1,200	0%	1,200	
Security	5,004	-75%	20,400	
Telecommunication	18,000	143%	7,400	
Website Development	29,500	321%	7,000	
Technology maintenance	109,500	117%	50,400	
Landscape maintenance	15,250	0%	15,250	
Janitorial	5,004	-78%	22,980	
Electricity	43,200	1%	42,600	
Water/sewer	12,492	-17%	15,000	
Disposal services	3,204	16%	2,760	
Repairs and maintenance	60,000	-17%	72,000	
Insurance	49,000	0%	49,000	
Capital asset purchases	60,000	200%	20,000	
Depreciation	162,350	23%	131,484	
Total Facility Expenses	\$ 677,780	48.16%	\$ 457,474	

Figure 18

facility upgrades that will be required to house the needed staff changes. It should be noted that the changes are relatively insignificant considering their anticipated benefits. The Administration Building Conference Room, located at District headquarters, may be repurposed with cubicle offices to house the Communications Coordinator, Staff Accountant, Safety Compliance/Special Project Coordinator, and IT staff. The cost of this project is approximately \$43,000 which is reflected under capital asset purchases. The facility budget also includes \$109,500, under technology maintenance, attributable to IT support service contract of \$38,000, a software update of \$63,000 to take the current servers to the cloud and \$8,500 for miscellaneous equipment.

Also, included in the facility budget is \$25,000 to upgrade the current District’s website. The current website, grossmonthealthcare.org, is about 5 years old and does not serve the District well. The design, though clean and aesthetically pleasing, does not reflect our brand voice, and the navigation is clunky and not at all intuitive. The new website’s number one objective is to educate the public about who we are, with a strong need to define our relationship more clearly with Sharp HealthCare.

The second objective is to build user-friendly mechanisms that help build our public audience and encourage them to connect with our governance, community classes, application forms for grants and scholarships.

PROPOSITION G EXPENSES

In the FY20-21 total budget, \$14,469,569 or 65 percent of the budget is related to the Proposition G principal and interest bond payments. Bond principal payments represent \$4,670,000 or 32 percent of the total Proposition G budget. Scheduled Proposition G bond principal payments are scheduled annually each July 15. Bond interest payments represent \$9,789,569 or 68 percent of the total Proposition G budget. Proposition G bond interest payments are scheduled annually every January 15 and July 15. Bonds are outstanding through 2040.

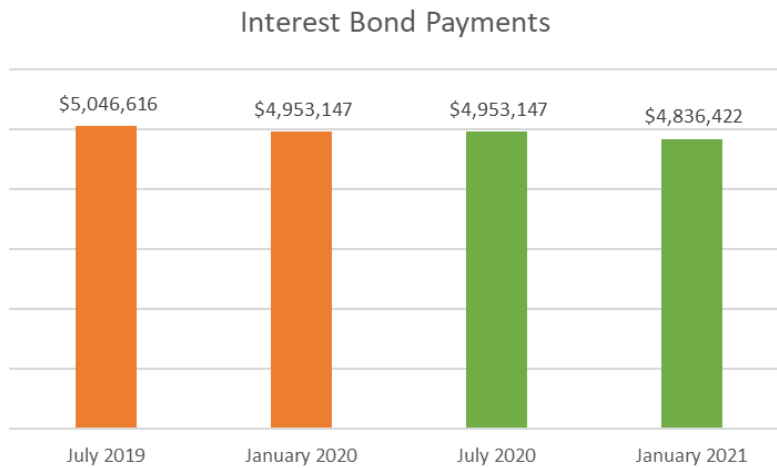


Figure 19

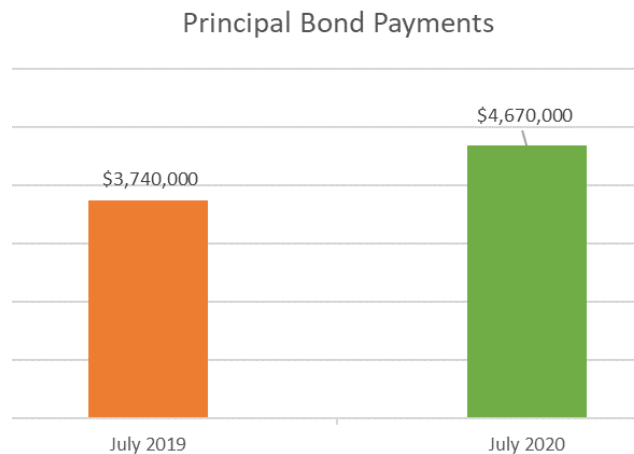


Figure 20

Glossary of Budget Terms

Because the Fiscal Year Budget of the Grossmont Healthcare District is available to the public, the related terminology below is provided for supplementary assistance.

Travel, seminars, and workshops: expenses incurred by the Board of Directors and staff to attend conferences, seminars, and workshops.

Dues, meetings, and memberships: paid to community and professional membership organizations.

Annual independent audit: fees for required annual independent audits.

General Counsel – general matters: services provided by the Law Offices of Jefferey G. Scott for general District legal services.

Board meeting expense: costs incurred to hold public Board meetings.

Office and janitorial supplies: various items needed for day-to-day operations.

Equipment rental: includes various rent payments for storage space and equipment.

Communications retainer fees: funded to a professional communications firm.

Communications/advertising: social media campaigns and marketing/public relations media costs.

General community support: donations and general support to various community partners, agencies, and nonprofit organizations.

Bond oversight committee: related support to the Proposition G Independent Citizens' Bond Oversight Committee. Most of the support will be provided by GAFCON.

Other expenses: payments made to miscellaneous vendors as needed.

Community healthcare grants and sponsorships: represent the anticipated annual outlay by the District to fund specific approved health related grant proposals and events meeting pre-defined District criteria.

Benefitting Grossmont Hospital: committed funds for Grossmont Hospital or Foundation programs benefiting Grossmont Hospital.

Community healthcare scholarships: represent the anticipated annual outlay by the District to fund specific approved scholarships.

Miscellaneous grants: healthcare grants occasionally awarded by the District.

Pre-award and post-award grant audit: audit services of prospective and/or existing grant recipients.

Community health fairs and award: open community events for public health education, information, and recognition.

Election expense: is a mandated cost and is based upon the estimates provided by the San Diego County Registrar's Office for scheduled general elections or special elections. General elections are held every other year.

Legislative advocate services: provided by the lobbyist firm of Randlett Nelson Madden.

Other consultant expenses: include fees paid to various other consultants for occasional special projects.

LAFCO: is the Local Agency Formation Commission mandated cost for the fiscal year.

Cogen interest: associated with the financing of a state-of-the-art energy cogeneration facility built for and used by Grossmont Hospital.

State budget contingency reserve: anticipated State Prop 1A borrowing.

Cogen SGIP: payments includes the payment of grant revenues received from the State of California under the Self Generating Incentive program to Grossmont Hospital under the terms of the District's agreement with Grossmont Hospital Corporation/Sharp for the cogeneration gas turbine lease.

Contingency reserve: is a Board designated cash set-aside for possible future contingencies.

Technology maintenance: is for all technology related service and maintenance.

Print resources: printed materials such as books and periodicals.

Electronic and A/V resources: are media which is not traditionally printed such as DVDs, e-books, and online subscription databases.

Professional memberships, meetings, and travel: library related travel.

Equipment and equipment rental: represent contracted rentals and small equipment purchases.

Supplies and miscellaneous: represents items needed for day-to-day consumables.

Services: represent professional services on an as-needed basis.

Facilities consultant: services for facilities maintenance and oversight.

Security: includes costs for alarm monitoring, security support and conference center support during business and non-business hours.

Telecommunications: includes costs for all communications related services such as cell phones, landline telephone and cable.

Website development: cost associated with updating the current District's website.

Landscape maintenance: includes costs for landscaping services.

Janitorial: includes costs for janitorial services.

Electricity and water/sewer: include related costs for utilities.

Disposal services: include costs for regular and special garbage and recycling disposal services.

Repairs and maintenance: include costs for routine maintenance and pest control.

Insurance: includes Directors/Officers, Property, and Liability coverage.

Capital asset: purchases represent anticipated expenditures for movable equipment.

Depreciation expense: represents the expensing of equipment, furniture, and the facility over their related useful lives.

Bond principal: payments represent scheduled Proposition G bond principal payments scheduled annually each July 15th. Bonds are outstanding through 2040.

Bond interest: payments represent scheduled Proposition G bond interest payments scheduled annually every January 15th and July 15th. Bonds are outstanding through 2040.

Legal fees: represent costs for administering contracts and related matters for Proposition G related activities.

**GROSSMONT HEALTHCARE DISTRICT
ALL FUNDS BUDGETED STATEMENT OF REVENUES AND EXPENSES - CASH BASIS
FOR THE FISCAL YEAR ENDING JUNE 30, 2021**

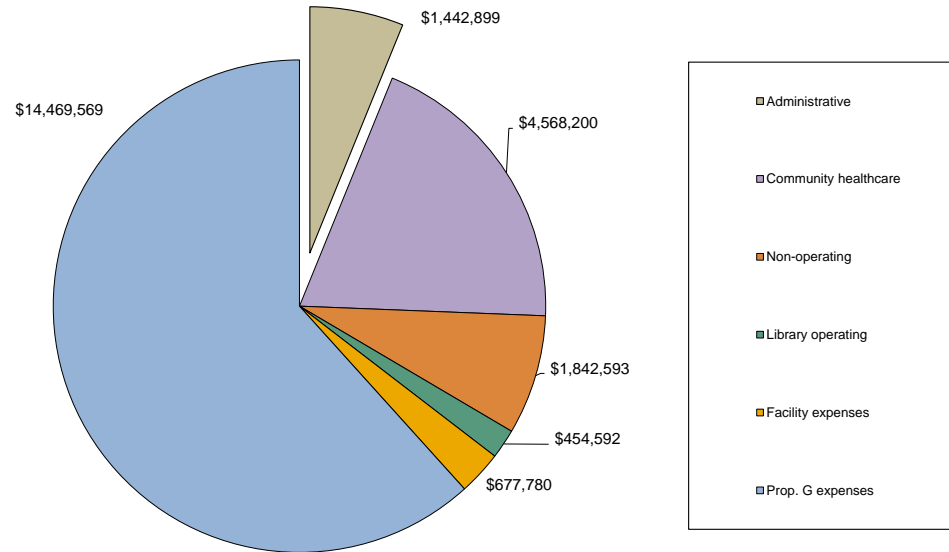
	July	August	September	October	November	December	January	February	March	April	May	June	Total	PY	%
REVENUES:															
Property taxes - 1%	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 8,508,540	\$ 8,103,372	5.00%
Property taxes - debt service	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	15,726,204	14,977,344	5.00%
Cogen lease revenue	105,434	105,434	105,434	105,434	105,434	105,434	105,434	105,434	105,434	105,434	105,434	105,434	1,265,214	1,325,892	-4.58%
Grant and other income	-	-	-	-	-	-	-	-	-	114,000	-	-	114,000	114,000	0.00%
Interest income - general	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500	438,000	540,000	-18.89%
Interest income - bond funds	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000	120,000	-25.00%
Total Revenues	2,168,996	2,168,996	2,168,996	2,168,996	2,168,996	2,168,996	2,168,996	2,168,996	2,168,996	2,282,996	2,168,996	2,168,996	26,141,958	25,180,608	3.82%
EXPENSES:															
Administration	118,638	118,641	125,144	141,814	139,324	143,493	108,047	108,051	108,055	108,059	108,063	115,567	1,442,899	1,332,791	8.26%
Community Healthcare	218,367	213,167	2,213,167	213,167	213,167	213,167	218,167	213,167	213,167	213,167	213,167	213,167	4,568,200	6,565,000	-30.42%
Non-operating	150,790	144,701	144,701	244,701	144,701	144,701	144,791	144,701	144,701	144,701	144,701	144,701	1,842,593	1,480,897	24.42%
Library Operating	37,553	37,553	37,553	37,601	37,601	37,601	37,836	38,259	38,259	38,259	38,259	38,259	454,592	395,858	14.84%
Facility Expenses	111,327	62,327	62,327	62,327	48,177	47,327	47,327	47,327	47,327	47,327	47,329	47,331	677,780	457,474	48.16%
Prop. G Expenses	9,627,147	-	4,000	-	-	-	4,836,422	-	-	2,000	-	-	14,469,569	13,749,763	5.24%
Total Expenses	10,263,822	576,389	2,586,892	699,610	582,970	586,289	5,392,590	551,505	551,509	553,513	551,519	559,025	23,455,633	23,981,783	-2.19%
NET INCOME	\$ (8,094,826)	\$ 1,592,607	\$ (417,896)	\$ 1,469,387	\$ 1,586,027	\$ 1,582,707	\$ (3,223,593)	\$ 1,617,492	\$ 1,617,488	\$ 1,729,484	\$ 1,617,478	\$ 1,609,972	\$ 2,686,325	\$ 1,198,825	124.08%

**RECONCILIATION OF ADJUSTMENTS
FOR THE FISCAL YEAR ENDING JUNE 30, 2021**

	July	August	September	October	November	December	January	February	March	April	May	June	Total
NET INCOME	\$ (8,094,826)	\$ 1,592,607	\$ (417,896)	\$ 1,469,387	\$ 1,586,027	\$ 1,582,707	\$ (3,223,593)	\$ 1,617,492	\$ 1,617,488	\$ 1,729,484	\$ 1,617,478	\$ 1,609,972	\$ 2,686,325
EXPENSES:													
Add-back depreciation	13,529	13,529	13,529	13,529	13,529	13,529	13,529	13,529	13,529	13,529	13,529	13,531	162,350
Add-back contingency reserve	17,833	17,833	17,833	17,833	17,833	17,833	17,833	17,833	17,833	17,833	17,833	17,833	214,000
Add-back Cogen interest/amort	2,164	1,985	1,806	1,627	1,447	1,268	1,087	907	726	545	364	182	15,915
Add-back Cogen lease payment	103,271	103,449	103,628	103,808	103,987	104,167	104,437	104,527	104,708	104,889	105,071	105,253	1,251,195
Deduct Cogen lease revenue	(105,434)	(105,434)	(105,434)	(105,434)	(105,434)	(105,434)	(105,434)	(105,434)	(105,434)	(105,434)	(105,434)	(105,434)	(1,265,214)
Total Expenses	31,362	31,362	31,362	31,362	31,362	31,362	31,452	31,362	31,362	31,362	31,362	31,364	376,440
ADJUSTED NET INCOME	\$ (8,063,463)	\$ 1,623,970	\$ (386,533)	\$ 1,500,749	\$ 1,617,389	\$ 1,614,070	\$ (3,192,141)	\$ 1,648,854	\$ 1,648,850	\$ 1,760,846	\$ 1,648,840	\$ 1,641,336	\$ 3,062,765

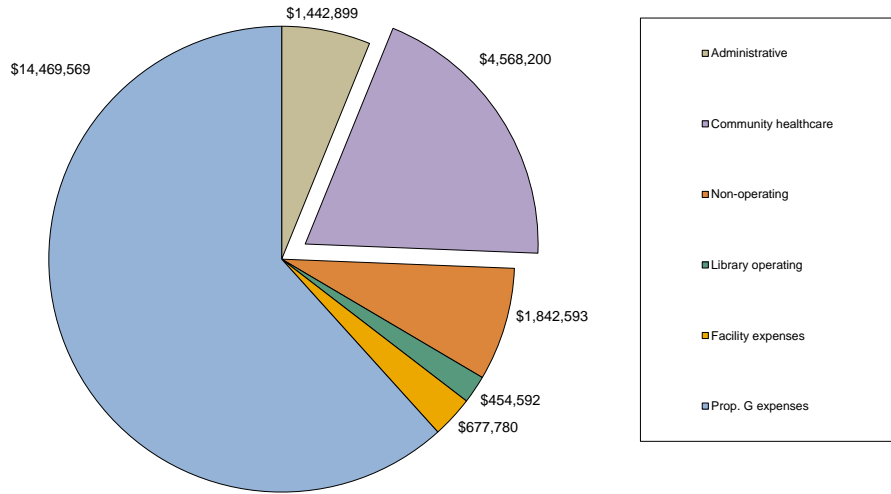
**GROSSMONT HEALTHCARE DISTRICT
SCHEDULE OF ADMINISTRATIVE EXPENSES - CASH BASIS
FOR THE FISCAL YEAR ENDING JUNE 30, 2021**

	July	August	September	October	November	December	January	February	March	April	May	June	Total	PY	%
Administrative Expenses:															
Salaries & stipends	\$ 69,461	\$ 69,461	\$ 65,961	\$ 82,628	\$ 82,628	\$ 86,795	\$ 65,923	\$ 65,923	\$ 65,923	\$ 65,923	\$ 65,923	\$ 65,923	\$ 852,474	\$ 690,000	23.55%
Fringe benefits, excluding OPEB	28,040	28,043	28,046	28,049	35,559	35,562	20,987	20,991	20,995	20,999	21,003	21,007	309,282	339,996	-9.03%
Travel, seminars and workshops	1,283	1,283	1,283	1,283	1,283	1,283	1,283	1,283	1,283	1,283	1,283	1,283	15,396	8,400	83.29%
Dues, meetings and memberships	2,866	2,866	2,866	2,866	2,866	2,866	2,866	2,866	2,866	2,866	2,866	2,866	34,392	36,000	-4.47%
Annual independent audit	-	-	10,000	10,000	-	-	-	-	-	-	-	7,500	27,500	27,500	0.00%
General Counsel-general matters	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000	72,000	-16.67%
Board meeting expenses	528	528	528	528	528	528	528	528	528	528	528	528	6,336	2,400	164.00%
Office and janitorial supplies	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520	30,240	12,600	140.00%
Equipment rental	875	875	875	875	875	875	875	875	875	875	875	875	10,500	9,885	6.22%
Communications retainer fees	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	38,400	45,000	-14.67%
Communications/advertising	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	3,000	400.00%
General community support	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	19,380	6,000	223.00%
Bond oversight committee	-	-	-	-	-	-	-	-	-	-	-	-	-	50,010	-100.00%
Other	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000	30,000	-20.00%
Total Administrative Expenses	\$ 118,638	\$ 118,641	\$ 125,144	\$ 141,814	\$ 139,324	\$ 143,493	\$ 108,047	\$ 108,051	\$ 108,055	\$ 108,059	\$ 108,063	\$ 115,567	\$ 1,442,899	\$ 1,332,791	8.26%



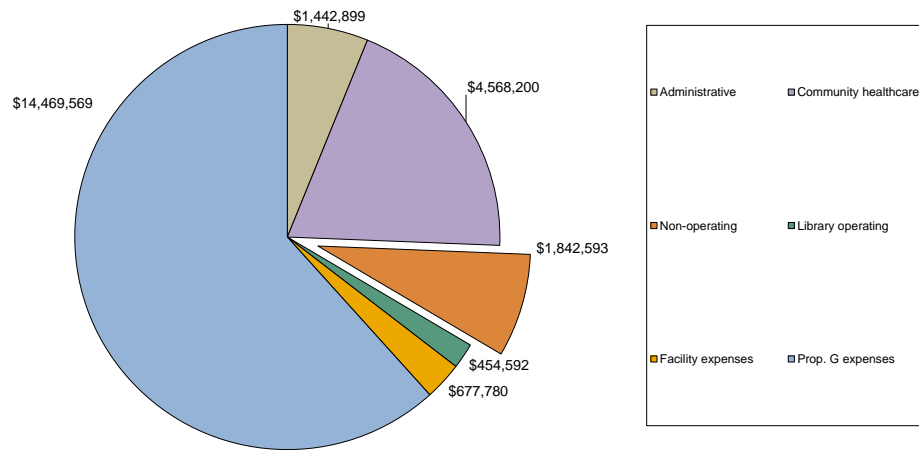
**GROSSMONT HEALTHCARE DISTRICT
SCHEDULE OF COMMUNITY HEALTHCARE EXPENSES - CASH BASIS
FOR THE FISCAL YEAR ENDING JUNE 30, 2021**

	July	August	September	October	November	December	January	February	March	April	May	June	Total	PY	%
Community Healthcare:															
Community healthcare grants & sponsorships	\$ 59,138	\$ 59,138	\$ 59,138	\$ 59,138	\$ 59,138	\$ 59,138	\$ 59,138	\$ 59,138	\$ 59,138	\$ 59,138	\$ 59,138	\$ 59,138	\$ 709,650	\$ 702,050	1.08%
Health Needs Assessment support	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	600,000	500,000	0.00%
Benefitting Grossmont Hospital	83,333	83,333	83,333	83,333	83,333	83,333	83,333	83,333	83,333	83,333	83,333	83,333	1,000,000	1,000,000	0.00%
Community healthcare scholarships	17,529	17,529	17,529	17,529	17,529	17,529	17,529	17,529	17,529	17,529	17,529	17,529	210,350	197,950	6.26%
Miscellaneous grants and support	-	-	2,000,000	-	-	-	-	-	-	-	-	-	2,000,000	4,107,800	-51.31%
Pre-award and post-award grant audits	5,200						5,000						10,200	15,200	-32.89%
Community health fairs and awards	3,167	3,167	3,167	3,167	3,167	3,167	3,167	3,167	3,167	3,167	3,167	3,167	38,000	42,000	-9.52%
Total Community Healthcare	\$ 218,367	\$ 213,167	\$ 2,213,167	\$ 213,167	\$ 213,167	\$ 213,167	\$ 218,167	\$ 213,167	\$ 213,167	\$ 213,167	\$ 213,167	\$ 213,167	\$ 4,568,200	\$ 6,565,000	-30.42%



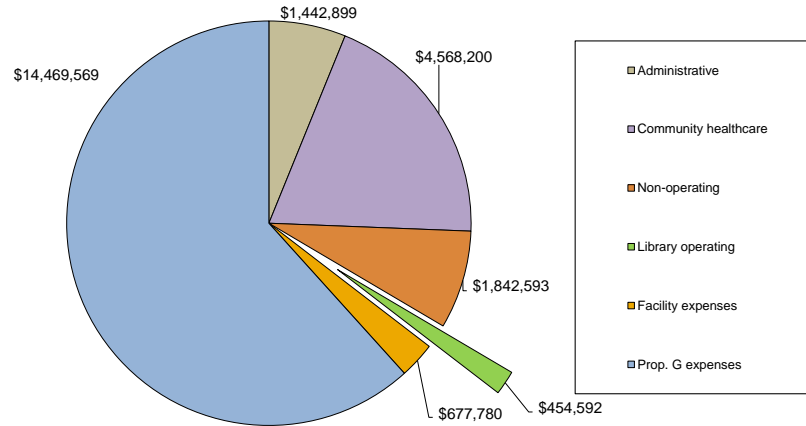
**GROSSMONT HEALTHCARE DISTRICT
SCHEDULE OF NON-OPERATING EXPENSES - CASH BASIS
FOR THE FISCAL YEAR ENDING JUNE 30, 2021**

	July	August	September	October	November	December	January	February	March	April	May	June	Total	PY	%
Non-operating Expenses:															
Election expense	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 200,000	\$ -	-
Legislative advocate	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	37,200	36,000	3.33%
Other consultants	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000	-	100.00%
LAFCO	6,089	-	-	-	-	-	-	-	-	-	-	-	6,089	5,000	21.78%
Cogen interest	2,164	1,985	1,806	1,627	1,447	1,268	1,087	907	726	545	364	182	14,109	41,649	-66.12%
Cogen lease principal payments	103,271	103,449	103,628	103,808	103,987	104,167	104,437	104,527	104,708	104,889	105,071	105,253	1,251,195	1,284,248	-2.57%
Prop 1A state budget contingency reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cogen SGIP payments	-	-	-	100,000	-	-	-	-	-	-	-	-	100,000	114,000	-12.28%
Contingency reserve	17,833	17,833	17,833	17,833	17,833	17,833	17,833	17,833	17,833	17,833	17,833	17,833	214,000	-	100.00%
Total Non-operating Expenses	\$ 150,790	\$ 144,701	\$ 144,701	\$ 244,701	\$ 144,701	\$ 144,701	\$ 144,791	\$ 144,701	\$ 144,701	\$ 144,701	\$ 144,701	\$ 144,701	\$ 1,842,593	\$ 1,480,897	24.42%



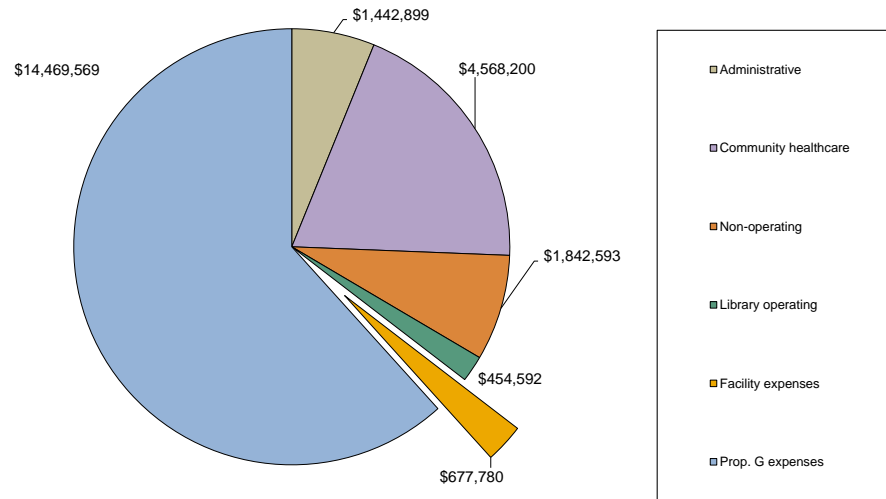
**GROSSMONT HEALTHCARE DISTRICT
SCHEDULE OF LIBRARY OPERATING EXPENSES - CASH BASIS
FOR THE FISCAL YEAR ENDING JUNE 30, 2021**

	July	August	September	October	November	December	January	February	March	April	May	June	Total	PY	%
Library Operating Expenses:															
Salaries	\$ 19,710	\$ 19,710	\$ 19,710	\$ 19,758	\$ 19,758	\$ 19,758	\$ 19,993	\$ 20,416	\$ 20,416	\$ 20,416	\$ 20,416	\$ 20,416	\$ 240,476	\$ 213,804	12.48%
Fringe benefits	8,742	8,742	8,742	8,742	8,742	8,742	8,742	8,742	8,742	8,742	8,742	8,742	104,909	94,620	10.87%
Technology maintenance	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000	28,680	-12.83%
Print resources	981	981	981	981	981	981	981	981	981	981	981	981	11,770	8,496	38.54%
Electronic and A/V resources	2,359	2,359	2,359	2,359	2,359	2,359	2,359	2,359	2,359	2,359	2,359	2,359	28,304	17,966	57.54%
Professional memberships, meetings and travel	292	292	292	292	292	292	292	292	292	292	292	292	3,500	4,548	-23.04%
Equipment and equipment rental	733	733	733	733	733	733	733	733	733	733	733	733	8,800	8,004	9.95%
Supplies & miscellaneous	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	13,342	4,800	177.96%
Services	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	18,491	14,940	23.77%
Total Library Operating Expenses	\$ 37,553	\$ 37,553	\$ 37,553	\$ 37,601	\$ 37,601	\$ 37,601	\$ 37,836	\$ 38,259	\$ 38,259	\$ 38,259	\$ 38,259	\$ 38,259	\$ 454,592	\$ 395,858	14.84%



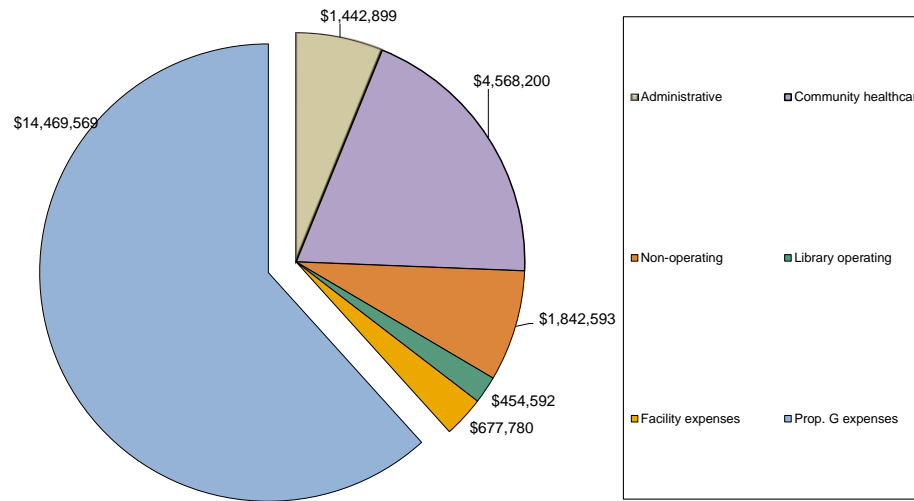
**GROSSMONT HEALTHCARE DISTRICT
SCHEDULE OF FACILITIES EXPENSES - CASH BASIS
FOR THE FISCAL YEAR ENDING JUNE 30, 2021**

	July	August	September	October	November	December	January	February	March	April	May	June	Total	PY	%
Facility Expenses:															
Facilities Coordinator	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 62,400	\$ -	100.00%
Fringe Benefits	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	41,676	-	100.00%
Facility consultant fees	100	100	100	100	100	100	100	100	100	100	100	100	1,200	1,200	0.00%
Security	417	417	417	417	417	417	417	417	417	417	417	417	5,004	20,400	-75.47%
Telecommunication	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000	7,400	143.24%
Website Development	2,458	2,458	2,458	2,458	2,458	2,458	2,458	2,458	2,458	2,458	2,460	2,460	29,500	7,000	321.43%
Technology maintenance	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	109,500	50,400	117.26%
Landscape maintenance	1,200	1,200	1,200	1,200	2,050	1,200	1,200	1,200	1,200	1,200	1,200	1,200	15,250	15,250	0.00%
Janitorial	417	417	417	417	417	417	417	417	417	417	417	417	5,004	22,980	-78.22%
Electricity	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	43,200	42,600	1.41%
Water/sewer	1,041	1,041	1,041	1,041	1,041	1,041	1,041	1,041	1,041	1,041	1,041	1,041	12,492	15,000	-16.72%
Disposal services	267	267	267	267	267	267	267	267	267	267	267	267	3,204	2,760	16.09%
Repairs and maintenance	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000	72,000	-16.67%
Insurance	49,000	-	-	-	-	-	-	-	-	-	-	-	49,000	49,000	0.00%
Capital asset purchases	15,000	15,000	15,000	15,000	-	-	-	-	-	-	-	-	60,000	20,000	200.00%
Depreciation	13,529	13,529	13,529	13,529	13,529	13,529	13,529	13,529	13,529	13,529	13,529	13,531	162,350	131,484	23.48%
Total Facility Expenses	\$111,327	\$ 62,327	\$ 62,327	\$ 62,327	\$ 48,177	\$ 47,327	\$ 47,327	\$ 47,327	\$ 47,327	\$ 47,327	\$ 47,329	\$ 47,331	\$ 677,780	\$ 457,474	48.16%



**GROSSMONT HEALTHCARE DISTRICT
SCHEDULE OF PROPOSITION G EXPENSES-CASH BASIS
FOR THE FISCAL YEAR ENDING JUNE 30, 2021**

	July	August	September	October	November	December	January	February	March	April	May	June	Total	PY	%
Prop. G Expenses:															
Bond principal payments	\$ 4,670,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,670,000	\$ 3,740,000	24.87%
Bond interest payments	4,953,147	-	-	-	-	-	4,836,422	-	-	-	-	-	9,789,569	9,999,763	-2.10%
Legal fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal fees reimbursement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	4,000	-	4,000	-	-	-	-	-	-	2,000	-	-	10,000	10,000	0.00%
Total Prop. G expenses:	\$ 9,627,147	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,836,422	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ 14,469,569	\$ 13,749,763	5.24%



**GROSSMONT HEALTHCARE DISTRICT
SCHEDULE OF FULL-TIME EMPLOYEES & PUBLIC SALARY SCHEDULE
FOR THE FISCAL YEAR ENDED JUNE 30, 2021**

Positions	FTE's	Budgeted Amount	Charged To	Time Base	Annual Salary Range	PERS Retirement Eligible
Chief Executive Officer	1.00		Administration	bi-monthly	\$150,000-\$225,000	Yes
Chief Operating Officer/General Manager	1.00		Administration	bi-monthly	\$135,000-\$210,000	Yes
Chief Financial Officer	1.00		Administration	bi-monthly	\$125,000-\$200,000	Yes
Director of Administrative Services	1.00		Administration	bi-monthly	\$70,000-\$130,000	Yes
Director of Programs and Outreach	1.00		Administration	bi-monthly	\$70,000-\$130,000	Yes
Communication Coordinator	1.00		Administration	bi-monthly	\$50,000-\$58,000	Yes
Programs and Outreach Coordinator	1.00		Administration	bi-monthly	\$48,000-\$54,000	Yes
Executive Assistant	1.00		Administration	bi-monthly	\$30,000-\$68,000	Yes
Facility Coordinator	1.00		Administration	bi-monthly	\$58,000-65,000	Yes
Staff Accountant	1.00		Administration	bi-monthly	\$48,000-58,000	Yes
Elected Board Member Stipends (5)	5.00		Administration	monthly	\$0-\$8,000	No
Board Member Designee Stipends (3)	N/A		Administration	monthly	\$0-\$4,000	No
Temporary Services	N/A		Administration	bi-monthly	\$30,000-\$50,000	No
Supplemental Positions	N/A		Administration	bi-monthly	\$30,000-\$50,000	No
1. Safety Compliance Officer	0.25					
2. Special Project Coordinator	0.25					
3. Executive Assistant to the CFO	0.50					
Administration Sub-total		<u>\$ 914,874</u>				
Library Director	1.00		Library Operations	bi-monthly	\$70,000-\$130,000	Yes
Full-time Library Assistants (2)	1.00		Library Operations	bi-monthly	\$40,000-\$60,000	Yes
Part-time Library Assistants (4)	1.50		Library Operations	hourly	\$15,000-\$50,000	No
Library Sub-total		<u>\$ 240,476</u>				
Total Full-time Positions	<u>19.50</u>	<u>\$ 1,155,350</u>				

Note 1: Board designees meeting attendance fluctuates monthly

Note 2: Chief Financial Officer position to be eliminated December 31, 2020.

**GROSSMONT HEALTHCARE DISTRICT
SCHEDULE OF REVENUES - CASH BASIS
FOR THE YEAR ENDING JUNE 30, 2021**

	July	August	September	October	November	December	January	February	March	April	May	June	Total	PY	% Change
REVENUES:															
Property taxes - 1%	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 709,045	\$ 8,508,540	\$ 8,103,372	5.00%
Property taxes - debt service	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	1,310,517	15,726,204	14,977,344	5.00%
Other	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500	438,000	540,000	-18.89%
Total Revenues	\$ 2,056,062	\$ 2,056,062	\$ 2,056,062	\$ 2,056,062	\$ 2,056,062	\$ 2,056,062	\$ 2,056,062	\$ 2,056,062	\$ 2,056,062	\$ 2,056,062	\$ 2,056,062	\$ 2,056,062	\$ 24,672,744	\$ 23,620,716	4.45%

