

**Attachment A: Fiscal Year 2024-25 Operating Budget for All Lines of Business and Non-Operating Items**  
**Medical Costs Include All Planned Provider Rate Increases**

	Medi-Cal	OneCare	PACE	MSSP	Facilities	Consolidated
Member Months	10,598,767	209,408	5,775	6,816	-	<b>10,813,951</b>
Avg Members	883,231	17,451	481	568	-	<b>901,163</b>
Revenue						
Capitation Revenue	\$ 3,814,724,802	\$ 426,644,977	\$ 48,208,554	\$ 3,042,208	\$ -	<b>\$ 4,292,620,541</b>
Total	<u>\$ 3,814,724,802</u>	<u>\$ 426,644,977</u>	<u>\$ 48,208,554</u>	<u>\$ 3,042,208</u>	<u>\$ -</u>	<b>\$ 4,292,620,541</b>
Medical Costs						
Provider Capitation	\$ 1,340,163,256	\$ 191,288,449	\$ -	\$ -	\$ -	<b>\$ 1,531,451,705</b>
Claims Payments	\$ 1,485,212,306	\$ 79,605,441	\$ 18,979,365	\$ -	\$ -	<b>\$ 1,583,797,111</b>
Managed Long-Term Services and Supports (MLTSS)	\$ 587,275,070	\$ -	\$ 413,957	\$ 395,487	\$ -	<b>\$ 588,084,514</b>
Prescription Drugs	\$ -	\$ 107,296,577	\$ 6,676,308	\$ -	\$ -	<b>\$ 113,972,885</b>
CalAIM & Other Medical	\$ 283,211,649	\$ 5,860,253	\$ 3,125,361	\$ -	\$ -	<b>\$ 292,197,263</b>
Medical Management	\$ 108,009,278	\$ 16,432,090	\$ 16,388,393	\$ 2,493,411	\$ -	<b>\$ 143,323,172</b>
Total	<u>\$ 3,803,871,558</u>	<u>\$ 400,482,809</u>	<u>\$ 45,583,384</u>	<u>\$ 2,888,898</u>	<u>\$ -</u>	<b>\$ 4,252,826,650</b>
MLR	<b>99.7%</b>	<b>93.9%</b>	<b>94.6%</b>	<b>95.0%</b>		<b>99.1%</b>
Gross Margin	\$ 10,853,244	\$ 26,162,168	\$ 2,625,170	\$ 153,310	\$ -	<b>\$ 39,793,891</b>
Administrative Expenses						
Salaries, Wages, & Employee Benefits	\$ 136,959,417	\$ 14,521,947	\$ 2,072,865	\$ 1,307,856	\$ -	<b>\$ 154,862,084</b>
Non-Salary Operating Expenses	\$ 68,578,139	\$ 11,078,842	\$ 1,271,562	\$ 116,000	\$ 3,450,830	<b>\$ 84,495,372</b>
Depreciation & Amortization	\$ 8,795,305	\$ -	\$ 19,200	\$ -	\$ 2,340,000	<b>\$ 11,154,505</b>
Indirect Cost Allocation, Occupancy Expense	\$ (7,277,170)	\$ 12,313,000	\$ 201,100	\$ 88,000	\$ (5,790,830)	<b>\$ (465,900)</b>
Total	<u>\$ 207,055,690</u>	<u>\$ 37,913,789</u>	<u>\$ 3,564,726</u>	<u>\$ 1,511,856</u>	<u>\$ (0)</u>	<b>\$ 250,046,061</b>
ALR	<b>5.4%</b>	<b>8.9%</b>	<b>7.4%</b>	<b>49.7%</b>		<b>5.8%</b>
<b>Operating Income/(Loss) Including Provider Rate Increases</b>	<b><u>\$ (196,202,447)</u></b>	<b><u>\$ (11,751,621)</u></b>	<b><u>\$ (939,556)</u></b>	<b><u>\$ (1,358,546)</u></b>	<b><u>\$ 0</u></b>	<b><u>\$ (210,252,170)</u></b>
Provider Rate Increases (Funded by Reserves)						<b>\$ 210,492,249</b>
<b>Adjusted Operating Income/(Loss) Excluding Provider Rate Increases</b>						<b>\$ 240,079</b>
<b>Digital Transformation Strategy</b>						<b>\$ (27,552,334)</b>
<b>Non-Operating</b>						
Net Investment Income						<b>\$ 80,000,000</b>
500 Building						<b>\$ (645,348)</b>
Street Medicine Support Center						<b>\$ (762,000)</b>
<b>Total Non-Operating Income/(Loss)</b>						<b>\$ 78,592,652</b>

**Attachment B: Administrative Budget Details**

<b>Medi-Cal: Non-Salary Operating Expenses</b>				
<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Other Operating Expenses	Corporate Software Maintenance (Provider Sanctioning and Analytics, Data Warehouse Cleansing, Analytics, Business Application Workflow, Website Content Management, Compliance and Other Corporate Applications)	2,870,565	X	X
Other Operating Expenses	Insurance Premiums - Errors and Omissions Professional Liability - General and Property Liabilities - Excess Liabilities - Commercial Auto - Directors and Officers (D&O) - Network/Privacy (Cyber), Crime, Employment Practices Liability (EPL) - Earthquake, Pollution and Umbrella - Wage and Hour Coverage	2,861,170	X	X
Other Operating Expenses	Facets Core System (Enrollment, Claims, Authorizations and Other Modules) License Renewal and Maintenance, Facets True Up Membership	2,311,815	X	X
Other Operating Expenses	Member and Provider Engagement and Consumer Assessment of Healthcare Providers and Systems (CAHPS) Improvement	1,827,000	X	X
Other Operating Expenses	Replacement Hardware for Operating System Upgrade, Desktop Software Licenses, and Other Minor Computer Equipment, Laptop and Desktop Replacements, Computer Equipment Refresh	1,760,100	X	X
Other Operating Expenses	Contact Center as a Service Solutions Annual Subscription	1,661,596	X	X
Other Operating Expenses	Telecommunications and Network Connectivity Expenses, Business Telephones and Accessories (Desk Phones, Headsets, Tablets and Accessories)	1,550,000	X	X
Other Operating Expenses	Enterprise Subscriptions, Information Technology Advisory, Licenses and Certifications, Support for Service Management on Foundational Modules, Project and Portfolio Management, Audio Equipment and Printing Support for Facilities	1,408,715	X	X
Other Operating Expenses	Operating Systems and Office Software Suite License Costs to Support Entire Organization	1,369,465	X	X
Other Operating Expenses	Database Monitoring, Data Loss Prevention, Email Security Anti-Phishing, Intrusion Prevention, Vulnerability Management, Digital Forensics and Incident Response, Security Incident and Event Management Software and Password Vault	1,350,000	X	X
Other Operating Expenses	Network Connectivity Maintenance and Support for CalOptima Health Sites (Network Monitoring Tools, Web Filters, All Main Distribution Frame and Intermediate Distribution Frame Batteries, Internet Optimizers, Routers, Wireless Application Protocol Devices, Other Tools)	1,216,130	X	X
Other Operating Expenses	Application Software Maintenance - IT Development Tools (Data Modeling, Architecture, Technical Libraries, Documentation, Technical Frameworks, Electronic Data Interchange, Software Development Testing)	1,142,797	X	X
Other Operating Expenses	Training & Seminar - Professional Development and Education - System and Software Update Training - Process Improvement Training - Financial and Reporting Software Upgrade and Training - Training Classes for Facility Management, Environmental and Safety Issues - Training Classes for Professional Certifications and Continuing Legal Education	1,076,862	X	X
Other Operating Expenses	User Licenses for Medicare Claims Pricing Software	1,048,526	X	X
Other Operating Expenses	Business Continuity Plan (BCP) Software	1,000,000	X	X
Other Operating Expenses	Human Resources Corporate Application Software Maintenance (Training, Recruitment, Performance Evaluation, HR Benefits, Employee Time and Attendance and Payroll)	956,583	X	X
Other Operating Expenses	Software Licenses and Subscriptions Pertaining to Capital Projects	895,000	X	X
Other Operating Expenses	Real Time Claims Adjudication Function One Time License Fee and Annual Maintenance	743,144	X	X
Other Operating Expenses	Association Membership Dues (Provide Advocacy, Program Support, Technical Support Regarding State and Federal Regulatory Issues)	701,700	X	X
Other Operating Expenses	Finance Corporate Applications Software Maintenance (Accounting, Finance and Procurement Systems)	618,602	X	X
Other Operating Expenses	Server Connectivity Maintenance and Support for Server Equipment (Servers, Storage, Virtual Machine Licenses, Backup Software)	610,000	X	X
Other Operating Expenses	Sponsorship, Registration Fees and Other Related Costs for New and Anticipated Community Events, Health Fairs, Venue Rental, Services and Supplies	540,000	X	X

**Attachment B: Administrative Budget Details**

<b>Medi-Cal: Non-Salary Operating Expenses</b>				
<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Other Operating Expenses	Cloud Access Security Broker and Data Loss Prevention Solutions	500,000	X	X
Other Operating Expenses	Endpoint Protection and Threat Intelligence Powered by Artificial Intelligence	500,000	X	X
Other Operating Expenses	Purchases and Installation of Office Furniture for Adds, Moves, Furniture, Fixture and Equipment, and Various Other Articles of Minor Equipment	432,000	X	X
Other Operating Expenses	Predictive Analytics Modeling: Quarterly Model Refresh and Deliverables Cycles	390,000	X	X
Other Operating Expenses	Information Security Data Loss Prevention Solution Annual Maintenance	350,000	X	X
Other Operating Expenses	Maintenance for Windows and Carpet Cleaning, Furniture Repair, Doors, Audio Visual Equipment, Plumbing and Other General Maintenance Needs	325,000	X	X
Other Operating Expenses	Contract Management System	315,000	X	X
Other Operating Expenses	Maintenance and Support Annual Renewal for the Telecommunications Network Systems	300,975	X	X
Other Operating Expenses	24/7 Support to Assist CalOptima Health's Operating Systems and Office Software Suite Related Questions and Issues	300,000	X	X
Other Operating Expenses	Employee Engagement Events and CalOptima Health Logo Apparel	275,475	X	X
Other Operating Expenses	Office Supplies (Paper, Toner, Batteries, Mouse Pads, Keyboards, Environmental Health and Safety, Disaster Recovery, Other Miscellaneous Items) for Company-Wide Usage	240,000	X	X
Other Operating Expenses	Tuition Reimbursement for Staff Development and Organizational Development Programs (CalOptima Health Special Speakers, Trainers, Computer Classes, Other Training Events)	223,000	X	X
Other Operating Expenses	Provider and Physician Credentialing System Maintenance and License Renewal	114,980	X	X
Other Operating Expenses	Travel - Conferences/Seminars and Meetings for Managers and Staff - State Meetings Related to Regulatory and Legislative Issues, Strategic Development - Association Meetings - Vendor Site Visits, Field Staff Visits - Mileage and Parking Reimbursement for Community Events and Presentations, Provider Offices and Member Enrollment	114,070	X	X
Other Operating Expenses	Supplies and Costs Associated with Various Outreach, Community Events, Sponsorships and Health Fairs	106,000	X	X
Other Operating Expenses	Additional Software License and Upgrade Costs for Operating Systems and Office Software Suite	100,000	X	X
Other Operating Expenses	Maintenance of Operations and Desktop Application Software and Hardware	97,520	X	X
Other Operating Expenses	Strategic Development, Orange County Indicators Report and Other Professional Membership Dues	94,000	X	X
Other Operating Expenses	Database Administrator License Renewals, Maintenance and Support	91,212	X	X
Other Operating Expenses	Office Supplies for Various Departments' Needs for Everyday Operations	90,457	X	X
Other Operating Expenses	Professional Dues and Member Fees for Various Professional Associations	85,445	X	X
Other Operating Expenses	Subscription Renewal for Standard Medical Coding Schedules and Multiple User Licenses	85,000	X	X
Other Operating Expenses	Employee Appreciation Events	84,700	X	X
Other Operating Expenses	Member and Provider Incentives	67,500	X	X
Other Operating Expenses	Food Services for Community Events and Supporting New Initiatives	50,000	X	X
Other Operating Expenses	Subscriptions for Existing Software, Databases and User Groups	43,525	X	X
Other Operating Expenses	Project Portfolio Management (PPM) Software	36,000	X	X
Other Operating Expenses	Board Member Stipends, Memberships, Conferences, Training and Travel	35,000	X	X
Other Operating Expenses	Food Services Allowances, as Needed, for Sponsoring Member and Provider Meetings, Conferences, Department Meetings and Other Events	34,550	X	X
Other Operating Expenses	Subscription Fees for Various Licenses, Literature and Organizations	22,224	X	X
Other Operating Expenses	Promotional Items and Outreach Activities to Help Support CalOptima Health Programs and Initiatives	20,000	X	X
Other Operating Expenses	Human Resources Program Books, Surveys, E-Learning Courses, Mentoring and Succession Planning, Video Maker, Audio Editing and Various Licenses	17,929	X	X
Other Operating Expenses	Food Services for CalOptima Health Informational Series, Legislative Luncheon Events, Member and Provider Meetings/Conferences, Board Meetings and Other Events	17,750	X	X
Other Operating Expenses	Subscription Fees for Electronic Surveys, Managing Software Licenses, Education Videos for Members and Associations, Print and Digital Content Subscriptions	16,590	X	X
Other Operating Expenses	General Supplies for CalOptima Health Staff	15,000	X	X

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<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Other Operating Expenses	Food Services for Provider Advisory Committee, CalOptima Health Community Network Lunch and Learn Events and Anniversary Event	4,000	X	X
Printing & Postage	Postage for Maintenance of Business, Direct Mailer, QMB Mailings, Ad hoc and New Projects	2,132,316	X	X
Printing & Postage	Print and Fulfillment for Regular Mailings of Daily/Monthly Packets	1,641,708	X	X
Printing & Postage	General Postage for Outgoing Mail	984,000	X	X
Printing & Postage	QMB Mailings, Ad hoc and New Projects	521,873	X	X
Printing & Postage	Print and Fulfillment for Newsletters	424,160	X	X
Printing & Postage	Printing of the Annual Report to the Community, Holiday Cards, Provider Press Newsletter, Legislative Platform, Advocacy Items, Strategic Plan Booklet, Direct Mail, Marketing Material and Ad Hoc Collateral Materials	103,500	X	X
Printing & Postage	Mail Services Charges, Courier/Delivery of Print Materials	79,100	X	X
Printing & Postage	Miscellaneous Member Materials, Printing Expenses and Supplies for Various Departments	41,000	X	X
Printing & Postage	Printing Services for Facilities Projects and Events, Safety and Security, Other CalOptima Health Departments' Printing Needs	36,000	X	X
Printing & Postage	Provider Relations Provider Directory Validation Forms, Annual In-Service Letters and Attestation Forms, Access and Availability Required Mailings and Postage Required to Ensure Provider Training and Education Compliance	10,000	X	X
Professional Fees	General and Adversarial Legal Fees for Outside Legal Counsel	3,350,000	X	X
Professional Fees	Support for Assessment of Growth Opportunities and Capabilities and Implementation, Coalition Grant Contracts Monitoring, and Other Consulting Services Supporting Business Development Plans	725,000	X	X
Professional Fees	Consulting Services for Strategic Advice and Assistance Regarding Government Affairs Activities, Engagement, and Communications	600,000	X	X
Professional Fees	Government Affairs Contract and Management of State, Federal and Local Lobbyists	590,000	X	X
Professional Fees	Consulting Fees to Expand Internal Audit Work Plan, Develop a Board-Approved Initiatives Review Process, Conduct Validation Audit and Risk Assessment, and other Ad Hoc Projects	500,000	X	X
Professional Fees	Employee Engagement and Feedback, Executive Recruiter Expenses, Direct Hire Fees, Leave and Accommodation and Ad Hoc Consulting	438,400	X	X
Professional Fees	Consultant for Medi-Cal Mock Audit and Other Required Audits	400,000	X	X
Professional Fees	Consulting Fees for Organizational and Strategic Plan Support	400,000	X	X
Professional Fees	Annual IBNR Certification, Network Support and Other Related Actuarial Consulting Services	321,500	X	X
Professional Fees	Consulting Fees To Support Media Outreach and Engagement to Boost Awareness and Positive Perception of CalOptima Health	280,000	X	X
Professional Fees	Consulting Services for Health Check on Existing Cyber Security Tools, Failover and High Availability Configuration Review	270,000	X	X
Professional Fees	Medical Loss Ratio Audit	258,090	X	X
Professional Fees	Core Systems Upgrade Consultation, Technical Training and Other Core Application Support	252,000	X	X
Professional Fees	Cloud Platform Assistance, Work Station Management and Miscellaneous Consulting/Professional Services	248,000	X	X
Professional Fees	Financial Audit Annual Contract	216,000	X	X
Professional Fees	Consulting Fees To Support Campaign Development and Advertising Strategy	210,000	X	X
Professional Fees	Consulting Services to Assist with Development of a New Delegation Agreement and Restructuring of the Delegation Oversight Process	192,000	X	X
Professional Fees	Space Planning Services, Mechanical Engineering Consultant, and Broker Services	190,000	X	X
Professional Fees	Compensation and Job Classification Study	100,000	X	X
Professional Fees	Investment Advisory Support Services	100,000	X	X
Professional Fees	Fraud Consultant to Assess CalOptima Health's Program Integrity Areas and Procedures	80,000	X	X
Professional Fees	Professional Fees for Dynamic 365 and Slover Support, Other Post Employment Benefits (OPEB) and Various Accounting and Related Consulting Services	72,500	X	X
Professional Fees	Third-Party Reviewers of Medical Records to Assess for Clinical Appropriateness and Coding/Billing Accuracy	70,000	X	X
Professional Fees	Consulting Services to Support Process Enhancement and Implementation	50,000	X	X
Professional Fees	Consulting Services for Budget Support	30,000	X	X
Professional Fees	Evaluation of End to End Workflow for System/Process Improvements	30,000	X	X
Professional Fees	Professional Consultant Services for Enterprise Project Management Office	20,000	X	X
Professional Fees	Professional Fees for Procurement Support	15,000	X	X

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<b>Medi-Cal: Non-Salary Operating Expenses</b>				
<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Purchased Services	Claims Prepayment Editing Services	2,958,120	X	X
Purchased Services	Face to Face Interpreter Services, Telephonic and Video Interpreter Services, Translation Services for Threshold Languages, Translation Audit Review and Translation Skill Assessment and Test	2,591,300	X	X
Purchased Services	Coordination Of Benefits (COB) Project	1,716,000	X	X
Purchased Services	Overpayment Identification Services	1,680,000	X	X
Purchased Services	Electronic Data Interchange Institutional Claims	1,320,000	X	X
Purchased Services	Third Party Check Printing and Mailing Fees	750,000	X	X
Purchased Services	Managed Service Support to Provide Technical Resources for Software Development and Quality Assurance	640,000	X	X
Purchased Services	Supplemental Security Income (SSI) Conversion Services	528,000	X	X
Purchased Services	Long Term Care Rate Adjustments	480,000	X	X
Purchased Services	Claims Imaging and Indexing Services	456,000	X	X
Purchased Services	Business Bank Fees	435,000	X	X
Purchased Services	Radio, Television, Print, Outdoor, Digital Advertising Campaign to Encourage Use of CalOptima Health-Covered Preventative Services	375,000	X	X
Purchased Services	Ongoing Digital, Social Media Advertising and Partnerships to Promote Routine Annual Medi-Cal Renewal, Mailing Campaign to Promote County Community Services Center	250,000	X	X
Purchased Services	Security Operations Center to Provide Expert Monitoring, Analysis, and Response to Security Incidents Using a Centralized Platform	250,000	X	X
Purchased Services	Ongoing Design and Support for ServiceNow	204,000	X	X
Purchased Services	Health Insurance Portability and Accountability Act (HIPAA) Security Compliance, including Risk Management, Assessment and Network Penetration	195,000	X	X
Purchased Services	Provider Directory Production and Remediation, Other Miscellaneous Purchased Services	171,000	X	X
Purchased Services	Medicare Third Party Liability (TPL)	168,000	X	X
Purchased Services	Recruitment Advertisement and Sourcing	155,000	X	X
Purchased Services	Data Modeling Pricing	150,000	X	X
Purchased Services	Background Screening	150,000	X	X
Purchased Services	Grant Management Tools to Support Ongoing Management of Grants and Process Improvement	150,000	X	X
Purchased Services	Fraud, Waste and Abuse (FWA) Recovery Fees	130,000	X	X
Purchased Services	Insurance Broker Services	126,000	X	X
Purchased Services	Regulatory 508 Compliance Remediation Services for Pdf Files to Make Member, Provider, Board and Other Materials Accessible to People With Disabilities on the Website as Required by CMS, DHCS and Section 508 Regulations	125,000	X	X
Purchased Services	Technical Development for Multiple Facets Projects	125,000	X	X
Purchased Services	Telecom Expense Management System, Other Ongoing Services	120,000	X	X
Purchased Services	Benefit Broker Services	116,500	X	X
Purchased Services	Data Scanning and Storage, Other General Purchased Services	102,000	X	X
Purchased Services	Telework, Handling, Deliveries and Arm Guards	84,000	X	X
Purchased Services	Employee Assistance Program	82,000	X	X
Purchased Services	Ongoing Access to Expert Security Professionals to Quickly Respond to Emerging Threats and Offer Proactive Guidance	75,000	X	X
Purchased Services	Sponsorship of Television Network Featuring Brand Placement and Raising Awareness of Health Topics	70,000	X	X
Purchased Services	Flexible Spending Accounts (FSA)/Consolidated Omnibus Budget Reconciliation Act (COBRA)	65,000	X	X
Purchased Services	Healthcare Productivity Automation Services	60,000	X	X
Purchased Services	Funding for Photography and Video Production Services Needed to Support New CalOptima Health Initiatives	55,000	X	X
Purchased Services	Medical Records Retrieval, and Compliance and Ethics Hotline	55,000	X	X
Purchased Services	Offsite Backup Tape Storage and Services, Slotted Media Storage	52,000	X	X
Purchased Services	Retirement Funds Advisory	50,000	X	X
Purchased Services	TB Shots and Other General Purchased Services	48,000	X	X
Purchased Services	Provider Office Diversity, Equity and Inclusion Training	45,000	X	X
Purchased Services	Compensation System Subscription Fee	31,700	X	X
Purchased Services	Pre Employment Applicant Testing	25,000	X	X

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<b>Medi-Cal: Non-Salary Operating Expenses</b>				
<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Purchased Services	Health Screening	24,000	X	X
Purchased Services	Employee Wellness and Ad Hoc Programs	16,300	X	X
Purchased Services	Tax Form Processing Fees and Other General Purchased Services	13,500	X	X
Purchased Services	Destruction of Electronic Media	8,200	X	X
Purchased Services	Imaging Services	3,500	X	X
Purchased Services	General Services for Operations Management	1,200	X	X
<b>Total Non-Salary Operating Expenses</b>		<b>68,578,139</b>		

**Attachment B: Administrative Budget Details**

<b>OneCare: Non-Salary Operating Expenses</b>				
<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Other Operating Expenses	Vendor Application Support for Broker Agency Commission for Member Enrollment and Claims Pricing Solution	846,000	X	X
Other Operating Expenses	Predictive Analytics Modeling for Quarterly Model Refresh & Deliverables Cycles	219,000	X	X
Other Operating Expenses	Member Outreach Activities and Promotional Items for Community Events	155,000	X	X
Other Operating Expenses	Training and Seminars for Professional Development and Education	62,425	X	X
Other Operating Expenses	Incentive for CalOptima Health Staff for Enrollment Referrals	60,000	X	X
Other Operating Expenses	Promotional Items for Community Events, Sponsorships and Registration Fees and Venue Rental	40,000	X	X
Other Operating Expenses	Food Services Allowances, as Needed, for Sponsoring Member and Provider Meetings, Conferences, Community Events, Compliance Week, and Department Training and Meeting	22,950	X	X
Other Operating Expenses	Subscriptions, Certifications and Professional Dues	20,125	X	X
Other Operating Expenses	Travel Expenses for Visits to Provider Offices, Presentations, Health Fairs, Community Events, Annual Audits and Conferences/Seminars	18,100	X	X
Other Operating Expenses	Office Supplies Needed for Everyday Department Operations	10,330	X	X
Other Operating Expenses	Marketing and Outreach Activities and Promotional Items for Various Events	4,100	X	X
Printing & Postage	Marketing Materials, Including Sales Brochures, Posters, Handouts and Other Member and Provider Oriented Materials and Postage	2,068,750	X	X
Printing & Postage	Maintenance of Enrolled Members (Printing, Fulfillment, Postage), Member Routine Annual and Quarterly Mailings, Other Related Printing and Postage Expenses	681,208	X	X
Printing & Postage	Printing of Enrollment Materials, Retainment Materials, Broker Agency Enrollment Kits, and Other Related Printing Expenses	112,000	X	X
Printing & Postage	Member and Provider Materials, Fulfillment and Other Printing Fees for Various Departments	48,250	X	X
Printing & Postage	Provider Directory Validation Forms, Annual Education and Attestations, Access and Availability Timely Access, Network Adequacy, Letter, Envelopes and Postage	17,200	X	X
Professional Fees	Medicare Consultants and Agency Services	460,000	X	X
Professional Fees	Annual Contract Bid for OneCare and Other Financial Consulting Services	420,000	X	X
Professional Fees	Medicare Data Validation Audit and Program Audit Engagement	235,000	X	X
Professional Fees	Annual Compliance Program Effectiveness (CPE) Audit	60,000	X	X
Professional Fees	Consumer Assessment of Healthcare Providers and Systems (CAHPS) Improvement	50,000	X	X
Purchased Services	Broker Agency Commission for Member Enrollment and Other Related Expenses	1,780,000	X	X
Purchased Services	Advertising and Media Buys (Newspapers, Magazines, Radio, Bus Shelter, Campaigns, Other Media)	1,640,000	X	X
Purchased Services	Pharmacy Benefits Management	1,153,000	X	X
Purchased Services	Language Interpretation, Face to Face Interpreter Services, Telephonic Interpreter and Video Interpreting Services, and Translation of Member Materials	426,904	X	X
Purchased Services	Member Chart Retrieval Services	202,500	X	X
Purchased Services	Claims Processing Through Automation Data Flow	126,000	X	X
Purchased Services	Platform Managed Service Support	120,000	X	X
Purchased Services	Data Scanning and Storage	20,000	X	X
<b>Total Non-Salary Operating Expenses</b>		<b>11,078,842</b>		

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<b>PACE: Non-Salary Operating Expenses</b>				
<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Other Operating Expenses	Software License and Support, Repairs and Maintenance of Minor Equipment, Building and Unforeseen Incidentals and Building Security Services	89,000	X	X
Other Operating Expenses	Outreach Events and Promotional Marketing Items to Help Elevate PACE Center and Support Program Enrollment and Expansion	23,000	X	X
Other Operating Expenses	Electricity, Gas, Water and Other Related Expenses	12,000	X	X
Other Operating Expenses	General Liability, Property, Earthquake and Other Insurance Fees	8,842	X	X
Other Operating Expenses	New PACE Incentive Program	5,000	X	X
Other Operating Expenses	Food Services Allowances, as Needed, for Sponsoring, Enrollment and Retention Events, Member and Provider Meetings, Conferences and Trainings	4,330	X	X
Other Operating Expenses	Property Tax Assessment	2,500	X	X
Other Operating Expenses	Staff Development Training (Registration Fees, Travel, Accommodations, Incidentals)	2,400	X	X
Other Operating Expenses	Office Supplies for Staff	1,200	X	X
Other Operating Expenses	Staff Travel and Mileage for Home Visits, Marketing, Conferences and Enrollment	1,200	X	X
Other Operating Expenses	Subscriptions, Membership, Registration for Dietetic and Other Discipline Specific Memberships	590	X	X
Other Operating Expenses	Minor Equipment and Supplies (Kitchen, Rehab, Social Day, Staff Break Room, Clinic/Rehab Equipment)	500	X	X
Printing & Postage	Participant Newsletter, Typesetting for Translated Materials, Printing, Fulfillment and Postage Costs for Direct Mail Campaign, Marketing Materials and Other Printing Expenses	294,300	X	X
Professional Fees	Part D Actuarial Services and Other Financial Consulting Fees	106,300	X	X
Purchased Services	Advertising (Radio, Television, Print, Outdoor, Digital and Other Mediums) to Promote and Support Enrollment and Participation	700,000	X	X
Purchased Services	Health Outcomes and Satisfaction Surveys, Encounter Data File Formatting, Sterilization of Medical Equipment, Provider Communication, Appointment Services, Telehealth Support Services, Medical Equipment Calibration and Other Related Expenses	20,400	X	X
<b>Total Non-Salary Operating Expenses</b>		<b>1,271,562</b>		

**Attachment B: Administrative Budget Details**

<b>MSSP: Non-Salary Operating Expenses</b>				
<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Other Operating Expenses	Information Management Software for Long Term Care	52,000	X	X
Other Operating Expenses	Cell Phones and Data Plans for Field Staff and Management Team Who Complete Onsite Home Assessments	17,000	X	X
Other Operating Expenses	Regular Home Visits with Members for Field Staff and Quarterly Director Site Meeting	12,000	X	X
Other Operating Expenses	Professional Development and Education	10,500	X	X
Other Operating Expenses	Professional Certifications	7,000	X	X
Other Operating Expenses	Routine Office Supplies for Field and Office Staff	500	X	X
Professional Fees	Annual Finance Audit	17,000	X	X
<b>Total Non-Salary Operating Expenses</b>		<b>116,000</b>		

**Attachment B: Administrative Budget Details**

<b>505 Building: Non-Salary Operating Expenses</b>				
<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Other Operating Expenses	Electricity	587,142	X	X
Other Operating Expenses	Janitorial Night Contract	435,909	X	X
Other Operating Expenses	Security Contract	343,198	X	X
Other Operating Expenses	Property, Liability and Earthquake Insurance	319,849	X	X
Other Operating Expenses	Engineering Contract	222,990	X	X
Other Operating Expenses	Other Repair and Maintenance (Signage, Steam Cleaning, Roof, Locksmith, Pest Control Contract, Lobby Decor, Common Area Maintenance (CAM), Other Maintenance)	168,192	X	X
Other Operating Expenses	Janitorial Day Contract	155,978	X	X
Other Operating Expenses	Plumbing	126,540	X	X
Other Operating Expenses	HVAC Miscellaneous	121,648	X	X
Other Operating Expenses	Other Fire/Life Safety Expenses (Phone, Emergency Generator, Other Expenses)	107,381	X	X
Other Operating Expenses	Janitorial Supplies	97,200	X	X
Other Operating Expenses	Electrical Repairs and Supplies	83,750	X	X
Other Operating Expenses	Exterior Landscape Contract	52,541	X	X
Other Operating Expenses	Door Maintenance and Repair	38,800	X	X
Other Operating Expenses	Gas	33,039	X	X
Other Operating Expenses	Security Equipment and Maintenance	32,024	X	X
Other Operating Expenses	Elevator Maintenance Contract	31,320	X	X
Other Operating Expenses	Property Tax Assessments	30,267	X	X
Other Operating Expenses	Windows	30,072	X	X
Other Operating Expenses	Landscape Extras	29,580	X	X
Other Operating Expenses	HVAC Maintenance Contract	24,707	X	X
Other Operating Expenses	Painting	23,700	X	X
Other Operating Expenses	Walls/Ceilings/Floors/Sidewalks/Railings	19,380	X	X
Other Operating Expenses	Water Treatment	19,211	X	X
Other Operating Expenses	Water - Building	18,539	X	X
Other Operating Expenses	Trash	12,900	X	X
Other Operating Expenses	Parking Lot Maintenance and Sweeping	10,116	X	X
Purchased Services	Property Management, Administration Fee and Other Related Expenses	274,858	X	X
	<b>Total Non-Salary Operating Expenses</b>	<b>3,450,830</b>		

**Attachment B: Administrative Budget Details**

<b>500 Building: Non-Salary Operating Expenses</b>				
<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Other Operating Expenses	Security Contract	302,853	X	X
Other Operating Expenses	Electricity	233,717	X	X
Other Operating Expenses	Other Repair and Maintenance (Signage, Steam Cleaning, Roof, Locksmith, Pest Control Contract, Lobby Decor, Common Area Maintenance (CAM), Other Maintenance)	169,776	X	X
Other Operating Expenses	Janitorial Night Contract	155,226	X	X
Other Operating Expenses	Property, Liability and Earthquake Insurance	104,947	X	X
Other Operating Expenses	Engineering Contract	73,308	X	X
Other Operating Expenses	Parking Lot Maintenance and Sweeping	69,062	X	X
Other Operating Expenses	Electrical Repairs and Supplies	44,600	X	X
Other Operating Expenses	Janitorial Day Contract	42,253	X	X
Other Operating Expenses	HVAC Miscellaneous	41,285	X	X
Other Operating Expenses	Water - Building	35,985	X	X
Other Operating Expenses	Exterior Landscape Contract	35,475	X	X
Other Operating Expenses	Property Tax Assessments	35,052	X	X
Other Operating Expenses	Plumbing	29,700	X	X
Other Operating Expenses	Walls/Ceilings/Floors/Sidewalks/Railings	22,132	X	X
Other Operating Expenses	Painting	20,475	X	X
Other Operating Expenses	Door Maintenance and Repair	20,400	X	X
Other Operating Expenses	HVAC Maintenance Contract	20,356	X	X
Other Operating Expenses	Landscape Extras	19,700	X	X
Other Operating Expenses	Windows	15,810	X	X
Other Operating Expenses	Security Equipment and Maintenance	12,460	X	X
Other Operating Expenses	Other Fire/Life Safety Expenses (Phone, Emergency Generator, Other Expenses)	11,215	X	X
Other Operating Expenses	Elevator Maintenance Contract	10,896	X	X
Other Operating Expenses	Janitorial Supplies	9,600	X	X
Other Operating Expenses	Water Treatment	8,522	X	X
Other Operating Expenses	Trash	6,660	X	X
Printing and Postage	Postage and Courier	320	X	X
Purchased Services	Property Management, Administration Fee and Other Related Expenses	111,955	X	X
<b>Total Non-Salary Operating Expenses</b>		<b>1,663,740</b>		

**Attachment B: Administrative Budget Details**

<b>Street Medicine Support Center: Non-Salary Operating Expenses</b>				
<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Purchased Services	Preparation Activities for Preconstruction and Other Related Building Costs	510,000	X	X
<b>Total Non-Salary Operating Expenses</b>		<b>510,000</b>		

## Attachment B1: Digital Transformation Administrative Budget Details

<b>Non-Salary Operating Expenses</b>				
<b>Specific Type</b>	<b>Objective of the Item Proposed</b>	<b>Budget FY 2024-25 Input</b>	<b>Authorization</b>	<b>Appropriation</b>
Other Operating Expenses	Government and Commercial Subscription for Cloud Platform	4,000,000	X	X
Other Operating Expenses	Software Licenses Pertaining to Capital Projects	1,778,000	X	X
Other Operating Expenses	Data Masking and Virtual Database License and Support	960,404	X	X
Other Operating Expenses	Customer Relations Management	741,600	X	X
Other Operating Expenses	Encounter Submissions and Critical Risk Adjustment Analytics	520,000	X	X
Other Operating Expenses	Security Controls, Encrypted Systems, Firewall, Efficient Access	450,000	X	X
Other Operating Expenses	Robotic Process Automation Software	250,000	X	X
Other Operating Expenses	Website Content Management and Digital Experience Platform	131,158	X	X
Other Operating Expenses	Care Management System Software (Read Only for Transition Period)	105,000	X	X
Professional Fees	Digital Transformation Consulting Services in Various Areas	5,000,000	X	X
Professional Fees	Consulting Assistance, Support Automation, New Application Masking, Data Engine Setup and Provision, Training, Integration Systems and Platform	1,313,000	X	X
Purchased Services	Automation Process for Claims	1,500,000	X	X
Purchased Services	SOC (Security Operation Center) as a Service	204,000	X	X
<b>Total Non-Salary Operating Expenses</b>		<b>16,953,162</b>		

# Attachment A: Fiscal Year 2024-25 Routine Capital Budget by Project

<b>INFRASTRUCTURE</b>	<b>TOTAL CAPITAL</b>
Computer Network Connectivity Hardware	385,000
Technology Asset Inventory Tracking Application	362,000
Compliance and Risk Management System	125,000
Email, Text, Web SPAM Blocker System	75,000
Redundant Network Connectivity Platform	60,000
Data Warehouse Virtualization System to Scale and Improve Data Usage	55,000
Analytics and Integration Platform for Technology Issue Response and Resolution	40,000
Computer Operating System Patch and Repair Automation	40,000
Network Time Protocol System to Synchronize Network and Computer Clocks	25,000
Communication System Redundancy	17,000
Local and Wide Area Network Redundancy System Upgrade and Internet Firewall Resource Expansion	14,000
Teletypewriter (TTY) System Upgrade	13,000
Backup Data as a Service	8,000
<b>TOTAL INFRASTRUCTURE</b>	<b>\$ 1,219,000</b>
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<b>APPLICATIONS MANAGEMENT</b>	<b>TOTAL CAPITAL</b>
Electronic Health Record Patient Continuity of Care Document Conversion System	25,000
<b>TOTAL APPLICATIONS MANAGEMENT</b>	<b>\$ 25,000</b>
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<b>505 BUILDING IMPROVEMENTS</b>	<b>TOTAL CAPITAL</b>
Office Improvements	550,000
Office Furniture	500,000
Lobby Renovation	345,000
Intermediate Distribution Frame Room HVAC	65,000
Digital Directory in Lobby	25,000
<b>TOTAL 505 BUILDING IMPROVEMENTS</b>	<b>\$ 1,485,000</b>
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<b>500 BUILDING IMPROVEMENTS</b>	<b>TOTAL CAPITAL</b>
Suite 300 Renovations	1,900,000
Suite 100 Renovations	1,600,000
Suite 250 Renovations	960,000
HVAC Controls Upgrade	175,000
Fire Control Panel Replacement	50,000
Touchless Faucets in Common Area Restrooms	15,000
<b>TOTAL 500 BUILDING IMPROVEMENTS</b>	<b>\$ 4,700,000</b>
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<b>PACE CENTER</b>	<b>TOTAL CAPITAL</b>
Electronic Health Record System	500,000
Clinic Office Reconfiguration	100,000
Office Space Reconfiguration	55,000
Rooftop HVAC Unit	55,000
Touchless Fixtures	35,000
Exterior Wall Refurbishment	32,000
Waste Enclosure Expansion	28,000
Rehabilitation Equipment	13,000
Commercial Refrigerator	8,000
Patio/Lounge Furniture	5,000
<b>TOTAL PACE CENTER</b>	<b>\$ 831,000</b>
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<b>TOTAL FY 2024-25 ROUTINE CAPITAL BUDGET</b>	<b>\$ 8,260,000</b>

# Attachment A1: Fiscal Year 2024-25 Digital Transformation Year Three Capital Budget by Project

<b>INFRASTRUCTURE</b>	<b>TOTAL CAPITAL</b>
Network Operations Center Monitoring and Control System	300,000
Automate Computer Provision Management Resources with New Infrastructure as a Code (IaC) Technology	185,000
Customer Service Workforce Management within the Contact Center Telephony System	100,000
<b>TOTAL INFRASTRUCTURE</b>	<b>\$ 585,000</b>

  

<b>APPLICATIONS MANAGEMENT</b>	<b>TOTAL CAPITAL</b>
Cloud Migration - Financial System	1,150,000
<b>TOTAL APPLICATIONS MANAGEMENT</b>	<b>\$ 1,150,000</b>

  

<b>ENTERPRISE DATA AND SYSTEMS INTEGRATION</b>	<b>TOTAL CAPITAL</b>
Data Warehouse Quality and Trusted Management System for Business Analytics	2,700,000
<b>TOTAL ENTERPRISE DATA AND SYSTEMS INTEGRATION</b>	<b>\$ 2,700,000</b>

  

<b>APPLICATION DEVELOPMENT</b>	<b>TOTAL CAPITAL</b>
Development Upgrade of the Portals to Improve Member and Provider Experiences	2,000,000
Governance, Risk and Compliance Solution Including Policy Management	100,000
Human Capital Management Integration	100,000
CMS Member Preference and Consent Management for Data Sharing	75,000
Member and Provider Portal Availability Monitoring System	50,000
Health Insurance Portability and Accountability Act (HIPAA) Compliant and Secure Web Forms Platform	40,000
CalOptima.org and Portal Web Site Auditing Tool	25,000
<b>TOTAL APPLICATION DEVELOPMENT</b>	<b>\$ 2,390,000</b>

  

<b>ENTERPRISE ARCHITECTURE</b>	<b>TOTAL CAPITAL</b>
Modern Application Programming Interface Architecture and Infrastructure	500,000
<b>TOTAL ENTERPRISE ARCHITECTURE</b>	<b>\$ 500,000</b>

  

<b>CYBER SECURITY</b>	<b>TOTAL CAPITAL</b>
Upgrade Secure File Encryption Software	200,000
<b>TOTAL CYBER SECURITY</b>	<b>\$ 200,000</b>

  

<b>TOTAL FY 2024-25 DIGITAL TRANSFORMATION YEAR THREE CAPITAL BUDGET</b>	<b>\$ 7,525,000</b>
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## Attachment A2: Update to Digital Transformation Year One and Year Two Capital Budgets by Project

<b>INFRASTRUCTURE</b>	<b>YEAR ONE UPDATE</b>	<b>YEAR TWO UPDATE</b>	<b>TOTAL CAPITAL</b>
Network Bandwidth Upgrade for All Sites (Wide Area Network)	1,533,757	2,087,381	3,621,138
Modern Customer Contact Center	2,250,000		2,250,000
Internet Bandwidth Upgrade for All Sites	599,045	4,278	603,323
Data Protection and Recovery Operations Software Solution	279,263		279,263
<b>TOTAL INFRASTRUCTURE</b>	<b>\$ 4,662,065</b>	<b>\$ 2,091,659</b>	<b>\$ 6,753,724</b>

<b>APPLICATIONS MANAGEMENT</b>	<b>YEAR ONE UPDATE</b>	<b>YEAR TWO UPDATE</b>	<b>TOTAL CAPITAL</b>
Care Management System	3,000,000	500,000	3,500,000
Customer Relationship Management System	231,250	2,000,000	2,231,250
Integrated Provider Data Management, Contract Management and Credentialing Systems		1,964,000	1,964,000
Enterprise Robotic Process Automation	1,500,000		1,500,000
Cloud Migration - Financial System	556,000		556,000
System Development Enhancement for CalAIM		400,000	400,000
Web Based Services for Core Administrative System		250,000	250,000
Customer Service Enhanced System Functions	150,000		150,000
Electronic Cloud Based Fax Solution	75,000	75,000	150,000
Provider Portal Integration with Clinical Guidelines	50,000	75,000	125,000
Healthcare Enterprise Management Platform		50,000	50,000
Clinical Data Sets Quality Assurance & Data Aggregator Validation		35,000	35,000
<b>TOTAL APPLICATIONS MANAGEMENT</b>	<b>\$ 5,562,250</b>	<b>\$ 5,349,000</b>	<b>\$ 10,911,250</b>

<b>ENTERPRISE DATA AND SYSTEMS INTEGRATION</b>	<b>YEAR ONE UPDATE</b>	<b>YEAR TWO UPDATE</b>	<b>TOTAL CAPITAL</b>
Real-Time Data Exchange with Partners Enhancement	1,636,000		1,636,000
Digital Transformation Strategy Planning and Execution Support	1,375,635		1,375,635
Migrate Operational Reporting/Analytics to the Cloud	25,500	300,000	325,500
Enterprise Data Quality Enhancement	275,000		275,000
<b>TOTAL ENTERPRISE DATA AND SYSTEMS INTEGRATION</b>	<b>\$ 3,312,135</b>	<b>\$ 300,000</b>	<b>\$ 3,612,135</b>

<b>APPLICATION DEVELOPMENT</b>	<b>YEAR ONE UPDATE</b>	<b>YEAR TWO UPDATE</b>	<b>TOTAL CAPITAL</b>
Migrate Website Content Management System to the Cloud	750,000	1,567,100	2,317,100
Human Resources Capital Management Solution Software		200,000	200,000
Human Resources Electronic Record System		150,000	150,000
Migrate User Authentication Process for Member and Provider Portal to Cloud	56,500		56,500
<b>TOTAL APPLICATION DEVELOPMENT</b>	<b>\$ 806,500</b>	<b>\$ 1,917,100</b>	<b>\$ 2,723,600</b>

<b>TOTAL UPDATE TO DIGITAL TRANSFORMATION YEAR ONE AND YEAR TWO CAPITAL BUDGETS BY PROJECT</b>	<b>\$ 14,342,950</b>	<b>\$ 9,657,759</b>	<b>\$ 24,000,709</b>
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<b>DIGITAL TRANSFORMATION BUDGET UPDATE</b>	<b>YEAR ONE</b>	<b>YEAR TWO</b>	<b>TOTAL</b>
Digital Transformation Year One & Two Capital Budgets (Orig. with Board Adjustments)	\$ 34,611,000	\$ 21,422,000	\$ 56,033,000
Resources Returning to Digital Transformation Restricted Reserve	\$ 20,268,050	\$ 11,764,241	\$ 32,032,291