

**AGENDA**  
**INVESTMENT COMMITTEE OF THE**  
**EL CAMINO HOSPITAL BOARD OF DIRECTORS**

**Monday, May 13, 2024 – 5:30 pm**  
 El Camino Health | 2500 Grant Road Mountain View, CA 94040

THE PUBLIC IS INVITED TO JOIN THE OPEN SESSION PORTION OF THE MEETING LIVE AT THE ADDRESS ABOVE OR VIA TELECONFERENCE AT:

**1-669-900-9128, MEETING CODE: 969 7843 6185#. No participant code. Just press #.**

**PURPOSE:** To develop and recommend to the El Camino Hospital Board of Directors the organization’s investment policies, maintain current knowledge of the management and investment of the invested funds of the hospital and its pension plan(s), provide guidance to management in its investment management role, and provide oversight of the allocation of the investment assets.

AGENDA ITEM	PRESENTED BY	ACTION	ESTIMATED TIMES
<b>1. CALL TO ORDER / ROLL CALL</b>	Brooks Nelson, Chair	information	<b>5:30 pm - 5:31 pm</b>
<b>2. CONSIDER APPROVAL OF AB 2449 REQUEST</b>	Brooks Nelson, Chair	<b>possible motion</b> <i>public comment</i>	<b>5:31 - 5:32</b>
<b>3. POTENTIAL CONFLICT OF INTEREST DISCLOSURES</b>	Brooks Nelson, Chair	information	<b>5:32 - 5:33</b>
<b>4. PUBLIC COMMUNICATION</b> a. Oral Comments <i>This opportunity is provided for persons to address the Committee on any matter within the subject matter jurisdiction of the Committee that is not on this agenda. Speakers are limited to three (3) minutes each.</i> b. Written Correspondence <i>Comments may be submitted by mail to the Finance Committee of the El Camino Hospital Board of Directors at 2500 Grant Avenue, Mountain View, CA 94040. Written comments will be distributed to the Board as quickly as possible. Please note it may take up to 24 hours for documents to be posted on the agenda.</i>	Brooks Nelson, Chair	information	<b>5:33 - 5:36</b>
<b>5. CONSENT CALENDAR</b> <i>Any Committee Member may remove an item for discussion before making a motion. <b>Items removed from the consent calendar will be considered separately.</b></i> <b>Approval</b> a. <a href="#">Approve Minutes of the Open Session of the Investment Committee Meeting (02/12/2024)</a> b. Approve Minutes of the Closed Session of the Investment Committee Meeting (02/12/2024) c. <a href="#">Approve Minutes of the Open Session of the Joint Finance and Investment Committee Meeting (02/26/2024)</a> d. Approve Minutes of the Closed Session of the Joint Finance and Investment Committee Meeting (02/26/2024) e. <a href="#">Approve FY2025 Committee Planning: Committee Meeting Dates, Pacing Plan, and Committee Goals</a>	Brooks Nelson, Chair	<b>motion required</b> <i>public comment</i>	<b>5:36 - 5:40</b>

A copy of the agenda for the Regular Meeting will be posted and distributed at least seventy-two (72) hours prior to the meeting. In observance of the Americans with Disabilities Act, please notify us at **650-988-8483** prior to the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations.

AGENDA ITEM	PRESENTED BY	ACTION	ESTIMATED TIMES
f. <a href="#">Approve Progress Against FY2024 Committee Goals</a> <i>Information</i> g. <a href="#">Receive Article(s) of Interest</a> h. <a href="#">Receive FY2024 IC Pacing Plan</a>			
<b>6. <a href="#">CFO REPORT OUT</a></b>	Carlos Bohorquez, CFO	information	<b>5:40 - 5:50</b>
<b>7. ROTATING TOPICS</b> a. <a href="#">Capital Markets Review and Portfolio Performance</a>	Sam Austin, Partner NEPC Kevin Novak, Senior Consultant, NEPC	information	<b>5:50 - 6:15</b>
<b>8. ADJOURN TO CLOSED SESSION</b>	Brooks Nelson, Chair	<b>motion required</b> <i>public comment</i>	<b>6:15 - 6:16</b>
<b>9. Gov't Code Sections 54957</b> for report and discussion on personal matters – Senior Management - Executive Session	Brooks Nelson, Chair Carlos Bohorquez, CFO	discussion	<b>6:16- 6:46</b>
<b>10. ADJOURN TO OPEN SESSION</b>	Brooks Nelson, Chair	<b>motion required</b>	<b>6:46 – 6:47</b>
<b>11. RECONVENE OPEN SESSION / REPORT OUT</b>	Brooks Nelson, Chair	information	<b>6:48 - 6:49</b>
To report any required disclosures regarding permissible actions taken during Closed Session.			
<b>12. CLOSING COMMENTS</b>	Brooks Nelson, Chair	information	<b>6:49 - 6:54</b>
<b>13. ADJOURNMENT</b>	Brooks Nelson, Chair	<b>motion required</b> <i>public comment</i>	<b>6:55 pm</b>

**Upcoming Meetings:** August 12, 2024, November 11, 2024, February 10, 2024, February 24, 2025 (Joint FC-IC), May 12, 2025

**Minutes of the Open Session of the  
 Investment Committee of the  
 El Camino Hospital Board of Directors  
 Monday, February 12, 2024  
 El Camino Hospital, 2500 Grant Road, Mountain View, California**

**CMembers Present**  
**Brooks Nelson, Chair**  
**Nicola Boone\*\***  
**John Conover**  
**Robin Driscoll**  
**Ken Frier**  
**John Zoglin**

**Members Absent**  
**Peter Fung, MD**  
  
 \*\*via teleconference

**Staff/ Guest Present**  
**Carlos Bohorquez, Chief Financial Officer**  
**Dan Woods, Chief Executive Officer**  
**Pierre Zamorano, Managing Partner, Veloz Partners**  
**Kevin Novak, Senior Consultant, NEPC**  
**Samreen Salehi, Executive Assistant II**

Agenda Item	Comments/Discussion	Approvals/Action
<b>1. CALL TO ORDER</b>	The open session meeting of the Investment Committee of the El Camino Hospital Board of Directors (the “Committee”) was called to order at 5:30 pm by Chair Brooks Nelson. A verbal roll call was taken. All members were present at roll call and participated in person except Nicki Boone joined telephonically and Peter Fung, MD was absent. A quorum was present pursuant to State of California Executive Orders N-25-20 dated March 12, 2020, and N-29-20 dated March 18, 2020.	
<b>2. CONSIDER APPROVAL OF AB 2449 REQUEST</b>	Nicola Boone joined this session telephonically under the AB 2449 guidelines a motion was taken by the Committee for approval.  <b>Motion:</b> Consider approval of AB 2449 Request.  <b>Movant:</b> Driscoll <b>Second:</b> Zoglin <b>Ayes:</b> Boone, Conover, Driscoll, Frier, Nelson, Zoglin <b>Noes:</b> None <b>Abstentions:</b> None <b>Absent:</b> Fung	
<b>3. POTENTIAL CONFLICT OF INTEREST DISCLOSURES</b>	Chair Nelson asked if any Committee members had a conflict of interest with any of the items on the agenda. No conflicts were reported.	
<b>4. PUBLIC COMMUNICATION</b>	There were no comments from the public.	
<b>5. CONSENT CALENDAR</b>	Chair Nelson asked if any Committee member wished to remove any items from the consent calendar for discussion. No items were pulled from the consent calendar.  <b>Motion:</b> To approve the consent calendar: (a) Minutes of the Open Session of the Investment Committee Meeting on (12/13/2023) (b) Minutes of the Closed Session of the Investment Committee Meeting on (12/13/2023) and for information; (c) Article(s) of Interest, (d) FY2024 Pacing Plan (e) Progress Against FY2024 IC Committee Goals	<b>Consent Calendar Approved</b>

Agenda Item	Comments/Discussion	Approvals/Action
	<p><b>Movant:</b> Conover  <b>Second:</b> Frier  <b>Ayes:</b> Boone, Conover, Driscoll, Frier, Nelson, Zoglin  <b>Noes:</b> None  <b>Abstentions:</b> None  <b>Absent:</b> Fung  <b>Recused:</b> None</p>	
<p><b>6. FY2025 COMMITTEE PLANNING</b>                      (a) Proposed FY2025 Meeting Dates                      (b) Proposed FY2025 Pacing Plan                      (c) FY2025 Committee Goals</p>	<p>The Committee discussed the proposed FY2025 Committee Dates, Goals, and Pacing Plan. No recommendations from the Committee. The proposed FY2025 Committee Dates, Goals, and Pacing Plan will be approved in the May meeting.</p>	
<p><b>7. CFO REPORT OUT</b></p>	<p>Carlos Bohorquez, Chief Financial Officer presented the YTD FY2024 Operational/ Financial Results (as of 12/31/2023), and highlighted the following:</p> <p><b><u>YTD FY2024 Results</u></b></p> <ul style="list-style-type: none"> <li>• Total operating revenue of \$757M is unfavorable to budget by \$8.1M / 1.1%, but \$49.7M / 7.0% higher than the same period last year.</li> <li>• Operating EBIDA of \$123.7M is favorable to budget by \$6.3M / 5.4%.</li> <li>• Net income of \$123.8M is favorable to budget by \$39.3M / 46.5%.</li> </ul>	
<p><b>8. ROTATING TOPICS:</b> (a) Capital Markets Review and Portfolio Performance</p>	<p>Kevin Novak, Senior Consultant, NEPC, presented the Capital Markets Review and Portfolio Performance and highlighted the following as further detailed in the materials.</p> <p><b><u>Capital Markets Review</u></b></p> <ul style="list-style-type: none"> <li>• The US economy effectively experienced a “no landing” in 2023, with the Fed so far successfully fighting inflation with tighter policy, but without much disruption to the economy. 2023 was a very strong year across both equities and fixed income, with commodities being the only major asset class that declined.</li> <li>• Overall global equity markets were up 22%, with the US outperforming non-US markets and returning 26%. Outperformance in the US was concentrated with the Magnificent 7 stocks. International developed markets were up 18% and emerging markets were up 10%, despite China declining 11% on the year.</li> <li>• Fixed income markets also generated gains as the 10-year Treasury effectively round-tripped from the beginning of the year to the end of the year.</li> <li>• The Bloomberg Aggregate index increased 5.5% and the high yield increased 13% last year.</li> </ul>	

Agenda Item	Comments/Discussion	Approvals/Action
	<ul style="list-style-type: none"> <li>• NEPC Market Themes include Cost of Capital, Magnificent 7, US Fiscal Debt, Artificial Intelligence and Geopolitics.</li> </ul> <p><u>ECH Performance Update</u></p> <p><b>Surplus Cash:</b></p> <ul style="list-style-type: none"> <li>• Surplus Cash returned 6.5% in Q4 and 11.5% in 2023. <ul style="list-style-type: none"> <li>○ On an absolute basis, public equities drove the majority of ECH’s investment experience in 2023. <ul style="list-style-type: none"> <li>▪ Within equities, the S&amp;P 500 index fund (the largest single investment in the portfolio) led the way.</li> <li>▪ Within fixed income, ECH managers outperformed the benchmark by a meaningful amount in 2023.</li> <li>▪ Hedge funds were up 5% last year.</li> </ul> </li> <li>○ On a relative basis, Surplus Cash outperformed the benchmark by 40 bps in 2023. Individual manager relative performance was mixed across asset classes.</li> </ul> </li> </ul> <p><b>Pension:</b></p> <ul style="list-style-type: none"> <li>• Pension portfolio delivered similar results compared to Surplus Cash given the overlap in manager names. However, a large driver of the difference in return is the Pension's higher allocation to equities. Pension returned 8.5% in Q4 and 14% in 2023.</li> </ul> <p><b>Manager Updates:</b></p> <ul style="list-style-type: none"> <li>• NEPC included additional information on Dodge &amp; Cox and Renaissance, but neither required any client action.</li> <li>• NEPC placed TCW on watch given leadership changes within the Fixed Income Group.</li> </ul>	
<p><b>9. ADJOURN TO CLOSED SESSION</b></p>	<p><b>Motion:</b> To adjourn to closed session at 6:16 pm.  <b>Movant:</b> Zoglin  <b>Second:</b> Conover  <b>Ayes:</b> Boone, Conover, Driscoll, Frier, Nelson, Zoglin  <b>Noes:</b> None  <b>Abstentions:</b> None  <b>Absent:</b> Fung  <b>Recused:</b> None</p>	<p><i>Adjourned to closed session at 6:16 pm</i></p>
<p><b>10. AGENDA ITEM 14: RECONVENE OPEN SESSION/REPORT OUT</b></p>	<p>No actions were taken by the Committee during the closed session.</p>	
<p><b>11. AGENDA ITEM 15: CLOSING COMMENTS</b></p>	<p>There were no closing comments.</p>	
<p><b>12. AGENDA ITEM 16: ADJOURNMENT</b></p>	<p><b>Motion:</b> To adjourn at 7:02 pm.  <b>Movant:</b> Driscoll  <b>Second:</b> Zoglin  <b>Ayes:</b> Boone, Conover, Driscoll, Frier, Nelson, Zoglin</p>	<p><i>Meeting adjourned at 7:02 pm</i></p>

Agenda Item	Comments/Discussion	Approvals/Action
	<b>Noes:</b> None <b>Abstentions:</b> None <b>Absent:</b> Fung <b>Recused:</b> None	

**Attest as to the approval of the Foregoing minutes by the Investment Committee of the Board of Directors of El Camino Hospital:**

---

**Brooks Nelson**  
Chair, Investment Committee

Prepared by: Samreen Salehi, Executive Assistant II  
Reviewed by: Carlos Bohorquez, Chief Financial Officer

DRAFT



**Minutes of the Open Session of the  
Joint Finance & Investment Committee of the  
El Camino Hospital Board of Directors**

**Monday, February 26, 2024**

**El Camino Hospital | 2500 Grant Road, Mountain View, CA 94040**

**Members Present**

**Don Watters, Chair**  
**Brooks Nelson, Chair**  
**Nicola Boone\*\***  
**John Conover**  
**Wayne Doiguchi**  
**Robin Driscoll**  
**Ken Frier**  
**Peter Fung, MD**  
**Bill Hooper**  
**Cynthia Stewart\*\***  
**John Zoglin**

**Members Absent**

\*\*via teleconference

**Staff Present**

**Carlos Bohorquez**, Chief Financial Officer  
**Dan Woods**, Chief Executive Officer  
**Mark Adams, MD**, Chief Medical Officer  
**Victor Cabrera**, Sr. Dir. Decision Supp & Business Analytics  
**Samreen Salehi**, Executive Assistant II

**Kaufman Hall Staff Present**

**Jody Hill Mischel**, Managing Director  
**Ellen Riley**, Sr. Vice President  
**Matt Jakobovits**, Vice President

Agenda Item	Comments/Discussion	Approvals/ Action
<b>1. CALL TO ORDER/ ROLL CALL</b>	The open session meeting of the Joint Finance & Investment Committee of El Camino Hospital (Committee) was called to order at 5:00 pm by Chair Don Watters. A verbal roll call was taken and all members were present at roll call and attended in person except for Nicola Boone and Cynthia Stewart joined telephonically and Robin Driscoll joined at 5:25 pm in person. A quorum was present pursuant to State of California Executive Orders N-25-20 dated March 12, 2020, and N-29-20 dated March 18, 2020.	
<b>2. CONSIDER APPROVAL OF AB 2449 REQUEST</b>	Nicola Boone, Investment Committee member, and Cynthia Stewart, Finance Committee member joined this session telephonically under the AB 2449 guidelines a motion was taken by the Committee for approval.  <b>Motion:</b> Consider approval of AB 2449 Request. <b>Movant:</b> Fung <b>Second:</b> Doiguchi <b>Ayes:</b> Boone, Conover, Doiguchi, Frier, Fung, Hooper, Nelson, Stewart, Watters, Zoglin <b>Noes:</b> None <b>Abstentions:</b> None <b>Absent:</b> Driscoll <b>Recused:</b> None	
<b>3. POTENTIAL CONFLICT OF INTEREST</b>	Chair Watters asked if any Committee members had a conflict of interest with any of the items on the agenda. No conflicts were reported.	
<b>4. PUBLIC COMMUNICATION</b>	No public members joined this session and no written correspondence from the public was received.	
<b>5. ADJOURN TO CLOSED SESSION</b>	<b>Motion:</b> To adjourn to closed session at 5:04 pm.  <b>Movant:</b> Hooper <b>Second:</b> Nelson <b>Ayes:</b> Boone, Conover, Doiguchi, Frier, Fung, Hooper, Nelson, Stewart, Watters, Zoglin <b>Noes:</b> None <b>Abstentions:</b> None	<i>Adjourned to closed session at 5:04 pm</i>

	<b>Absent:</b> Driscoll <b>Recused:</b> None	
<b>6. AGENDA ITEM 8:                  RECONVENE OPEN                  SESSION/REPORT                  OUT</b>	During the closed session, no action was taken by the Finance & Investment Committee.	
<b>7. AGENDA ITEM 9:                  COMMITTEE                  ANNOUNCEMENTS</b>	None	
<b>8. AGENDA ITEM 24:                  ADJOURNMENT</b>	<b>Motion:</b> To adjourn at 6:00 pm. <b>Movant:</b> Nelson <b>Second:</b> Fung <b>Ayes:</b> Boone, Conover, Doiguchi, Driscoll, Frier, Fung, Hooper, Nelson, Stewart, Watters, Zoglin <b>Noes:</b> None <b>Abstentions:</b> None <b>Absent:</b> None <b>Recused:</b> None	<i>Meeting                  adjourned at                  6:00 pm</i>

**Attest as to the approval of the foregoing minutes by the Finance & Investment Committee of El Camino Hospital:**

\_\_\_\_\_  
 Don Watters  
 Chair, Finance Committee

\_\_\_\_\_  
 Brooks Nelson  
 Chair, Investment Committee

Prepared by: Samreen Salehi, Executive Assistant II, Administrative Services  
 Reviewed by: Carlos A. Bohorquez, Chief Financial Officer



**Investment Committee**  
**Proposed FY2025 Meeting Dates**

<b>RECOMMENDED IC DATES MONDAYS</b>	<b>CORRESPONDING HOSPITAL BOARD DATE</b>
<b>Monday, August 12, 2024</b>	Wednesday, September 11, 2024
<b>Monday, November 11, 2024</b>	Wednesday, December 11, 2024
<b>Monday, February 10, 2025</b>	Wednesday, March 12, 2025
<b>Monday, February 24, 2025 (Joint with FC)</b>	Wednesday, March 12, 2025
<b>Monday, May 12, 2025</b>	Wednesday, June 11, 2025

## FY2025 COMMITTEE GOALS

### Investment Committee

#### **PURPOSE**

The purpose of the Investment Committee is to develop and recommend to the El Camino Hospital (ECH) Board of Directors (“Board”) the investment policies governing the Hospital’s assets, maintain current knowledge of the management and investment funds of the Hospital, and provide oversight of the allocation of the investment assets.

**STAFF:** Carlos Bohorquez, Chief Financial Officer (Executive Sponsor)

The CFO shall serve as the primary staff to support the Committee and is responsible for drafting the Committee meeting agenda for the Committee Chair’s consideration. Additional members of the Executive Team or hospital staff may participate in the meetings upon the recommendation of the CFO and at the discretion of the Committee Chair. The CEO is an ex-officio member of this Committee.

GOALS	TIMELINE	METRICS
1. <b>Review performance Surplus Cash and Cash Balance Portfolios &amp; Recommendations of Adjustments to Managers / Allocations</b>	Each Quarter	Committee review / approval of recommendations by management / consultant (if needed)
2. <b>Implementation of Updated Investment Policy</b>	FY2025 Q1-Q4	August 2024 – May 2025: Alternative Investments
3. <b>Review 403(b) Performance</b>	FY2025 Q2	November 2024
4. <b>Enterprise Risk Management Update</b>	FY2024 Q3	February 2025
5. <b>Investment Policy Review</b>	FY2025 Q4	May 2025: Committee approval of updated policy (if needed)
6. <b>Education Topics - &lt;TOPICS TBD&gt;</b>	FY2025: Q2 & Q4	November 2024: TBD; May 2025: TBD

#### **SUBMITTED BY:**

**Chair:** Brooks Nelson

**Executive Sponsor:** Carlos Bohorquez, CFO

**FY2025 Investment Committee Pacing Plan**

AGENDA ITEM	Q1			Q2			Q3			Q4		
	JUL	8/12	SEP	OCT	11/11	DEC	2/10	2/24	MAR	APR	5/12	JUN
<b>STANDING AGENDA ITEMS</b>												
Standing Consent Agenda Items		✓			✓		✓				✓	
Minutes		✓			✓		✓				✓	
CFO Report Out		✓			✓		✓				✓	
<b>APPROVAL ITEMS</b>												
Next FY Committee Goals, Dates, Plan							✓				✓	
Next FY Org. Goals											✓	
Progress Against Committee Goals					✓		✓				✓	
Review/Approval of Updated Investment Policy											✓	
<b>DISCUSSION ITEMS</b>												
Capital Markets Review & Portfolio Performance		✓			✓		✓				✓	
Tactical Asset Allocation Positioning & Market Outlook		✓			✓		✓				✓	
Long-Range Financial Forecast								✓				
Asset Allocation & Enterprise Risk Framework							✓					
403(b) Investment Performance					✓							
Education Topic: Topics TBD					✓						✓	

## FY2024 COMMITTEE GOALS

### Investment Committee

#### PURPOSE

The purpose of the Investment Committee is to develop and recommend to the El Camino Hospital (ECH) Board of Directors (“Board”) the investment policies governing the Hospital’s assets, maintain current knowledge of the management and investment funds of the Hospital, and provide oversight of the allocation of the investment assets.

**STAFF:** Carlos Bohorquez, Chief Financial Officer (Executive Sponsor)

The CFO shall serve as the primary staff to support the Committee and is responsible for drafting the Committee meeting agenda for the Committee Chair’s consideration. Additional members of the Executive Team or hospital staff may participate in the meetings upon the recommendation of the CFO and at the discretion of the Committee Chair. The CEO is an ex-officio member of this Committee.

GOALS	TIMELINE	METRICS
1. Review performance Surplus Cash and Cash Balance Portfolios & Recommendations of Adjustments to Managers / Allocations	Each Quarter	Committee review / approval of recommendations by management / consultant (if needed) <b>In Progress</b>
2. Portfolio Optimization Recommendations	FY2024 Q1	<b>August 2023:</b> Committee review / approval of recommendations by management / consultant
3. Education Topic: Investment Allocation in Uncertain Times	FY2024 Q2	<del>November 2023</del> – <b>December 2023</b>
4. Implementation of Updated Investment Policy	FY2024 Q1, Q2, Q3	<b>August 2023:</b> Fixed Income, <del>November 2023</del> <b>December 2023, February 2024:</b> Alternative Investments
5. Investment Policy Review	FY2024 Q3	February 2024: Committee approval of updated policy (if needed)
6. Asset Allocation, Investment Policy Review and ERM framework including Efficient Frontier	FY2024 Q4	May 2024 <b>In Progress</b>

#### SUBMITTED BY:

**Chair:** Brooks Nelson

**Executive Sponsor:** Carlos Bohorquez, CFO

**KaufmanHall**

APRIL 2024

# National Hospital Flash Report

**Real Data. Real Insight. Real Time.**

*Based on Data from More Than 1,300 Hospitals*

# Table of Contents

---

<b>About the Data</b>	<b>3</b>
<b>Key Takeaways</b>	<b>5</b>
<b>Action Steps</b>	<b>6</b>
<b>Operating Margin</b>	<b>7</b>
<b>National and Regional Data: Profitability, Revenue, Expense, and Volume</b>	<b>9</b>
<b>Data by Hospital Bed Size: Profitability, Revenue, Expense, and Volume</b>	<b>22</b>
<b>Non-Operating</b>	<b>29</b>
<b>Contacts</b>	<b>34</b>

---

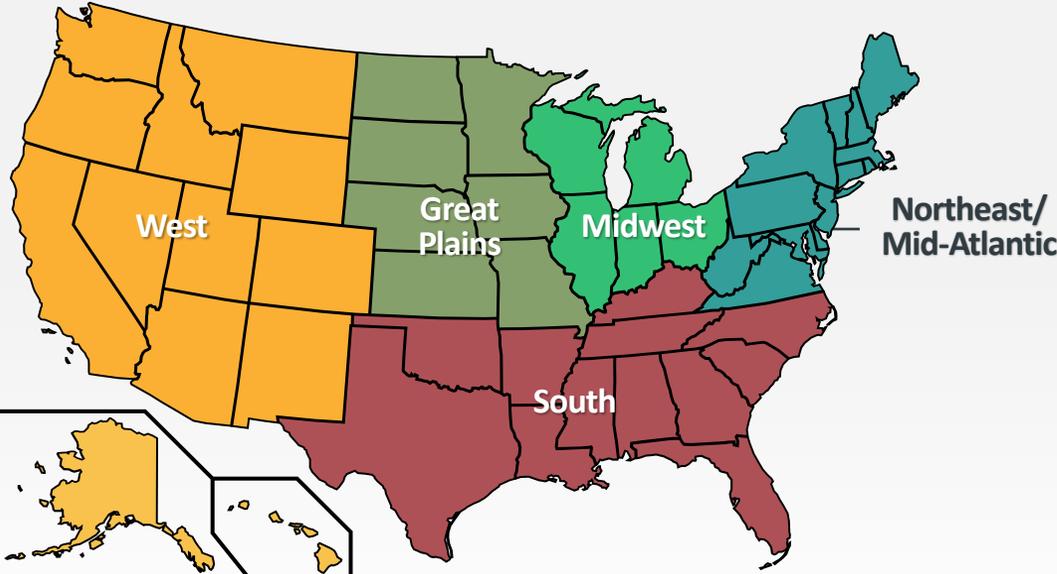
# About the Data

The *National Hospital Flash Report* uses both actual and budget data over the last three years, sampled from more than 1,300 hospitals on a recurring monthly basis from Syntellis Performance Solutions, now part of Strata.

The sample of hospitals for this report is representative of all hospitals in the United States both geographically and by bed size. Additionally, hospitals of all types are represented, from large academic to small critical access. Advanced statistical techniques are used to standardize data, identify and handle outliers, and ensure statistical soundness prior to inclusion in the report.

While this report presents data in the aggregate, Syntellis Performance Solutions also has real-time data down to individual department, jobcode, paytype, and account levels, which can be customized into peer groups for unparalleled comparisons to drive operational decisions and performance improvement initiatives.

Map of Regions



# About the Data *(continued)*

## About Kaufman Hall

---

### **KaufmanHall**

[Kaufman Hall](#) provides management consulting solutions to help society's foundational institutions realize sustained success amid changing market conditions. Since 1985, Kaufman Hall has been a trusted advisor to boards and executive management teams, helping them incorporate proven methods, rigorous analytics, and industry-leading solutions into their strategic planning and financial management processes, with a focus on achieving their most challenging goals.

Kaufman Hall services use a rigorous, disciplined, and structured approach that is based on the principles of corporate finance. The breadth and integration of Kaufman Hall advisory services are unparalleled, encompassing strategy; financial and capital planning; performance improvement; treasury and capital markets management; mergers, acquisitions, partnerships, and joint ventures; and real estate.

## About Syntellis Performance Solutions

---



[Syntellis Performance Solutions](#), now part of Strata, provides innovative enterprise performance management software, data and intelligence solutions for healthcare organizations. Its solutions include enterprise planning, cost and decision support, and financial and clinical analytics tools to elevate organizational performance and transform vision into reality. With over 2,800 organizations and 450,000 users relying on its Axiom, Connected Analytics and Stratasan software, combined with No. 1 rankings from Black Book Research and an HFMA Peer Review designation for six consecutive years, Syntellis helps healthcare providers acquire insights, accelerate decisions and advance their business plans. For more information, please visit [syntellis.com](https://syntellis.com).

# Key Takeaways

- 1. Margins and other key performance indicators declined slightly in March.** While hospitals performed relatively well in the first quarter of 2024, declines in volume and associated revenue in March may signal more challenges ahead.
- 2. Hospital outpatient revenue fell 5% in March,** reflecting the competitive challenges of providing outpatient care.
- 3. Increases in bad debt and charity, along with increases in days A/R,** pose challenges and opportunities for hospitals' revenue cycles and overall collections.

# Action Steps

In early 2024, there was a [significant uptick in M&A activity](#), as many community health systems sought larger partners and large health systems continued to realign their portfolios. Given recent declines in volumes, organizations may explore strategic partnership opportunities including:

- Expanding growth into high-performing services to offset volume trends
- Embracing investments in consumer-friendly offerings to protect and enhance existing volumes
- Adapting the perspectives and capabilities of insurers around existing volumes to test value-based care approaches

## REPORT AUTHOR

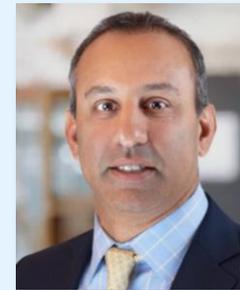


**Erik Swanson**

Senior Vice President,  
Data and Analytics

[eswanson@kaufmanhall.com](mailto:eswanson@kaufmanhall.com)

## CONTACT THE EXPERT

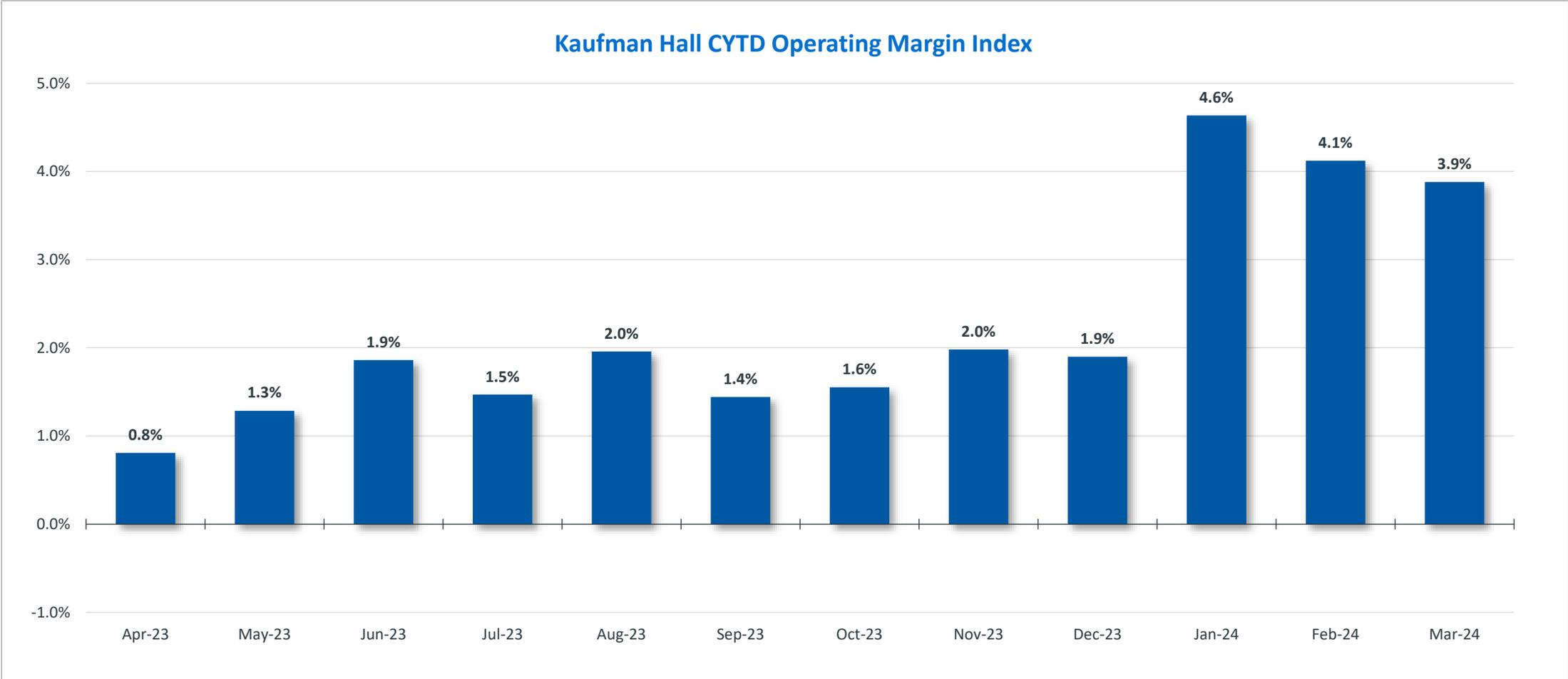


**Anu Singh**

Managing Director,  
Practice Leader, M&A

[asingh@kaufmanhall.com](mailto:asingh@kaufmanhall.com)

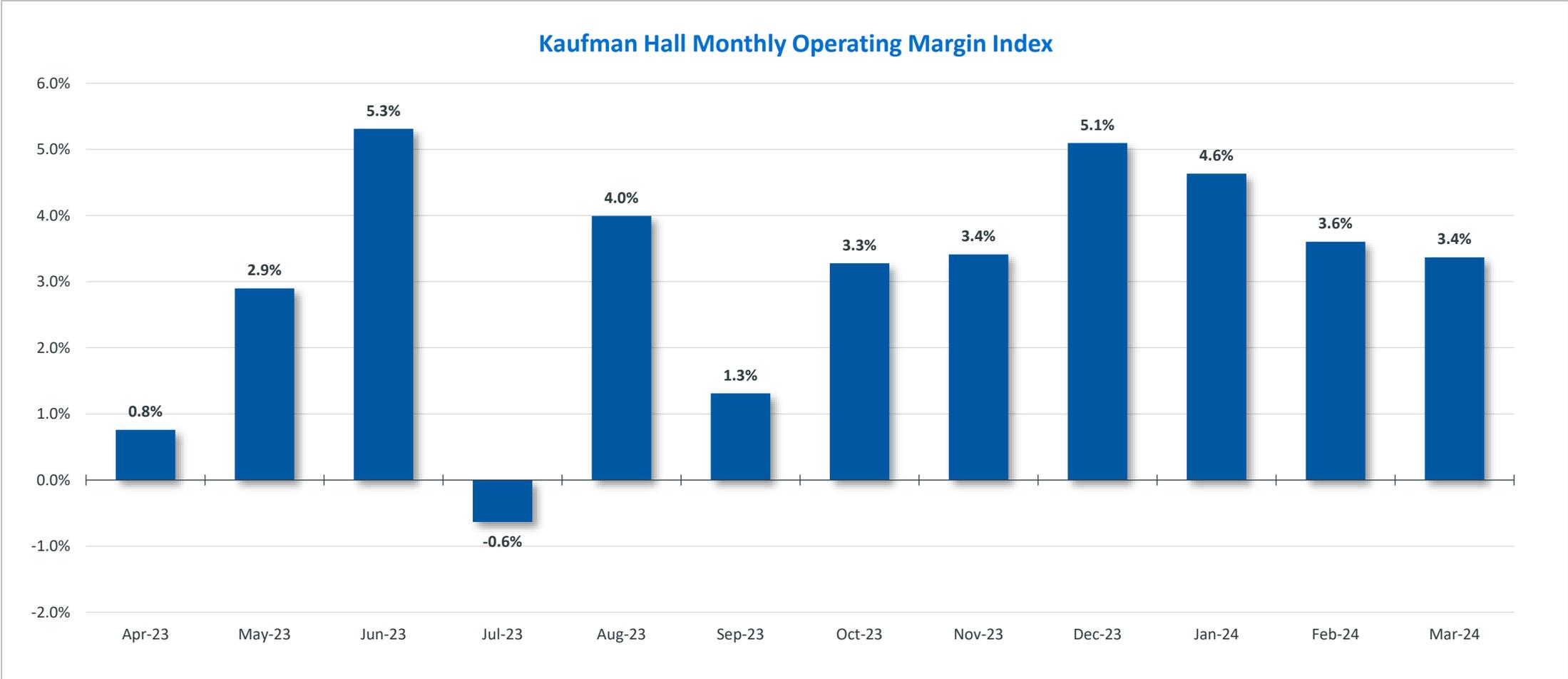
# Operating Margin



Kaufman Hall, National Hospital Flash Report (April 2024)

\* Note: The Kaufman Hall Hospital Operating Margin and Operating EBITDA Margin Indices are comprised of the national median of our dataset adjusted for allocations to hospitals from corporate, physician, and other entities.

# Operating Margin *(continued)*



Kaufman Hall, National Hospital Flash Report (April 2024)

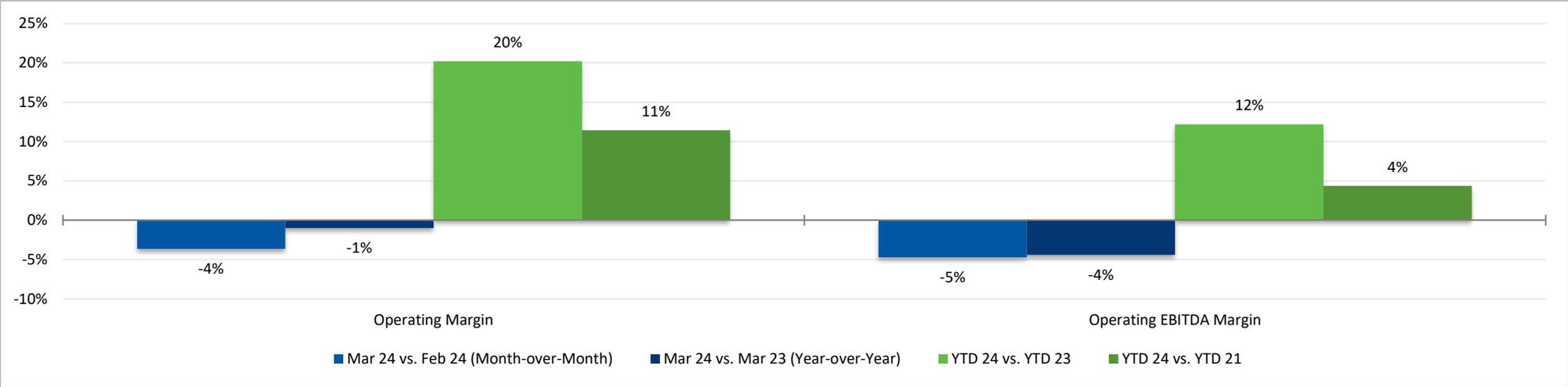
\* Note: The Kaufman Hall Hospital Operating Margin and Operating EBITDA Margin Indices are comprised of the national median of our dataset adjusted for allocations to hospitals from corporate, physician, and other entities.

# National and Regional Data

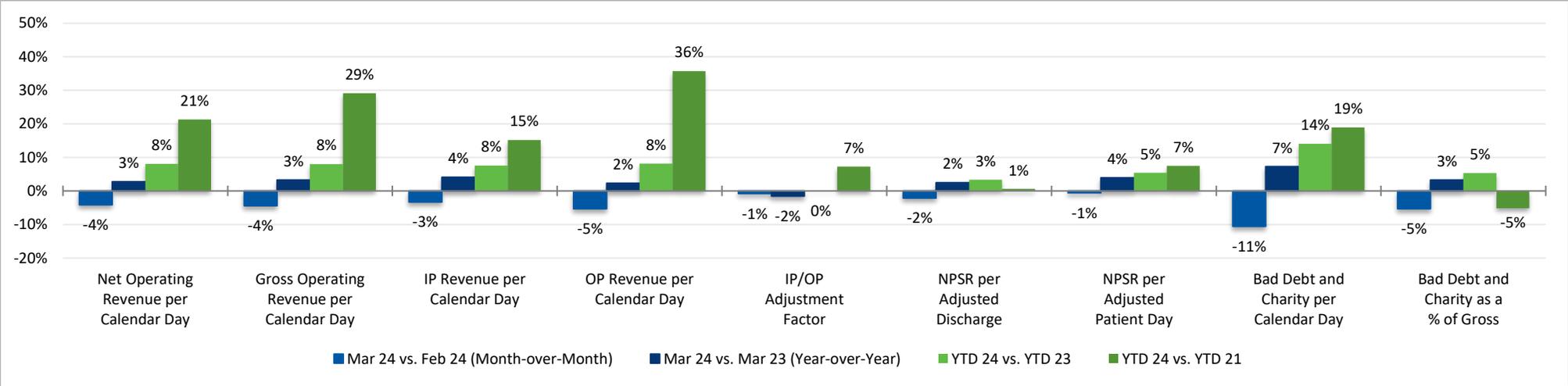
*Profitability, Revenue, Expense, and Volume*

# National Data

## Profitability

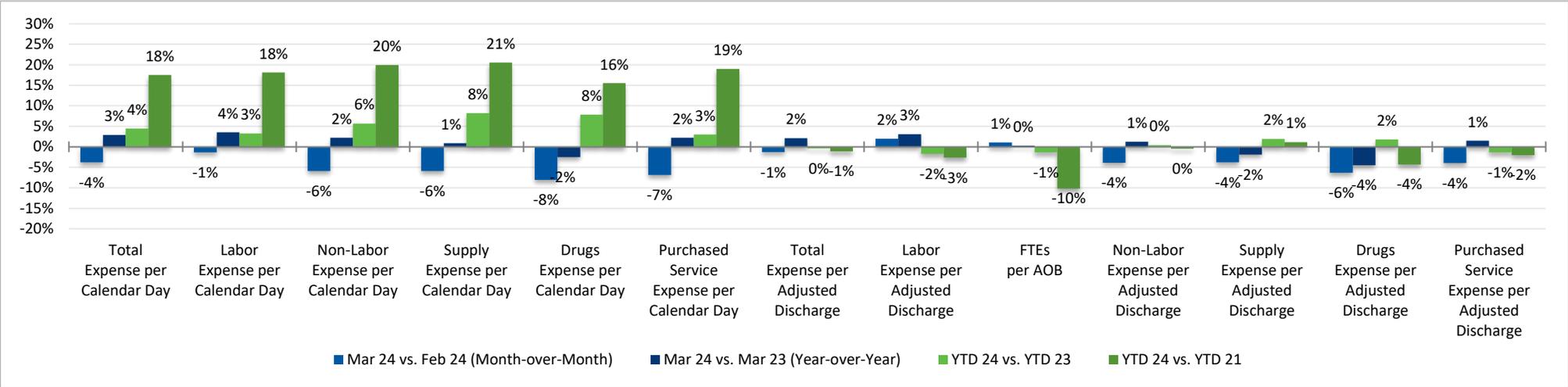


## Revenue

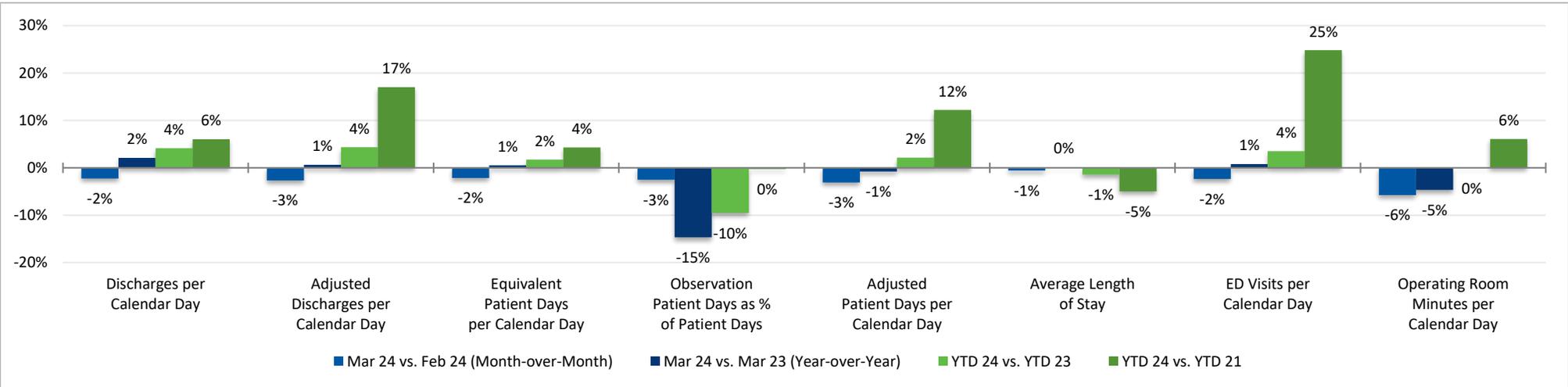


# National Data *(continued)*

## Expense

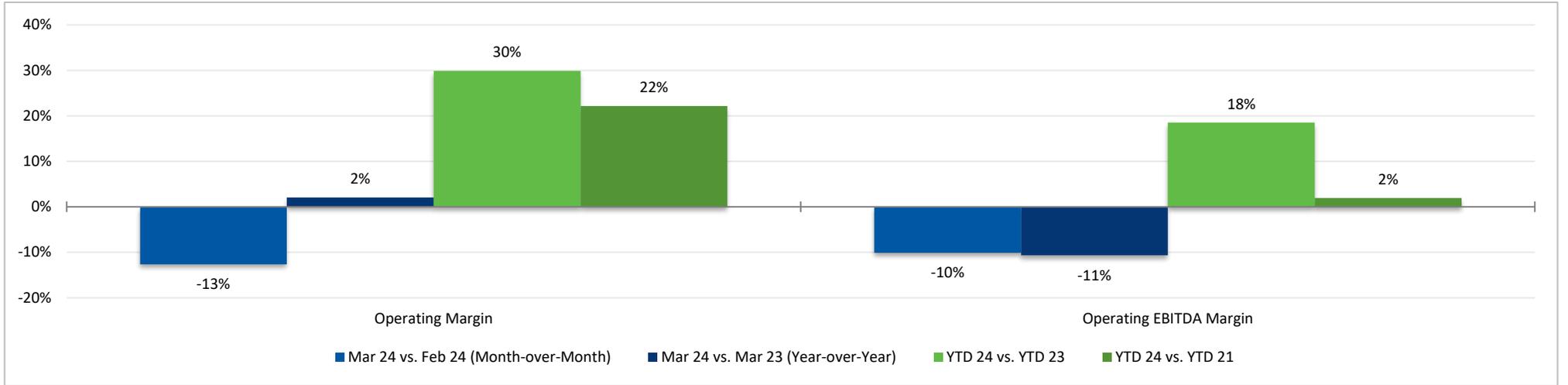


## Volume

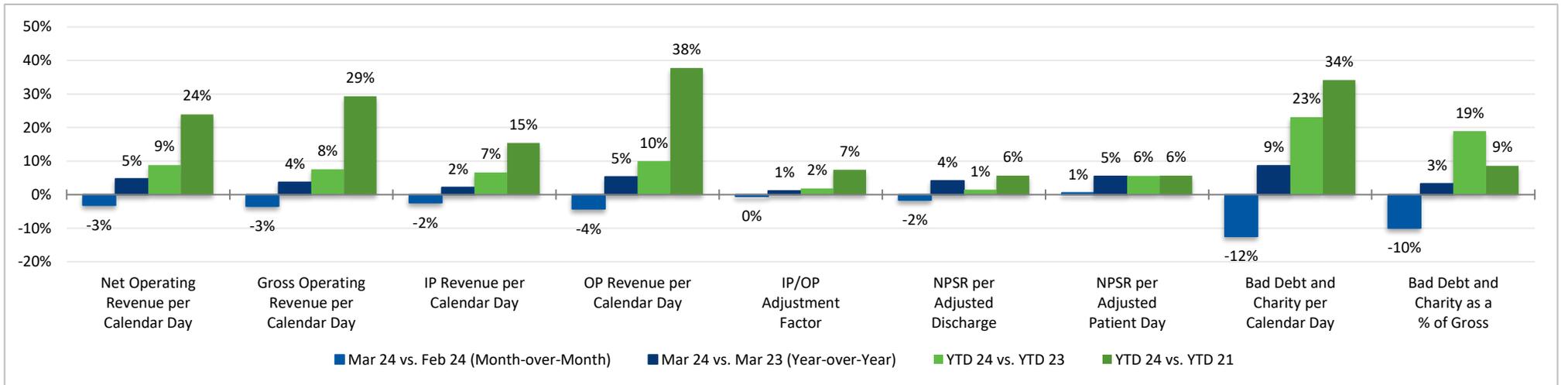


# Regional Data: West

## Profitability

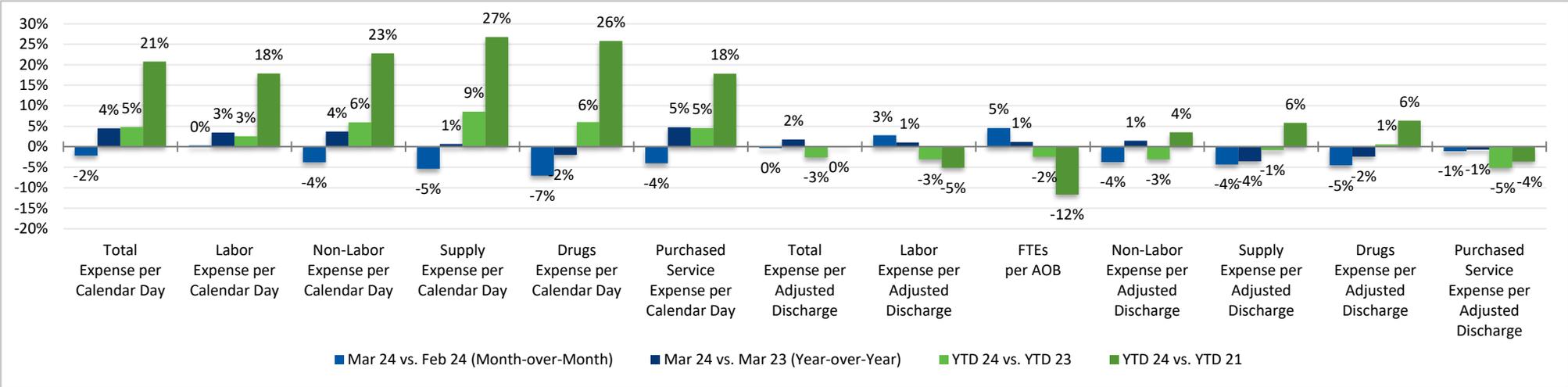


## Revenue

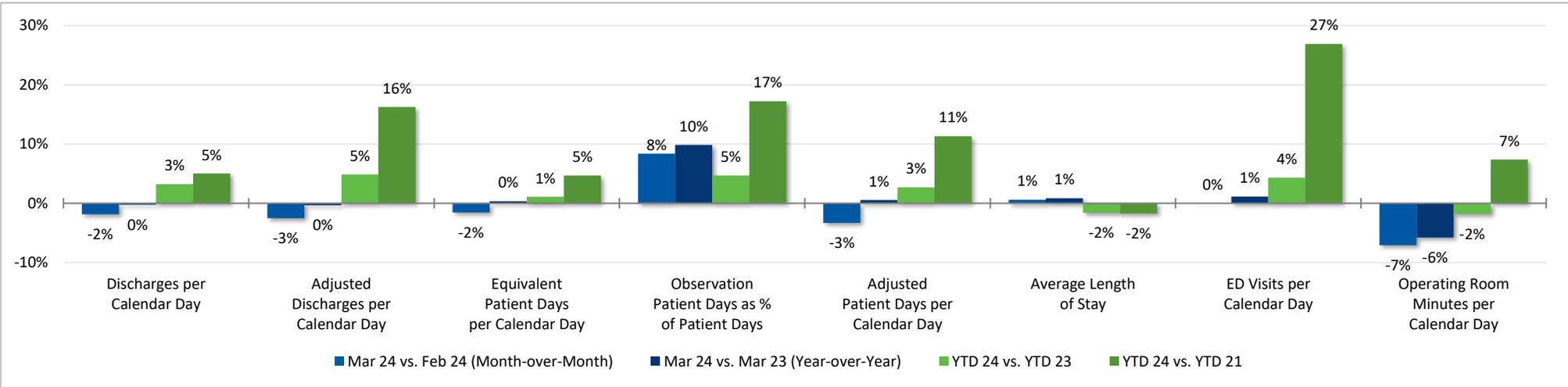


# Regional Data: West *(continued)*

## Expense

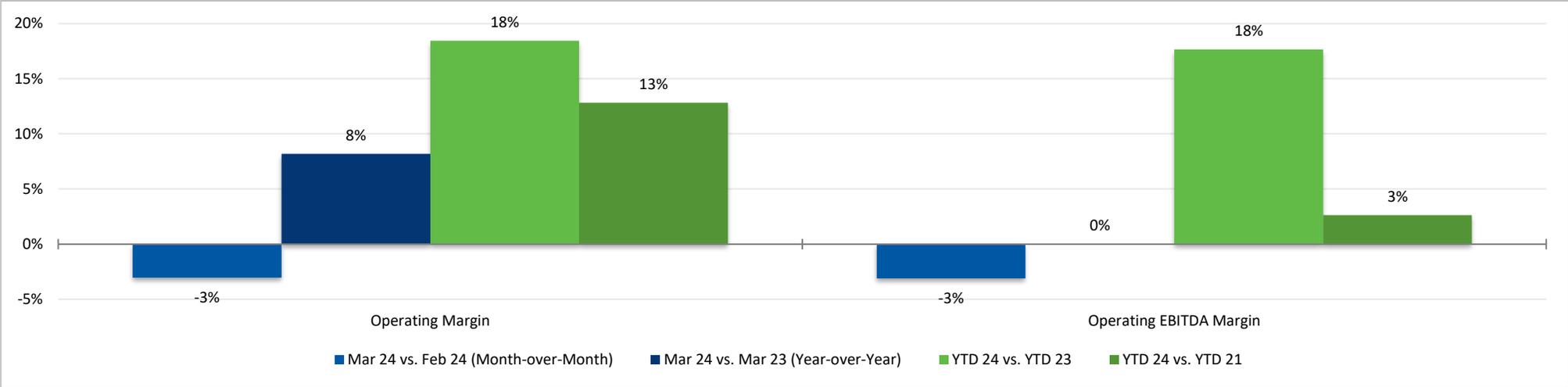


## Volume

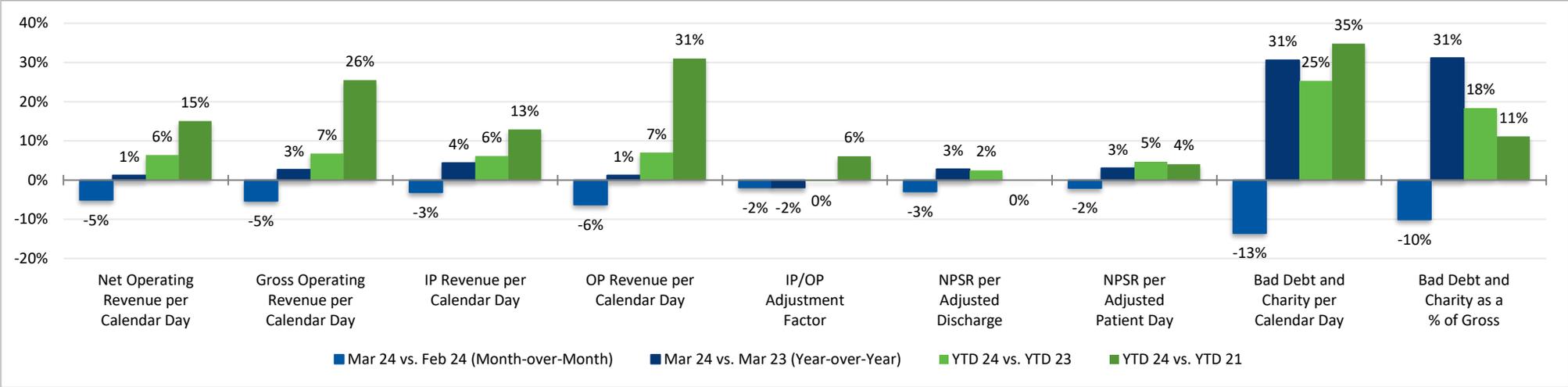


# Regional Data: Midwest

## Profitability

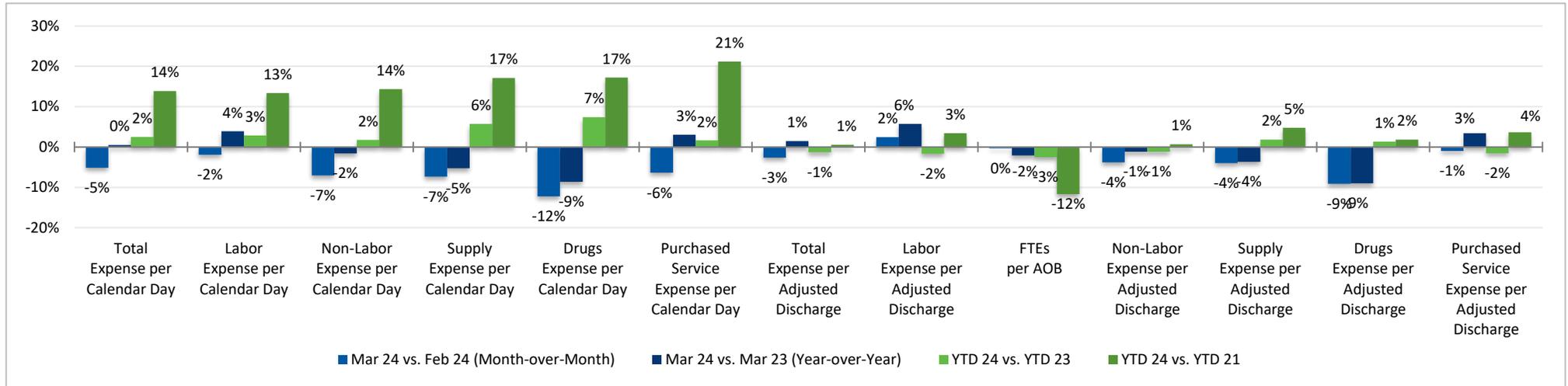


## Revenue

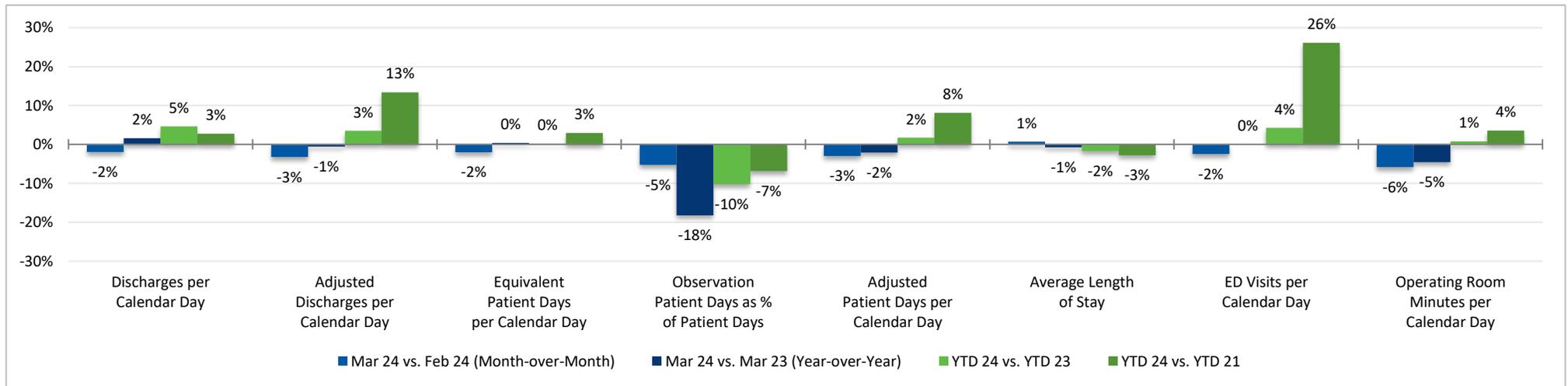


# Regional Data: Midwest *(continued)*

## Expense

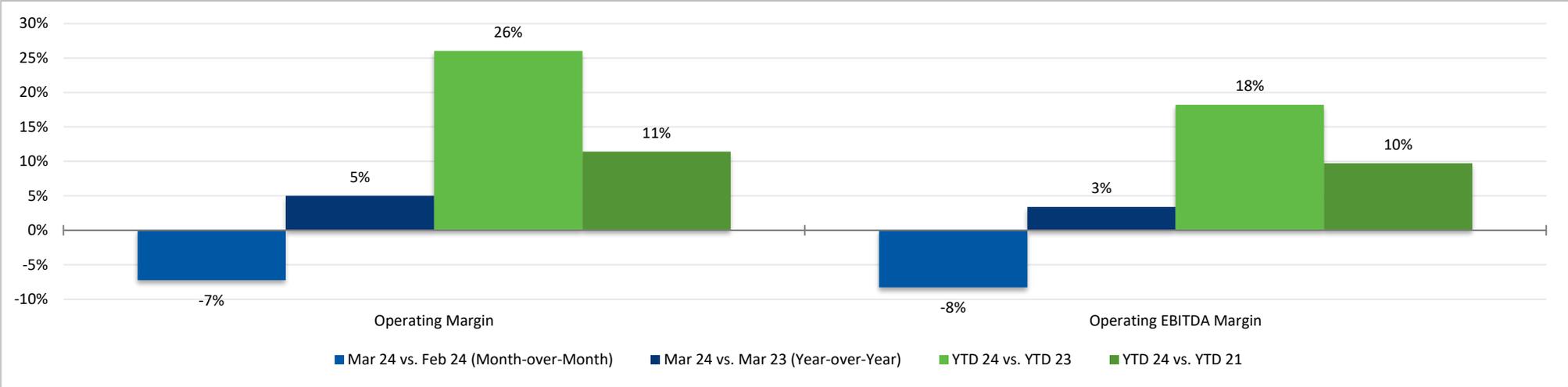


## Volume

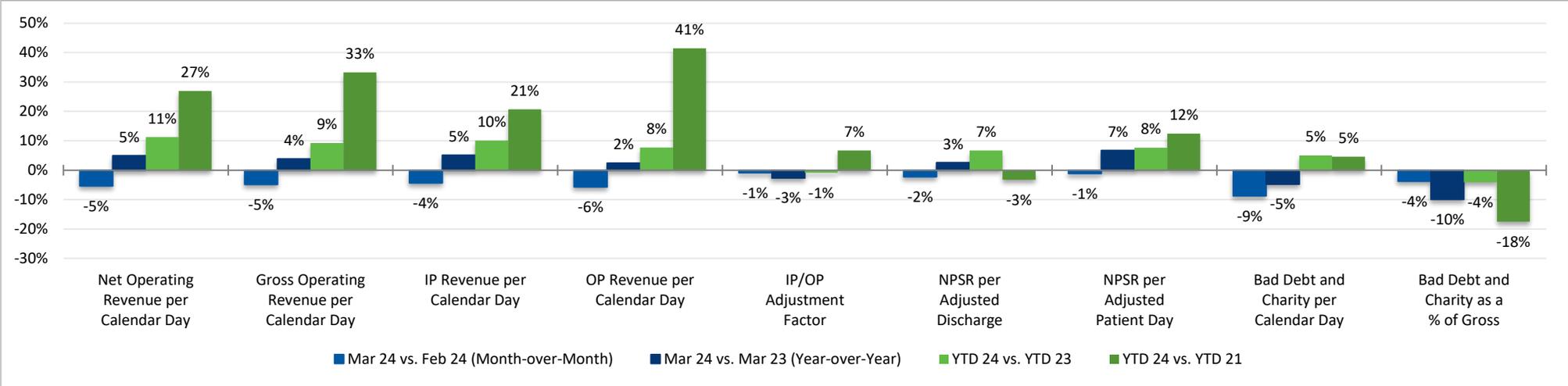


# Regional Data: South

## Profitability

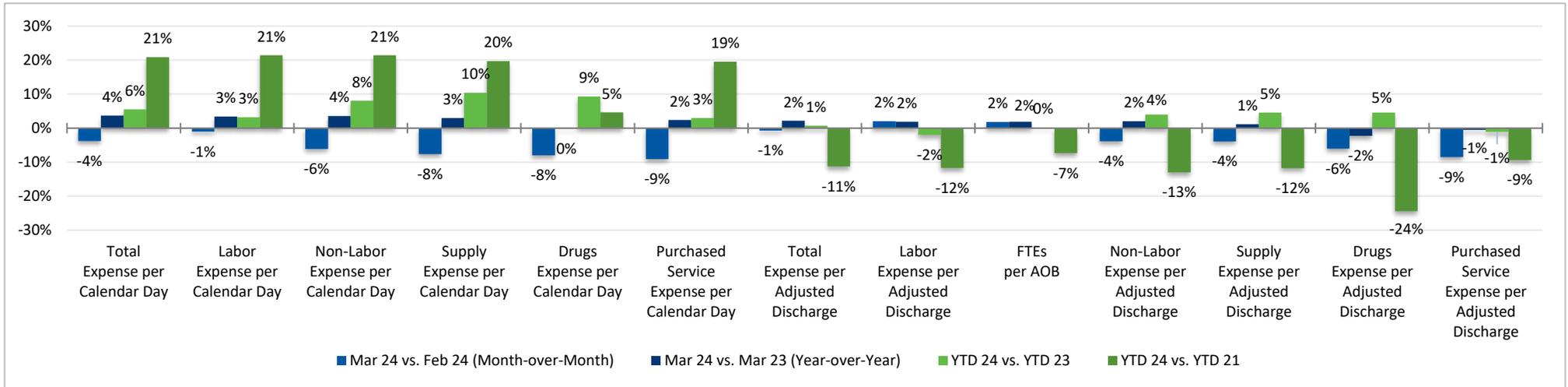


## Revenue

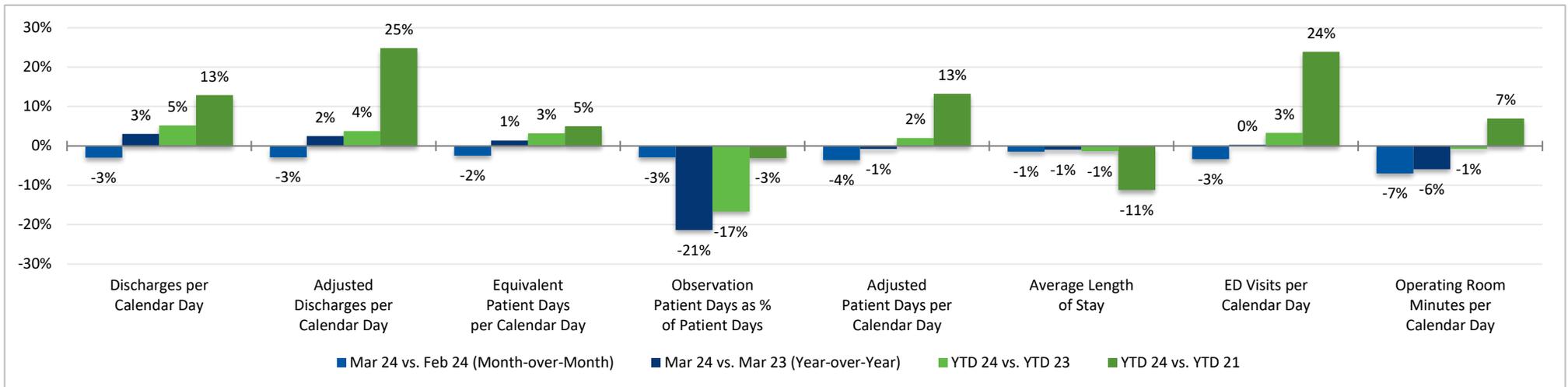


# Regional Data: South *(continued)*

## Expense

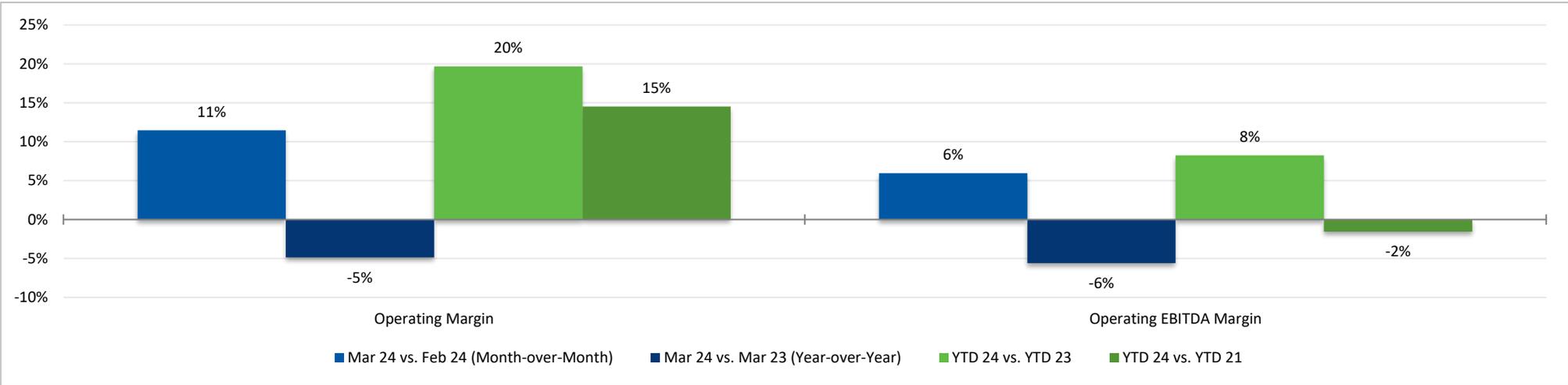


## Volume

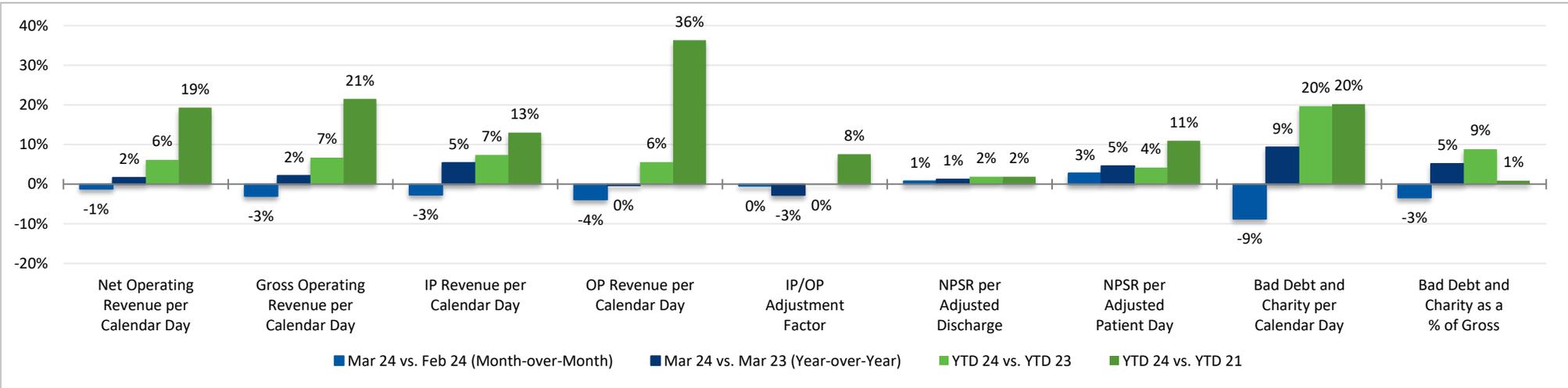


# Regional Data: Northeast/Mid-Atlantic

## Profitability

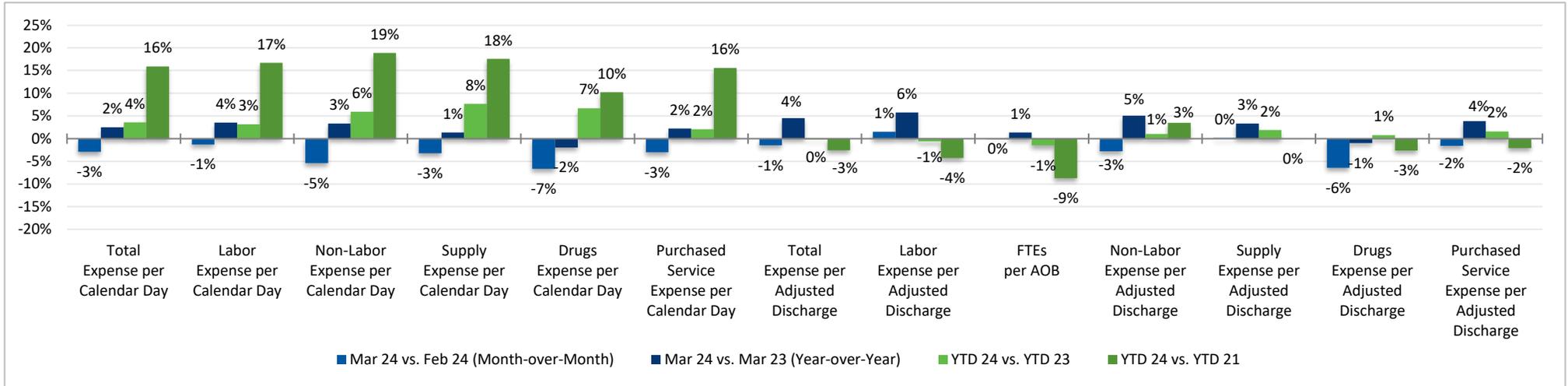


## Revenue

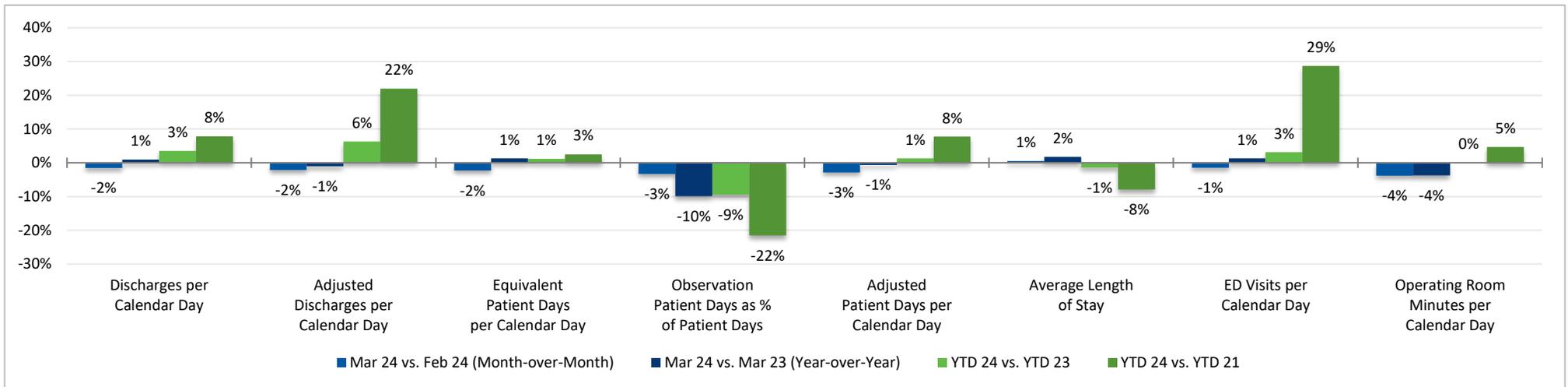


# Regional Data: Northeast/Mid-Atlantic *(continued)*

## Expense

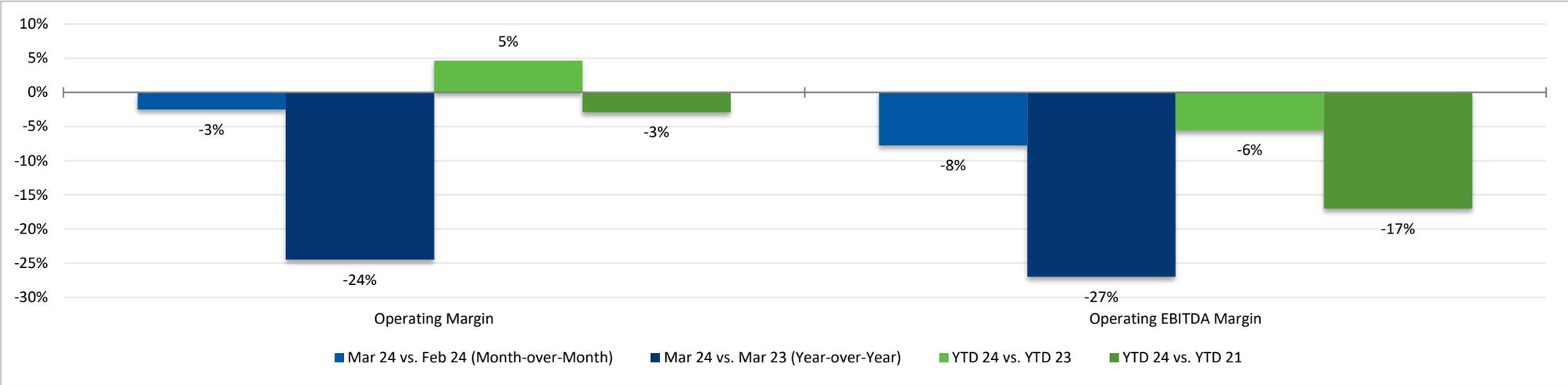


## Volume

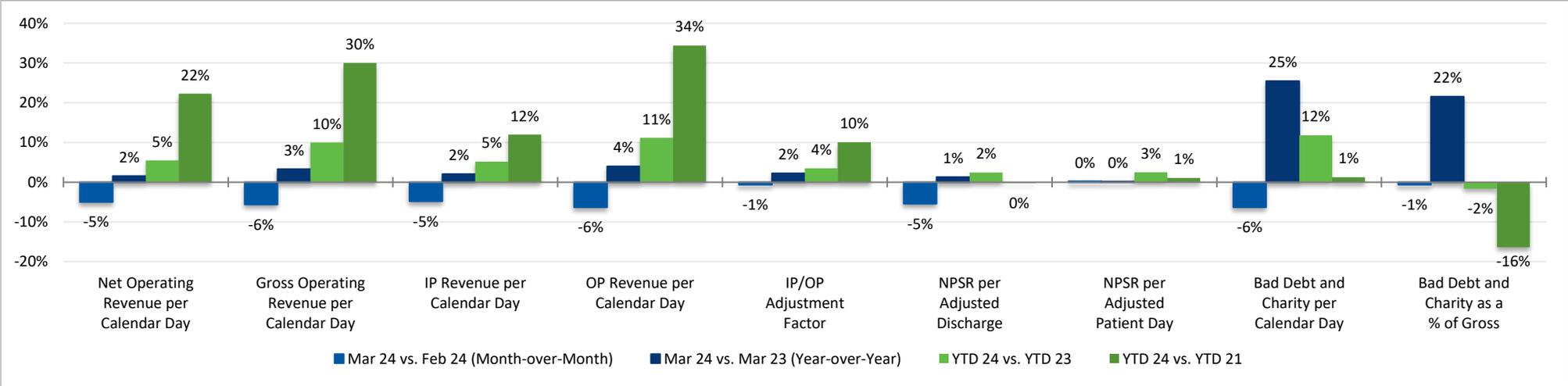


# Regional Data: Great Plains

## Profitability

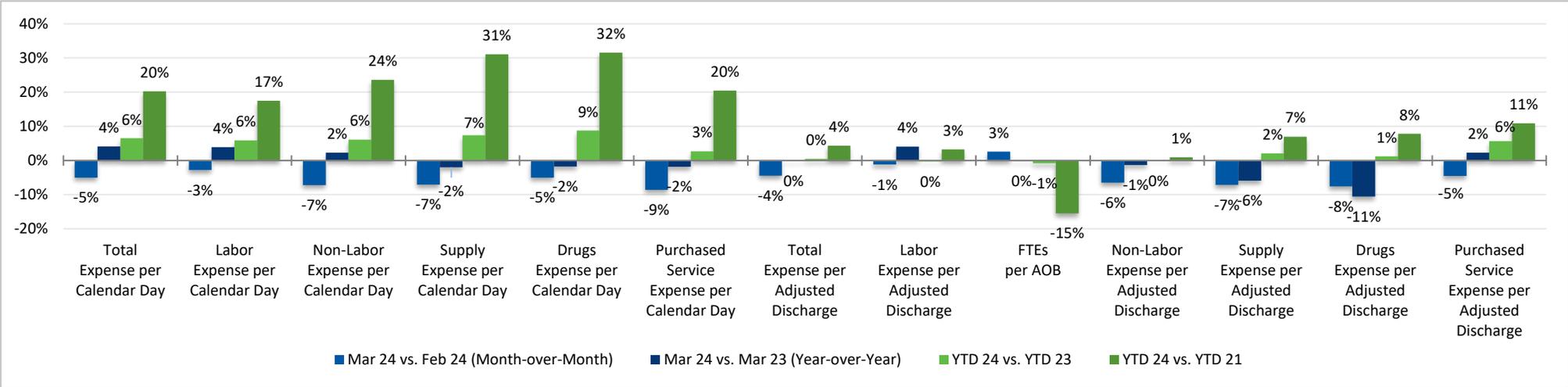


## Revenue

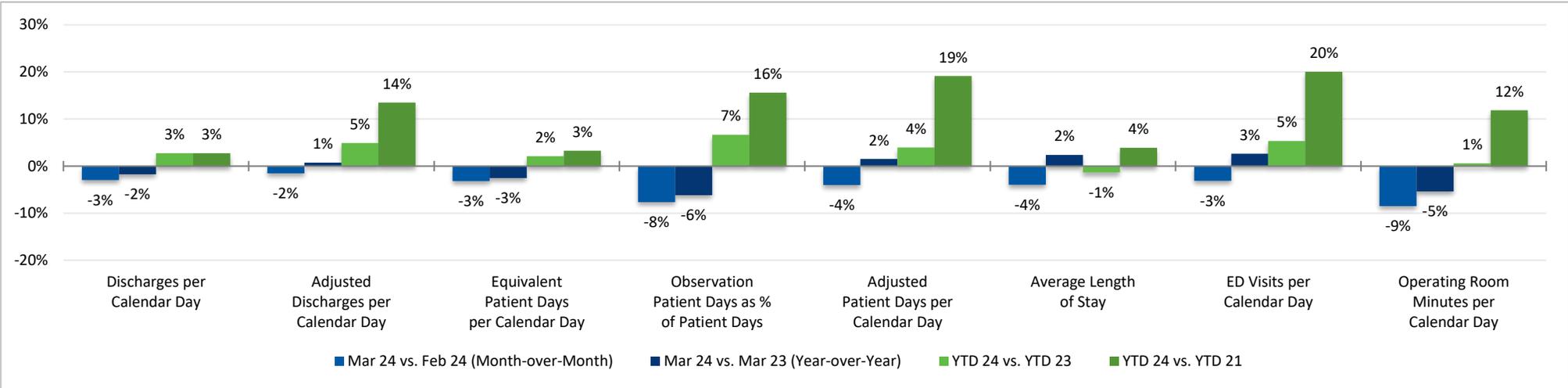


# Regional Data: Great Plains *(continued)*

## Expense



## Volume



# Data by Hospital Bed Size

*Profitability, Revenue, Expense, and Volume*

# 0-25 Beds

		Mar 24 vs. Feb 24 (Month-over-Month)	Mar 24 vs. Mar 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-1.8%	1.6%	16.1%	32.0%
	Operating EBIDA Margin	-2.4%	-4.1%	18.5%	8.5%
Volume	Discharges per Calendar Day	-6.5%	-5.1%	2.0%	1.6%
	Adjusted Discharges per Calendar Day	-2.4%	-4.8%	2.3%	20.1%
	Equivalent Patient Days per Calendar Day	-4.0%	-1.7%	-0.9%	4.8%
	Observation Patient Days as % of Patient Days	3.8%	-15.1%	-3.7%	20.6%
	Adjusted Patient Days per Calendar Day	-3.8%	-1.2%	1.3%	22.6%
	Average Length of Stay	-0.6%	-0.4%	-2.0%	-4.6%
	ED Visits per Calendar Day	-3.7%	1.7%	4.6%	28.7%
	Operating Room Minutes per Calendar Day	-8.2%	-9.8%	-4.3%	7.0%
	Revenue	Net Operating Revenue per Calendar Day	-3.0%	2.5%	8.4%
Gross Operating Revenue per Calendar Day		-5.4%	2.9%	7.9%	33.0%
IP Revenue per Calendar Day		-3.3%	-0.7%	4.8%	6.9%
OP Revenue per Calendar Day		-6.0%	3.0%	7.5%	35.3%
IP/OP Adjustment Factor		-2.6%	0.0%	4.3%	18.3%
NPSR per Adjusted Discharge		-2.9%	1.2%	3.7%	-2.9%
NPSR per Adjusted Patient Day		2.0%	3.5%	6.2%	-3.4%
Bad Debt and Charity per Calendar Day		-14.7%	6.4%	17.5%	28.5%
Bad Debt and Charity as a % of Gross		-8.5%	3.5%	5.5%	0.3%
Expense		Total Expense per Calendar Day	-4.5%	1.5%	3.9%
	Labor Expense per Calendar Day	-1.6%	4.0%	3.9%	16.2%
	Non-Labor Expense per Calendar Day	-7.0%	0.0%	3.2%	19.6%
	Supply Expense per Calendar Day	-8.8%	-2.8%	10.3%	30.1%
	Drugs Expense per Calendar Day	-9.2%	-3.3%	8.7%	29.8%
	Purchased Service Expense per Calendar Day	-8.9%	-0.9%	2.6%	18.4%
	Total Expense per Adjusted Discharge	-3.5%	0.2%	-0.4%	-8.5%
	Labor Expense per Adjusted Discharge	0.5%	6.2%	0.1%	-5.9%
	FTEs per AOB	0.8%	0.7%	-1.3%	-18.8%
	Non-Labor Expense per Adjusted Discharge	-5.5%	-1.4%	-1.6%	-7.3%
	Supply Expense per Adjusted Discharge	-10.2%	-6.3%	-0.4%	-2.6%
	Drugs Expense per Adjusted Discharge	-11.6%	-6.4%	3.4%	11.7%
	Purchased Service Expense per Adjusted Discharge	-2.8%	-1.9%	-2.7%	-11.4%

# 26-99 Beds

		Mar 24 vs. Feb 24 (Month-over-Month)	Mar 24 vs. Mar 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-1.0%	-12.6%	16.1%	5.5%
	Operating EBIDA Margin	-3.9%	-13.4%	8.6%	4.6%
Volume	Discharges per Calendar Day	-2.6%	2.1%	4.9%	9.4%
	Adjusted Discharges per Calendar Day	-5.1%	2.3%	5.2%	19.6%
	Equivalent Patient Days per Calendar Day	-2.3%	-0.9%	0.7%	2.5%
	Observation Patient Days as % of Patient Days	-7.3%	-17.9%	-12.6%	-0.5%
	Adjusted Patient Days per Calendar Day	-3.1%	-0.9%	2.9%	10.4%
	Average Length of Stay	0.6%	0.1%	-2.7%	-11.2%
	ED Visits per Calendar Day	-2.5%	-0.6%	3.3%	24.9%
	Operating Room Minutes per Calendar Day	-7.0%	-3.2%	-3.2%	1.0%
	Revenue	Net Operating Revenue per Calendar Day	-5.3%	1.9%	8.4%
Gross Operating Revenue per Calendar Day		-5.2%	3.2%	8.4%	26.9%
IP Revenue per Calendar Day		-3.4%	3.3%	5.8%	12.7%
OP Revenue per Calendar Day		-6.1%	3.4%	8.3%	35.2%
IP/OP Adjustment Factor		-1.7%	-1.1%	0.4%	10.8%
NPSR per Adjusted Discharge		-0.4%	-1.2%	2.0%	-6.4%
NPSR per Adjusted Patient Day		-1.9%	3.0%	5.5%	10.2%
Bad Debt and Charity per Calendar Day		-10.6%	2.5%	10.8%	9.7%
Bad Debt and Charity as a % of Gross		-2.5%	-2.0%	0.9%	-9.8%
Expense		Total Expense per Calendar Day	-3.7%	2.5%	4.1%
	Labor Expense per Calendar Day	-2.0%	2.6%	2.6%	14.7%
	Non-Labor Expense per Calendar Day	-6.3%	2.3%	5.7%	18.8%
	Supply Expense per Calendar Day	-8.0%	0.4%	7.8%	15.3%
	Drugs Expense per Calendar Day	-10.1%	-4.5%	7.8%	6.5%
	Purchased Service Expense per Calendar Day	-7.5%	2.5%	3.4%	18.9%
	Total Expense per Adjusted Discharge	1.1%	-0.2%	-1.3%	-8.8%
	Labor Expense per Adjusted Discharge	3.9%	-0.6%	-4.2%	-14.2%
	FTEs per AOB	1.1%	0.5%	-2.0%	-9.2%
	Non-Labor Expense per Adjusted Discharge	-2.3%	1.3%	0.0%	-6.2%
	Supply Expense per Adjusted Discharge	-5.7%	-3.0%	0.2%	-7.7%
	Drugs Expense per Adjusted Discharge	-8.0%	-6.3%	-0.8%	-17.6%
	Purchased Service Expense per Adjusted Discharge	-2.6%	1.4%	-2.3%	-5.4%

# 100-199 Beds

		Mar 24 vs. Feb 24 (Month-over-Month)	Mar 24 vs. Mar 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-6.6%	12.7%	8.1%	10.5%
	Operating EBIDA Margin	-5.9%	6.5%	8.8%	5.6%
Volume	Discharges per Calendar Day	-2.2%	1.9%	4.5%	7.5%
	Adjusted Discharges per Calendar Day	-2.2%	-0.2%	4.3%	15.8%
	Equivalent Patient Days per Calendar Day	-1.8%	-0.2%	2.2%	4.2%
	Observation Patient Days as % of Patient Days	-2.5%	-15.9%	-10.9%	-16.1%
	Adjusted Patient Days per Calendar Day	-4.0%	-2.1%	1.4%	14.2%
	Average Length of Stay	-1.6%	-1.6%	0.3%	-2.6%
	ED Visits per Calendar Day	-2.2%	-0.6%	2.3%	25.6%
	Operating Room Minutes per Calendar Day	-5.0%	-5.3%	-1.4%	5.2%
	Revenue	Net Operating Revenue per Calendar Day	-4.8%	2.5%	6.2%
Gross Operating Revenue per Calendar Day		-3.9%	2.3%	6.2%	25.6%
IP Revenue per Calendar Day		-4.1%	3.5%	7.7%	15.4%
OP Revenue per Calendar Day		-5.0%	1.2%	7.2%	32.9%
IP/OP Adjustment Factor		-0.6%	-1.7%	-0.6%	6.5%
NPSR per Adjusted Discharge		-3.5%	2.5%	4.7%	0.9%
NPSR per Adjusted Patient Day		-0.2%	4.8%	5.5%	5.8%
Bad Debt and Charity per Calendar Day		-10.7%	3.5%	14.0%	21.4%
Bad Debt and Charity as a % of Gross		-5.9%	-2.7%	8.7%	-1.5%
Expense		Total Expense per Calendar Day	-4.2%	2.5%	3.8%
	Labor Expense per Calendar Day	-1.3%	2.9%	3.0%	20.0%
	Non-Labor Expense per Calendar Day	-6.7%	2.0%	4.7%	18.2%
	Supply Expense per Calendar Day	-6.1%	-0.7%	6.4%	17.2%
	Drugs Expense per Calendar Day	-6.1%	-3.9%	6.1%	9.7%
	Purchased Service Expense per Calendar Day	-6.5%	1.1%	1.0%	11.9%
	Total Expense per Adjusted Discharge	-2.6%	1.4%	-1.3%	-2.5%
	Labor Expense per Adjusted Discharge	0.9%	1.1%	-1.7%	-2.8%
	FTEs per AOB	2.1%	0.8%	-0.9%	-9.0%
	Non-Labor Expense per Adjusted Discharge	-5.6%	0.8%	-0.1%	-1.9%
	Supply Expense per Adjusted Discharge	-5.0%	-2.6%	1.4%	2.7%
	Drugs Expense per Adjusted Discharge	-4.5%	-5.5%	1.8%	-14.7%
	Purchased Service Expense per Adjusted Discharge	-7.8%	1.4%	-0.5%	-6.2%

# 200-299 Beds

		Mar 24 vs. Feb 24 (Month-over-Month)	Mar 24 vs. Mar 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-1.8%	3.9%	34.1%	3.0%
	Operating EBIDA Margin	-0.2%	4.2%	19.2%	0.3%
Volume	Discharges per Calendar Day	-1.4%	4.6%	5.3%	6.6%
	Adjusted Discharges per Calendar Day	-1.5%	2.3%	6.3%	18.2%
	Equivalent Patient Days per Calendar Day	-3.4%	0.5%	2.1%	3.5%
	Observation Patient Days as % of Patient Days	-3.8%	-11.4%	-10.2%	0.2%
	Adjusted Patient Days per Calendar Day	-3.2%	-1.1%	2.3%	10.8%
	Average Length of Stay	-1.9%	-0.7%	-2.0%	-2.1%
	ED Visits per Calendar Day	-2.5%	1.1%	3.8%	21.8%
	Operating Room Minutes per Calendar Day	-5.1%	-2.4%	1.1%	4.1%
	Revenue	Net Operating Revenue per Calendar Day	-3.8%	4.7%	8.2%
Gross Operating Revenue per Calendar Day		-4.5%	4.0%	7.9%	29.7%
IP Revenue per Calendar Day		-3.4%	6.7%	9.7%	19.2%
OP Revenue per Calendar Day		-4.5%	1.8%	8.2%	37.3%
IP/OP Adjustment Factor		-0.4%	-2.2%	-0.4%	7.2%
NPSR per Adjusted Discharge		-1.5%	3.1%	2.2%	-0.2%
NPSR per Adjusted Patient Day		-0.4%	5.1%	5.3%	10.0%
Bad Debt and Charity per Calendar Day		-10.7%	9.3%	12.7%	20.4%
Bad Debt and Charity as a % of Gross		-3.9%	3.5%	5.3%	-3.2%
Expense	Total Expense per Calendar Day	-3.1%	2.4%	4.0%	17.3%
	Labor Expense per Calendar Day	-1.0%	3.7%	3.1%	18.0%
	Non-Labor Expense per Calendar Day	-5.0%	2.3%	5.4%	20.0%
	Supply Expense per Calendar Day	-2.8%	0.0%	7.0%	19.9%
	Drugs Expense per Calendar Day	-10.0%	-3.7%	6.5%	4.2%
	Purchased Service Expense per Calendar Day	-6.7%	2.0%	2.0%	22.4%
	Total Expense per Adjusted Discharge	-2.1%	1.4%	-0.8%	1.8%
	Labor Expense per Adjusted Discharge	0.6%	2.9%	-1.7%	3.1%
	FTEs per AOB	1.3%	0.6%	-0.3%	-6.7%
	Non-Labor Expense per Adjusted Discharge	-3.8%	1.0%	-0.8%	0.3%
	Supply Expense per Adjusted Discharge	-1.6%	-0.1%	2.0%	1.6%
	Drugs Expense per Adjusted Discharge	-7.7%	-5.4%	1.3%	-8.9%
	Purchased Service Expense per Adjusted Discharge	-4.6%	1.1%	-0.5%	2.4%

# 300-499 Beds

		Mar 24 vs. Feb 24 (Month-over-Month)	Mar 24 vs. Mar 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-10.3%	-10.8%	31.7%	-3.1%
	Operating EBIDA Margin	-14.1%	-13.5%	9.4%	-7.1%
Volume	Discharges per Calendar Day	-1.8%	2.5%	4.9%	3.6%
	Adjusted Discharges per Calendar Day	-2.6%	1.0%	4.6%	12.4%
	Equivalent Patient Days per Calendar Day	-2.1%	1.0%	1.8%	1.5%
	Observation Patient Days as % of Patient Days	-0.1%	-6.2%	-6.5%	2.2%
	Adjusted Patient Days per Calendar Day	-2.5%	0.1%	2.3%	5.8%
	Average Length of Stay	0.2%	1.3%	-1.2%	-4.0%
	ED Visits per Calendar Day	-1.3%	3.0%	4.4%	21.2%
	Operating Room Minutes per Calendar Day	-5.1%	-7.0%	-1.2%	6.9%
	Revenue	Net Operating Revenue per Calendar Day	-3.6%	1.8%	7.1%
Gross Operating Revenue per Calendar Day		-3.4%	3.0%	8.4%	26.1%
IP Revenue per Calendar Day		-2.9%	3.7%	7.3%	15.1%
OP Revenue per Calendar Day		-4.8%	1.2%	8.0%	35.2%
IP/OP Adjustment Factor		-0.6%	-1.4%	-0.6%	6.1%
NPSR per Adjusted Discharge		-1.2%	3.0%	4.2%	5.5%
NPSR per Adjusted Patient Day		-1.0%	2.2%	4.0%	10.6%
Bad Debt and Charity per Calendar Day		-10.5%	14.3%	15.4%	18.1%
Bad Debt and Charity as a % of Gross		-7.8%	11.8%	8.2%	-8.4%
Expense		Total Expense per Calendar Day	-3.3%	4.2%	4.5%
	Labor Expense per Calendar Day	-0.7%	4.5%	3.4%	18.1%
	Non-Labor Expense per Calendar Day	-5.9%	2.4%	6.2%	20.1%
	Supply Expense per Calendar Day	-4.8%	0.6%	7.4%	19.2%
	Drugs Expense per Calendar Day	-8.4%	-3.0%	5.6%	10.3%
	Purchased Service Expense per Calendar Day	-6.3%	4.7%	2.4%	22.4%
	Total Expense per Adjusted Discharge	-0.9%	2.6%	0.1%	2.3%
	Labor Expense per Adjusted Discharge	2.6%	4.2%	-1.7%	3.0%
	FTEs per AOB	0.9%	0.2%	-0.6%	-5.5%
	Non-Labor Expense per Adjusted Discharge	-3.6%	1.6%	2.3%	5.1%
	Supply Expense per Adjusted Discharge	-2.6%	-1.9%	2.1%	3.1%
	Drugs Expense per Adjusted Discharge	-6.4%	-5.0%	0.3%	-7.2%
	Purchased Service Expense per Adjusted Discharge	-1.5%	-0.7%	-2.3%	8.9%

# 500+ Beds

		Mar 24 vs. Feb 24 (Month-over-Month)	Mar 24 vs. Mar 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-9.3%	-9.2%	18.8%	38.1%
	Operating EBIDA Margin	-8.5%	-9.9%	10.1%	16.2%
Volume	Discharges per Calendar Day	-3.1%	0.1%	3.2%	12.3%
	Adjusted Discharges per Calendar Day	-3.9%	-1.1%	3.3%	16.0%
	Equivalent Patient Days per Calendar Day	-1.7%	2.9%	3.2%	8.2%
	Observation Patient Days as % of Patient Days	-2.8%	-6.1%	-7.4%	-9.9%
	Adjusted Patient Days per Calendar Day	-2.4%	2.6%	4.6%	15.5%
	Average Length of Stay	1.0%	2.6%	-0.3%	-1.1%
	ED Visits per Calendar Day	-1.7%	2.2%	4.9%	24.7%
	Operating Room Minutes per Calendar Day	-5.1%	-1.0%	0.6%	10.4%
	Revenue	Net Operating Revenue per Calendar Day	-2.1%	6.3%	9.8%
Gross Operating Revenue per Calendar Day		-3.7%	4.8%	9.2%	32.1%
IP Revenue per Calendar Day		-3.1%	5.8%	9.0%	24.5%
OP Revenue per Calendar Day		-4.9%	4.4%	10.5%	38.9%
IP/OP Adjustment Factor		-0.9%	-1.3%	0.1%	5.7%
NPSR per Adjusted Discharge		0.8%	7.4%	4.0%	11.8%
NPSR per Adjusted Patient Day		0.9%	3.5%	5.9%	11.8%
Bad Debt and Charity per Calendar Day		-2.0%	28.8%	21.5%	27.0%
Bad Debt and Charity as a % of Gross		1.3%	20.4%	13.8%	5.7%
Expense		Total Expense per Calendar Day	-2.1%	5.3%	7.0%
	Labor Expense per Calendar Day	-1.0%	4.9%	3.5%	21.9%
	Non-Labor Expense per Calendar Day	-3.7%	5.8%	9.0%	26.6%
	Supply Expense per Calendar Day	-3.1%	4.2%	11.8%	29.5%
	Drugs Expense per Calendar Day	-3.0%	3.7%	15.1%	34.7%
	Purchased Service Expense per Calendar Day	-4.5%	8.9%	10.4%	26.1%
	Total Expense per Adjusted Discharge	0.9%	8.1%	3.7%	4.0%
	Labor Expense per Adjusted Discharge	4.6%	6.2%	1.0%	3.8%
	FTEs per AOB	1.0%	-0.8%	-2.5%	-7.5%
	Non-Labor Expense per Adjusted Discharge	-0.7%	8.6%	4.9%	8.9%
	Supply Expense per Adjusted Discharge	0.6%	5.5%	6.8%	10.8%
	Drugs Expense per Adjusted Discharge	0.2%	4.2%	10.2%	12.8%
	Purchased Service Expense per Adjusted Discharge	-1.0%	7.8%	4.6%	7.0%

# Non-Operating

# National Non-Operating Results

## Key Observations

- March inflation figures were higher than expected as the Consumer Price Index (CPI) rose 0.3% this month and 3.5% from a year ago – the highest annual gain in the past 6 months
- Gasoline and shelter, which includes rents, contributed more than 50% of the monthly increase in CPI
- The Producer Price Index (PPI) experienced its biggest annual increase since April of 2023, rising 2.1% from a year ago
- The third estimate of the fourth quarter of U.S. GDP was revised up 3.4% on an annualized basis, up from 3.2% at the second estimate, and still significantly higher than market expectations of 2.0%
- Employers added 303,000 jobs in March, up from a downwardly revised February total of 270,000 jobs, marking the 39th straight month of job growth
- The unemployment rate fell to 3.8% from 3.9% a month prior; wages, which are anticipated to slow in 2024, grew 0.3% month-over-month
- At the March Federal Reserve Board Meeting, the Federal Open Market Committee maintained the overnight federal funds rate at the current range of 5.25%-5.50%; the fifth consecutive meeting at which policymakers opted to keep the target range
- Fed officials, including Jerome Powell, expressed the need for more debate and data before interest rate cuts; “bumpy” inflation alongside continued robustness in GDP and job growth complicate the path to their 2% inflation target and, ultimately, rate cuts
- In a historic shift, the Bank of Japan increased rates for the first time in 17 years, ditching negative rates; the Japanese Yen hits its lowest level since 1990
- The S&P 500 rose by 3.1% in March, which saw all three major indices – the S&P 500, DJIA, and Nasdaq – reach all-time highs; the S&P grew by 27.9% year-over-year

## General Non-Operating Observations

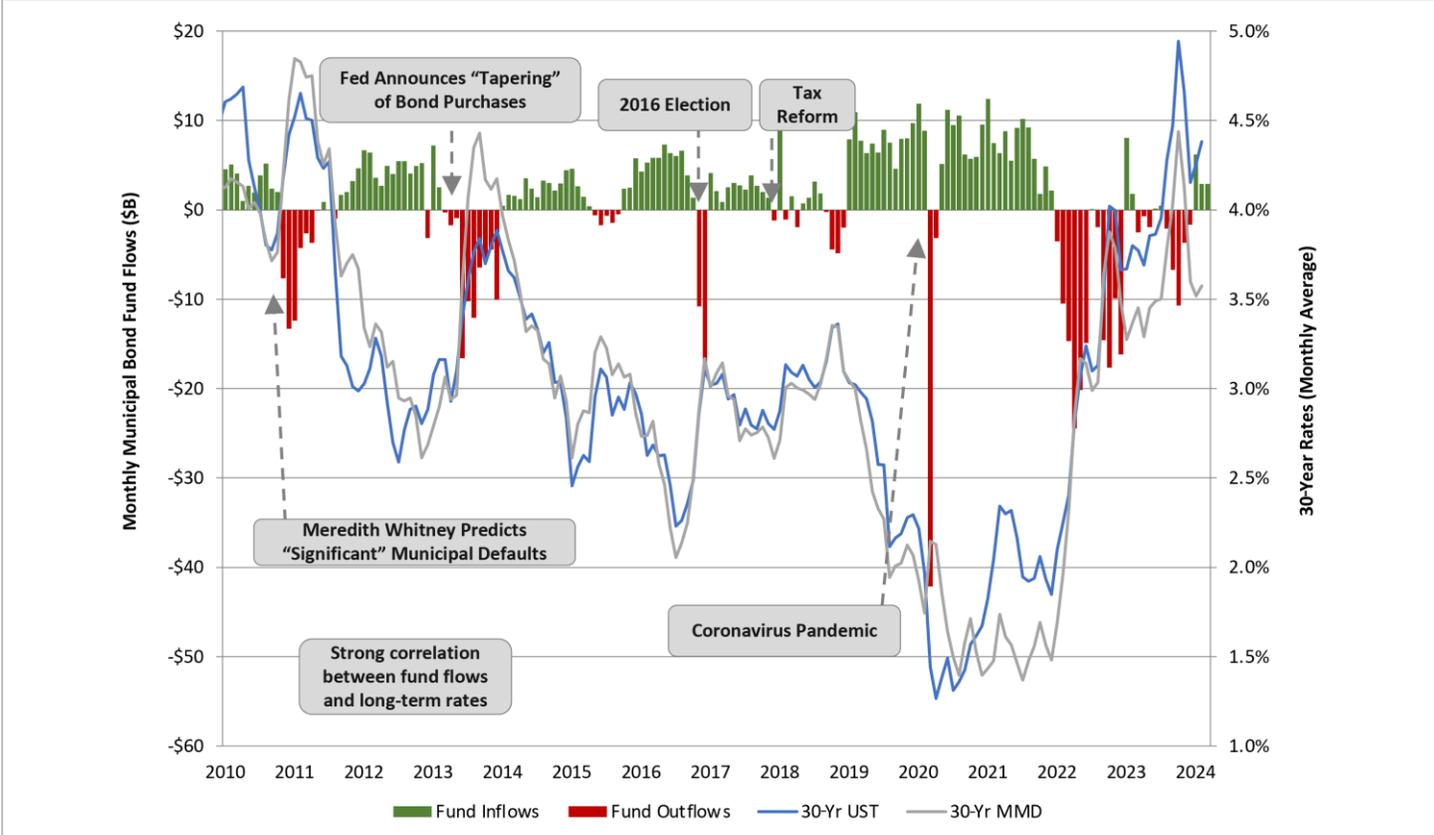
	March 2024	M-o-M Change	Y-o-Y Change
<b>General</b>			
GDP Growth*	3.4%	n/a	n/a
Unemployment Rate	3.8%	-0.1%	+0.3%
Personal Consumption Expenditures (Y-o-Y)	2.8 %	-0.1%	-2.0%
<b>Liabilities</b>			
SOFR	5.34%	+2 bps	+47 bps
SIFMA	3.64%	+34 bps	-33 bps
30-yr MMD	3.68%	+9 bps	+38 bps
30-yr Treasury	4.34%	-4 bps	+69 bps
<b>Assets</b>			
60/40 Asset Allocation <sup>†</sup>	n/a	+2.1%	+13.8%

\*U.S. Bureau of Economic Analysis, Q4 2023 “Third Estimate”

†60/40 Asset Allocation assumes 30% S&P 500 Index, 20% MSCI World Index, 10% MSCI Emerging Markets Index, 40% Barclays US Aggregate Bond Index

# Non-Operating Liabilities

## Long Term – Monthly Municipal Bond Fund Flows with 30-Year U.S. Treasury and 30-Year MMD



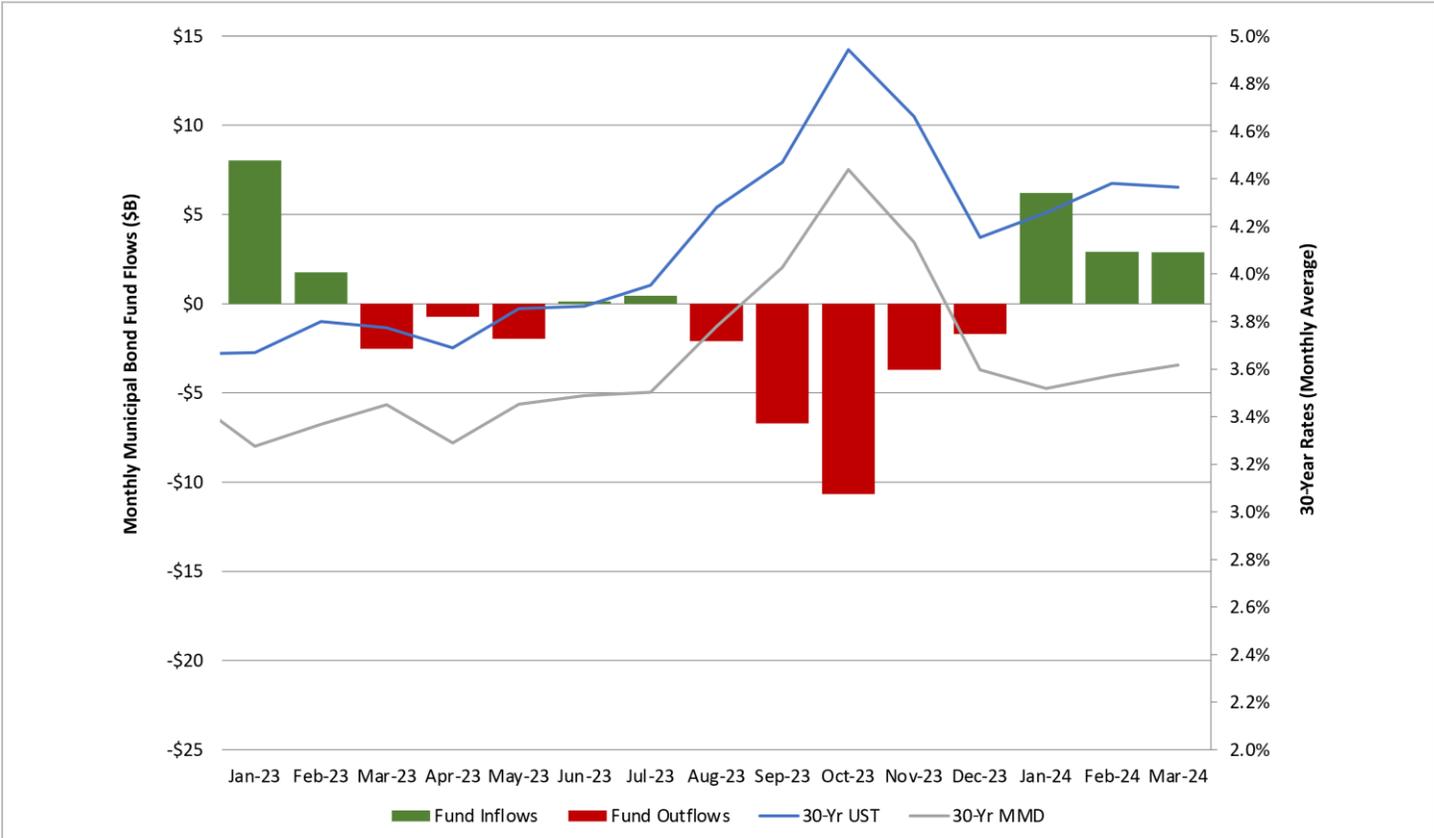
The tax-exempt 30-year MMD rate rose 34 basis points in March, closing the month at 3.64%. Comparatively, 30-year Treasury rates increased 9 basis points over the last month, up to 3.68%. MMD/Treasury ratios were tighter throughout the entirety of the curve, with a two-year ratio of 64%, 10-year ratio of 60%, and 30-year ratio of 85% compared to measures of 59%, 58%, and 82%, respectively, at the end of March.

Kaufman Hall, National Hospital Flash Report (April 2024)

Taxable and tax-exempt debt capital markets, as approximated here by the '30-yr U.S. Treasury' and '30-yr MMD Index', are dependent upon macroeconomic conditions, including inflation expectations, GDP growth and investment opportunities elsewhere in the market. A key measure to track is bond fund flows, particularly in the more supply and demand sensitive tax-exempt market. Fund flows are monies moving into bond funds from new investment and principal and interest payments on existing and maturing holdings. Strong fund flows generally signal that investors have more cash to put to work, a boon to the demand. Fund inflows generally are moderate and consistent over time while fund outflows are typically large and sudden, as external events affect investor sentiment, resulting in quick position liquidation which can drive yields up considerably in a short amount of time.

# Non-Operating Liabilities *(continued)*

## Last Twelve Months – Monthly Municipal Bond Fund Flows with 30-Year U.S. Treasury and 30-Year MMD



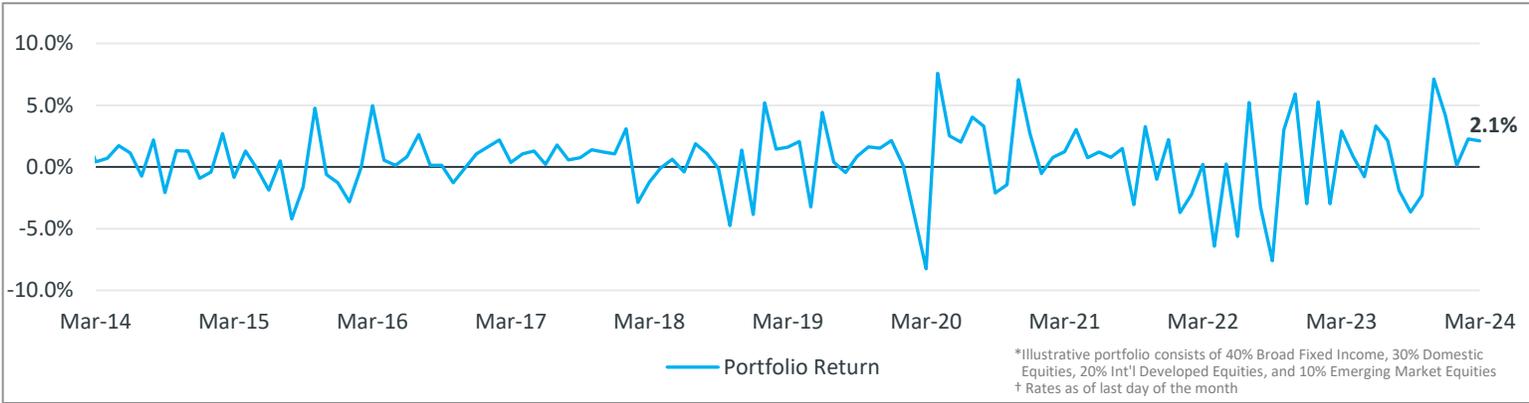
Municipal funds have experienced \$12.0 billion of inflows in 2024 to close out the quarter, starkly contrasting the consistent outflows experienced at the end of 2023. Total issuance was down year-over-year in March following strong January and February totals. However, it is expected that issuance in the early summer months will increase approaching the November election. YTD 2024 continues to outpace YTD 2023 as total municipal issuance and total healthcare supply are 23.4% and 124.7% higher, respectively, at the end of March.

Kaufman Hall, National Hospital Flash Report (April 2024)

*Taxable and tax-exempt debt capital markets, as approximated here by the '30-yr U.S. Treasury' and '30-yr MMD Index', are dependent upon macroeconomic conditions, including inflation expectations, GDP growth and investment opportunities elsewhere in the market. A key measure to track is bond fund flows, particularly in the more supply and demand sensitive tax-exempt market. Fund flows are monies moving into bond funds from new investment and principal and interest payments on existing and maturing holdings. Strong fund flows generally signal that investors have more cash to put to work, a boon to the demand. Fund inflows generally are moderate and consistent over time while fund outflows are typically large and sudden, as external events affect investor sentiment, resulting in quick position liquidation which can drive yields up considerably in a short amount of time.*

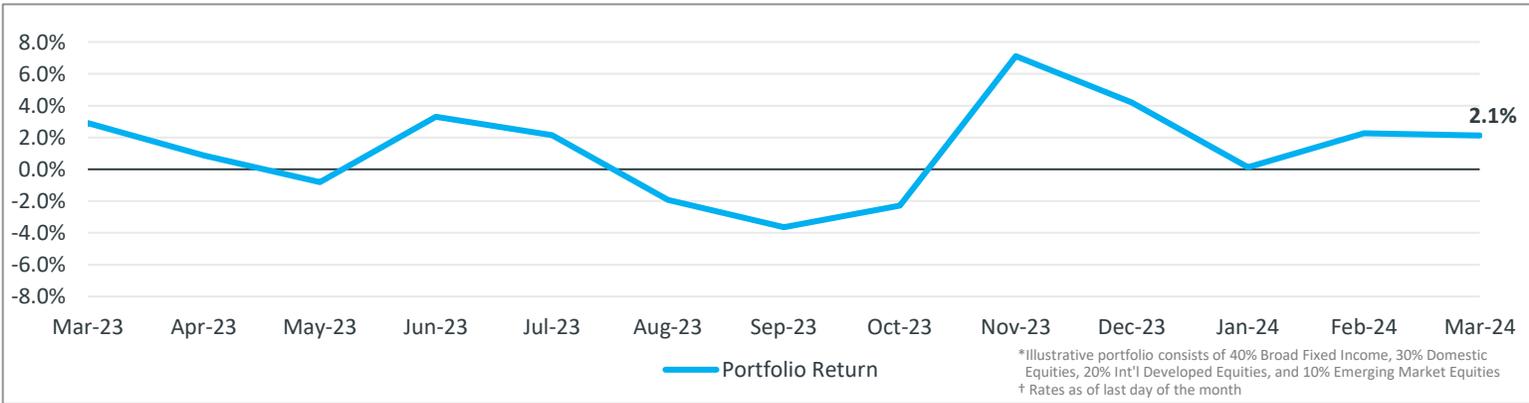
# Non-Operating Assets

## Long Term – Illustrative Investment Portfolio Returns, Month-over-Month Change



Kaufman Hall, National Hospital Flash Report (April 2024)

## Last Twelve Months – Illustrative Investment Portfolio Returns, Month-over-Month Change



Kaufman Hall, National Hospital Flash Report (April 2024)

Equities remained positive for a fifth consecutive month, with the Dow Jones, S&P 500, and Nasdaq all experiencing all-time highs. The S&P 500 gained 3.1% in March, bringing its year-over-year and YTD gains to 27.9% and 10.2%, respectively.

The blended 60/40 asset allocation finished March 2.1% higher month-over-month with the MSCI World Index posting gains of 3.0% month-over-month. The MSCI World Emerging Markets Index gained 2.2% and the Barclays Aggregate Bond Index rose 0.9%.

# Contacts

## For more information contact

### SUBJECT MATTER EXPERT

#### Anu Singh

Managing Director,  
Practice Leader, M&A  
[asingh@kaufmanhall.com](mailto:asingh@kaufmanhall.com)

### REPORT AUTHOR

#### Erik Swanson

Senior Vice President,  
Data and Analytics  
[eswanson@kaufmanhall.com](mailto:eswanson@kaufmanhall.com)

## For media requests

Contact Haydn Bush at [hbush@kaufmanhall.com](mailto:hbush@kaufmanhall.com)

## Talk to us

Have a comment on the Kaufman Hall *National Hospital Flash Report*? We want to hear from you. Please direct all questions or comments to [flashreports@kaufmanhall.com](mailto:flashreports@kaufmanhall.com)

# *KaufmanHall*

CHICAGO, IL

LOS ANGELES, CA

SKOKIE, IL

WEST PALM BEACH, FL

BRENTWOOD, TN

# BofA Weekly Healthcare Update

Week of April 26, 2024

# BofA Weekly Healthcare Update

## Weekly Market Overview



### Tax-Exempt Market Overview – 30 Year MMD Increased<sup>(1)</sup>

- 30 Year MMD increased 6 basis points to 3.96% this week.
- Tax-exempt municipal bond funds saw inflows of \$200.3 million this week.
- Tax-exempt Municipal Money Market fund assets increased by \$1.23 billion, bringing their total to \$123.84 billion.
- SIFMA decreased from 4.35% to 3.77%. The SIFMA/1D SOFR ratio currently sits at 71%.
- Tax-exempt healthcare issues priced this week for Honor Health, RWJ Barnabas, and CHRISTUS Health.

### Taxable Market Overview – 30 Year UST Increased<sup>(1)</sup>

- 30 Year UST increased by 8 bps to 4.82% this week.
- Corporate Investment Grade Bond Funds saw an inflow of \$198 million this week.
- Taxable Money Market fund assets increased by \$10.01 billion, bringing their total to \$5.81 trillion.
- No taxable healthcare issues priced this week.

### Macro Overview<sup>(2)</sup>

- The personal consumption expenditures price index excluding food and energy increased 2.8% from a year ago in March, the same as in February. This is above the 2.7% estimate from the Dow Jones consensus. On a monthly basis, both measures increased 0.3%, as expected and equaling the increase from February.
- The personal saving rate fell to 3.2%, down 0.4% from February and 2.00% from a year ago as households dipped into savings to keep spending afloat.
- GDP increased at a 1.6% annualized pace when adjusted for seasonality and inflation. Economists surveyed had been looking for an increase of 2.4% following a 3.4% gain in the fourth quarter of 2023 and 4.9% in the previous period.

1) Source: Thomson Reuters as of 4/25/2024.

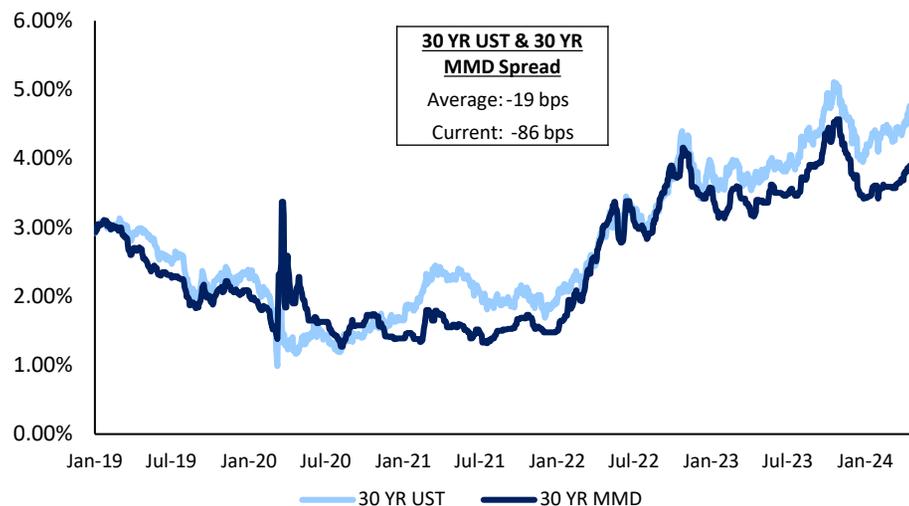
2) Source: BofA US Economic Weekly 4/25/2024.

# BofA Weekly Healthcare Update

Tax-Exempt and Taxable – Fixed Rates



## MMD & UST Fixed Rates (1)



## Rate Trends and Ratios (1)

	Current	Change Over the Last Week	Change YTD	10 Year Average
10 Year UST	4.70%	0.06%	0.71%	2.36%
30 Year UST	4.82%	0.08%	0.69%	2.84%
10 Year MMD	2.81%	0.07%	0.53%	1.93%
30 Year MMD	3.96%	0.06%	0.53%	2.70%
10 Year MMD / UST	59.79%	59.05%	57.14%	81.97%
30 Year MMD / UST	82.16%	82.28%	83.05%	95.16%

Date	3/21/24	3/28/24	4/4/24	4/11/24	4/18/24	4/25/24
Revenue Bond Index (RBI)	3.83%	3.86%	3.96%	4.04%	4.08%	4.36%

## Tax-Exempt Healthcare Yields (3)

YRS	TE Healthcare Aa/AA	Spread to Benchmark MMD	TE Healthcare A2/A	Spread to Benchmark MMD	TE Healthcare Baa2/BBB	Spread to Benchmark MMD	Benchmark MMD
1	3.55%	10 bps	3.70%	25 bps	3.75%	30 bps	3.45%
2	3.37%	15 bps	3.52%	30 bps	3.66%	44 bps	3.22%
3	3.25%	20 bps	3.40%	35 bps	3.53%	48 bps	3.05%
4	3.12%	22 bps	3.27%	37 bps	3.42%	52 bps	2.90%
5	3.08%	23 bps	3.25%	40 bps	3.41%	56 bps	2.85%
6	3.07%	25 bps	3.25%	43 bps	3.42%	60 bps	2.82%
7	3.06%	27 bps	3.24%	45 bps	3.43%	64 bps	2.79%
8	3.10%	30 bps	3.27%	47 bps	3.75%	95 bps	2.80%
9	3.16%	35 bps	3.29%	48 bps	3.49%	68 bps	2.81%
10	3.19%	38 bps	3.33%	52 bps	3.54%	73 bps	2.81%
20	4.09%	45 bps	4.24%	60 bps	4.64%	100 bps	3.64%
30	4.46%	50 bps	4.61%	65 bps	4.96%	100 bps	3.96%

## Index Eligible Taxable Healthcare Yields (4)

YRS	Taxable Healthcare Aa/AA	Spread to Benchmark UST	Taxable Healthcare A2/A	Spread to Benchmark UST	Benchmark US Treasury
1	6.01%	80 bps	6.06%	85 bps	5.21%
2	5.56%	60 bps	5.86%	90 bps	4.96%
3	5.50%	65 bps	5.80%	95 bps	4.85%
4	5.38%	68 bps	5.68%	98 bps	
5	5.40%	70 bps	5.70%	100 bps	4.70%
6	5.44%	73 bps	5.74%	103 bps	
7	5.46%	75 bps	5.76%	105 bps	4.71%
8	5.50%	80 bps	5.80%	110 bps	
9	5.50%	80 bps	5.80%	110 bps	
10	5.55%	85 bps	5.85%	115 bps	4.70%
20	5.67%	85 bps	5.97%	115 bps	
30	5.75%	93 bps	6.05%	123 bps	4.82%

1) Source: Thomson Reuters as of 4/25/2024.

2) Source: Bond Buyer, 25-Bond Revenue. Revenue bonds maturing in 30 years are used in compiling this index.

3) Indicative as of 4/25/2024. Assumes 5% coupons and yields reflect yields to call. Rates displayed are not specific to any borrower. Actual rates will depend on many variables including notch-specific credit rating, size, call provisions, state of issuance and other factors.

4) Indicative as of 4/25/2024. Yields for non-index eligible bonds would be approximately 25 basis points higher. Make whole call is assumed. Rates are not specific to any borrower. Actual rates will depend on many variables including notch-specific credit rating, size, call provisions and other factors.

# BofA Weekly Healthcare Update

Tax-Exempt bond funds experienced approximately \$200.3 million of inflows this week

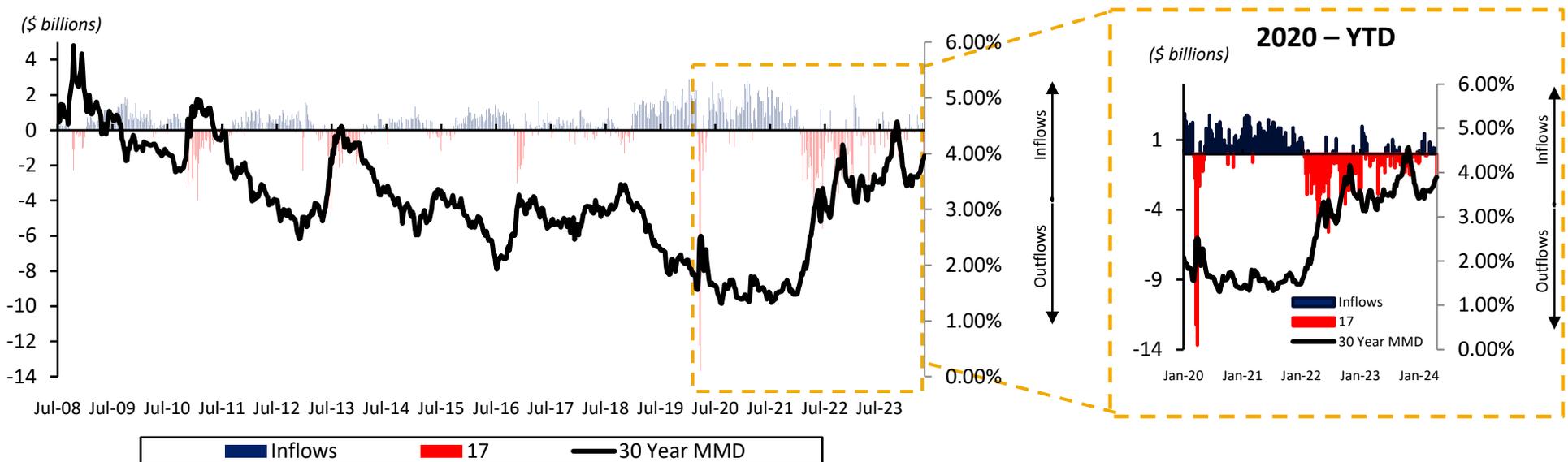


## Economic Data: Upcoming Reports and Forecasts <sup>(1)</sup>

BOFA INTEREST RATE FORECAST				
	2Q24	3Q24	4Q24	1Q25
<b>Fed Funds (%)</b>	5.25-5.50	5.25-5.50	5.00-5.25	4.75-5.00
<b>2Y UST (%)</b>	4.50	4.25	4.00	3.90
<b>5Y UST (%)</b>	4.40	4.25	4.15	4.10
<b>10Y UST (%)</b>	4.30	4.25	4.25	4.25
<b>30Y UST (%)</b>	4.65	4.65	4.75	4.75

SELECTED ECONOMIC DATA REPORTS			
Date	Economic Event	Date	Economic Event
4/29/2024	Dallas Fed Manufacturing Index	5/7/2024	Redbook YoY Index
4/30/2024	Consumer Confidence – April	5/8/2024	MBA Mortgage Applications
5/1/2024	MBA Mortgage Applications	5/9/2024	Initial Jobless Claims
5/1/2024	FOMC Rates Decision	5/14/2024	CPI Release
5/2/2024	Initial Jobless Claims	5/15/2024	MBA Mortgage Applications
5/3/2024	Unemployment Rate	5/16/2024	Initial Jobless Claims

## Municipal Bond Fund Inflows and Outflows <sup>(2)</sup>



1) Source: BofA US Economic Weekly 4/25/2024.

2) Lipper U.S. Fund Flows as of 4/25/2024; data includes weekly and monthly reporting funds.

# BofA Weekly Healthcare Update

## Short-Term Market Update: Current Environment



### Recent SIFMA Index Resets

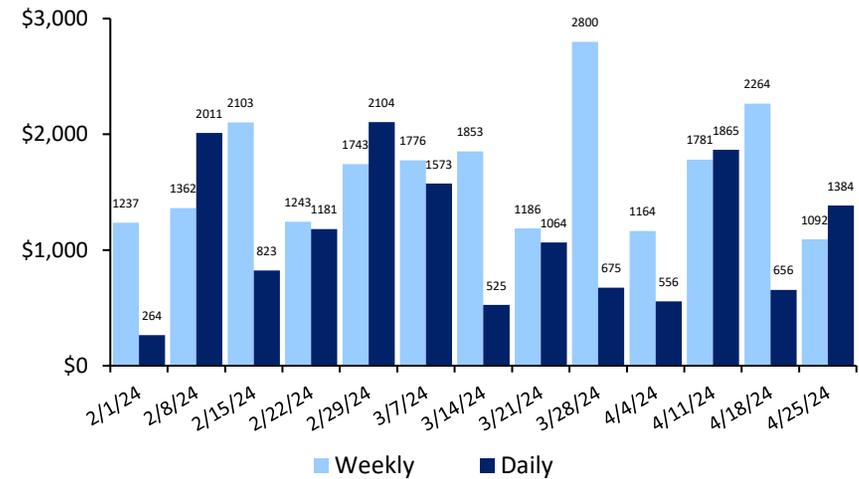
Reset Date	3/21/24	3/28/24	4/4/24	4/11/24	4/18/24	4/25/24
SIFMA	3.45%	3.64%	3.64%	3.67%	4.35%	3.77%
Trend (wk/wk)	0.02%	0.19%	0.00%	0.03%	0.68%	-0.58%
SIFMA/1D SOFR (%)	65%	68%	68%	69%	82%	71%

	Current
1M BSBY	5.34%
1D SOFR	5.31%
1M SOFR	5.32%

### Weekly Observations

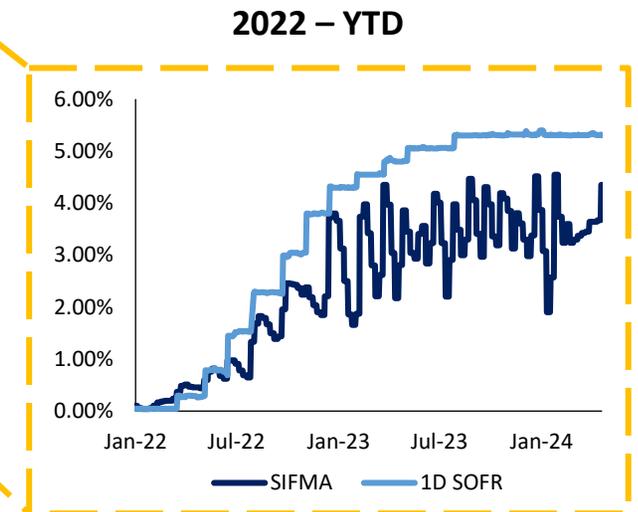
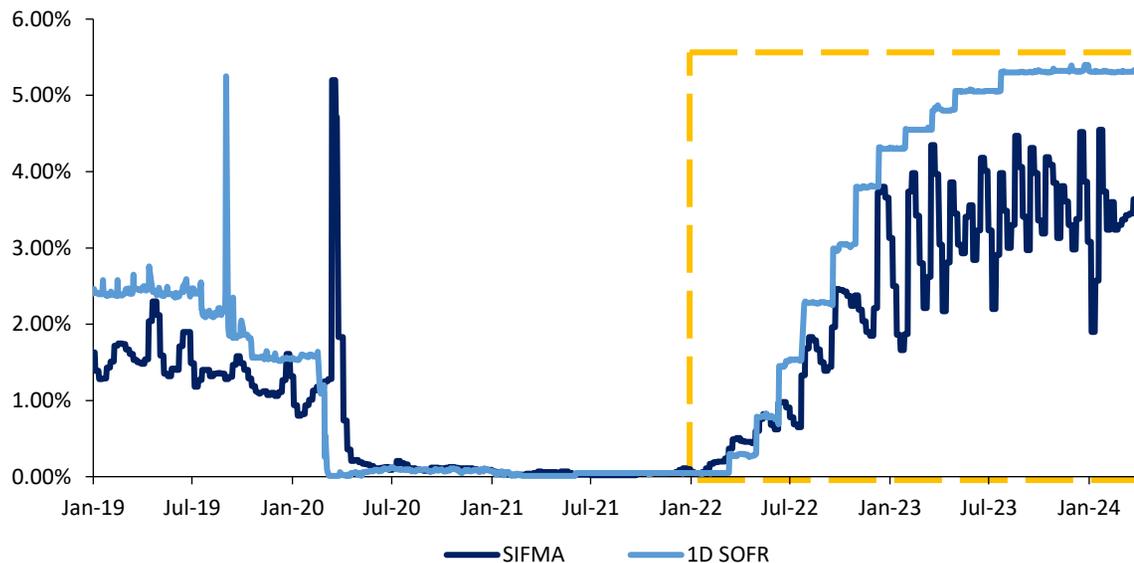
- SIFMA decreased from 4.35% to 3.77%
- Weekly dealer VRDO inventory decreased by \$1.172 billion
- Daily dealer VRDO inventory increased by \$728 million

### BOOM Reported Dealer VRDO Inventory (\$MM)<sup>(1)</sup>



	SIFMA	1D SOFR	SIFMA/SOFR Ratio
Current	3.77%	5.31%	71%
3 Month Avg.	3.62%	5.31%	68%
6 Month Avg.	3.52%	5.32%	66%

### Index Resets and SIFMA/1M SOFR Ratio Since 2019



# BofA Weekly Healthcare Update

## Recent Healthcare Deals



### Tax-Exempt Deals Priced

Issuer	State	Rating <sup>(1)</sup>	Structure	Maturity	Coupon <sup>(2)</sup>	Yield <sup>(3)</sup>	Spread to MMD	Managers	Total Par	Timing
Honor Health	AZ	A2/NR/A+	Daily VRBD Weekly VRBD	2048 2054	Var.	Var.	Var.	BofA RBC	\$51,305,000 \$101,155,000	4/24/2024
CHRISTUS Health	TX	A1/NR/A+	Fixed Rate	2032	5.000%	3.400%	67 bps	RBC/JPM	\$218,480,000	4/24/2024
RWJ Barnabas	NJ	A1/AA-/NR	Fixed Rate	2054	5.250%	4.280%	37 bps	Jefferies	\$370,320,000	4/24/2024

### Tax-Exempt Deals in the Pipeline

Issuer	State	Rating <sup>(1)</sup>	Structure	Maturity	Coupon <sup>(2)</sup>	Yield <sup>(3)</sup>	Spread to MMD	Managers	Total Par	Timing
Novant Health	SC	A1/A+/AA-	Fixed Rate	2054	TBD	TBD	TBD	JPM/RBC/BofA Truist/Wells	\$1,911,790,000	4/30/2024

### Taxable Deals Priced

No taxable healthcare deals have priced this week.

### Taxable Deals in the Pipeline

No taxable healthcare deals have printed this week.

(1) Ratings are displayed in the following order: Moody's/S&P/Fitch.

(2) Coupon of final maturity.

(3) Premium bonds priced to call; Discount bonds priced to maturity if applicable.

# BofA Weekly Healthcare Update

## Recent Industry Rating Actions



Date	Health System	State	Action	New		Prior	
				Rating	Outlook	Rating	Outlook
4/24/2024	Fairview Health Services	MN	Outlook Revised	Baa1	Stable	Baa1	Negative

**MOODY'S**

Date	Health System	State	Action	New		Prior	
				Rating	Outlook	Rating	Outlook
4/25/2024	Fairview Health Services	MN	Affirmed	BBB+	Stable	BBB+	Stable
4/25/2024	Hoag Memorial Hospital Presbyterian	CA	Affirmed	AA	Stable	AA	Stable
4/25/2024	Stanford Health Care	CA	Outlook Revised	AA-	Positive	AA-	Stable
4/24/2024	United Health Services Hospitals	NY	Affirmed	BBB-	Stable	BBB-	Stable
4/23/2024	Caromont Health	NC	Affirmed	AA-	Stable	AA-	Stable
4/23/2024	Mercy Medical Center	MD	Upgraded	A-	Stable	BBB+	Positive
4/23/2024	Marin General Hospital	CA	Affirmed	BBB	Stable	BBB	Stable
4/19/2024	Providence St. Joseph Health	WA	Affirmed	A	Negative	A	Negative

**S&P Global**

Date	Health System	State	Action	New		Prior	
				Rating	Outlook	Rating	Outlook
4/23/2024	Children's Hospital of Akron	OH	Affirmed	AA-	Stable	AA-	Stable
4/22/2024	Miami Jewish Health Systems	FL	Affirmed	BB+	Negative	BB+	Negative

**FitchRatings**

# BofA Weekly Healthcare Update

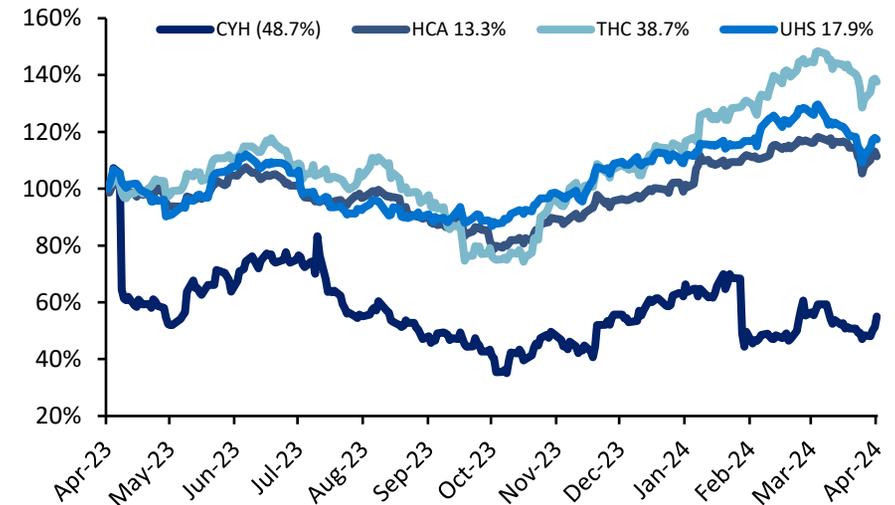
## Strategic Advisory



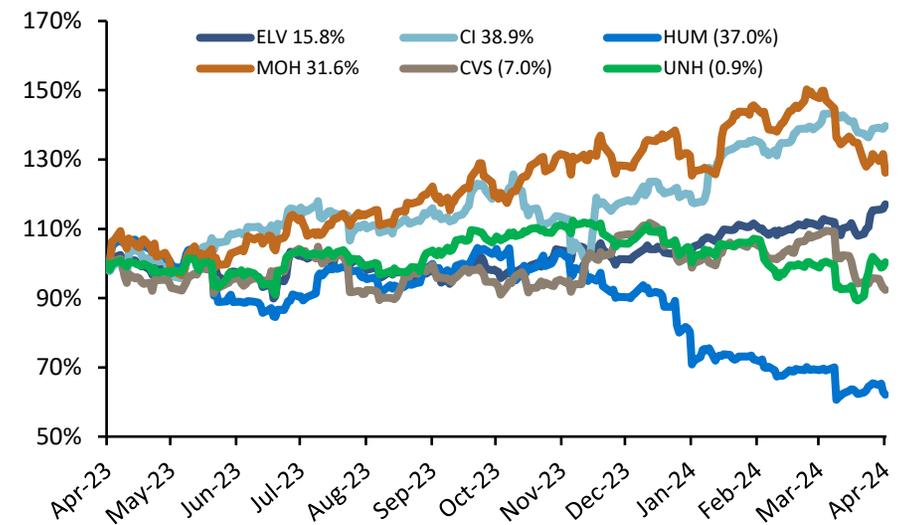
### Recent M&A News<sup>(1)</sup>

- Honolulu-based Queen's Health System plans to complete its acquisition of an 88-bed psychiatric hospital from Sacramento, CA-based Sutter Health later this year.
- In today's complex healthcare environment, mergers and acquisitions (M&A) are proving to be more challenging than ever, with heightened governmental regulations impacting both the operation of an entity and the purchase and sale of an entity.
- Tri-City Healthcare District in Oceanside, CA, and UC San Diego Health are still working on plans for a joint power agreement that was expected to be completed by the end of March.
- In two separate deals, Labcorp completed acquisitions of outreach laboratory businesses from Renton, WA-based Providence and Springfield, MA-based Baystate Health.
- Community Health Systems is preparing to sell off a 351-bed hospital in Tennessee.
- Boise, ID-based Primary Health Medical Group has added multiple providers and acquired an ear, nose and throat practice from Nampa, Idaho-based Saltzer Health.
- Rome, GA-based Harbin Clinic, a private physician group, has joined Rome, GA-based Atrium Health Floyd, a health system part of Charlotte, NC-based Advocate Health.

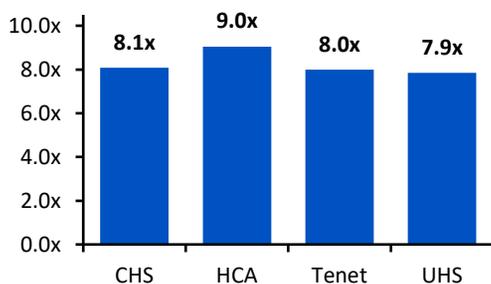
### Indexed Healthcare Stock Price Performance<sup>(2)</sup>



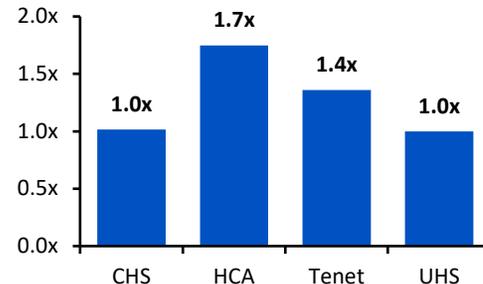
### Indexed Managed Care Stock Price Performance<sup>(2)</sup>



### Enterprise Value / EBITDA<sup>(2)</sup>



### Enterprise Value / Revenue<sup>(2)</sup>



<sup>(1)</sup> Source: Becker's Hospital Review

<sup>(2)</sup> Source: Bloomberg as of 4/25/2024; Percentages are based on most recent date's price as compared to 4/25/2023.

# Notice to Recipient



These materials have been prepared by one or more affiliates of Bank of America Corporation ("BAC" and, together with its affiliates, the "BAC Group") for the client or potential client to whom these materials are directly addressed and delivered (the "Company") for discussion purposes only in connection with an actual or potential mandate or engagement and remain subject to verification and to our further review and assessment from, inter alia, a legal, tax, compliance, accounting policy and risk perspective, as appropriate. These materials were designed for discussion with and consideration by specific persons familiar with the business and affairs of the Company and are being furnished and should be considered only when taken together with any other information, oral or written, provided by us in connection herewith. These materials are not intended to provide the sole basis for evaluating, and should not be considered as, and are not intended to provide, any advice, recommendation or formal opinion with respect to, any transaction or any financial, strategic, business or other matter and do not constitute an offer or solicitation to sell or purchase any securities, nor do they constitute a commitment by BAC or any of its affiliates to provide, arrange, bookrun, underwrite or syndicate any financing for any transaction, to market, offer, place, sell, underwrite or purchase any security or to otherwise enter into any type of business relationship in connection herewith. None of BAC or its affiliates has provided or will provide legal, tax, compliance, accounting or risk advice to the Company or any recipient of these materials. These materials are not intended to provide any such advice or any consulting, rating agency or environmental, social and governance and sustainability ("ESG") rating agency advice, nor are any materials provided by us intended to identify, evaluate or advise you as to any potential legal, reputational or other risks. The information and any examples provided have not been evaluated or verified for effectiveness, quality, accuracy or risk and none of BAC or its affiliates is endorsing any particular approach to ESG, any particular ESG investment strategy or any particular ESG standards, ratings or metrics. These materials are subject to the Company's own review and assessment from a legal, tax, compliance, accounting policy, financial, strategic, ESG, and risk perspective, as appropriate, and the Company should consult with its own legal, tax, compliance, accounting, financial, and ESG advisors prior to entering any transaction. These materials are not intended to be legally binding or to give rise to any legal relationship between the recipient or any other person whatsoever and any person or entity within the BAC Group. No person or entity within the BAC Group will be responsible or liable (whether in tort, contract or otherwise) for any losses or damages, consequential or otherwise, that may be incurred or alleged by any person or entity as a result of these materials, any inaccurate, incomplete or misleading statement, error or omission in these materials, or any transaction (whether entered into or not) relating to or resulting from these materials, and these materials may not be used or relied upon for any purpose, other than as may be specifically agreed with us in writing. We assume no obligation to verify, update, correct or otherwise revise these materials. These materials have not been prepared with a view toward public disclosure (whether under any securities laws or otherwise), are intended solely for review and consideration by the Company, and may not be, in whole or in part, reproduced, disseminated, quoted or referred to, or shown, transmitted, or otherwise given to, any person other than the Company's authorized representatives, without our prior written consent.

These materials are based on information provided by or on behalf of the Company and/or other potential transaction participants, from public sources or otherwise reviewed by us. We assume no responsibility for independent investigation or verification of the information included in these materials (including, without limitation, data from third party suppliers) and have relied on such information being complete and accurate in all material respects. To the extent such information includes estimates and forecasts of future financial performance prepared by or reviewed with the managements of the Company and/or other potential transaction participants or obtained from public sources, we have assumed that such estimates and forecasts have been reasonably prepared on bases reflecting the best currently available estimates and judgments of such management or other parties (or, with respect to estimates and forecasts obtained from public sources, represent reasonable estimates). Any such estimates and forecasts may reflect assumptions and judgments that prove incorrect, there can be no assurance that any estimates or forecasts will be realized. No representation or warranty, express or implied, is made as to the accuracy or completeness of any such information, or of any other information in these materials, and nothing contained herein is, or shall be relied upon as, a representation, warranty or undertaking, whether as to the past, the present or the future. These materials may not reflect information known to other professionals in other business areas of the BAC Group. Any league tables referenced within these materials have been prepared using data sourced from external third-party providers as outlined in the relevant footnotes where applicable.

The BAC Group comprises a full service securities firm and commercial bank engaged in securities, commodities and derivatives trading, foreign exchange and other brokerage activities, and principal investing as well as providing investment, corporate and private banking, asset and investment management, financing and strategic advisory services and other commercial services and products to a wide range of corporations, governments and individuals, in the United States and internationally, from which conflicting interests or duties, or a perception thereof, may arise. In the ordinary course of these activities, parts of the BAC Group at any time may invest on a principal basis or manage funds that invest, make or hold long or short positions, finance positions or trade or otherwise effect transactions, for their own accounts or the accounts of customers, in debt, equity or other securities or financial instruments (including derivatives, bank loans or other obligations) of the Company, potential counterparties or any other person that may be involved in a transaction.

"Bank of America" and "BoFA Securities" are the marketing names used by the Global Banking and Global Markets divisions of BAC. Lending, leasing, equipment finance, derivatives and other commercial banking activities, and trading in certain financial instruments, are performed globally by banking affiliates of BAC, including Bank of America, N.A., Member FDIC, or of the deposit protection scheme, if available, in the relevant jurisdiction, Equal Housing Lender. Trading in securities and financial instruments, and strategic advisory, and other investment banking activities, are performed globally by investment banking affiliates of BAC ("Investment Banking Affiliates"), including, in the United States, BoFA Securities, Inc which is a registered broker-dealer and Member of SIPC, and, in other jurisdictions, by locally registered entities (including Bank of America Europe Designated Activity Company, BoFA Securities Europe SA and Merrill Lynch International). BoFA Securities, Inc. is registered as a futures commission merchant with the CFTC and a member of the NFA. Bank of America Europe Designated Activity Company is a wholly-owned subsidiary of BAC and is regulated by the Central Bank of Ireland. Products and services that may be referenced in these materials may be provided through one or more affiliates of BAC. Bank of America and BoFA Securities entities and branches provide financial services to the clients of Bank of America and BoFA Securities and may outsource/delegate the marketing and/or provision of certain services or aspects of services to other branches or members of the BAC Group. Your service provider will remain the entity/branch specified in your onboarding documentation and/or other contractual or marketing documentation even where you communicate with staff that operate from a different entity or branch which is acting for and on behalf of your contractual service provider in their communications with you. Some or all products and services offered by the BAC Group may be unavailable in certain jurisdictions, or may be available only on an offshore and/or reverse solicitation basis, and availability is subject to change without notice. The BAC Group does not perform in any jurisdiction banking activities that are reserved by local law to licensed or approved banks, except in those jurisdictions where its banking affiliates have procured the necessary licenses or approvals.

## Investment products offered by Investment Banking Affiliates:

Are Not FDIC Insured	Are Not Bank Guaranteed	May Lose Value
----------------------	-------------------------	----------------

This document is NOT a research report and is NOT a product of a research department and the material in this communication is not investment research or a research recommendation. This document is not prepared as or intended to be investment advice, and the content is not and should not be considered as investment advice under any circumstances. The BAC Group has adopted policies and guidelines designed to preserve the independence of our research analysts. These policies prohibit employees from, directly or indirectly, offering research coverage, a favorable research rating or a specific price target or offering to change a research rating or price target as consideration for or an inducement to obtain business or other compensation and prohibit research analysts from being directly compensated for involvement in investment banking transactions. The views expressed herein are the views solely of the specific BAC Group line of business providing you with these materials and no inference should be made that the views expressed represent the view of the firm's research department.

Any statements contained herein as to tax matters were neither written nor intended by us to be used and cannot be used by any taxpayer for the purpose of avoiding tax penalties that may be imposed on such taxpayer. If any person uses or refers to any such tax statement in promoting, marketing or recommending a partnership or other entity, investment plan or arrangement to any taxpayer, then the statement expressed herein is being delivered to support the promotion or marketing of the transaction or matter addressed and the recipient should seek advice based on its particular circumstances from an independent tax advisor. Notwithstanding anything that may appear herein or in other materials to the contrary, the Company shall be permitted to disclose the tax treatment and tax structure of a transaction—including any materials, opinions or analyses relating to such tax treatment or tax structure, but without disclosure of identifying information or any non-public commercial or financial information (except to the extent any such information relates to the tax structure or tax treatment)—on and after the earliest to occur of the date of (i) public announcement of discussions relating to such transaction, (ii) public announcement of such transaction or (iii) execution of a definitive agreement (with or without conditions) to enter into such transaction; provided, however, that if such transaction is not consummated for any reason, the provisions of this sentence shall cease to apply.

We are required to obtain, verify and record certain information that identifies the Company, which information includes the name and address of the Company and other information that will allow us to identify the Company in accordance, as applicable, with the USA Patriot Act (Title III of Pub. L. 107-56, as amended, which was signed into law October 26, 2001) and such other laws, rules and regulations as applicable within and outside the United States.

For more information, including who your contractual service provider is or will be, the terms and conditions that apply to the service(s), and information regarding external third-party data providers and the criteria and methodology used to prepare a league table, please contact your Bank of America or BoFA Securities representative or relationship manager.

**Notice regarding Bank of America or BoFA Securities entities outside of the United States:** For Bank of America or BoFA Securities entities outside the United States, please see additional information via the following link: <https://www.bofam.com/en-us/content/bami-disclaimer.html>.

**Notice regarding Bank of America or BoFA Securities entities in the EEA and UK:** For Bank of America or BoFA Securities entities in the European Economic Area and the United Kingdom, please see additional information via the following link: [www.bofam.com/mlfid2](http://www.bofam.com/mlfid2).

**Disclosure regarding BoFA Securities Europe SA:** BoFA Securities Europe SA ("BoFA SE SA"), with registered address at 51, rue La Boétie, 75008 Paris is registered under n° 842 602 690 RCS Paris. In accordance with the provisions of French Code Monétaire et Financier (Monetary and Financial Code), BoFA SE SA is an établissement de crédit et d'investissement (credit and investment institution) that is authorised and supervised by the European Central Bank and the Autorité de Contrôle Prudentiel et de Résolution (ACPR) and regulated by the ACPR and the Autorité des Marchés Financiers. BoFA SE SA's share capital can be found at [www.bofam.com/BoFASEdisclaimer](http://www.bofam.com/BoFASEdisclaimer).

**Notice for Argentina:** "Merrill Lynch" is the trademark that Bank of America Corporation uses in the Republic of Argentina for capital markets, financial advisory and investment businesses, which are conducted by and through Merrill Lynch Argentina S.A. This entity does not conduct any activities subject to banking license, such as capturing deposits from the public.

**Notice for Brazil:** Bank of America and BoFA Securities' Ombudsman\* | Toll Free: 0800 886 2000

\* Bank of America Merrill Lynch Banco Múltiplo S.A. (the banking affiliate in Brazil of Bank of America Corporation) and Merrill Lynch S.A. Corretora de Títulos e Valores Mobiliários (the registered broker dealer in Brazil).

**Notice for Chile:** Bank of America N.A., Oficina de Representación (Chile), is a representative office in Chile of Bank of America N.A., supervised by the Comisión para el Mercado Financiero and authorized to promote in Chile select products and services that Bank of America N.A. provides outside of Chile. Neither Bank of America, N.A., nor its representative office in Chile, is authorized to carry out in Chile any activities that are reserved by Chilean law to locally licensed banks.

**Notice for Colombia:** Bank of America N.A., Oficina de Representación (Colombia), is a representative office in Colombia of Bank of America N.A., supervised by the Superintendencia Financiera de Colombia and authorized to promote in Colombia select products and services that Bank of America N.A. and BoFA Securities, Inc. provides outside of Colombia. Neither Bank of America, N.A., nor its representative office in Colombia, is authorized to carry out in Colombia any activities that are reserved by Colombian law to locally licensed banks.

**Notice for Dubai International Financial Centre:** Merrill Lynch International is authorised and regulated by the Dubai Financial Services Authority. Principal address is ICD Brookfield Place, Level 46, Dubai International Financial Centre, Dubai, United Arab Emirates. License no. CL0322, P.O. Box 506576, Dubai, United Arab Emirates. This communication is not for distribution to the public or a large number of persons, but is personal to named recipients; it is directed to professional and market customers and not to retail customers. The financial products/financial services to which this marketing material relates is only made available to customers who in the view of Merrill Lynch International meet the regulatory criteria to be a Client under DFSA Conduct of Business Rules (COB 2.3). Please note that Merrill Lynch International does not deal with retail clients.

**Notice for Hong Kong:** Bank of America, National Association, Hong Kong Branch, is a branch of a national banking association organized and existing with limited liability under the laws of the United States of America.

**Notice for Kingdom of Saudi Arabia:** This marketing communication is issued and approved by the Merrill Lynch Kingdom of Saudi Arabia Company which is authorised and regulated by the Kingdom of Saudi Arabia Capital Market Authority ("CMA"). Principal address is Kingdom Tower, 22 Floor, 2239 Al-Orouba Road, Olaya, Unit No: 50, Ar Riyadh 12214-9597, Saudi Arabia. This communication includes information given in compliance with the Regulations of the CMA. This communication may not be distributed in the Kingdom of Saudi Arabia except to such persons as are permitted under the regulations issued by the CMA. The CMA does not make any representation as to the accuracy or completeness of this communication, and expressly disclaims any liability whatsoever for any loss arising from, or incurred in reliance upon, any part of this communication. This material is not to be distributed to, nor to be read by, retail clients.

**Notice for Mexico:** Bank of America México, S.A., Institución de Banca Múltiple is a banking affiliate in Mexico of Bank of America Corporation and Merrill Lynch México, S.A. de C.V., Casa de Bolsa is a registered broker dealer affiliate in Mexico of Bank of America Corporation.

**Notice for Peru:** Bank of America N.A., Oficina de Representación (Peru), is a representative office in Peru of Bank of America N.A., supervised by the Superintendencia de Banca, Seguros y Administradoras Privadas de Fondos de Pensiones and authorized to promote in Peru select products and services that Bank of America N.A. and its investment banking affiliates provide outside of Peru. Neither Bank of America, N.A., nor its representative office in Peru, is authorized to carry out in Peru any activities that are reserved by Peruvian law to locally licensed banks.

**Notice for Qatar Financial Centre:** Merrill Lynch International (QFC) Branch is licensed by the Qatar Financial Centre Regulatory Authority. Principal address is Tornado Tower, Level 22, West Bay, Doha, Qatar. QFC License no. 00258, P.O. Box 27774, Doha, Qatar. This communication is not for distribution to the public or a large number of persons, but is personal to named recipients; it is directed to eligible counterparty or business customers and not to retail customers. The financial products/financial services to which this marketing material relates is only made available to customers who in the view of Merrill Lynch International (QFC) Branch meet the regulatory criteria to be a Client under QFCRA Customer and Investor Protection Rules 2019. Please note that Merrill Lynch International (QFC) Branch does not deal with retail customers.

**Notice for Indonesia:** Bank of America, National Association, Jakarta Branch ("BANA Jakarta"), is a branch of a national banking association organized and existing with limited liability under the laws of the United States of America. In Indonesia, BANA Jakarta is licensed and under the supervision of the Indonesia Financial Services Authority ("Otoritas Jasa Keuangan" or so called "OJK") and Bank Indonesia, and a participant of Deposit Insurance Corporation ("Lembaga Penjamin Simpanan" or so called "LPS"). PT Merrill Lynch Sekuritas Indonesia is licensed and supervised by Otoritas Jasa Keuangan (OJK/ Financial Services Authority of Indonesia).

©2024 Bank of America Corporation. All rights reserved. 3/2024

## FY2024 Investment Committee Pacing Plan

AGENDA ITEM	Q1			Q2			Q3			Q4		
	JUL	8/14	SEP	OCT	NOV	12/13	2/12	2/26	MAR	APR	5/13	JUN
<b>STANDING AGENDA ITEMS</b>												
Standing Consent Agenda Items		✓				✓	✓				✓	
Minutes		✓				✓	✓				✓	
CFO Report Out		✓				✓	✓				✓	
Board Actions		✓				✓	✓				✓	
<b>APPROVAL ITEMS</b>												
Next FY Committee Goals, Dates, Plan							✓				✓	
Next FY Org. Goals											✓	
Progress Against Committee Goals						✓	✓				✓	
Review/Approval of Updated Investment Policy							✓					
<b>DISCUSSION ITEMS</b>												
Capital Markets Review & Portfolio Performance		✓				✓	✓				✓	
Tactical Asset Allocation Positioning & Market Outlook		✓				✓	✓				✓	
Long Range Financial Forecast								✓				
Asset Allocation & Enterprise Risk Framework											✓	
403 (b) Investment Performance						✓						
Education Topic: Investment Allocation in Uncertain Times						✓						

**EL CAMINO HOSPITAL BOARD OF DIRECTORS  
INVESTMENT COMMITTEE MEETING MEMO**

**To:** Investment Committee  
**From:** Carlos A. Bohorquez, Chief Financial Officer  
**Date:** May 13, 2024  
**Subject:** CFO Financial Report - YTD FY2024 (as of 3/31/2024)

**Purpose:**

To provide the Investment Committee an update on financial performance of ECH and affiliates through the first nine months of FY2024.

**Executive Summary:**

Patient activity / volumes remain consistent across the enterprise. The only notable exception are deliveries which are 5.2% unfavorable to budget and 4.0% lower than the same period last year.

- **Adjusted Discharges:** 32,788 (660 / 2.1% vs. budget) and 852 / 2.7% higher than the same period last year.
- **Emergency Room Visits:** 61,210 (3,074 / 5.3% vs. budget) and 3,940 / 6.9% higher than the same period last fiscal year.

Financial performance is favorable to budget and better than the same period last fiscal year. Strong financial results are attributed to significant reductions in premium pay / contract labor, revenue improvement initiatives and a one-time claims settlement:

<b>Total Operating Revenue (\$):</b>	\$1,161.6M is favorable to budget by \$6.0M / 0.5% and \$90.7M / 8.5% higher than the same period last fiscal year.
<b>Operating EBIDA (\$):</b>	\$187.1M is favorable to budget by \$12.7M / 7.3% and \$14.3M / 8.2% higher than the same period last fiscal year.
<b>Net Income (\$):</b>	\$236.4M is favorable to budget by \$110.6M / 87.9% and \$58.2M / 32.6% higher than the same period last fiscal year. Favorable net income is attributed to stable financial performance and unrealized gains on investment portfolio.
<b>Operating Margin (%):</b>	9.6% (actual) vs. 8.8% (budget)
<b>Operating EBIDA Margin (%):</b>	16.1% (actual) vs. 15.1% (budget)
<b>Unrestricted Cash / Inv. (\$):</b>	\$1,846M (YTD FY2024) vs. \$1,622M (FYE 2023) represents an increase of \$224M in unrestricted cash.

YTD FY2024 \$90.3M in capital has been deployed to purchase new / replacement equipment and fund key construction / strategic projects across the health system.



# El Camino Health

## CFO Report

### YTD Fiscal Year 2024 Financials

(7/1/2023 – 3/31/2024)

*Carlos Bohorquez, Chief Financial Officer*

*May 13, 2024*

*Please Note: Period 9 / YTD results are pending review & approval by the Finance Committee*

# Operational / Financial Results: YTD FY2024 (as of 03/31/2024)

(\$ thousands)		Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Variance to Prior Year	Variance to Prior Year	Moody's	S&P	Fitch	Performance to Rating Agency Medians
									'A1'	'AA'	AA-'	
Activity / Volume	ADC	309	296	13	4.3%	304	4	1.4%	---	---	---	---
	Total Acute Discharges	16,780	16,457	323	2.0%	16,475	305	1.9%	---	---	---	---
	Adjusted Discharges	32,788	32,127	660	2.1%	31,935	852	2.7%	---	---	---	---
	Emergency Room Visits	61,210	58,136	3,074	5.3%	57,270	3,940	6.9%	---	---	---	---
	OP Visits / OP Procedural Cases	102,384	109,608	(7,224)	(6.6%)	103,228	(844)	(0.8%)	---	---	---	---
	Gross Charges (\$)	4,721,091	4,595,255	125,836	2.7%	4,291,963	429,128	10.0%	---	---	---	---
Operations	Total FTEs	3,365	3,472	(108)	(3.1%)	3,290	75	2.3%	---	---	---	---
	Productive Hrs. / APD	28.0	29.5	(1.6)	(5.3%)	27.9	0.1	0.3%	---	---	---	---
	Cost Per CMI AD	18,798	19,005	(207)	(1.1%)	17,807	991	5.6%	---	---	---	---
	Net Days in A/R	52.5	54.0	(1.5)	(2.8%)	54.3	(1.8)	(3.4%)	47.9	52.6	45.9	
Financial Performance	Net Patient Revenue (\$)	1,105,798	1,106,152	(354)	(0.0%)	1,031,198	74,600	7.2%	2,963,800	1,037,404	---	
	Total Operating Revenue (\$)	1,161,592	1,155,546	6,046	0.5%	1,070,885	90,707	8.5%	3,360,131	1,281,323	1,320,014	
	Operating Margin (\$)	111,821	101,210	10,611	10.5%	101,611	10,210	10.0%	36,590	55,097	14,520	
	Operating EBIDA (\$)	187,067	174,380	12,687	7.3%	172,783	14,285	8.3%	216,267	125,570	85,801	
	Net Income (\$)	236,363	125,800	110,563	87.9%	178,213	58,150	32.6%	146,133	87,130	36,960	
	Operating Margin (%)	9.6%	8.8%	0.9%	9.9%	9.5%	0.1%	1.5%	1.1%	4.3%	1.1%	
	Operating EBIDA (%)	16.1%	15.1%	1.0%	6.7%	16.1%	(0.0%)	(0.0%)	6.4%	9.8%	6.5%	
	DCOH (days)	277	325	(48)	(14.9%)	255	22	8.4%	262	336	243	

**Moody's Medians:** Not-for-profit and public healthcare annual report; September 7, 2023. Dollar amounts have been adjusted to reflect monthly averages.

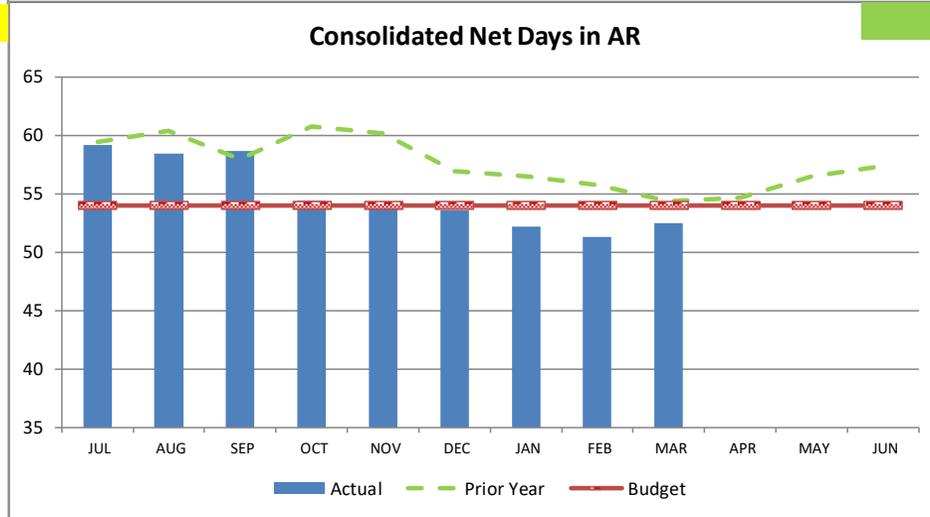
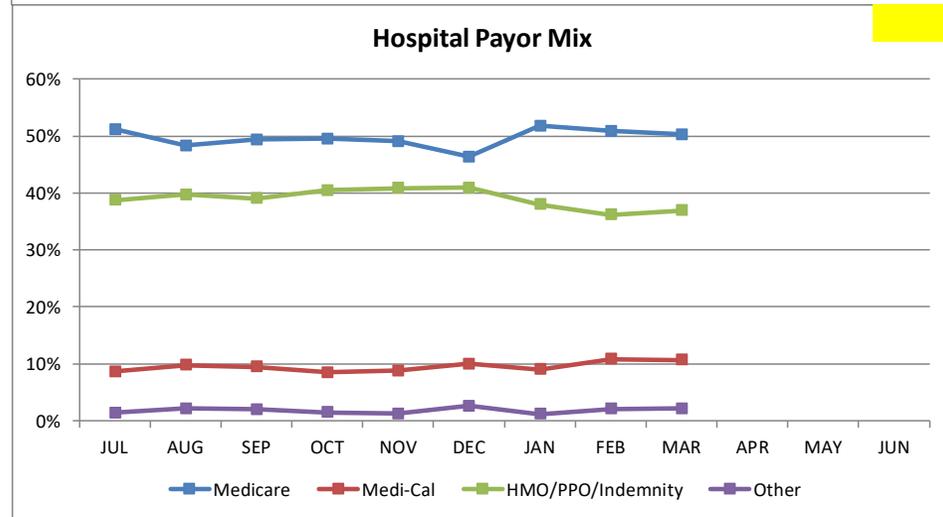
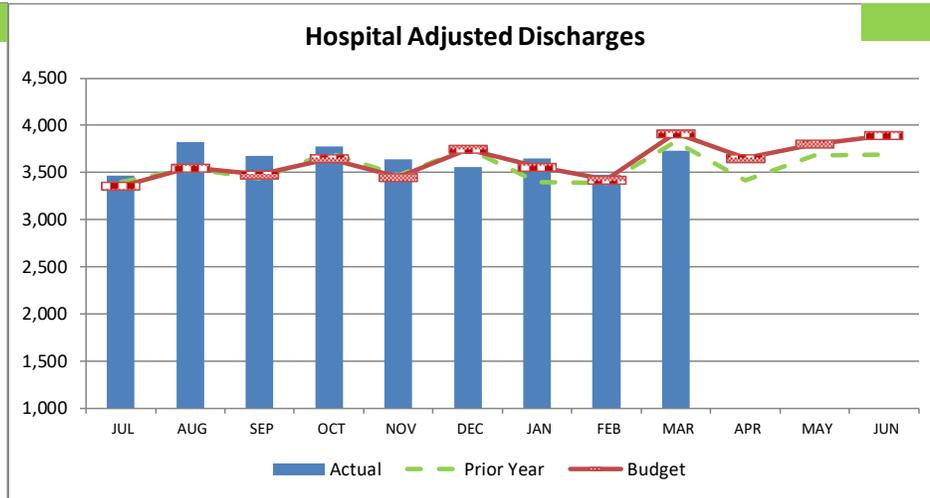
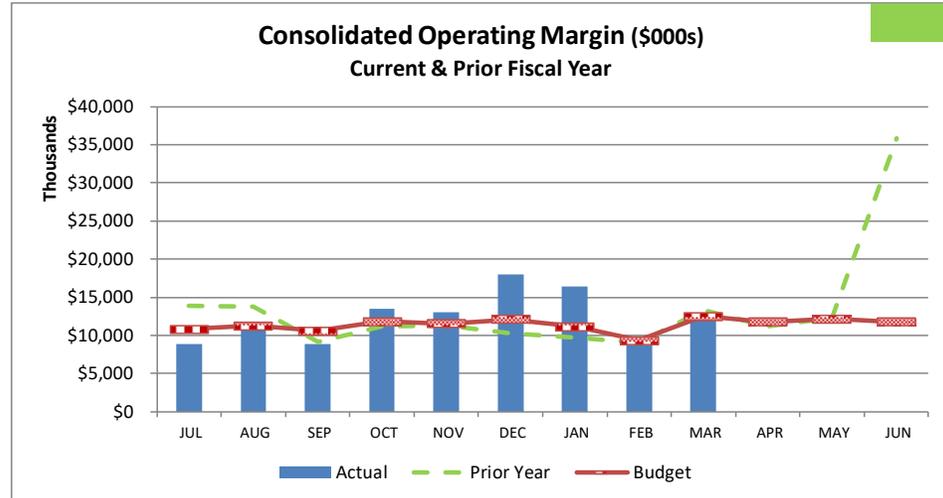
**S&P Medians:** U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios; August 7, 2023. Dollar amounts have been adjusted to reflect monthly averages.

**Fitch Ratings:** U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios; July 25, 2023. Dollar amounts have been adjusted to reflect monthly averages.

**Notes:** DCOH total includes cash, short-term and long-term investments.

OP Visits / Procedural Cases includes Covid Vaccinations / Testing.

# YTD FY2024 Financial KPIs – Monthly Trends



# Consolidated Balance Sheet (as of 3/31/2024)

(\$000s)

## ASSETS

	March 31, 2024	Unaudited June 30, 2023
<b>CURRENT ASSETS</b>		
Cash	219,246	230,765
Short Term Investments	99,969	129,245
Patient Accounts Receivable, net	219,240	218,528
Other Accounts and Notes Receivable	32,302	20,413
Intercompany Receivables	16,645	15,186
Inventories and Prepaids	44,823	45,037
<b>Total Current Assets</b>	<b>632,225</b>	<b>659,174</b>
<b>BOARD DESIGNATED ASSETS</b>		
Foundation Board Designated	23,903	20,731
Plant & Equipment Fund	484,403	407,526
Women's Hospital Expansion	31,493	30,735
Operational Reserve Fund	210,693	207,898
Community Benefit Fund	17,549	17,743
Workers Compensation Reserve Fund	13,498	13,498
Postretirement Health/Life Reserve Fund	23,057	24,242
PTO Liability Fund	37,050	35,252
Malpractice Reserve Fund	1,713	1,885
Catastrophic Reserves Fund	33,548	28,042
<b>Total Board Designated Assets</b>	<b>876,906</b>	<b>787,551</b>
<b>FUNDS HELD BY TRUSTEE</b>	<b>18</b>	<b>-</b>
<b>LONG TERM INVESTMENTS</b>	<b>649,640</b>	<b>474,670</b>
<b>CHARITABLE GIFT ANNUITY INVESTMENTS</b>	<b>971</b>	<b>948</b>
<b>INVESTMENTS IN AFFILIATES</b>	<b>35,423</b>	<b>33,262</b>
<b>PROPERTY AND EQUIPMENT</b>		
Fixed Assets at Cost	1,970,305	1,862,363
Less: Accumulated Depreciation	(853,513)	(791,528)
Construction in Progress	151,316	168,956
<b>Property, Plant &amp; Equipment - Net</b>	<b>1,268,108</b>	<b>1,239,791</b>
<b>DEFERRED OUTFLOWS</b>	<b>56,399</b>	<b>57,204</b>
<b>RESTRICTED ASSETS</b>	<b>33,021</b>	<b>36,339</b>
<b>OTHER ASSETS</b>	<b>149,571</b>	<b>166,528</b>
<b>TOTAL ASSETS</b>	<b>3,702,282</b>	<b>3,455,466</b>

## LIABILITIES AND FUND BALANCE

	March 31, 2024	Unaudited June 30, 2023
<b>CURRENT LIABILITIES</b>		
Accounts Payable	61,191	50,862
Salaries and Related Liabilities	34,903	24,408
Accrued PTO	38,036	36,104
Worker's Comp Reserve	2,300	2,300
Third Party Settlements	12,705	11,295
Intercompany Payables	12,859	12,362
Malpractice Reserves	1,863	1,863
Bonds Payable - Current	10,820	10,400
Bond Interest Payable	3,069	7,890
Other Liabilities	11,881	11,968
<b>Total Current Liabilities</b>	<b>189,628</b>	<b>169,450</b>
<b>LONG TERM LIABILITIES</b>		
Post Retirement Benefits	23,057	24,242
Worker's Comp Reserve	13,498	13,498
Other L/T Obligation (Asbestos)	26,810	29,543
Bond Payable	441,266	454,806
<b>Total Long Term Liabilities</b>	<b>504,631</b>	<b>522,088</b>
<b>DEFERRED REVENUE-UNRESTRICTED</b>	<b>1,001</b>	<b>1,103</b>
<b>DEFERRED INFLOW OF RESOURCES</b>	<b>88,041</b>	<b>91,871</b>
<b>FUND BALANCE/CAPITAL ACCOUNTS</b>		
Unrestricted	2,657,648	2,417,300
Board Designated	216,370	209,043
Restricted	44,964	44,611
<b>Total Fund Bal &amp; Capital Accts</b>	<b>2,918,982</b>	<b>2,670,954</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>3,702,282</b>	<b>3,455,466</b>

**EL CAMINO HOSPITAL BOARD OF DIRECTORS  
INVESTMENT COMMITTEE MEETING MEMO**

**To:** Investment Committee  
**From:** Carlos A. Bohorquez, Chief Financial Officer  
**Date:** May 13, 2024  
**Subject:** Capital Markets Overview and Portfolio Performance (Cash Surplus and Cash Balance Plan)

**Purpose:**

To provide the Investment Committee a Capital Markets Overview and update on the performance of the Cash Surplus and Cash Balance Plan Portfolios.

**Capital Markets Overview:**

The following is a summary of 2024 Q1 economic trends / capital market performance:

- Economic data continues to remain strong which has tempered expectations for rate cuts in 2024.
- Numerous U.S. equity benchmarks reached new all-time highs.
- Following a robust Q4 characterized by strong momentum and breadth readings, U.S. equities surged to all-time highs in Q1, led by the S&P 500 with a total return of 10.6%.
- Performance within the magnificent seven diverged as AI related stocks drove returns for a small set of companies.

**Table below shows Q1 S&P Performance by Sector:**

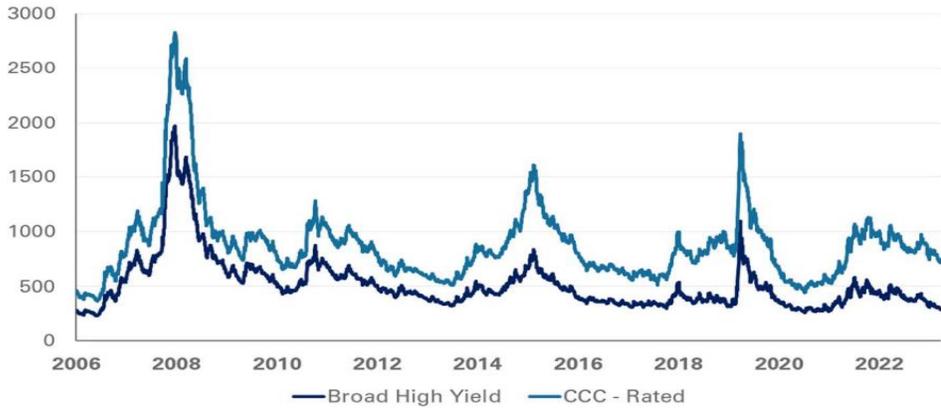
S&P 500 Sectors	Q1 2024	March	Feb.	Jan.	5M % Chg. (Nov. - March)
Technology	12.7%	2.0%	6.3%	3.9%	32.1%
Financials	12.4%	4.8%	4.2%	3.0%	31.4%
Communications	15.8%	4.3%	5.7%	5.0%	30.9%
Industrials	11.0%	4.4%	7.2%	-0.9%	29.2%
Discretionary	5.0%	0.1%	8.7%	-3.5%	23.5%
Materials	8.9%	6.5%	6.5%	-3.9%	23.4%
REITs	-0.5%	1.8%	2.6%	-4.7%	21.6%
Healthcare	8.9%	2.4%	3.2%	3.0%	19.7%
Staples	7.5%	3.5%	2.3%	1.5%	14.9%
Energy	13.7%	10.6%	3.2%	-0.4%	12.5%
Utilities	4.6%	6.6%	1.1%	-3.0%	12.1%

\*\*\* Percentages represent total return

Source: S&P, Nasdaq

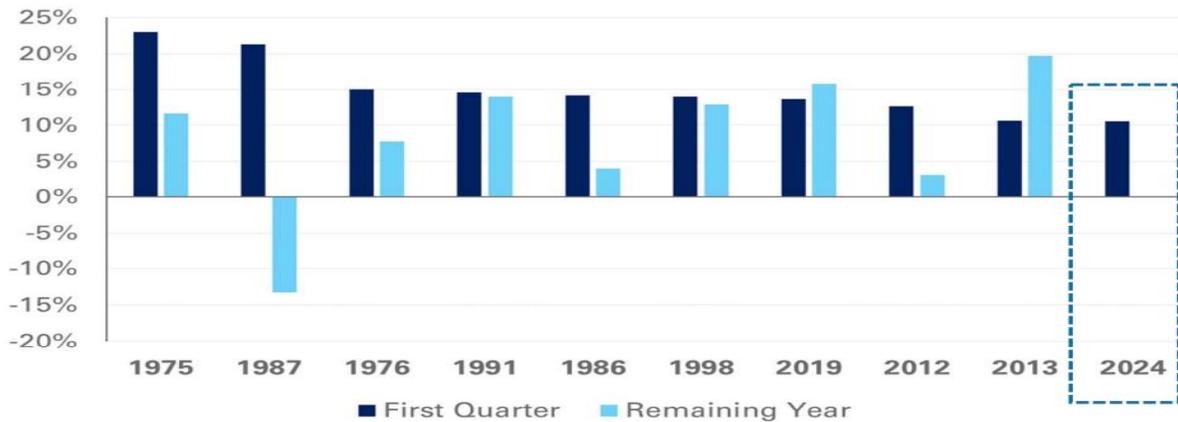
Capital Markets Overview and Portfolio Performance (Cash Surplus and Cash Balance Plan)  
 May 13, 2024

- All-in yield on US high yield bonds remain attractive and current spread levels are approaching historic lows.



Source: S&P, FactSet

**S&P's first quarter 2024 performance ranks among the best since 1970:**



Source: S&P, FactSet

**Looking Ahead (Per Nasdaq – Market Intelligence Desk)**

- Q1 marked its second consecutive quarter of double-digit gains for only the 9th time since 1940. Historically, this has been a bullish signal as the prior eight occurrences were all followed by positive 12M gains with average and median total returns of 14.9% and 13%, respectively. In addition, the S&P 500 has gained in each of the prior five months for a price return of 25.3%.
- This is its tenth-best 5-month gain since 1940, which historically has been bullish for future performance. The prior nine instances of record 5-month performance were all followed by positive 12M gains with average and median total returns of 19.6% and 22.6%, respectively.

**Cash Surplus – Portfolio Overview:**

Performance for the Cash Surplus portfolio was strong for the Q1 2024 with a total portfolio of value increasing to \$1,692,406,007 (including district funds).

Capital Markets Overview and Portfolio Performance (Cash Surplus and Cash Balance Plan)  
May 13, 2024

The following are the performance returns vs. benchmarks:

- **3 months return:** 4.1% (actual) vs. 3.4% (benchmark)
- **12 months return:** 11.7% (actual) vs. 10.8% (benchmark)
- **3 years return:** 2.6% (actual) vs. 2.7% (benchmark)
- **5 years return:** 5.6% (actual) vs. 5.8% (benchmark)

All the current asset percentages are within investment policy ranges as indicated in the table below.

	Current (\$)	Current (%)	Policy (%)	Differences (%)	Policy Range (%)	Within Range
Domestic Equity Composite	377,806,741	22.3	22.0	0.3	17.0 - 27.0	Yes
International Equity Composite	207,475,256	12.3	12.0	0.3	7.0 - 17.0	Yes
Global Equity Composite	124,339,845	7.3	8.0	-0.7	3.0 - 13.0	Yes
Short Duration Fixed Income Composite	190,082,360	11.2	10.0	1.2	5.0 - 15.0	Yes
Market Duration Fixed Income Composite	323,922,761	19.1	20.0	-0.9	10.0 - 25.0	Yes
Return Seeking Fixed Income Composite	145,799,666	8.6	10.0	-1.4	5.0 - 15.0	Yes
Total Alternatives Composite	260,144,037	15.4	18.0	-2.6	15.0 - 25.0	Yes
District/Debt Reserves	62,835,341	3.7	--			
<b>Total Surplus Cash</b>	<b>1,692,406,007</b>	<b>100.0</b>	<b>100.0</b>			

*Difference represents the variation between the Policy and Current Allocation  
Short Duration Fixed Income Composite includes Cash*

Source: NEPC Q1 Portfolio Performance Summary

**Portfolio Liquidity:** Combined daily / weekly liquidity of 78.9% is above the 70.0% - 75.0% target range.

NEPC placed the following managers / strategies on watch with no recommended action and still maintains a high conviction investment rating (1) for all:

- Harding Loevner – *Emerging Markets*
- Vanguard – *Institutional Index*
- Arrowstreet – *Global Equity ACWI*
- GQG – *Global Equity*
- Loomis Sayles – *Credit Asset*

**Cash Balance Plan – Portfolio Overview:**

Performance for the Cash Balance Plan portfolio was strong for the Q1 2024 with a total portfolio of value increasing to \$367,430,934.

The following are the performance returns vs. benchmarks:

- **3 months return:** 4.5% (actual) vs. 4.2% (benchmark)
- **12 months return:** 13.8% (actual) vs. 12.5% (benchmark)
- **3 years return:** 3.0% (actual) vs. 3.6% (benchmark)
- **5 years return:** 7.0% (actual) vs. 6.8% (benchmark)

Capital Markets Overview and Portfolio Performance (Cash Surplus and Cash Balance Plan)  
 May 13, 2024

All the current asset percentages are within investment policy ranges as indicated in the table below.

	Current (\$)	Current (%)	Policy (%)	Differences (%)	Policy Range (%)	Within Range
Domestic Equity Composite	134,530,215	36.6	32.0	4.6	27.0 - 37.0	Yes
International Equity Composite	70,417,042	19.2	18.0	1.2	15.0 - 21.0	Yes
Short Duration Fixed Income Composite	10,949,525	3.0	5.0	-2.0	0.0 - 8.0	Yes
Market Duration Fixed Income Composite	82,423,710	22.4	25.0	-2.6	20.0 - 30.0	Yes
Total Alternatives Composite	69,110,442	18.8	20.0	-1.2	17.0 - 23.0	Yes
<b>Total Cash Balance Plan</b>	<b>367,430,934</b>	<b>100.0</b>	<b>100.0</b>			

*Difference represents the variation between the Policy and Current Allocation  
 Short Duration Fixed Income Composite includes Cash*

Source: NEPC Q1 Portfolio Performance Summary

**Portfolio Liquidity:** Daily liquidity of 81.2% is above the 70.0% - 75.0% target range.



# INVESTMENT COMMITTEE MEETING – OPEN SESSION

EL CAMINO HEALTH

MAY 13, 2024



# TABLE OF CONTENTS

- Capital Markets Overview
- Portfolio Performance
- Appendix



# CAPITAL MARKETS OVERVIEW



# MARKET OUTLOOK



**Stronger-than-expected economic data and concerns over stickier inflation have subdued market rate cut expectations**



**Performance within the Magnificent 7 diverged as A.I.-related guidance drove returns for a narrower set of companies**



**Market breadth expanded during the quarter and we continue to support U.S. large-cap value & RAFI exposures**



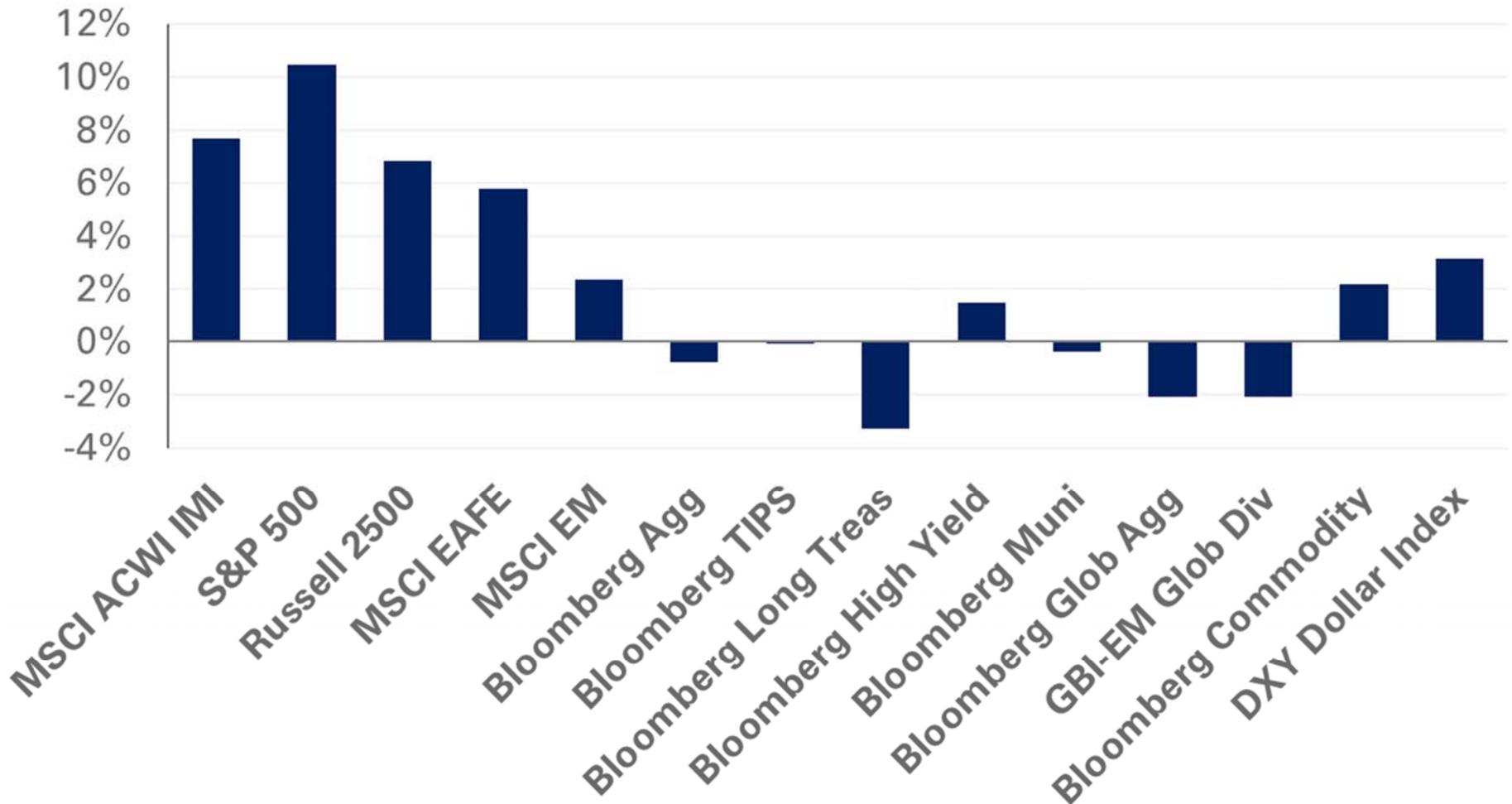
**Cash yields are attractive - we remain comfortable holding greater levels of cash to heighten portfolio liquidity levels**



**The all-in yield on U.S. high yield bonds remains attractive, but current spread levels are approaching historical lows**

# EQUITY MARKETS POSTED OUTSIZED RETURNS

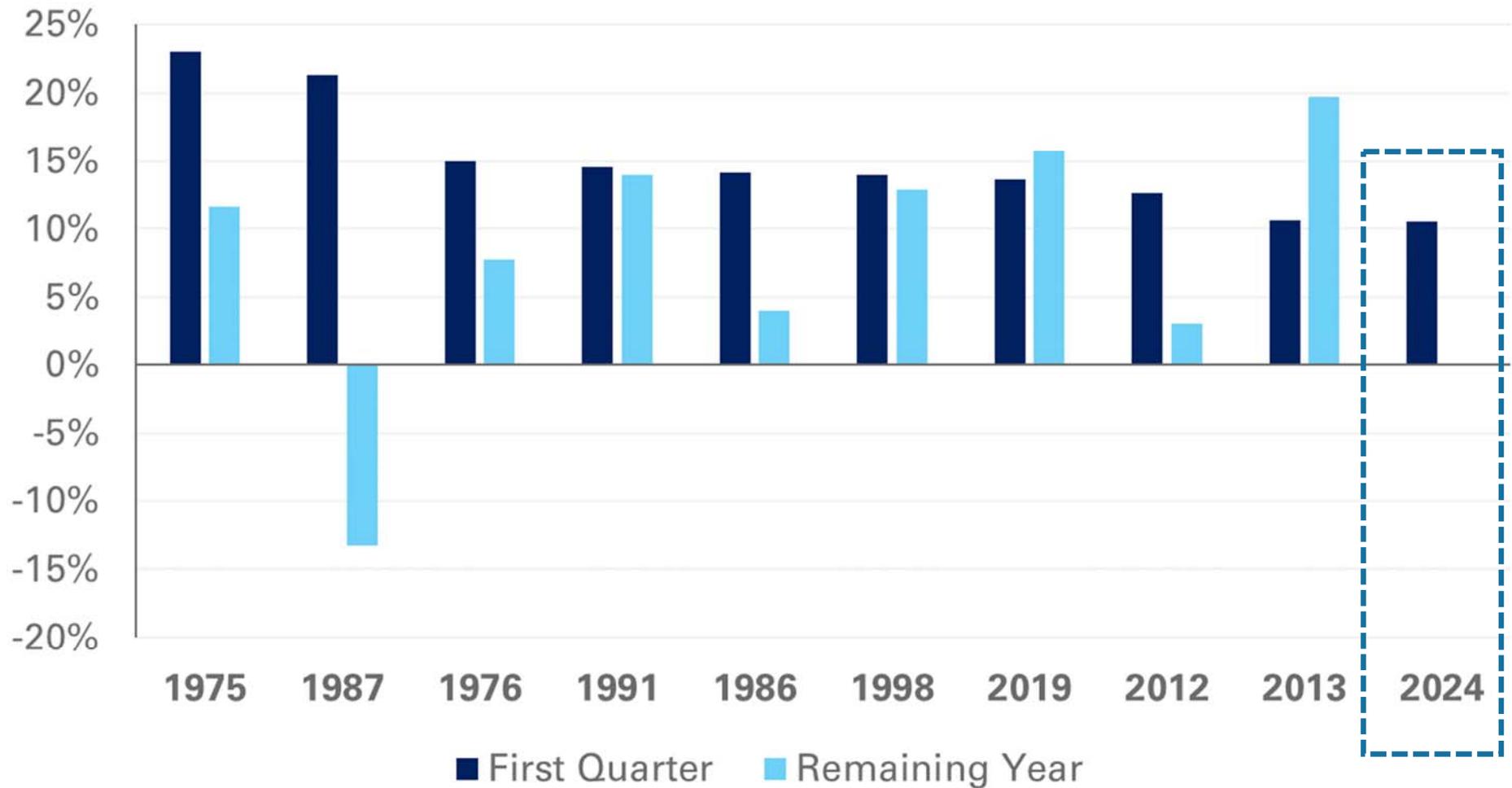
## QUARTERLY TOTAL RETURNS



Sources: MSCI, S&P, Russell, Bloomberg, JP Morgan, FactSet

# STRONG START TO THE YEAR FOR THE S&P 500

BEST FIRST QUARTER TOTAL RETURNS: S&P 500

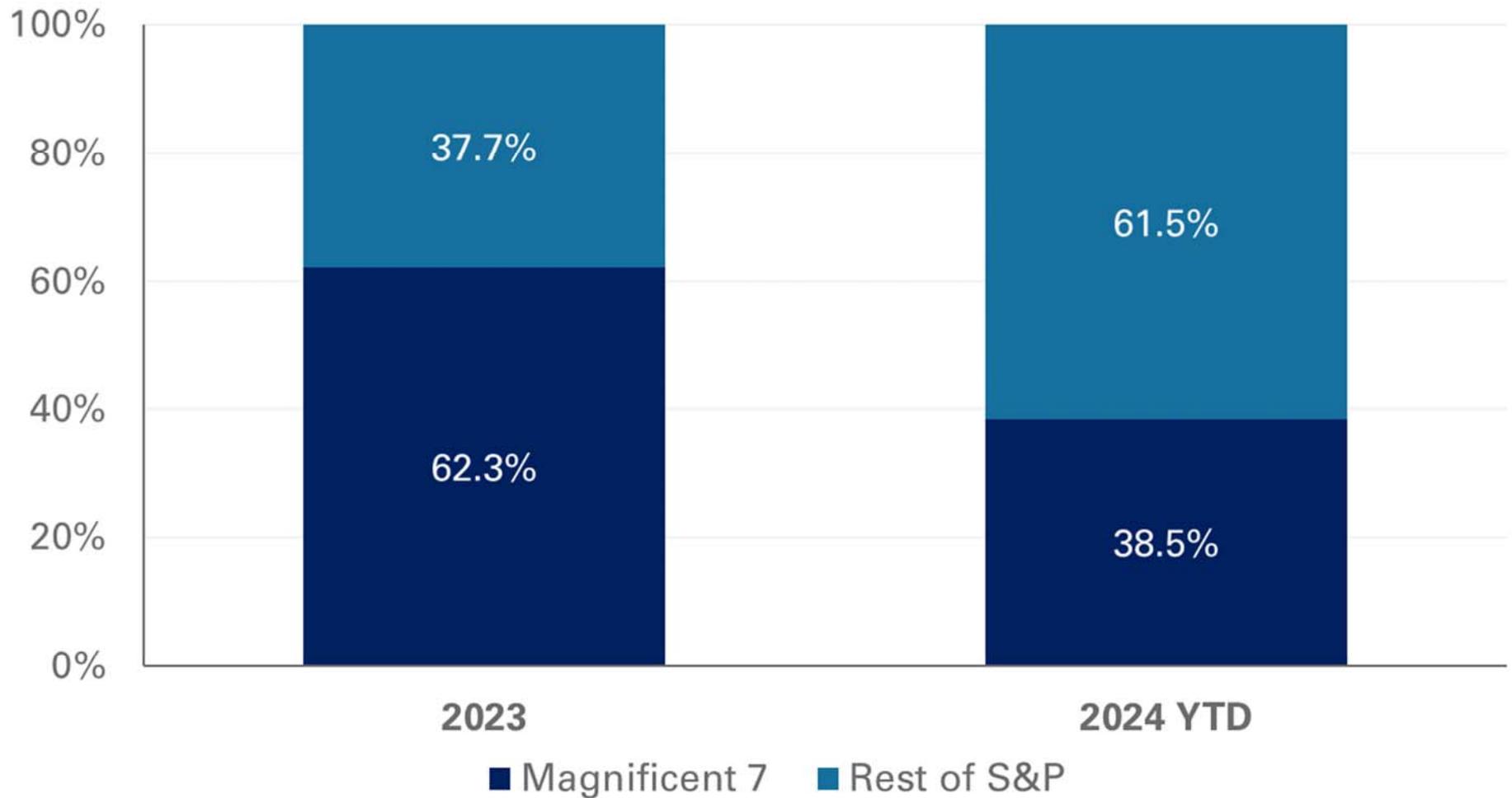


Calculated from 1/1/1970 – 3/31/2024  
Sources: S&P, FactSet



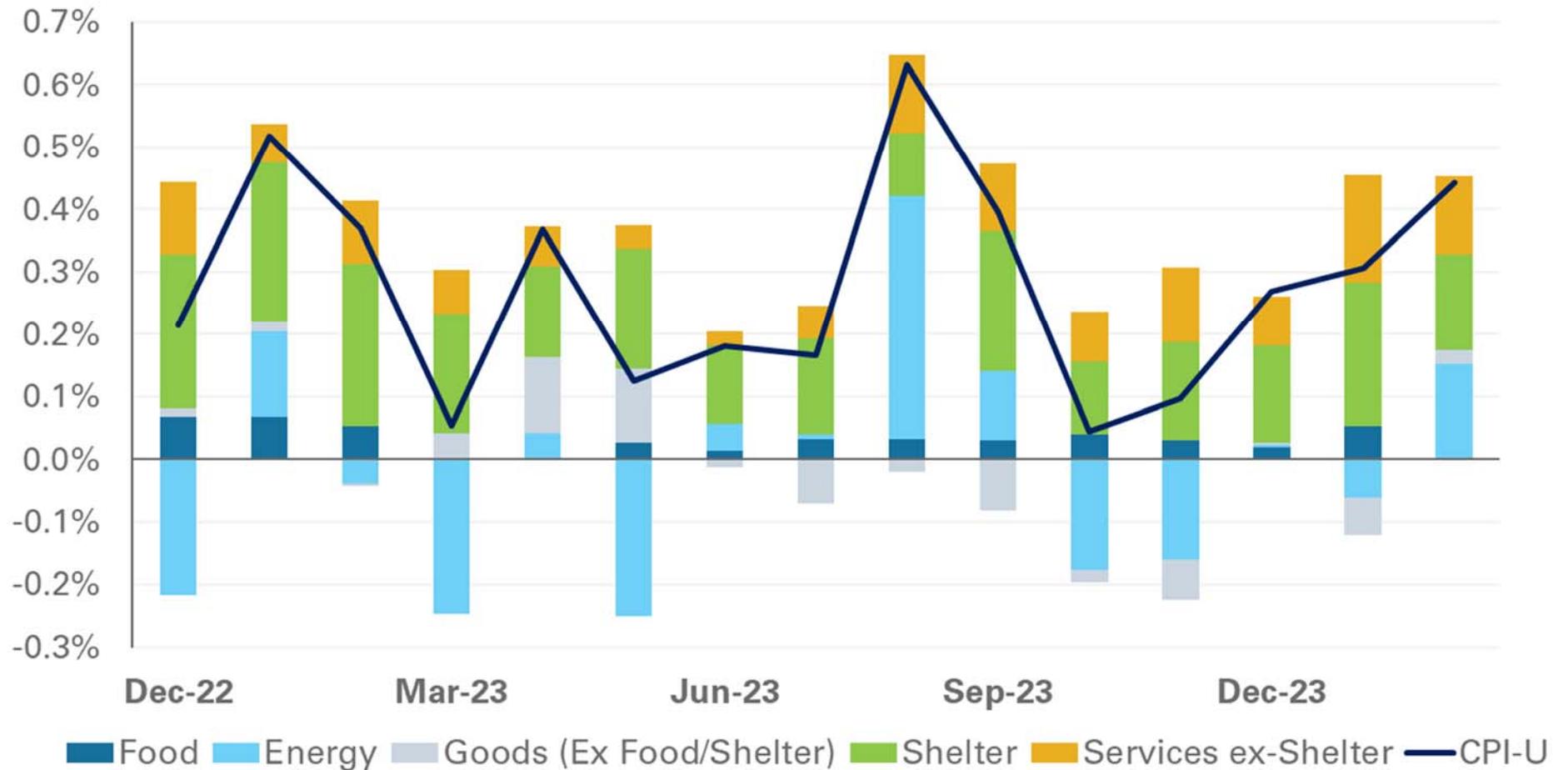
# THE S&P RALLY EXPANDED BEYOND THE MAG-7

## CONTRIBUTION TO S&P 500 RETURNS



# U.S. INFLATION METRICS HAVE RE-ACCELERATED

## MONTHLY CHANGES IN CPI-U BY CATEGORY



Sources: Department of Labor, FactSet

# MARKET RATE EXPECTATIONS ROSE

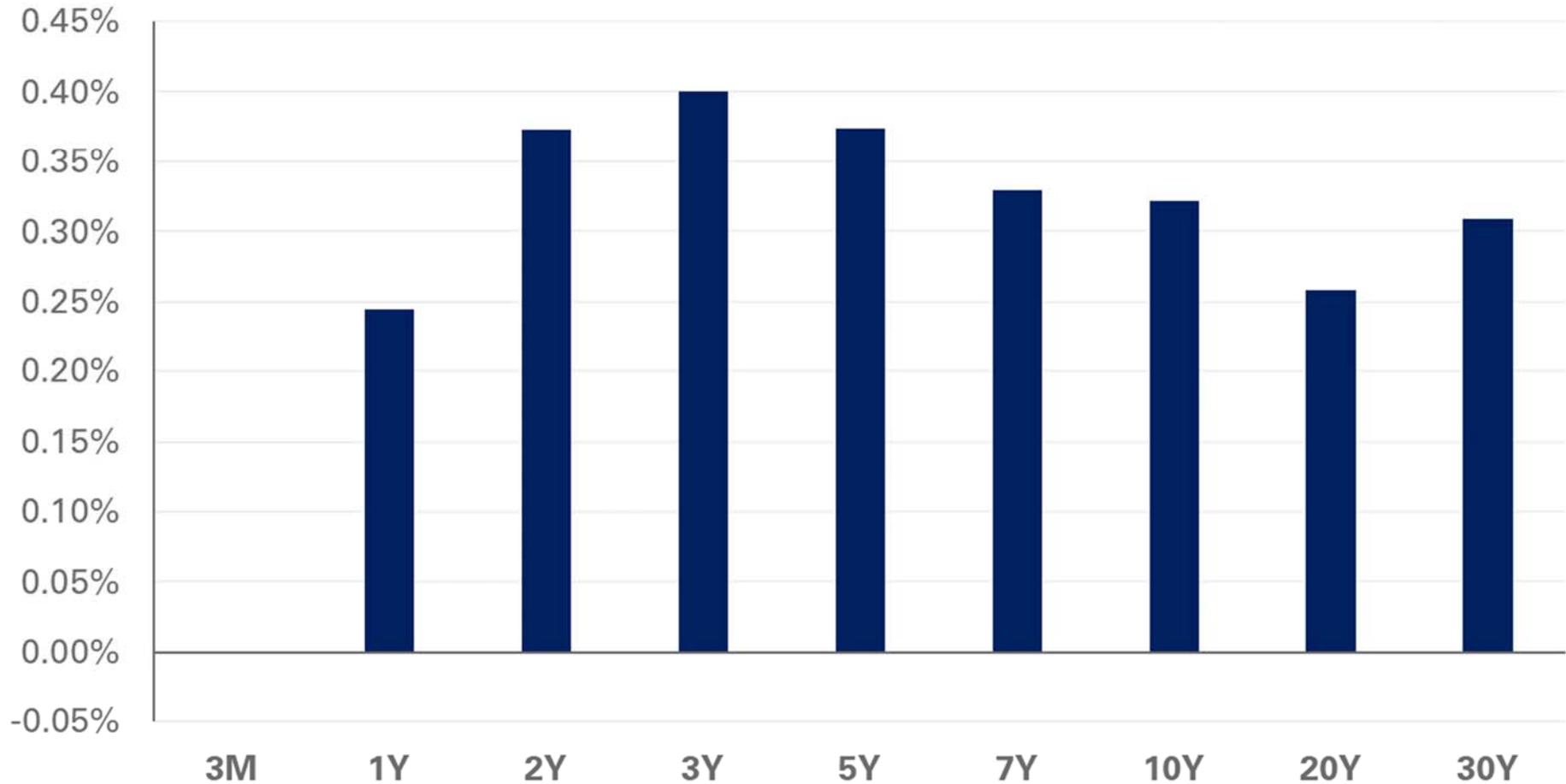
FED FUND FUTURES IMPLIED RATES: 2024 AND 2025 YEAR-END



Source: FactSet

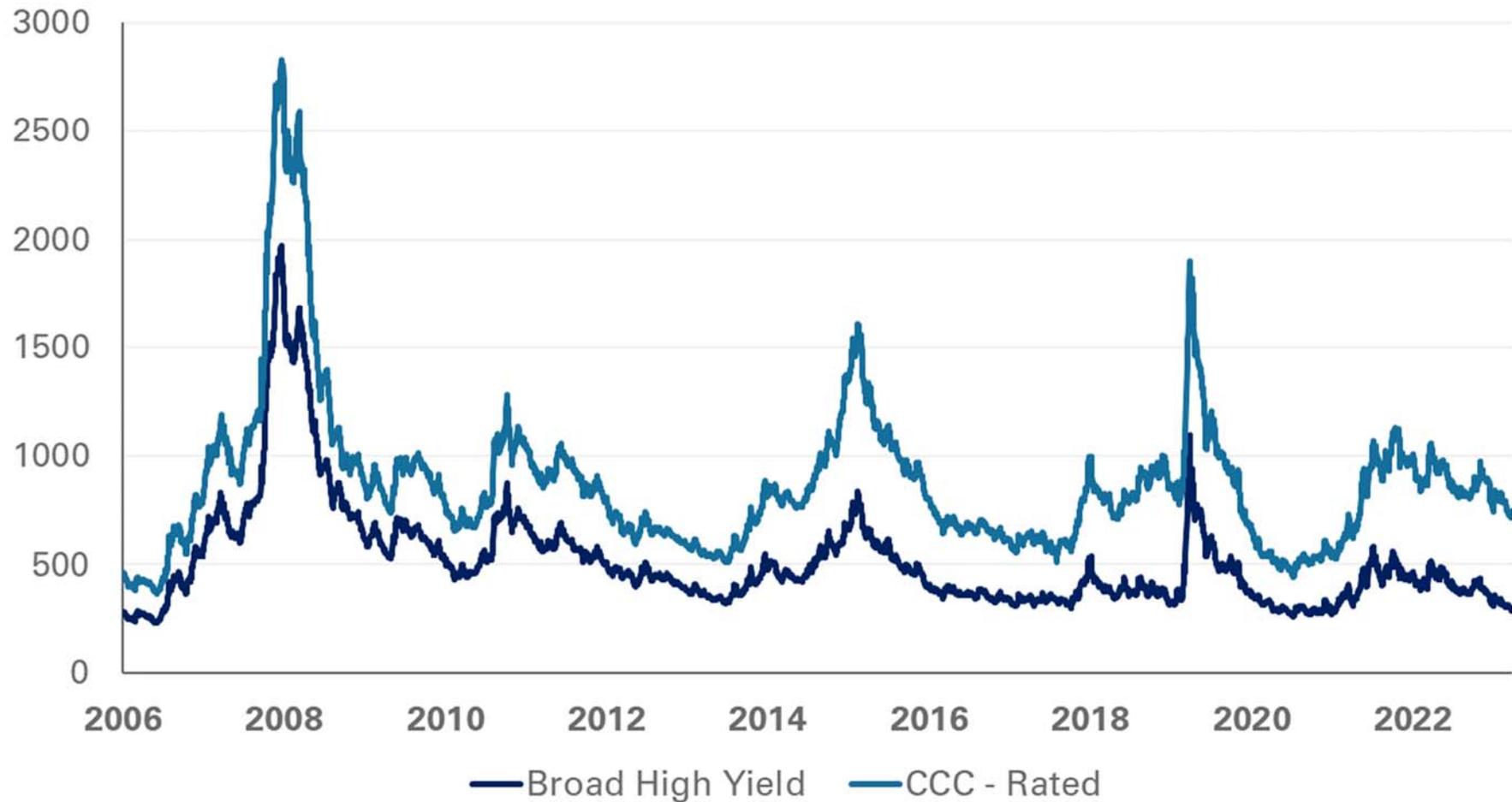
# INFLATION PRESSURED RATES HIGHER

## QUARTERLY CHANGE IN U.S. TREASURY YIELD CURVE



# CCC SPREADS REMAIN ABOVE HISTORICAL LOWS

BLOOMBERG U.S. HIGH YIELD OPTION-ADJUSTED SPREADS



Sources: Bloomberg, FactSet

# PORTFOLIO PERFORMANCE

- Reserve Cash
- Cash Balance Plan

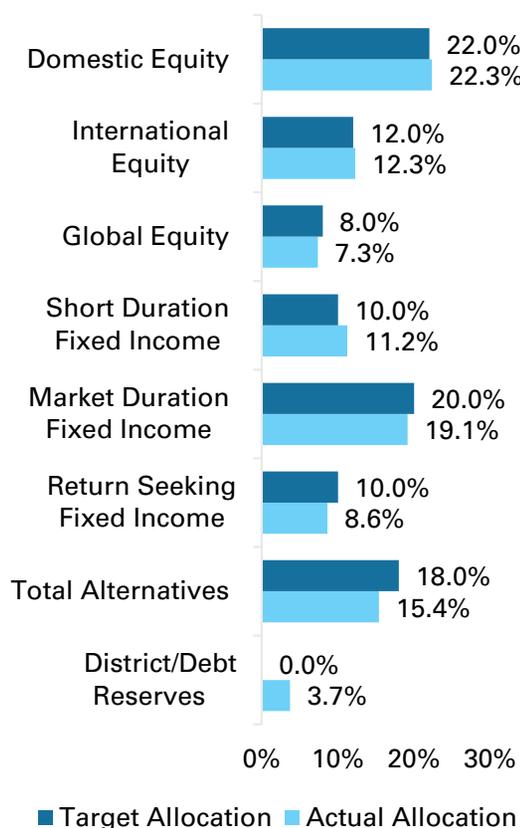


# EXECUTIVE SUMMARY

	Market Value (\$)	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Total Surplus Cash</b>	<b>1,692,406,007</b>	<b>4.1</b>	<b>11.7</b>	<b>2.6</b>	<b>5.6</b>	<b>4.9</b>	<b>5.2</b>	<b>Nov-12</b>
<b>Total Surplus Cash Ex District</b>	<b>1,629,570,666</b>	<b>4.3</b>	<b>12.0</b>	<b>2.7</b>	<b>5.9</b>	<b>5.3</b>	<b>5.6</b>	<b>Nov-12</b>
<i>Surplus Cash Total Benchmark</i>		<i>3.4</i>	<i>10.8</i>	<i>2.7</i>	<i>5.8</i>	<i>5.2</i>	<i>5.5</i>	

Surplus Cash Total Benchmark represents 22% Domestic Equity Benchmark - Surplus, 12% MSCI AC World ex USA (Net), 8% MSCI AC World IMI (Net), 20% Blmbg. U.S. Aggregate Index, 10% Short Duration Fixed Income Benchmark - Surplus, 10% Blmbg. Global Aggregate, 18% Total Alternatives Benchmark

## Asset Allocation vs. Target



3 Years Ending March 31, 2024				
	Return	Standard Deviation	Sharpe Ratio	Sortino Ratio
<b>Total Surplus Cash</b>	<b>2.59</b>	<b>8.41</b>	<b>0.04</b>	<b>0.06</b>
<i>Surplus Cash Total Benchmark</i>	<i>2.69</i>	<i>9.13</i>	<i>0.06</i>	<i>0.08</i>

5 Years Ending March 31, 2024				
	Return	Standard Deviation	Sharpe Ratio	Sortino Ratio
<b>Total Surplus Cash</b>	<b>5.62</b>	<b>8.68</b>	<b>0.44</b>	<b>0.65</b>
<i>Surplus Cash Total Benchmark</i>	<i>5.78</i>	<i>9.18</i>	<i>0.44</i>	<i>0.65</i>

	Current (\$)	Current (%)	Policy (%)	Differences (%)	Policy Range (%)	Within Range
Domestic Equity Composite	377,806,741	22.3	22.0	0.3	17.0 - 27.0	<b>Yes</b>
International Equity Composite	207,475,256	12.3	12.0	0.3	7.0 - 17.0	<b>Yes</b>
Global Equity Composite	124,339,845	7.3	8.0	-0.7	3.0 - 13.0	<b>Yes</b>
Short Duration Fixed Income Composite	190,082,360	11.2	10.0	1.2	5.0 - 15.0	<b>Yes</b>
Market Duration Fixed Income Composite	323,922,761	19.1	20.0	-0.9	10.0 - 25.0	<b>Yes</b>
Return Seeking Fixed Income Composite	145,799,666	8.6	10.0	-1.4	5.0 - 15.0	<b>Yes</b>
Total Alternatives Composite	260,144,037	15.4	18.0	-2.6	15.0 - 25.0	<b>Yes</b>
<i>District/Debt Reserves</i>	<i>62,835,341</i>	<i>3.7</i>	<i>--</i>			
<b>Total Surplus Cash</b>	<b>1,692,406,007</b>	<b>100.0</b>	<b>100.0</b>			

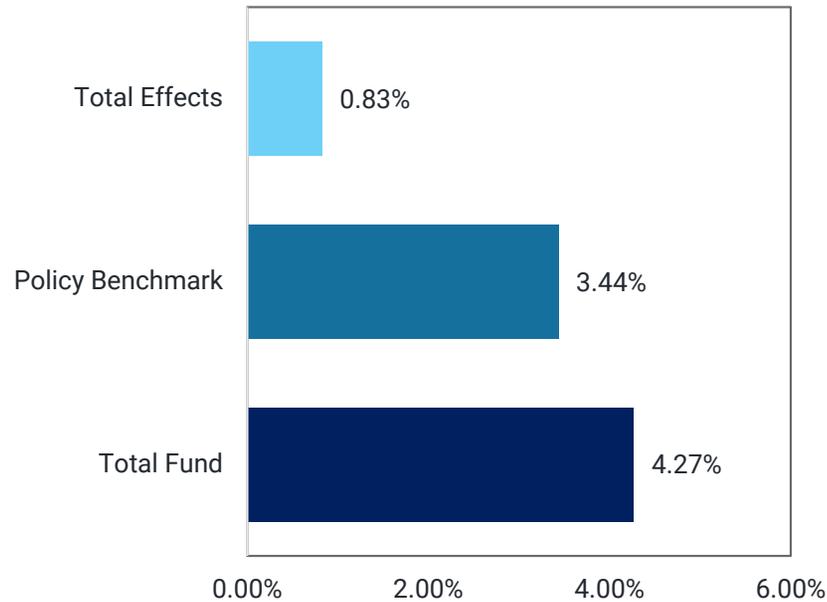
Difference represents the variation between the Policy and Current Allocation  
 Short Duration Fixed Income Composite includes Cash



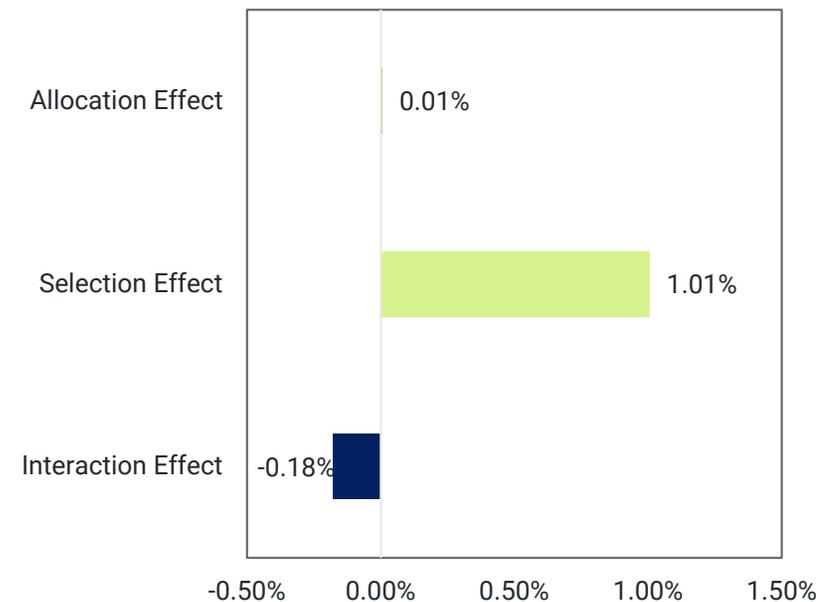
# Total Surplus (Reserve Cash) ATTRIBUTION ANALYSIS

1 QUARTER ENDING MARCH 31, 2024

## Total Fund Performance



## Total Effects: 0.83%



**Allocation Effect** - Measures the effect of overweighting or underweighting managers and asset classes.

**Selection Effect** - Measures the managers' ability to add excess return relative to the policy index.

**Interaction Effect** - Measures the cross correlation of both selection and allocation effects and is often referred to as an "error item".

## Total Allocation: 0.01%      Total Selection: 1.01%      Total Interaction: -0.18%



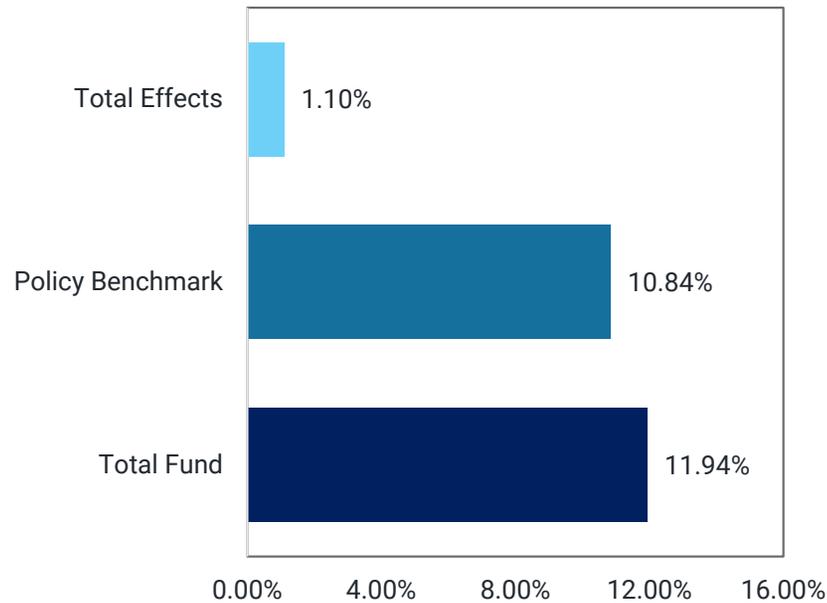
Total Fund represents the Total Surplus Cash Ex District.  
Totals may not sum due to rounding.

# Total Surplus (Reserve Cash)

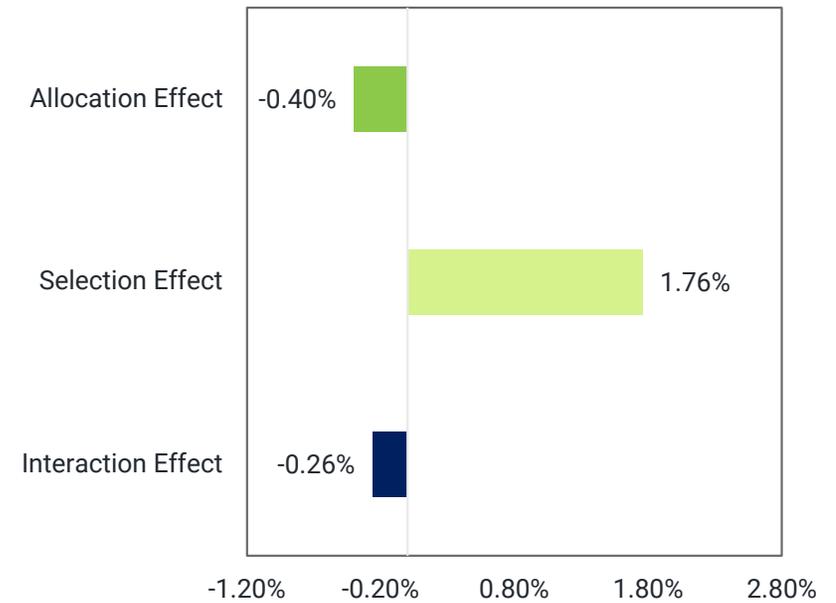
## ATTRIBUTION ANALYSIS

1 YEAR ENDING MARCH 31, 2024

### Total Fund Performance



### Total Effects: 1.10%

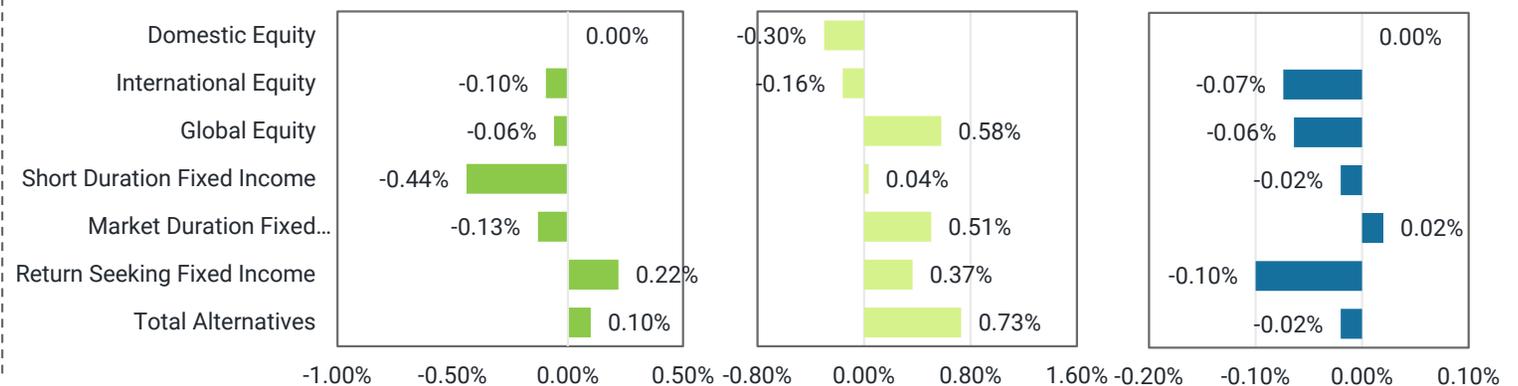


**Allocation Effect** - Measures the effect of overweighting or underweighting managers and asset classes.

**Selection Effect** - Measures the managers' ability to add excess return relative to the policy index.

**Interaction Effect** - Measures the cross correlation of both selection and allocation effects and is often referred to as an "error item".

### Total Allocation: -0.40%      Total Selection: 1.76%      Total Interaction: -0.26%



Total Fund represents the Total Surplus Cash Ex District.  
Totals may not sum due to rounding.

# Cash Balance Plan

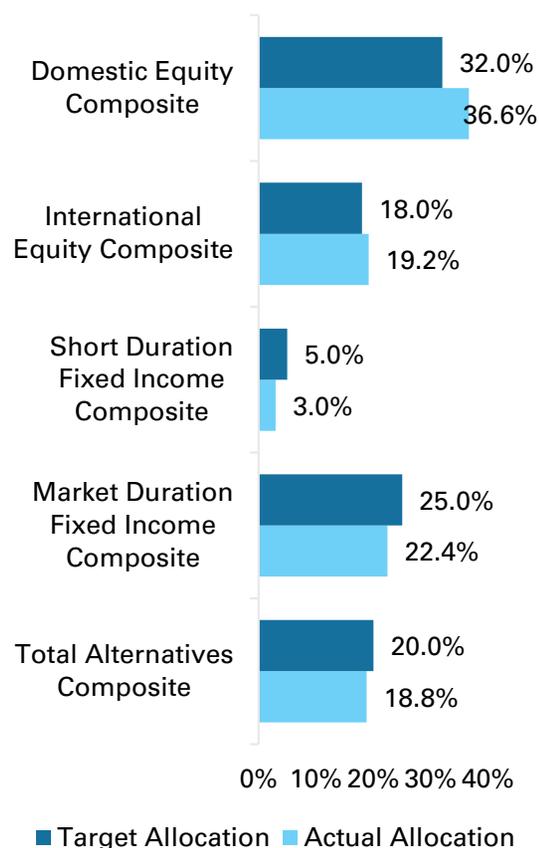
## EXECUTIVE SUMMARY

March 31, 2024

	Market Value (\$)	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Total Cash Balance Plan</b>	<b>367,430,934</b>	<b>4.5</b>	<b>13.8</b>	<b>3.0</b>	<b>7.0</b>	<b>6.5</b>	<b>7.3</b>	<b>Nov-12</b>
<i>Cash Balance Plan Total Benchmark</i>		<i>4.2</i>	<i>12.5</i>	<i>3.6</i>	<i>6.8</i>	<i>6.1</i>	<i>6.8</i>	

*Cash Balance Plan Total Benchmark represents 50% Total Equity Benchmark, 30% Total Fixed Income Benchmark, 20% Total Alternatives Benchmark*

### Asset Allocation vs. Target



3 Years Ending March 31, 2024				
	Return	Standard Deviation	Sharpe Ratio	Sortino Ratio
<b>Total Cash Balance Plan</b>	<b>2.95</b>	<b>10.88</b>	<b>0.09</b>	<b>0.12</b>
<i>Cash Balance Plan Total Benchmark</i>	<i>3.59</i>	<i>10.27</i>	<i>0.15</i>	<i>0.21</i>

5 Years Ending March 31, 2024				
	Return	Standard Deviation	Sharpe Ratio	Sortino Ratio
<b>Total Cash Balance Plan</b>	<b>6.97</b>	<b>11.50</b>	<b>0.47</b>	<b>0.70</b>
<i>Cash Balance Plan Total Benchmark</i>	<i>6.86</i>	<i>10.58</i>	<i>0.49</i>	<i>0.73</i>

	Current (\$)	Current (%)	Policy (%)	Differences (%)	Policy Range (%)	Within Range
Domestic Equity Composite	134,530,215	36.6	32.0	4.6	27.0 - 37.0	<b>Yes</b>
International Equity Composite	70,417,042	19.2	18.0	1.2	15.0 - 21.0	<b>Yes</b>
Short Duration Fixed Income Composite	10,949,525	3.0	5.0	-2.0	0.0 - 8.0	<b>Yes</b>
Market Duration Fixed Income Composite	82,423,710	22.4	25.0	-2.6	20.0 - 30.0	<b>Yes</b>
Total Alternatives Composite	69,110,442	18.8	20.0	-1.2	17.0 - 23.0	<b>Yes</b>
<b>Total Cash Balance Plan</b>	<b>367,430,934</b>	<b>100.0</b>	<b>100.0</b>			

*Difference represents the variation between the Policy and Current Allocation*  
*Short Duration Fixed Income Composite includes Cash*

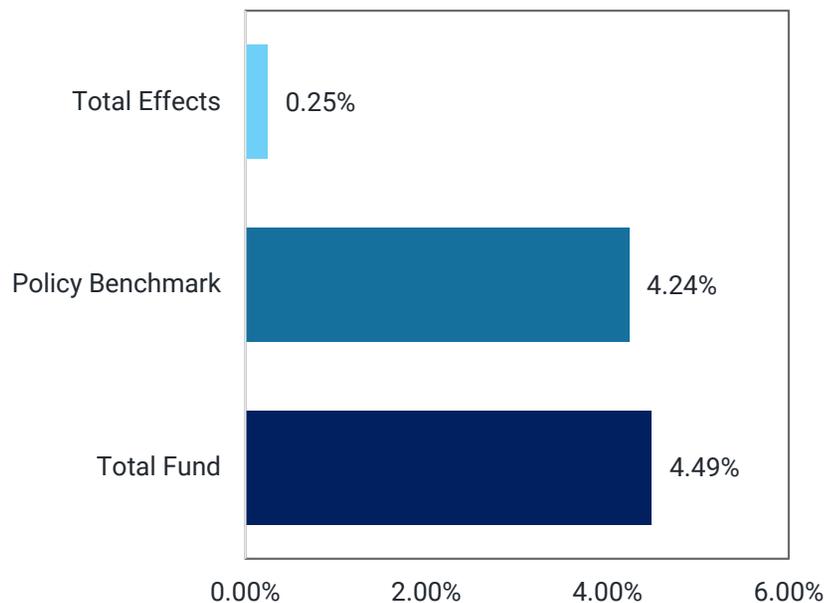


# Cash Balance Plan

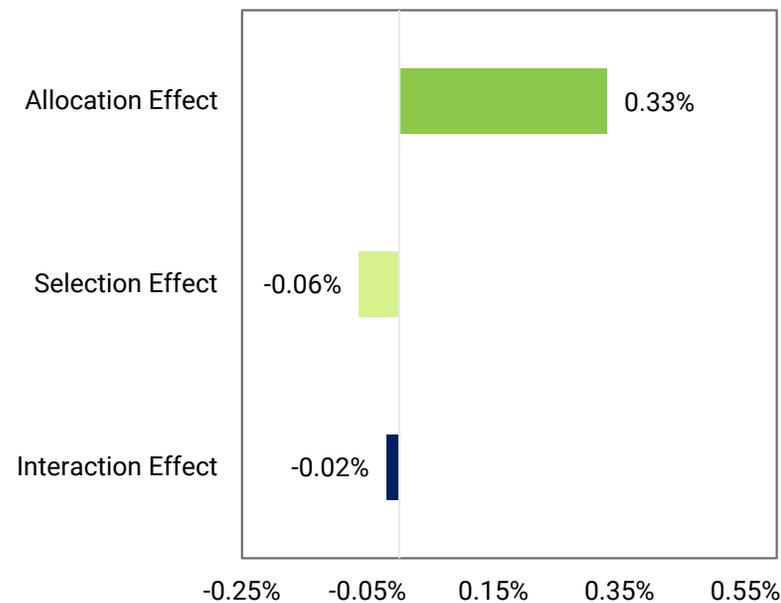
## ATTRIBUTION ANALYSIS

1 QUARTER ENDING MARCH 31, 2024

### Total Fund Performance



### Total Effects: 0.25%

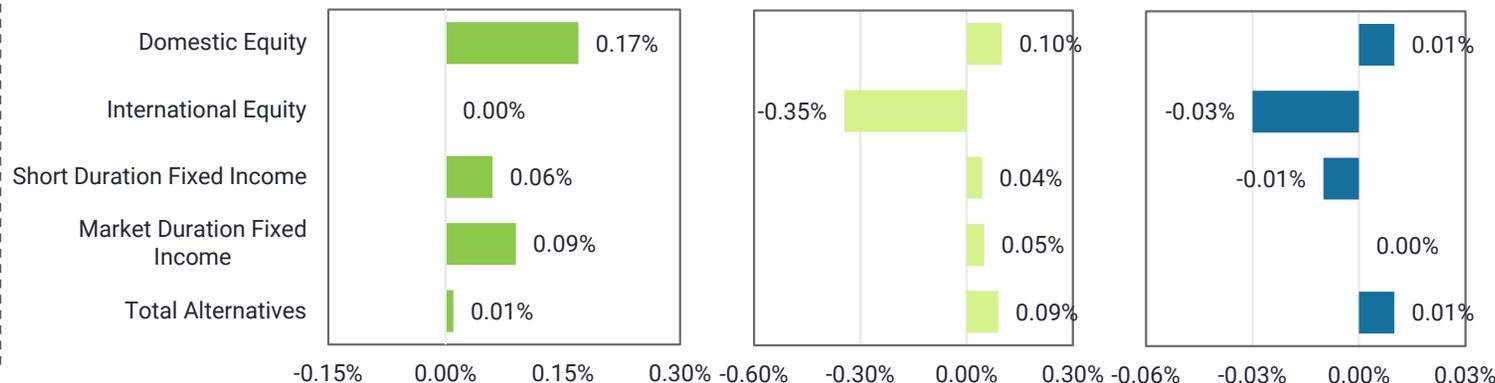


**Allocation Effect** - Measures the effect of overweighting or underweighting managers and asset classes.

**Selection Effect** - Measures the managers' ability to add excess return relative to the policy index.

**Interaction Effect** - Measures the cross correlation of both selection and allocation affects and is often referred to as an "error item".

### Total Allocation: 0.33%      Total Selection: -0.06%      Total Interaction: -0.02%



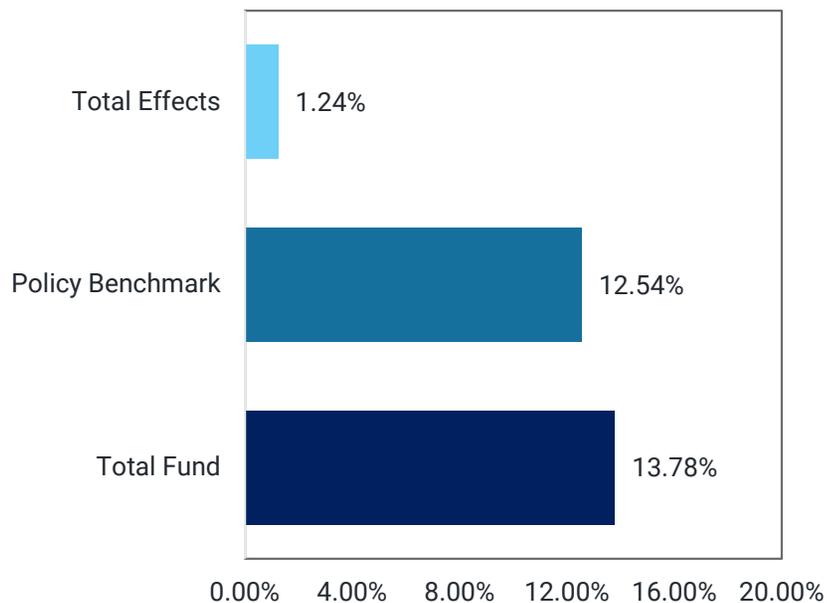
Totals may not sum due to rounding.

# Cash Balance Plan

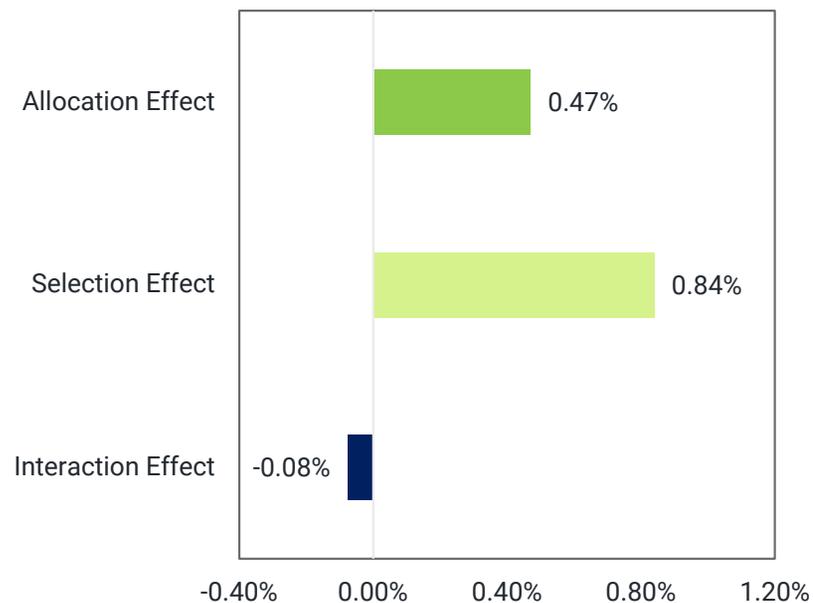
## ATTRIBUTION ANALYSIS

1 YEAR ENDING MARCH 31, 2024

### Total Fund Performance



### Total Effects: 1.24%



**Allocation Effect** - Measures the effect of overweighting or underweighting managers and asset classes.

**Selection Effect** - Measures the managers' ability to add excess return relative to the policy index.

**Interaction Effect** - Measures the cross correlation of both selection and allocation effects and is often referred to as an "error item".

### Total Allocation: 0.47%      Total Selection: 0.84%      Total Interaction: -0.08%



Totals may not sum due to rounding.



# MANAGER DUE DILIGENCE UPDATES

Manager / Strategy	Commentary	NEPC Rating	NEPC Due Diligence Status
<p><b>Harding Loevner</b> <i>Emerging Market</i></p>	<p><b>Harding Loevner Emerging Market Strategy - Large Drawdown</b></p> <p><b>Action</b> DD FYI – No Action Recommended</p> <p><b>Description of Event</b> The Harding Loevner Emerging Market Strategy assets as of December 31, 2023, were \$3.8 billion, with net outflows of \$3.8 billion or 50% of the strategy over the past 12 months.</p> <p>A single sovereign wealth fund client, for whom Harding Loevner managed assets for 13 years, made an asset allocation decision in 2023 that resulted in the termination of a \$1.6 billion separate account. The strategy also saw large net outflows from its mutual fund vehicles.</p> <p>The emerging markets equity asset class has faced significant pressures amid rising geopolitical risks and the outperformance of US equities. The strategy has underperformed the MSCI Emerging Markets Index in the trailing 1-, 3-, 5-, and 10-year periods.</p> <p>The top 5 Emerging Market relationships based on percentage of the total strategy AUM:</p> <ol style="list-style-type: none"> <li>1. Intermediary/Platform Distribution Client: 22.1%</li> <li>2. Intermediary/Platform Distribution Client: 9.6%</li> <li>3. Intermediary/Platform Distribution Client: 7.7%</li> <li>4. Foreign Domiciled/Sovereign Pension Client: 7.5%</li> <li>5. Intermediary/Platform Distribution Client: 6.7%</li> </ol> <p>*The largest US Institutional EM client is a Corporate Pension client: 5.9%</p>	<p>3</p>	<p>FYI, No Action</p>

# MANAGER DUE DILIGENCE UPDATES

Manager / Strategy	Commentary	NEPC Rating	NEPC Due Diligence Status
<p><b>Vanguard</b> <i>Institutional Index</i></p>	<p><b>Vanguard CEO Retirement and President Appointment</b></p> <p><u>Action</u> NEPC recommends No Action (FYI)</p> <p><u>Description of Event</u> Vanguard Chairman and Chief Executive Officer, Tim Buckley, announced that he will retire by year-end after more than three decades with the firm. Vanguard's Chief Investment Officer, Greg Davis, was appointed to the additional role of President of the firm, effective immediately.</p> <p>Greg Davis has served as Vanguard's Chief Investment Officer since 2017, leading the firm's fixed income, equity index, and quantitative equity groups. He also oversees Vanguard's investment strategy group, the firm's internal team of economists and analysts, who develop Vanguard's investment research and are responsible for Vanguard's investment methodology. In his expanded role, Greg will be responsible for all aspects of Vanguard's investment management, retirement business, and services for financial advisor clients. He will also oversee the majority of Vanguard's fund and ETF distribution.</p> <p>Vanguard has initiated a comprehensive search process for a new Chief Executive Officer, evaluating both internal and external candidates. NEPC will continue to follow the search and monitor for any unanticipated developments.</p>	1	FYI, No Action

# MANAGER DUE DILIGENCE UPDATES

Manager / Strategy	Commentary	NEPC Rating	NEPC Due Diligence Status
<p><b>Arrowstreet</b> <i>Global Equity</i> <i>ACWI</i></p>	<p><b>Arrowstreet Team Update</b></p> <p><u>Action</u> NEPC Research recommends FYI/No Action following an update on recent new partner and retirement announcements.</p> <p><u>Description of Event</u> This note will focus in providing an overview of recent new partnership announcement as well as summarize anticipated senior investment team member retirements. It is part of the lifecycle of an organization that has existed since 1999 to go through generational transitions. NEPC Research is comfortable with anticipated retirements and believes there is sufficient talent bench to ensure smooth transition. We will continue to spend time reviewing dynamics and will be onsite with Arrowstreet in early March. As a reminder Arrowstreet utilizes a team-based quantitative investment approach across its strategies that is less reliant on any one person to implement the investment portfolios. Summary of senior investment personnel is included below:</p> <ul style="list-style-type: none"> <li>• Partner Promotions (effective November 2023) <ul style="list-style-type: none"> <li>• Anne Luisi (Portfolio Management)</li> <li>• Alex Rodin (Portfolio Management)</li> <li>• Bryan Roda (Client Relationship Management)</li> <li>• Cara Hume (Human Resources)</li> <li>• Rachel Xiao (Investment Analytics)</li> </ul> </li> <li>• Retirement Announcements <ul style="list-style-type: none"> <li>• George Pararas-Carayannis (Partner, Portfolio Management) - December 2023</li> <li>• Praveen Kumar (Partner, Head of IT Business Technologies) - June 2024</li> <li>• John Capeci (Partner, Portfolio Management) - December 2024</li> </ul> </li> <li>• Previously Communicated Retirements <ul style="list-style-type: none"> <li>• John Campbell (Partner, Co-Head of Research) - December 2023</li> <li>• Peter Rathjens (Partner, CIO) - January 2024 moved to part-time role</li> </ul> </li> </ul>	1	FYI, No Action

# MANAGER DUE DILIGENCE UPDATES

Manager / Strategy	Commentary	NEPC Rating	NEPC Due Diligence Status
<p><b>GQG</b> <i>Global Equity</i></p>	<p><b>GQG Partners Launches Private Capital Solutions Business Line</b></p> <p><u>Action</u> NEPC Research recommends FYI/No Action based on the latest announcement but will continue to monitor to ensure the new private market business line does not become a distraction in managing the global equity strategies.</p> <p><u>Description of Event</u> GQG Partners announced launch of new business line last month expanding focus of the organization to private markets. GQG Private Capital Solutions (PCS) will represent an independently operated arm from GQG's traditional global equities business. In connection with this launch, an entity affiliated with PCS has entered into an agreement with Pacific Current Group Ltd. (PAC) and certain of its U.S. affiliates to acquire PAC's minority stakes in Avante Capital Partners (based in San Francisco), Proterra Investment Partners (based in Minneapolis) and Cordillera Investment Partners (based in San Francisco), for \$71.25 million in aggregate cash. The three acquired entities will represent the foundational investments for PCS, which will focus on providing a broad range of financing and strategic solutions to mid-market private capital asset management firms.</p> <p>To ensure that the new endeavor operates independently from GQG's global equities business, the organization has hired key individuals including PAC's CEO/CIO Paul Greenwood who will co-lead the GQG PCS business with current GQG Managing Director Mike Daley, who was hired by GQG Partners late last year.</p> <p>While firm dynamics happen from time to time when it comes to expanding business lines, we remain cautious and will monitor closely to ensure that there is no impact to the global equity team, Mr. Jain and existing investors.</p>	1	FYI, No Action

# MANAGER DUE DILIGENCE UPDATES

Manager / Strategy	Commentary	NEPC Rating	NEPC Due Diligence Status
<p><b>GQG</b> <i>Global Equity</i></p>	<p><b>GQG - Sid Jain Promotion to Deputy PM</b></p> <p><u>Action</u> NEPC recommends No Action/ FYI.</p> <p><u>Description of Event</u> Effective 2024, GQG Partners promoted Sid Jain to Deputy Portfolio Manager. The role would provide an opportunity for Sid Jain to join Rajiv Jain and two Portfolio Managers - Brian Kersmanc and Sudarshan Murthy on all GQG strategies, having similar rights to Portfolio Managers except for will not be involved in directing research and team members and initiating trades.</p> <p>While GQG has been doing more in terms of succession planning and mitigating key man risk with Rajiv Jain by promoting talent to Deputy and Portfolio Manager roles. As a reminder, both Brian Kersmanc and Sudarshan Murthy were promoted to Deputy PMs in 2020 and then promoted to Portfolio Managers in July 2022.</p> <p>In addition to the promotion of Sid Jain, there are three additional analyst promotions on the team including Shawn Li (promoted to Senior Analyst), Peter Masforoll (promoted to Senior Quantitative Analyst) and Renato Danieletto (promoted to Analyst).</p> <p>NEPC Research views promotions favorably as succession planning takes years to execute successfully, but team stability is important as well so given some of the team dynamics more recently we will be monitoring closely to ensure the investment team remains stable following these promotions.</p>	<p>1</p>	<p>FYI, No Action</p>

# MANAGER DUE DILIGENCE UPDATES

Manager / Strategy	Commentary	NEPC Rating	NEPC Due Diligence Status
<p><b>Loomis Sayles</b> <i>Credit Asset</i></p>	<p><b>World Credit Asset and Credit Asset Personnel Update</b></p> <p><u>Action</u> DD FYI recommended.</p> <p><u>Description of Event</u> On April 22, 2024, Loomis Sayles notified NEPC Research of several personnel changes that impact the Alpha Strategies team and the World Credit Asset and Credit Asset strategies. Tom Fahey is transitioning off the World Credit Asset portfolio manager team. He will be replaced by Tom Stolberg, current portfolio for Credit Asset. The other two named portfolio managers, Kevin Kearns and Andrea DiCenso, remain named portfolio managers for both strategies, World Credit Asset and Credit Asset.</p> <p>Peter Yanulis will be named associate portfolio manager on WCAF at the same time. Peter joined the Alpha Strategies team in 2017. He is a multi-asset credit strategist for the team, focusing primarily on emerging markets, portfolio construction and FX. Peter is also co-portfolio manager for the team’s Emerging Market Debt Blended Total Return strategy with Andrea DiCenso.</p> <p>Mark LaRochelle is also being promoted to associate portfolio manager for the Credit Asset strategy. Mark is an investment strategist and joined the Alpha Strategies team in 2011. Tom Fahey's replacement with existing team portfolio manager Tom Stolberg creates full portfolio managers consistency across the major strategies and potentially reflects the relative success of Credit Asset compared to World Credit Asset in terms of performance. World Credit asset has trailed on an alpha basis compared to the developed markets-oriented Credit Asset due to the emerging markets effort, both in terms of the emerging markets allocation decision as well as the implementation within emerging markets.</p> <p>The naming of assistant portfolio managers from the strategist pool is consistent with what Loomis did with the Full Discretion team around the time of Elaine Stokes retirement announcement. Loomis appears to be laying the groundwork for the next generation of portfolio managers and overall succession planning.</p>	<p>1</p>	<p>FYI, No Action</p>

# MANAGER DUE DILIGENCE – DEFINITIONS

NEPC Due Diligence Status Key	
<b>No Action</b>	Informational items have surfaced; no action is recommended.
<b>Watch</b>	Issues have surfaced to be concerned over; manager can participate in future searches, but current and prospective clients must be made aware of the issues.
<b>Hold</b>	Serious issues have surfaced to be concerned over; manager cannot be in future searches unless a client specifically requests, but current and prospective clients must be made aware of the issues.
<b>Client Review</b>	Very serious issues have surfaced with a manager; manager cannot be in future searches unless a client specifically requests. Current clients must be advised to review the manager.
<b>Terminate</b>	We have lost all confidence in the product; manager would not be recommended for searches and clients would be discouraged from using. The manager cannot be in future searches unless a client specifically requests. Current clients must be advised to replace the manager.

NEPC Due Diligence Rating Key	
<b>1</b>	A high conviction investment product. Product has a clear investment thesis, and is managed by an investment team that is sufficiently resourced.
<b>2</b>	NEPC has a positive view of the strategy. Strategy has a compelling investment thesis. Strengths outweigh the weaknesses, but does not meet requirements for a 1 rating.
<b>3</b>	A satisfactory investment product. The strategy lacks a compelling investment thesis, however there are no significant concerns around the manager's viability.
<b>4</b>	The strategy may have an unclear thesis or the manager may lack the ability to execute on the thesis. Weaknesses may outweigh the strengths.
<b>5</b>	A strategy that lacks an investment thesis and/or the investment firm may not be viable. Serious issues have been identified with an investment manager or product. This rating aligns with a Terminate Due Diligence status.
<b>NR</b>	Due diligence has not been sufficiently completed on the product or manager.





# APPENDIX



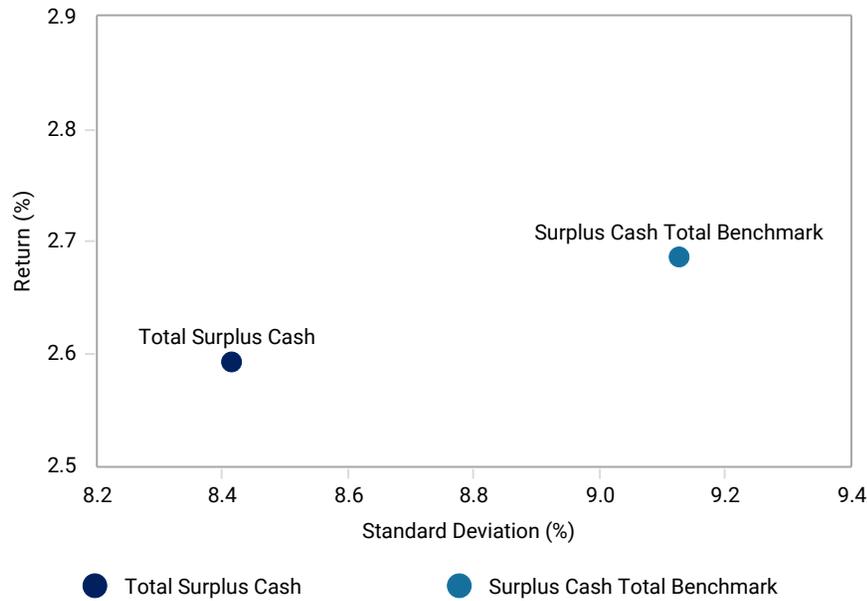


# PERFORMANCE REVIEW

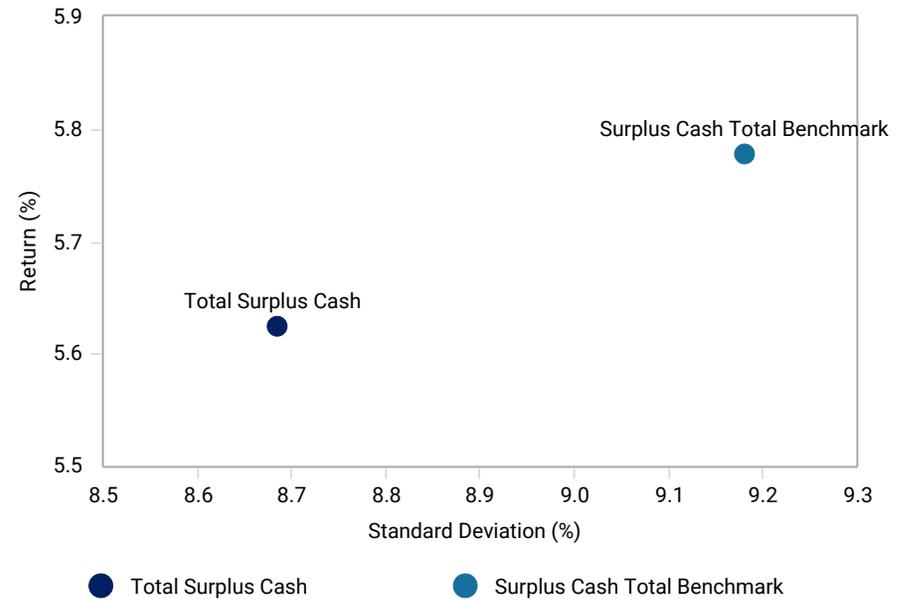


# RISK VS. RETURN

3 Years Ending March 31, 2024



5 Years Ending March 31, 2024



3 Years Ending March 31, 2024

	Return	Standard Deviation	Sharpe Ratio	Sortino Ratio
Total Surplus Cash	2.6	8.4	0.0	0.1
Surplus Cash Total Benchmark	2.7	9.1	0.1	0.1

5 Years Ending March 31, 2024

	Return	Standard Deviation	Sharpe Ratio	Sortino Ratio
Total Surplus Cash	5.6	8.7	0.4	0.7
Surplus Cash Total Benchmark	5.8	9.2	0.4	0.6

# COMPOSITE PERFORMANCE DETAIL

	Allocation			Performance (%)						
	Market Value (\$)	% of Portfolio	Policy(%)	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Total Surplus Cash</b>	<b>1,692,406,007</b>	<b>100.0</b>	<b>100.0</b>	<b>4.1</b>	<b>11.7</b>	<b>2.6</b>	<b>5.6</b>	<b>4.9</b>	<b>5.2</b>	<b>Nov-12</b>
<i>Surplus Cash Total Benchmark</i>				3.4	10.8	2.7	5.8	5.2	5.5	
<b>Total Surplus Cash Ex District</b>	<b>1,629,570,666</b>	<b>96.3</b>		<b>4.3</b>	<b>12.0</b>	<b>2.7</b>	<b>5.9</b>	<b>5.3</b>	<b>5.6</b>	<b>Nov-12</b>
<i>Surplus Cash Total Benchmark</i>				3.4	10.8	2.7	5.8	5.2	5.5	
<b>Total Surplus Cash Ex District / Concern</b>	<b>1,616,521,908</b>	<b>95.5</b>		<b>4.3</b>	<b>12.1</b>	<b>2.7</b>	<b>5.9</b>	<b>5.3</b>	<b>5.7</b>	<b>Nov-12</b>
<b>Total Surplus Cash X District X Privates</b>	<b>1,619,073,498</b>	<b>95.7</b>		<b>4.3</b>	<b>12.2</b>	<b>2.7</b>	<b>5.9</b>	<b>5.2</b>	<b>5.6</b>	<b>Nov-12</b>
<i>Surplus Cash Total Benchmark x Privates</i>				3.4	10.9	2.6	5.8	5.3	5.5	
<b>Total Equity Composite</b>	<b>709,621,842</b>	<b>41.9</b>		<b>8.0</b>	<b>23.0</b>	<b>5.5</b>	<b>10.9</b>	<b>9.2</b>	<b>10.8</b>	<b>Nov-12</b>
<i>Total Equity Benchmark - Surplus</i>				7.6	22.2	6.3	10.7	9.0	10.6	
<b>Domestic Equity Composite</b>	<b>377,806,741</b>	<b>22.3</b>	<b>22.0</b>	<b>9.0</b>	<b>26.3</b>	<b>7.2</b>	<b>12.9</b>	<b>11.3</b>	<b>13.2</b>	<b>Nov-12</b>
<i>Domestic Equity Benchmark - Surplus</i>				9.4	27.7	8.8	13.5	11.7	13.5	
<b>Large Cap Equity Composite</b>	<b>304,649,287</b>	<b>18.0</b>		<b>10.4</b>	<b>29.2</b>	<b>8.1</b>	<b>13.8</b>	<b>12.1</b>	<b>13.9</b>	<b>Nov-12</b>
<i>Large Cap Equity Benchmark</i>				10.4	29.7	11.0	14.8	12.8	14.2	
<b>Small Cap Equity Composite</b>	<b>73,157,454</b>	<b>4.3</b>		<b>3.2</b>	<b>13.9</b>	<b>3.3</b>	<b>9.1</b>	<b>8.0</b>	<b>10.4</b>	<b>Nov-12</b>
<i>Small Cap Equity Benchmark</i>				5.2	19.6	-0.1	7.9	7.5	10.1	
<b>International Equity Composite</b>	<b>207,475,256</b>	<b>12.3</b>	<b>12.0</b>	<b>2.9</b>	<b>11.9</b>	<b>1.1</b>	<b>6.1</b>	<b>4.8</b>	<b>5.8</b>	<b>Nov-12</b>
<i>MSCI AC World ex USA (Net)</i>				4.7	13.3	1.9	6.0	4.3	5.6	
<b>Global Equity Composite</b>	<b>124,339,845</b>	<b>7.3</b>	<b>8.0</b>	<b>14.5</b>					<b>22.3</b>	<b>Sep-23</b>
<i>MSCI AC World Index (Net)</i>				8.2	23.2	7.0	10.9	8.7	15.2	
<b>Total Fixed Income Composite</b>	<b>659,804,787</b>	<b>39.0</b>		<b>0.2</b>	<b>3.4</b>	<b>-1.4</b>	<b>1.3</b>	<b>1.9</b>	<b>1.8</b>	<b>Nov-12</b>
<i>Total Fixed Income Benchmark - Surplus</i>				-0.5	2.2	-1.8	0.6	1.5	1.3	
<b>Short Duration Fixed Income Composite</b>	<b>190,082,360</b>	<b>11.2</b>	<b>10.0</b>	<b>0.8</b>	<b>3.8</b>	<b>0.6</b>	<b>1.6</b>	<b>1.4</b>	<b>1.3</b>	<b>Nov-12</b>
<i>Short Duration Fixed Income Benchmark - Surplus</i>				0.4	3.5	0.2	1.4	1.3	1.2	
<b>Market Duration Fixed Income Composite</b>	<b>323,922,761</b>	<b>19.1</b>	<b>20.0</b>	<b>-0.5</b>	<b>3.5</b>	<b>-2.0</b>	<b>1.3</b>	<b>2.1</b>	<b>2.0</b>	<b>Nov-12</b>
<i>Blmbg. U.S. Aggregate Index</i>				-0.8	1.7	-2.5	0.4	1.5	1.3	
<b>Return Seeking Fixed Income</b>	<b>145,799,666</b>	<b>8.6</b>	<b>10.0</b>	<b>1.1</b>					<b>5.5</b>	<b>Dec-23</b>
<i>Blmbg. Global Aggregate</i>				-2.1	0.5	-4.7	-1.2	-0.1	2.0	
<b>Cash Composite</b>	<b>38,267,013</b>	<b>2.3</b>		<b>0.9</b>	<b>2.4</b>	<b>1.2</b>	<b>0.8</b>	<b>0.6</b>	<b>0.4</b>	<b>Nov-12</b>
<i>90 Day U.S. Treasury Bill</i>				1.3	5.2	2.6	2.0	1.4	1.2	

# COMPOSITE PERFORMANCE DETAIL

	Allocation			Performance (%)						
	Market Value (\$)	% of Portfolio	Policy(%)	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Total Alternatives Composite</b>	<b>260,144,037</b>	<b>15.4</b>	<b>18.0</b>	<b>5.1</b>	<b>9.2</b>	<b>5.5</b>	<b>4.4</b>	<b>3.8</b>	<b>4.1</b>	<b>May-13</b>
<i>Total Alternatives Benchmark</i>				2.4	3.8	3.2	4.7	4.6	4.9	
<b>Hedge Fund Composite</b>	<b>215,244,059</b>	<b>12.7</b>		<b>6.3</b>	<b>11.7</b>	<b>5.4</b>	<b>4.3</b>	<b>3.0</b>	<b>3.4</b>	<b>May-13</b>
<i>HFRI Fund of Funds Composite Index</i>				4.2	9.7	2.9	5.0	3.6	3.8	
<b>Private Assets Composite</b>	<b>44,899,978</b>	<b>2.7</b>		<b>-0.2</b>	<b>-2.1</b>	<b>7.4</b>	<b>5.4</b>	<b>7.5</b>	<b>8.8</b>	<b>Oct-20</b>
<b>Private Debt Composite</b>	<b>21,123,421</b>	<b>1.2</b>		<b>1.8</b>	<b>5.2</b>	<b>12.9</b>			<b>18.5</b>	<b>Dec-20</b>
<b>Private Real Estate Composite</b>	<b>23,776,557</b>	<b>1.4</b>		<b>-1.9</b>	<b>-7.1</b>	<b>5.1</b>	<b>3.8</b>	<b>6.7</b>	<b>6.7</b>	<b>Sep-13</b>
<i>NCREIF Property Index</i>				-1.0	-7.2	3.6	3.8	6.4	6.8	

# PERFORMANCE DETAIL

	Allocation		Performance (%)							Inception Date
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)		
<b>Total Surplus Cash</b>	<b>1,692,406,007</b>	<b>100.0</b>	<b>4.1</b>	<b>11.7</b>	<b>2.6</b>	<b>5.6</b>	<b>4.9</b>	<b>5.2</b>	<b>Nov-12</b>	
<i>Surplus Cash Total Benchmark</i>			3.4	10.8	2.7	5.8	5.2	5.5		
District - Barrow Hanley	62,835,341	3.7	0.5	3.6	0.3	1.2	1.0	1.0	Nov-12	
<i>Blmbg. 1-3 Govt</i>			0.3	3.0	0.0	1.1	1.1	1.0		
<b>Total Surplus Cash Ex District</b>	<b>1,629,570,666</b>	<b>96.3</b>	<b>4.3</b>	<b>12.0</b>	<b>2.7</b>	<b>5.9</b>	<b>5.3</b>	<b>5.6</b>	<b>Nov-12</b>	
<i>Surplus Cash Total Benchmark</i>			3.4	10.8	2.7	5.8	5.2	5.5		
<b>Total Surplus Cash Ex District / Concern</b>	<b>1,616,521,908</b>	<b>95.5</b>	<b>4.3</b>	<b>12.1</b>	<b>2.7</b>	<b>5.9</b>	<b>5.3</b>	<b>5.7</b>	<b>Nov-12</b>	
<b>Total Surplus Cash X District X Privates</b>	<b>1,619,073,498</b>	<b>95.7</b>	<b>4.3</b>	<b>12.2</b>	<b>2.7</b>	<b>5.9</b>	<b>5.2</b>	<b>5.6</b>	<b>Nov-12</b>	
<i>Surplus Cash Total Benchmark x Privates</i>			3.4	10.9	2.6	5.8	5.3	5.5		
<b>Total Equity Composite</b>	<b>709,621,842</b>	<b>41.9</b>	<b>8.0</b>	<b>23.0</b>	<b>5.5</b>	<b>10.9</b>	<b>9.2</b>	<b>10.8</b>	<b>Nov-12</b>	
<i>Total Equity Benchmark - Surplus</i>			7.6	22.2	6.3	10.7	9.0	10.6		
<b>Domestic Equity Composite</b>	<b>377,806,741</b>	<b>22.3</b>	<b>9.0</b>	<b>26.3</b>	<b>7.2</b>	<b>12.9</b>	<b>11.3</b>	<b>13.2</b>	<b>Nov-12</b>	
<i>Domestic Equity Benchmark - Surplus</i>			9.4	27.7	8.8	13.5	11.7	13.5		
<b>Large Cap Equity Composite</b>	<b>304,649,287</b>	<b>18.0</b>	<b>10.4</b>	<b>29.2</b>	<b>8.1</b>	<b>13.8</b>	<b>12.1</b>	<b>13.9</b>	<b>Nov-12</b>	
<i>Large Cap Equity Benchmark</i>			10.4	29.7	11.0	14.8	12.8	14.2		
Vanguard Institutional Index Fund (VIX)	198,027,865	11.7	10.5 (38)	29.9 (34)	11.5 (22)	15.0 (19)	12.9 (9)	14.3 (13)	Nov-12	
<i>S&amp;P 500 Index</i>			10.6 (38)	29.9 (33)	11.5 (22)	15.0 (18)	13.0 (9)	14.4 (13)		
<i>Large Blend Median</i>			10.4	29.2	10.4	14.2	12.0	13.6		
Barrow Hanley Large Cap Value	106,621,422	6.3	10.3 (25)	25.9 (17)	11.6 (10)	12.2 (27)	10.1 (20)	9.7 (3)	Aug-00	
<i>Russell 1000 Value Index</i>			9.0 (45)	20.3 (54)	8.1 (70)	10.3 (66)	9.0 (56)	7.7 (46)		
<i>Large Value Median</i>			8.8	20.8	9.1	10.9	9.1	7.5		
<b>Small Cap Equity Composite</b>	<b>73,157,454</b>	<b>4.3</b>	<b>3.2</b>	<b>13.9</b>	<b>3.3</b>	<b>9.1</b>	<b>8.0</b>	<b>10.4</b>	<b>Nov-12</b>	
<i>Small Cap Equity Benchmark</i>			5.2	19.6	-0.1	7.9	7.5	10.1		
Wellington Small Cap Value	42,776,875	2.5	2.9 (79)	14.8 (86)	5.1 (61)	7.7 (86)	6.4 (74)	8.9 (78)	Nov-12	
<i>Russell 2000 Value Index</i>			2.9 (78)	18.8 (61)	2.2 (90)	8.2 (83)	6.9 (61)	9.4 (63)		
<i>Small Value Median</i>			4.7	20.1	5.6	9.9	7.3	10.1		
Conestoga Small-Cap Fund I (CCALX)	30,380,579	1.8	3.6 (90)	12.7 (82)	1.0 (28)	9.0 (45)	10.6 (14)	12.7 (28)	Jul-16	
<i>Russell 2000 Growth Index</i>			7.6 (45)	20.3 (39)	-2.7 (64)	7.4 (74)	7.9 (76)	10.0 (76)		
<i>Small Growth Median</i>			7.2	18.3	-1.2	8.6	8.6	11.4		

Figures within the parenthesis represents the peer universe ranking. Fund universe is reflected below each funds respective benchmark(s).

# PERFORMANCE DETAIL

	Allocation		Performance (%)							Inception Date
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)		
<b>International Equity Composite</b>	<b>207,475,256</b>	<b>12.3</b>	<b>2.9</b>	<b>11.9</b>	<b>1.1</b>	<b>6.1</b>	<b>4.8</b>	<b>5.8</b>	<b>Nov-12</b>	
MSCI AC World ex USA (Net)			4.7	13.3	1.9	6.0	4.3	5.6		
Causeway International Value (CIVIX)	74,706,110	4.4	2.7 (79)	14.5 (47)	7.5 (9)	8.8 (18)	4.7 (58)	5.7 (24)	May-18	
MSCI EAFE (Net)			5.8 (39)	15.3 (35)	4.8 (33)	7.3 (48)	4.8 (56)	5.1 (40)		
MSCI AC World ex USA Value (Net)			3.4 (74)	15.3 (35)	4.6 (35)	5.4 (79)	3.2 (93)	3.1 (78)		
eV All EAFE Equity Median			5.2	14.1	3.4	7.2	4.9	4.7		
Dreyfus (Walter Scott) Premier Int'l Fund (DISRX)	69,151,650	4.1	5.3 (49)	10.9 (69)	3.1 (56)	8.0 (31)	7.0 (7)	7.2 (38)	Nov-12	
MSCI AC World ex USA (Net)			4.7 (59)	13.3 (56)	1.9 (68)	6.0 (70)	4.3 (77)	5.6 (87)		
MSCI AC World ex USA Growth (Net)			5.9 (36)	11.2 (67)	-0.8 (85)	6.2 (67)	5.1 (41)	6.3 (74)		
eV All EAFE Equity Median			5.2	14.1	3.4	7.2	4.9	6.8		
RBC Emerging Market Equity	63,617,496	3.8	0.4 (87)					5.1 (81)	Dec-23	
MSCI Emerging Markets Index			2.4 (52)	8.6 (57)	-4.7 (53)	2.6 (57)	3.3 (40)	6.5 (56)		
Diversified Emerging Mkts Median			2.5	9.6	-4.4	3.0	2.9	6.8		
<b>Global Equity Composite</b>	<b>124,339,845</b>	<b>7.3</b>	<b>14.5</b>					<b>22.3</b>	<b>Sep-23</b>	
MSCI AC World Index (Net)			8.2	23.2	7.0	10.9	8.7	15.2		
GQG Partners Global Equity Fund	65,259,832	3.9	18.4 (4)					33.5 (1)	Aug-23	
MSCI AC World Index (Net)			8.2 (44)	23.2 (46)	7.0 (19)	10.9 (54)	8.7 (87)	11.9 (50)		
eV Global Large Cap Growth Eq Median			7.6	22.3	4.3	11.2	10.1	11.8		
Arrowstreet Global Equity ACWI Trust Fund	59,080,013	3.5	10.4 (20)					17.2 (26)	Sep-23	
MSCI AC World IMI (Net)			7.7 (48)	22.5 (41)	6.3 (54)	10.6 (54)	8.4 (50)	14.7 (49)		
eV Global All Cap Core Eq Median			7.5	20.6	6.6	10.7	8.4	14.3		
<b>Total Fixed Income Composite</b>	<b>659,804,787</b>	<b>39.0</b>	<b>0.2</b>	<b>3.4</b>	<b>-1.4</b>	<b>1.3</b>	<b>1.9</b>	<b>1.8</b>	<b>Nov-12</b>	
Total Fixed Income Benchmark - Surplus			-0.5	2.2	-1.8	0.6	1.5	1.3		
<b>Short Duration Fixed Income Composite</b>	<b>190,082,360</b>	<b>11.2</b>	<b>0.8</b>	<b>3.8</b>	<b>0.6</b>	<b>1.6</b>	<b>1.4</b>	<b>1.3</b>	<b>Nov-12</b>	
Short Duration Fixed Income Benchmark - Surplus			0.4	3.5	0.2	1.4	1.3	1.2		
Barrow Hanley Short Fixed	151,815,347	9.0	0.8 (46)	4.6 (58)	0.7 (41)	1.7 (46)	1.5 (64)	4.1 (36)	Apr-91	
Blmbg. 1-3 Year Gov/Credit index			0.4 (87)	3.5 (89)	0.2 (62)	1.4 (73)	1.3 (83)	3.7 (61)		
Short-Term Bond Median			0.8	4.8	0.4	1.7	1.6	3.8		
<b>Cash Composite</b>	<b>38,267,013</b>	<b>2.3</b>	<b>0.9</b>	<b>2.4</b>	<b>1.2</b>	<b>0.8</b>	<b>0.6</b>	<b>0.4</b>	<b>Nov-12</b>	
90 Day U.S. Treasury Bill			1.3	5.2	2.6	2.0	1.4	1.2		

Figures within the parenthesis represents the peer universe ranking. Fund universe is reflected below each funds respective benchmark(s).

# PERFORMANCE DETAIL

	Allocation		Performance (%)						
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Market Duration Fixed Income Composite</b>	<b>323,922,761</b>	<b>19.1</b>	<b>-0.5</b>	<b>3.5</b>	<b>-2.0</b>	<b>1.3</b>	<b>2.1</b>	<b>2.0</b>	<b>Nov-12</b>
Blmbg. U.S. Aggregate Index			-0.8	1.7	-2.5	0.4	1.5	1.3	
Dodge & Cox Fixed	156,661,095	9.3	-0.2 (16)	4.9 (2)	-1.0 (5)	2.0 (1)	2.7 (2)	2.6 (2)	Nov-12
Blmbg. U.S. Aggregate Index			-0.8 (74)	1.7 (59)	-2.5 (41)	0.4 (48)	1.5 (44)	1.3 (49)	
Intermediate Core Bond Median			-0.6	1.9	-2.5	0.3	1.5	1.3	
IR+M Aggregate Bond	154,208,279	9.1	-0.5 (42)					3.3 (37)	Dec-23
Blmbg. U.S. Aggregate Index			-0.8 (74)	1.7 (59)	-2.5 (41)	0.4 (48)	1.5 (44)	3.0 (62)	
Intermediate Core Bond Median			-0.6	1.9	-2.5	0.3	1.5	3.2	
Met West Total Return Bond Plan - CONCERN (MWTSX)	12,965,948	0.8	-0.8 (84)	1.6 (69)	-3.0 (88)	0.5 (41)	1.6 (36)	1.3 (41)	Feb-16
Blmbg. U.S. Aggregate Index			-0.8 (74)	1.7 (59)	-2.5 (41)	0.4 (48)	1.5 (44)	1.2 (55)	
Intermediate Core Bond Median			-0.6	1.9	-2.5	0.3	1.5	1.2	
MetWest Fixed	87,439	0.0							
<b>Return Seeking Fixed Income</b>	<b>145,799,666</b>	<b>8.6</b>	<b>1.1</b>					<b>5.5</b>	<b>Dec-23</b>
Blmbg. Global Aggregate			-2.1	0.5	-4.7	-1.2	-0.1	2.0	
Brandywine Global Multi-Sector Income	52,991,560	3.1	1.5 (43)					6.5 (5)	Dec-23
Blmbg. Global Aggregate			-2.1 (100)	0.5 (100)	-4.7 (100)	-1.2 (99)	-0.1 (100)	2.0 (99)	
Multisector Bond Median			1.3	7.6	0.6	2.6	2.8	4.4	
Loomis Credit Asset Fund	52,296,106	3.1	0.9 (80)					4.5 (48)	Dec-23
50% Bloomberg Corp/25% Bloomberg US HY 2% Issuer Cap/25% S&P LSTA LLI			0.8 (81)	8.1 (55)	1.1 (75)	3.2 (71)	3.6 (70)	4.3 (51)	
eV Alt Credit - Multi-Market Median			2.0	8.8	3.1	5.2	5.8	4.4	
Arena High Yield Short Duration	40,512,000	2.4						1.3 (3)	Mar-24
ICE BofA 0-5 Year U.S. High Yield Constrained			1.6 (9)	10.4 (2)	3.7 (2)	4.2 (2)	4.3 (2)	0.9 (4)	
eV US Short Duration Fixed Inc Median			0.7	4.2	0.6	1.6	1.5	0.5	
<b>Total Alternatives Composite</b>	<b>260,144,037</b>	<b>15.4</b>	<b>5.1</b>	<b>9.2</b>	<b>5.5</b>	<b>4.4</b>	<b>3.8</b>	<b>4.1</b>	<b>May-13</b>
Total Alternatives Benchmark			2.4	3.8	3.2	4.7	4.6	4.9	
<b>Hedge Fund Composite</b>	<b>215,244,059</b>	<b>12.7</b>	<b>6.3</b>	<b>11.7</b>	<b>5.4</b>	<b>4.3</b>	<b>3.0</b>	<b>3.4</b>	<b>May-13</b>
HFRI Fund of Funds Composite Index			4.2	9.7	2.9	5.0	3.6	3.8	
<b>Credit HF Composite</b>	<b>59,144,012</b>	<b>3.5</b>	<b>5.3</b>	<b>9.4</b>	<b>5.0</b>	<b>1.4</b>	<b>2.1</b>	<b>3.4</b>	<b>May-13</b>
HFRI Event-Driven (Total) Index			2.3	11.5	4.0	6.4	4.7	5.2	
DK Distressed Opportunities International, Ltd.	14,686,354	0.9	3.2	5.8	3.1	3.3	4.3	5.5	May-13
Waterfall Eden Fund, Ltd.	21,667,384	1.3	8.6	11.8	6.6	5.6	6.0	5.5	Oct-19
HFRI ED: Distressed/Restructuring Index			2.6	9.7	4.0	6.4	4.1	7.2	
DK Institutional Partners, L.P.	21,814,056	1.3	3.2	8.2	3.9	5.6	4.9	3.2	Jun-21
HFRI ED: Multi-Strategy Index			1.9	10.6	0.3	4.6	3.1	-0.7	
York Credit Opportunities Unit Trust	976,218	0.1							

Figures within the parenthesis represents the peer universe ranking. Fund universe is reflected below each funds respective benchmark(s). Arena High Yield, York Credit Opportunities and Waterfall Eden reflects preliminary values.

# PERFORMANCE DETAIL

	Allocation		Performance (%)						
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Equity HF Composite</b>	<b>31,686,278</b>	<b>1.9</b>	<b>7.9</b>	<b>15.6</b>	<b>4.0</b>	<b>6.3</b>	<b>3.6</b>	<b>4.0</b>	<b>May-13</b>
HFRI Equity Hedge (Total) Index			5.1	14.2	3.2	7.9	5.7	6.1	
Capeview Azri 2X Fund USD B - U	7,589,079	0.4	8.0	14.4	5.0	7.9	6.5	7.3	Jul-13
Capeview Azri Fund USD B – UV	7,763,358	0.5	4.5	9.0	3.5	4.6	3.6	3.9	Jul-13
Palestra Capital Offshore	15,735,402	0.9	9.9	29.1	5.6	9.5	9.3	9.5	Apr-19
HFRI Equity Hedge (Total) Index			5.1	14.2	3.2	7.9	5.7	7.9	
Luxor Capital Partners Offshore, Ltd.	598,439	0.0							
<b>Macro HF Composite</b>	<b>20,179,083</b>	<b>1.2</b>	<b>21.4</b>	<b>27.1</b>	<b>10.6</b>	<b>9.1</b>	<b>5.7</b>	<b>4.7</b>	<b>May-13</b>
HFRI Macro (Total) Index			6.3	8.6	6.1	6.4	3.8	3.2	
Robeco Transtrend Diversified Fund LLC	20,179,083	1.2	21.4	34.7	18.5	14.4	9.6	8.1	May-13
HFRI Macro (Total) Index			6.3	8.6	6.1	6.4	3.8	3.2	
<b>Relative Value HF Composite</b>	<b>104,234,686</b>	<b>6.2</b>	<b>3.9</b>	<b>8.8</b>	<b>5.6</b>	<b>2.3</b>	<b>2.0</b>	<b>2.6</b>	<b>May-13</b>
HFRI RV: Multi-Strategy Index			2.3	6.9	3.6	4.8	3.9	4.0	
Pine River Fund Ltd.	11,116	0.0	0.8	1.1	-7.2	1.0	0.6	6.4	Jun-02
HFRI RV: Multi-Strategy Index			2.3	6.9	3.6	4.8	3.9	4.7	
Renaissance RIDGE	16,572,316	1.0	2.5	1.9	6.1	-3.5	5.6	-1.0	Nov-17
HFRI EH: Equity Market Neutral Index			4.3	9.7	5.5	3.8	3.3	3.2	
HFRI RV: Multi-Strategy Index			2.3	6.9	3.6	4.8	3.9	4.2	
Carlson Black Diamond Arbitrage Ltd.	11,983,118	0.7	0.0	4.4	2.4	2.8	5.3	3.3	Sep-18
HFRI ED: Merger Arbitrage Index			0.3	7.2	4.7	5.6	4.6	5.5	
HFRI RV: Multi-Strategy Index			2.3	6.9	3.6	4.8	3.9	4.4	
Man Alternative Risk Premia SP Fund	16,113,190	1.0	7.1	13.9	12.2	5.4	7.0	5.2	Jul-19
HFRI RV: Multi-Strategy Index			2.3	6.9	3.6	4.8	3.9	4.8	
Wolverine	23,517,356	1.4	4.9	11.1	8.2	9.8	7.8	10.4	Mar-20
HFRI RV: Fixed Income-Convertible Arbitrage Index			4.3	7.8	4.0	6.7	5.0	6.5	
Voya Mortgage Fund	15,360,251	0.9	3.9	12.2	0.2	4.3	4.5	0.7	Dec-20
HFRI RV: Fixed Income-Asset Backed			2.4	8.9	4.7	4.1	4.6	5.7	
Capstone Volatility Fund	20,677,339	1.2	3.6	8.9	4.4	5.7	4.7	4.3	Dec-20
HFRI Relative Value:Volatility Index			0.9	3.2	3.1	1.9	2.2	3.8	

Voya Mortgage Fund, Carlson Black Diamond Arbitrage and Wolverine reflects preliminary values.

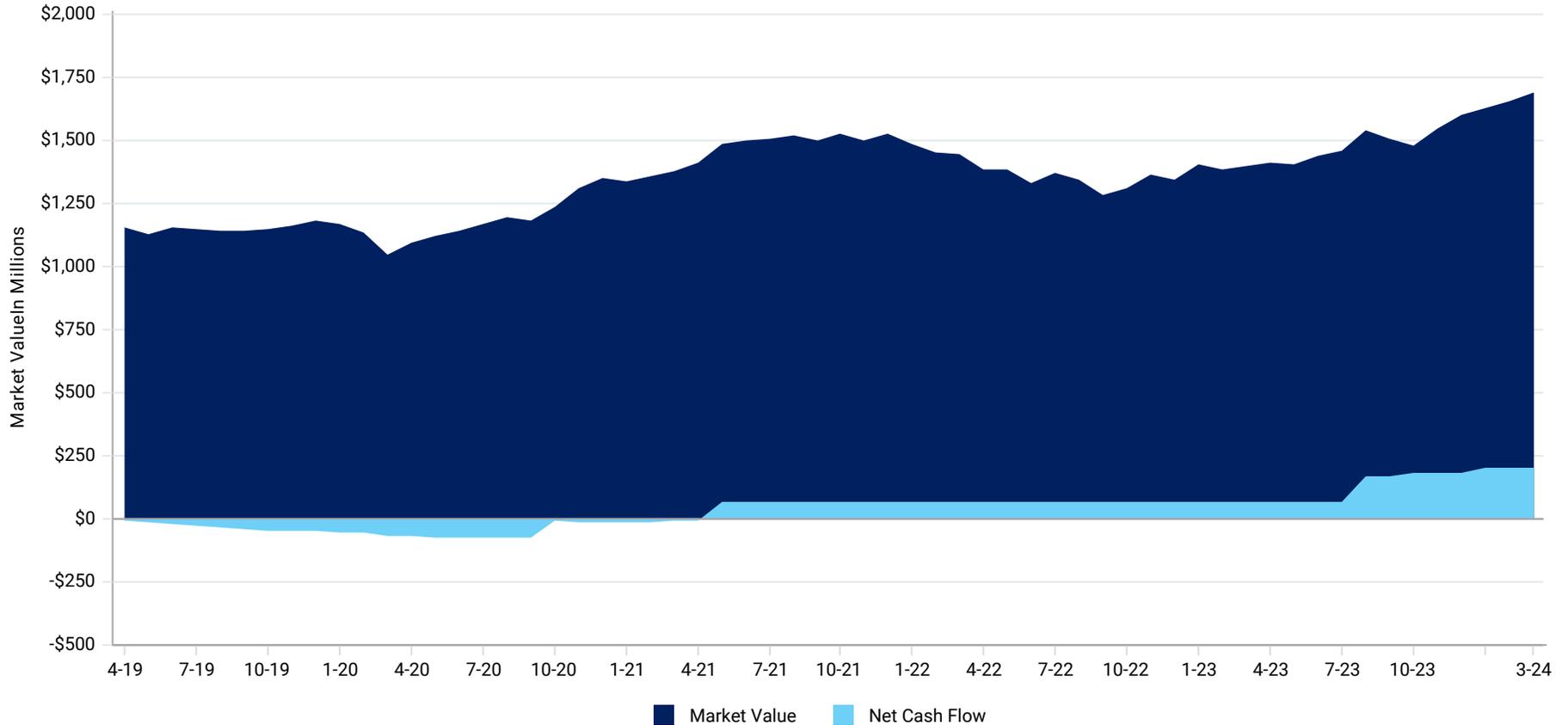
# PERFORMANCE DETAIL

	Allocation		Performance (%)						
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Private Assets Composite</b>	<b>44,899,978</b>	<b>2.7</b>	<b>-0.2</b>	<b>-2.1</b>	<b>7.4</b>	<b>5.4</b>	<b>7.5</b>	<b>8.8</b>	<b>Oct-20</b>
<b>Private Debt Composite</b>	<b>21,123,421</b>	<b>1.2</b>	<b>1.8</b>	<b>5.2</b>	<b>12.9</b>			<b>18.5</b>	<b>Dec-20</b>
Oaktree Opportunities Fund XI, L.P.	21,123,421	1.2	1.8	5.2	12.9			18.0	Nov-20
<b>Private Real Estate Composite</b>	<b>23,776,557</b>	<b>1.4</b>	<b>-1.9</b>	<b>-7.1</b>	<b>5.1</b>	<b>3.8</b>	<b>6.7</b>	<b>6.7</b>	<b>Sep-13</b>
<i>NCREIF Property Index</i>			<i>-1.0</i>	<i>-7.2</i>	<i>3.6</i>	<i>3.8</i>	<i>6.4</i>	<i>6.8</i>	
Oaktree Capital Management RE Opportunities Fund VI	3,002,870	0.2	-3.8	-14.9	-9.2	-6.7	0.6	0.7	Sep-13
Walton Street Real Estate Fund VII, L.P.	2,133,294	0.1	3.9	-14.8	-1.6	-4.3	3.0	4.3	Nov-13
Walton Street Real Estate Fund VIII, L.P.	5,361,004	0.3	1.6	0.2	6.5	6.7		8.7	Jun-17
AG Realty Value Fund X, LP	13,279,389	0.8	-3.8	-6.1	11.4			6.2	Jun-19
<i>NCREIF Property Index</i>			<i>-1.0</i>	<i>-7.2</i>	<i>3.6</i>	<i>3.8</i>	<i>6.4</i>	<i>3.9</i>	

\*Private Assets Composite is reported on a one-quarter lag.

# ASSET GROWTH SUMMARY

5 Years Ending March 31, 2024



	2019	2020	2021	2022	2023	Year To Date
Beginning Market Value	1,097,313,911	1,179,174,150	1,350,267,019	1,525,486,194	1,345,345,178	1,604,072,821
Net Cash Flow	-62,475,167	31,606,545	79,344,169	197,667	114,622,239	20,696,885
Net Investment Change	146,335,406	139,486,324	95,875,006	-180,338,683	144,105,405	67,636,300
<b>Ending Market Value</b>	<b>1,179,174,150</b>	<b>1,350,267,019</b>	<b>1,525,486,194</b>	<b>1,345,345,178</b>	<b>1,604,072,821</b>	<b>1,692,406,007</b>
Net Change	81,860,239	171,092,869	175,219,174	-180,141,016	258,727,643	88,333,185

**ANALYSIS BY FUND**

Investments		Commitments		Contributions & Distributions			Valuations			Performance		
Investment Name	Vintage Year	Commitment	Unfunded Commitment	Cumulative Contributions	Additional Fees	Cumulative Distributions	Valuation	Total Value	Net Benefit	DPI	TVPI	SI IRR
Oaktree Real Estate Opportunities Fund VI, L.P.	2013	\$14,000,000	\$3,220,000	\$14,062,597	\$0	\$15,060,258	\$3,122,139	\$18,182,397	\$4,119,800	1.08	1.30	6.11
Walton Street Real Estate Fund VII, L.P.	2013	\$14,000,000	\$4,420,768	\$12,595,187	\$118,383	\$14,621,255	\$2,352,350	\$16,973,605	\$4,378,418	1.16	1.35	8.62
Walton Street Real Estate Fund VIII, L.P.	2015	\$13,000,000	\$7,530,479	\$11,308,966	\$0	\$9,558,164	\$5,773,084	\$15,331,248	\$4,022,282	0.85	1.36	9.17
AG Realty Value Fund X, L.P.	2019	\$20,000,000	\$4,974,000	\$18,156,713	\$0	\$9,853,543	\$13,475,546	\$23,329,089	\$5,172,376	0.54	1.28	11.88
Oaktree Opportunities Fund XI, LP	2020	\$20,000,000	\$3,000,000	\$17,000,000	\$0	\$1,602	\$20,153,979	\$20,155,581	\$3,155,581	0.00	1.19	11.02
<b>Total</b>		<b>\$81,000,000</b>	<b>\$23,145,247</b>	<b>\$73,123,463</b>	<b>\$118,383</b>	<b>\$49,094,821</b>	<b>\$44,877,098</b>	<b>\$93,971,919</b>	<b>\$20,848,457</b>	<b>0.67</b>	<b>1.29</b>	<b>8.55</b>

Private Assets are reported on a one-quarter lag.

AG Realty Value Fund X and Oaktree Opportunities Fund XI are within the investment period.

Oaktree Real Estate Opportunities Fund VI, Walton Street Real Estate Fund VII and Walton Street Real Estate Fund VIII are within the harvesting period.

# Liquidity Schedule

## Surplus Cash

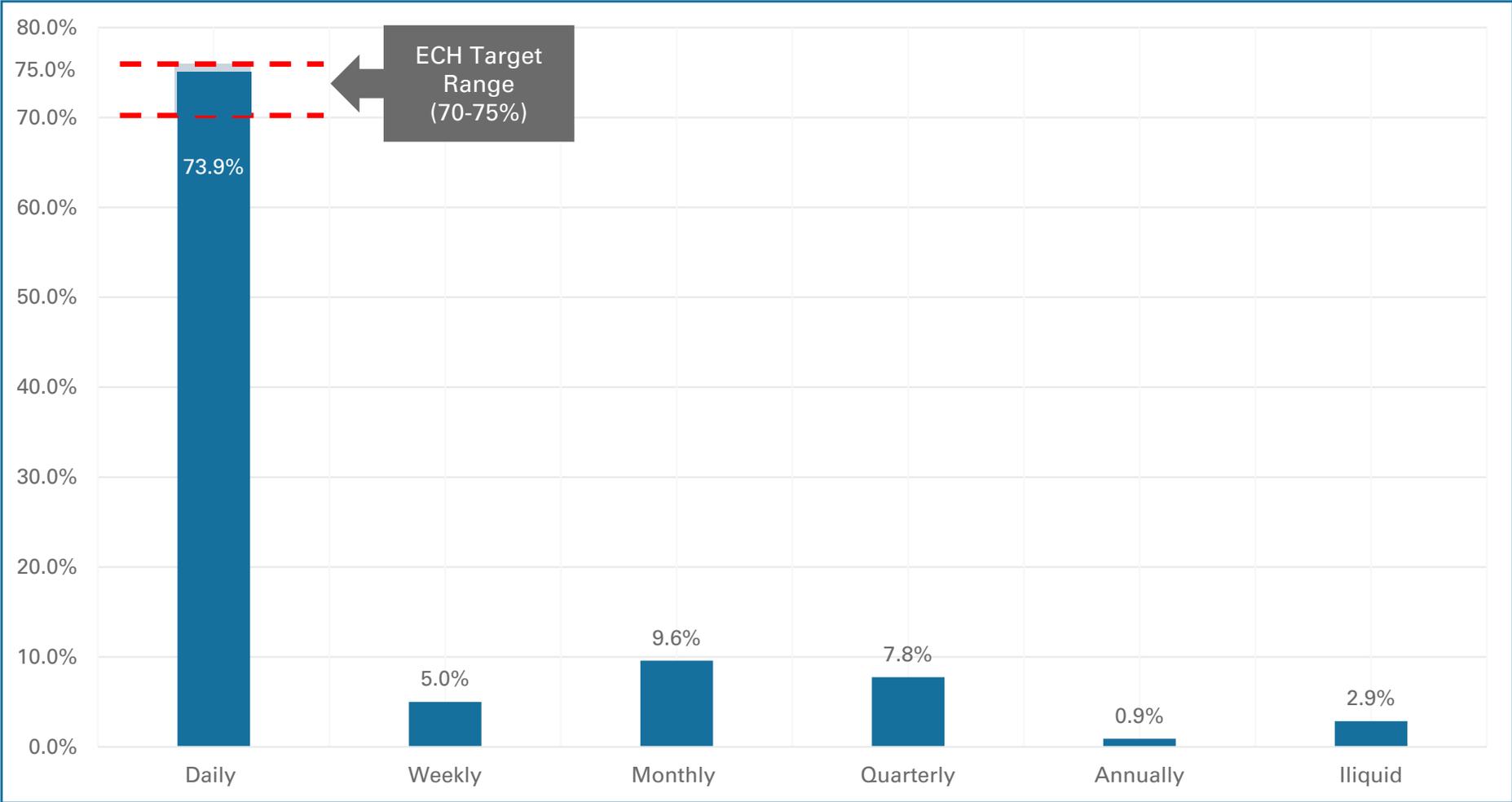
	Market Value 3/31/24	Weight 3/31/24	Daily	Weekly	Monthly	Quarterly	Annually	Illiquid	Notes
<b>Total Surplus Cash Ex District</b>	<b>\$ 1,629,570,666</b>	<b>100.0%</b>							
<b>Total Equity</b>	<b>\$ 709,621,842</b>	<b>43.5%</b>							
Domestic Equity	\$ 377,806,741	23.2%							
Large Cap Equity	\$ 304,649,287	18.7%							
Vanguard Institutional Index Fund (VIII)	\$ 198,027,865	12.2%	\$ 198,027,865						Daily, No Lock-Up
Barrow Hanley Large Cap Value	\$ 106,621,422	6.5%	\$ 106,621,422						Daily, No Lock-Up
Small Cap Equity	\$ 73,157,454	4.5%							
Wellington Small Cap Value	\$ 42,776,875	2.6%	\$ 42,776,875						10 Day Notice, No Lock-Up
Conestoga Small-Cap Fund I (CCALX)	\$ 30,380,579	1.9%	\$ 30,380,579						Daily, No Lock-Up
International Equity	\$ 207,475,256	12.7%							
Causeway International Value (CIVIX)	\$ 74,706,110	4.6%	\$ 74,706,110						Daily, No Lock-Up
Dreyfus (Walter Scott) Premier Int'l Fund (DISRX)	\$ 69,151,650	4.2%	\$ 69,151,650						Daily, No Lock-Up
RBC Emerging Markets Equity	\$ 63,617,496	3.9%	\$ 63,617,496						Daily, No Lock-Up
Global Equity	\$ 124,339,845	7.6%							
GQG Global Equity Fund	\$ 65,259,832	4.0%		\$ 65,259,832					Weekly, No Lock-Up
Arrowstreet Global Equity ACWI Trust Fund	\$ 59,080,013	3.6%			\$ 59,080,013				Bi-Monthly, No Lock-Up
<b>Total Fixed Income</b>	<b>\$ 659,804,787</b>	<b>40.5%</b>							
Short Duration	\$ 190,082,360	11.7%							
Barrow Hanley Short Fixed	\$ 151,815,347	9.3%	\$ 151,815,347						Daily, No Lock-Up
Cash Account	\$ 38,267,013	2.3%	\$ 38,267,013						Daily, No Lock-Up
Market Duration	\$ 323,922,761	19.9%							
Dodge & Cox Fixed	\$ 156,661,095	9.6%	\$ 156,661,095						Daily, No Lock-Up
MetWest Fixed	\$ 87,439	0.0%	\$ 87,439						Daily, No Lock-Up
IR+M Aggregate Bond	\$ 154,208,279	9.5%	\$ 154,208,279						Daily, No Lock-Up
Met West Total Return Bond Plan - CONCERN (MWT SX)	\$ 12,965,948	0.8%	\$ 12,965,948						Daily, No Lock-Up
Return Seeking Fixed Income	\$ 145,799,666	8.9%							
Brandywine Global Multi-Sector Income	\$ 52,991,560	3.3%	\$ 52,991,560						Daily, No Lock-Up
Loomis Credit Asset Fund	\$ 52,296,106	3.2%	\$ 52,296,106						Daily, No Lock-Up
Arena Short Duration High Yield	\$ 40,512,000	2.5%			\$ 40,512,000				Monthly, No Lock-Up
<b>Total Alternatives</b>	<b>\$ 260,144,037</b>	<b>16.0%</b>							
Private Assets	\$ 44,899,978	2.8%							
Private Debt	\$ 21,123,421	1.3%							
Oaktree Opportunities Fund XI, L.P.	\$ 21,123,421	1.3%					\$ 21,123,421		Illiquid
Real Estate	\$ 23,776,557	1.5%							
Oaktree Capital Management RE Opportunities Fund VI	\$ 3,002,870	0.2%					\$ 3,002,870		Illiquid
Walton Street Real Estate Fund VII, L.P.	\$ 2,133,294	0.1%					\$ 2,133,294		Illiquid
Walton Street Real Estate Fund VIII, L.P.	\$ 5,361,004	0.3%					\$ 5,361,004		Illiquid
AG Realty Value Fund X, LP	\$ 13,279,389	0.8%					\$ 13,279,389		Illiquid
Hedge Funds	\$ 215,244,059	13.2%							
Equity Hedge Funds	\$ 31,686,278	1.9%							
Capeview Azri Fund USD B - UV	\$ 7,589,079	0.5%				\$ 7,589,079			30 Day Notice, 2.5% Redemption Penalty
Capeview Azri 2X Fund USD B - U	\$ 7,763,358	0.5%			\$ 7,763,358				30 Day Notice, No Lock-Up
Palestra Capital Offshore	\$ 15,735,402	1.0%				\$ 15,735,402			60 Day Notice, 12 month soft lock
Luxor Capital Partners Offshore, Ltd.	\$ 598,439	0.0%					\$ 598,439		Redemption in Progress
Credit Hedge Funds	\$ 59,144,012	3.6%							
DK Distressed Opportunities International, Ltd.	\$ 14,686,354	0.9%				\$ 14,686,354			90 Day Notice, No Lock-Up
Waterfall Eden Fund, Ltd.	\$ 21,667,384	1.3%				\$ 21,667,384			90 Day Notice, 1 year soft lock
York Credit Opportunities Unit Trust	\$ 976,218	0.1%					\$ 976,218		Redemption in Progress
DK Institutional Partners, L.P.	\$ 21,814,056	1.3%				\$ 21,814,056			65 Day Notice, No Lock-Up
Macro Hedge Funds	\$ 20,179,083	1.2%							
Robeco Transtrend Diversified Fund LLC	\$ 20,179,083	1.2%			\$ 20,179,083				5 Day Notice, No Lock-Up
Relative Value Hedge Funds	\$ 104,234,686	6.4%							
Carlson Black Diamond Arbitrage Ltd.	\$ 11,983,118	0.7%			\$ 11,983,118				45 Day Notice, No Lock-Up
Man Alternative Risk Premia SP Fund	\$ 16,113,190	1.0%		\$ 16,113,190					7 Day Notice, No Lock-Up
Renaissance RIDGE	\$ 16,572,316	1.0%		\$ 16,572,316					45 Day Notice, No Lock-Up
Wolverine	\$ 23,517,356	1.4%			\$ 23,517,356				60 Day Notice; 1 year soft lock
Voya Mortgage Fund	\$ 15,360,251	0.9%			\$ 15,360,251				65 Day Notice; 1 year soft lock
Capstone Volatility Fund	\$ 20,677,339	1.3%			\$ 20,677,339				60 Day Notice; 1 year soft lock
Pine River Fund Ltd.	\$ 11,116	0.0%					\$ 11,116		Redemption in Progress
<b>Total (\$)</b>			<b>\$ 1,204,574,784</b>	<b>\$ 81,373,022</b>	<b>\$ 156,089,888</b>	<b>\$ 126,360,867</b>	<b>\$ 14,686,354</b>	<b>\$ 46,485,751</b>	
<b>Total (%)</b>			<b>73.9%</b>	<b>5.0%</b>	<b>9.6%</b>	<b>7.8%</b>	<b>0.9%</b>	<b>2.9%</b>	

\*Total Surplus Cash Ex District/Debt Reserves market value may be slightly off due to rounding.

\*\*Private Asset market values reflected are on a one-quarter lag.

# LIQUIDITY SCHEDULE

## SURPLUS CASH



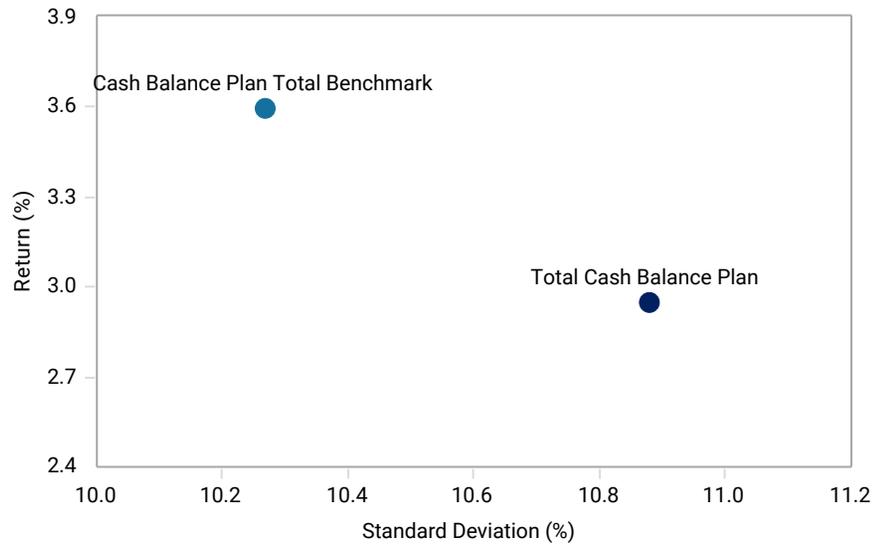
Daily liquidity should not fall below 70%

# BENCHMARK HISTORY

From Date	To Date	Benchmark
<b>Total Surplus Cash</b>		
Nov-23	Present	22.0% Domestic Equity Benchmark - Surplus, 12.0% MSCI AC World ex USA (Net), 8.0% MSCI AC World IMI (Net), 20.0% Blmbg. U.S. Aggregate Index, 10.0% Short Duration Fixed Income Benchmark - Surplus, 18.0% Total Alternatives Benchmark, 10.0% Blmbg. Global Aggregate
Sep-23	Nov-23	22.0% Domestic Equity Benchmark - Surplus, 12.0% MSCI AC World ex USA (Net), 8.0% MSCI AC World IMI (Net), 30.0% Blmbg. U.S. Aggregate Index, 10.0% Short Duration Fixed Income Benchmark - Surplus, 18.0% Total Alternatives Benchmark
Mar-15	Sep-23	25.0% Domestic Equity Benchmark - Surplus, 15.0% MSCI AC World ex USA (Net), 30.0% Blmbg. U.S. Aggregate Index, 10.0% Short Duration Fixed Income Benchmark - Surplus, 20.0% Total Alternatives Benchmark
Apr-14	Mar-15	20.0% Domestic Equity Benchmark - Surplus, 10.0% MSCI AC World ex USA (Net), 40.0% Blmbg. U.S. Aggregate Index, 10.0% Short Duration Fixed Income Benchmark - Surplus, 20.0% Total Alternatives Benchmark
Aug-13	Apr-14	20.0% Domestic Equity Benchmark - Surplus, 10.0% MSCI AC World ex USA (Net), 40.0% Blmbg. U.S. Aggregate Index, 20.0% Short Duration Fixed Income Benchmark - Surplus, 10.0% Total Alternatives Benchmark
Jul-13	Aug-13	20.0% Domestic Equity Benchmark - Surplus, 10.0% MSCI AC World ex USA (Net), 40.0% Blmbg. U.S. Aggregate Index, 21.0% Short Duration Fixed Income Benchmark - Surplus, 9.0% Total Alternatives Benchmark
May-13	Jul-13	20.0% Domestic Equity Benchmark - Surplus, 10.0% MSCI AC World ex USA (Net), 40.0% Blmbg. U.S. Aggregate Index, 22.0% Short Duration Fixed Income Benchmark - Surplus, 8.0% Total Alternatives Benchmark
Nov-12	May-13	20.0% Domestic Equity Benchmark - Surplus, 10.0% MSCI AC World ex USA (Net), 40.0% Blmbg. U.S. Aggregate Index, 30.0% Short Duration Fixed Income Benchmark - Surplus
Jan-07	Nov-12	15.0% Total Equity Benchmark - Surplus, 85.0% Total Fixed Income Benchmark - Surplus
Aug-00	Jan-07	98.0% Total Fixed Income Benchmark - Surplus, 2.0% Total Equity Benchmark - Surplus
Jan-76	Aug-00	100.0% Total Fixed Income Benchmark - Surplus

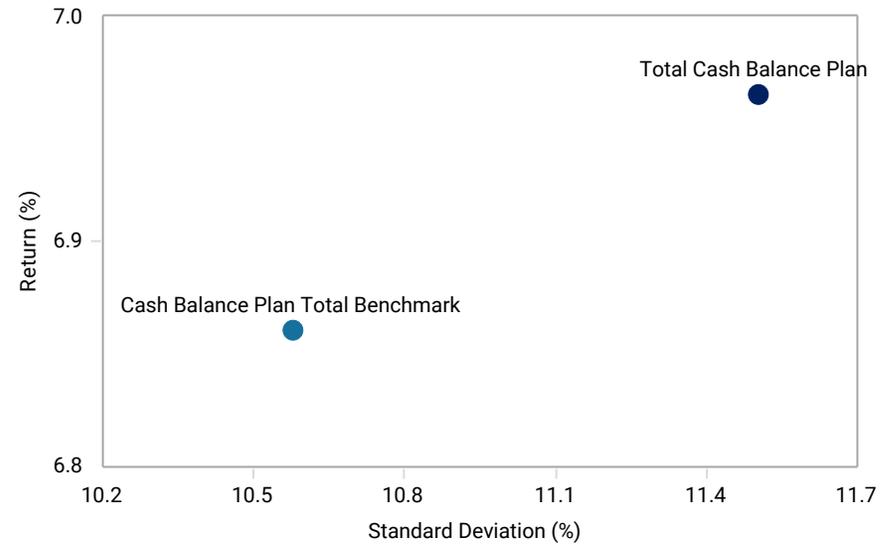
# RISK VS. RETURN

3 Years Ending March 31, 2024



● Total Cash Balance Plan      ● Cash Balance Plan Total Benchmark

5 Years Ending March 31, 2024



● Total Cash Balance Plan      ● Cash Balance Plan Total Benchmark

3 Years Ending March 31, 2024

	Return	Standard Deviation	Sharpe Ratio	Sortino Ratio
Total Cash Balance Plan	3.0	10.9	0.1	0.1
Cash Balance Plan Total Benchmark	3.6	10.3	0.1	0.2

5 Years Ending March 31, 2024

	Return	Standard Deviation	Sharpe Ratio	Sortino Ratio
Total Cash Balance Plan	7.0	11.5	0.5	0.7
Cash Balance Plan Total Benchmark	6.9	10.6	0.5	0.7

# COMPOSITE PERFORMANCE DETAIL

	Allocation			Performance (%)						
	Market Value (\$)	% of Portfolio	Policy(%)	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Total Cash Balance Plan</b>	<b>367,430,934</b>	<b>100.0</b>	<b>100.0</b>	<b>4.5</b>	<b>13.8</b>	<b>3.0</b>	<b>7.0</b>	<b>6.5</b>	<b>7.3</b>	<b>Nov-12</b>
<i>Cash Balance Plan Total Benchmark</i>				4.2	12.5	3.6	6.8	6.1	6.8	
<b>Total Cash Balance Plan Ex Private Structures</b>	<b>360,055,231</b>	<b>98.0</b>		<b>4.6</b>	<b>14.4</b>	<b>2.9</b>	<b>7.2</b>	<b>6.4</b>	<b>7.3</b>	<b>Nov-12</b>
<i>Cash Balance Plan Total Ex Privates Benchmark</i>				4.6	13.9	3.5	7.0	6.1	6.8	
<b>Total Equity Composite</b>	<b>204,947,257</b>	<b>55.8</b>		<b>7.3</b>	<b>21.6</b>	<b>5.0</b>	<b>10.8</b>	<b>9.2</b>	<b>10.8</b>	<b>Nov-12</b>
<i>Total Equity Benchmark</i>				7.8	22.6	6.7	11.0	9.2	10.8	
<b>Domestic Equity Composite</b>	<b>134,530,215</b>	<b>36.6</b>	<b>32.0</b>	<b>9.9</b>	<b>28.6</b>	<b>7.4</b>	<b>13.4</b>	<b>11.6</b>	<b>13.5</b>	<b>Nov-12</b>
<i>Domestic Equity Benchmark</i>				9.6	28.2	9.3	13.8	12.0	13.7	
<b>Large Cap Equity Composite</b>	<b>112,851,079</b>	<b>30.7</b>		<b>11.3</b>	<b>31.8</b>	<b>8.3</b>	<b>14.2</b>	<b>12.3</b>	<b>14.1</b>	<b>Nov-12</b>
<i>Large Cap Equity Benchmark</i>				10.4	29.7	11.0	14.8	12.8	14.2	
<b>Small Cap Equity Composite</b>	<b>21,679,136</b>	<b>5.9</b>		<b>3.2</b>	<b>14.0</b>	<b>3.2</b>	<b>8.9</b>	<b>7.8</b>	<b>10.3</b>	<b>Nov-12</b>
<i>Small Cap Equity Benchmark</i>				5.2	19.6	-0.1	7.9	7.5	10.1	
<b>International Equity Composite</b>	<b>70,417,042</b>	<b>19.2</b>	<b>18.0</b>	<b>2.7</b>	<b>10.3</b>	<b>0.8</b>	<b>6.1</b>	<b>4.7</b>	<b>5.7</b>	<b>Nov-12</b>
<i>MSCI AC World ex USA (Net)</i>				4.7	13.3	1.9	6.0	4.3	5.6	
<b>Total Fixed Income Composite</b>	<b>93,373,235</b>	<b>25.4</b>		<b>-0.4</b>	<b>2.9</b>	<b>-1.7</b>	<b>1.2</b>	<b>1.9</b>	<b>1.9</b>	<b>Nov-12</b>
<i>Total Fixed Income Benchmark</i>				-0.6	2.0	-2.0	0.5	1.4	1.3	
<b>Short Duration Fixed Income Composite</b>	<b>10,949,525</b>	<b>3.0</b>	<b>5.0</b>	<b>1.2</b>	<b>4.3</b>	<b>1.5</b>	<b>2.1</b>	<b>1.7</b>	<b>1.6</b>	<b>Nov-12</b>
<i>Short Duration Fixed Income Benchmark</i>				0.4	3.5	0.2	1.4	1.3	1.2	
<b>Market Duration Fixed Income Composite</b>	<b>82,423,710</b>	<b>22.4</b>	<b>25.0</b>	<b>-0.6</b>	<b>2.9</b>	<b>-1.9</b>	<b>1.2</b>	<b>2.1</b>	<b>2.1</b>	<b>Nov-12</b>
<i>Blmbg. U.S. Aggregate Index</i>				-0.8	1.7	-2.5	0.4	1.5	1.3	
<b>Total Alternatives Composite</b>	<b>69,110,442</b>	<b>18.8</b>	<b>20.0</b>	<b>3.2</b>	<b>8.4</b>	<b>3.8</b>	<b>4.9</b>	<b>5.6</b>	<b>6.3</b>	<b>Nov-12</b>
<i>Total Alternatives Benchmark</i>				2.4	3.8	3.2	4.7	4.6	5.1	
<b>Hedge Fund of Fund Composite</b>	<b>61,734,739</b>	<b>16.8</b>		<b>3.6</b>	<b>10.9</b>	<b>4.1</b>	<b>5.7</b>	<b>5.1</b>	<b>5.9</b>	<b>Nov-12</b>
<i>HFRI Fund of Funds Composite Index</i>				4.2	9.7	2.9	5.0	3.6	4.1	
<b>Real Estate Composite</b>	<b>7,375,703</b>	<b>2.0</b>		<b>0.3</b>	<b>-7.4</b>	<b>0.7</b>	<b>1.1</b>	<b>5.4</b>	<b>5.7</b>	<b>Jan-13</b>
<i>NCREIF Property Index</i>				-1.0	-7.2	3.6	3.8	6.4	6.9	

# PERFORMANCE DETAIL

	Allocation		Performance (%)							Inception Date
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)		
<b>Total Cash Balance Plan</b>	<b>367,430,934</b>	<b>100.0</b>	<b>4.5</b>	<b>13.8</b>	<b>3.0</b>	<b>7.0</b>	<b>6.5</b>	<b>7.3</b>	<b>Nov-12</b>	
<i>Cash Balance Plan Total Benchmark</i>			4.2	12.5	3.6	6.8	6.1	6.8		
<b>Total Cash Balance Plan Ex Private Structures</b>	<b>360,055,231</b>	<b>98.0</b>	<b>4.6</b>	<b>14.4</b>	<b>2.9</b>	<b>7.2</b>	<b>6.4</b>	<b>7.3</b>	<b>Nov-12</b>	
<i>Cash Balance Plan Total Ex Privates Benchmark</i>			4.6	13.9	3.5	7.0	6.1	6.8		
<b>Total Equity Composite</b>	<b>204,947,257</b>	<b>55.8</b>	<b>7.3</b>	<b>21.6</b>	<b>5.0</b>	<b>10.8</b>	<b>9.2</b>	<b>10.8</b>	<b>Nov-12</b>	
<i>Total Equity Benchmark</i>			7.8	22.6	6.7	11.0	9.2	10.8		
<b>Domestic Equity Composite</b>	<b>134,530,215</b>	<b>36.6</b>	<b>9.9</b>	<b>28.6</b>	<b>7.4</b>	<b>13.4</b>	<b>11.6</b>	<b>13.5</b>	<b>Nov-12</b>	
<i>Domestic Equity Benchmark</i>			9.6	28.2	9.3	13.8	12.0	13.7		
<b>Large Cap Equity Composite</b>	<b>112,851,079</b>	<b>30.7</b>	<b>11.3</b>	<b>31.8</b>	<b>8.3</b>	<b>14.2</b>	<b>12.3</b>	<b>14.1</b>	<b>Nov-12</b>	
<i>Large Cap Equity Benchmark</i>			10.4	29.7	11.0	14.8	12.8	14.2		
Vanguard Institutional Index Fund (VIIIX)	51,975,056	14.1	10.5 (38)	29.9 (34)	11.5 (22)	15.0 (19)	12.9 (10)	14.3 (13)	Nov-12	
<i>S&amp;P 500 Index</i>			10.6 (38)	29.9 (33)	11.5 (22)	15.0 (18)	13.0 (9)	14.4 (13)		
<i>Large Blend Median</i>			10.4	29.2	10.4	14.2	12.0	13.6		
Barrow Hanley Large Cap Value	38,744,674	10.5	10.3 (24)	26.2 (15)	11.9 (8)	12.7 (21)	10.5 (14)	12.6 (11)	Nov-12	
<i>Russell 1000 Value Index</i>			9.0 (45)	20.3 (54)	8.1 (70)	10.3 (66)	9.0 (56)	11.0 (50)		
<i>Large Value Median</i>			8.8	20.8	9.1	10.9	9.1	11.0		
Touchstone Sands Capital Inst. Growth Fund (CISGX)	22,131,349	6.0	15.0 (16)	48.6 (3)	-2.3 (97)	11.0 (93)	11.2 (87)	13.7 (79)	Nov-12	
<i>Russell 1000 Growth Index</i>			11.4 (61)	39.0 (45)	12.5 (8)	18.5 (9)	16.0 (9)	17.1 (12)		
<i>Large Growth Median</i>			12.4	38.4	9.2	15.4	13.8	15.3		
<b>Small Cap Equity Composite</b>	<b>21,679,136</b>	<b>5.9</b>	<b>3.2</b>	<b>14.0</b>	<b>3.2</b>	<b>8.9</b>	<b>7.8</b>	<b>10.3</b>	<b>Nov-12</b>	
<i>Small Cap Equity Benchmark</i>			5.2	19.6	-0.1	7.9	7.5	10.1		
Wellington Small Cap Value	12,547,202	3.4	2.9 (78)	15.0 (84)	4.9 (65)	7.4 (89)	6.3 (76)	8.7 (80)	Nov-12	
<i>Russell 2000 Value Index</i>			2.9 (78)	18.8 (61)	2.2 (90)	8.2 (83)	6.9 (61)	9.4 (63)		
<i>Small Value Median</i>			4.7	20.1	5.6	9.9	7.3	10.1		
Conestoga Small-Cap Fund I (CCALX)	9,131,934	2.5	3.6 (90)	12.7 (82)	1.0 (28)	9.0 (45)	10.6 (14)	12.7 (28)	Jul-16	
<i>Russell 2000 Growth Index</i>			7.6 (45)	20.3 (39)	-2.7 (64)	7.4 (74)	7.9 (76)	10.0 (76)		
<i>Small Growth Median</i>			7.2	18.3	-1.2	8.6	8.6	11.4		

Figures within the parenthesis represents the peer universe ranking. Fund universe is reflected below each funds respective benchmark(s).

# PERFORMANCE DETAIL

	Allocation		Performance (%)							Inception Date
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)		
<b>International Equity Composite</b>	<b>70,417,042</b>	<b>19.2</b>	<b>2.7</b>	<b>10.3</b>	<b>0.8</b>	<b>6.1</b>	<b>4.7</b>	<b>5.7</b>	<b>Nov-12</b>	
<i>MSCI AC World ex USA (Net)</i>			4.7	13.3	1.9	6.0	4.3	5.6		
Causeway International Value (CIVIX)	31,230,067	8.5	2.7 (79)	14.6 (46)	7.6 (9)	8.8 (18)	4.8 (57)	5.8 (24)	May-18	
<i>MSCI EAFE (Net)</i>			5.8 (39)	15.3 (35)	4.8 (33)	7.3 (48)	4.8 (56)	5.1 (40)		
<i>MSCI AC World ex USA Value (Net)</i>			3.4 (74)	15.3 (35)	4.6 (35)	5.4 (79)	3.2 (93)	3.1 (78)		
<i>eV All EAFE Equity Median</i>			5.2	14.1	3.4	7.2	4.9	4.7		
BNY Mellon International Stock Fund (Dreyfus) (DISRX)	22,144,694	6.0	5.3 (49)	10.9 (69)	3.1 (56)	8.0 (31)	7.0 (7)	7.2 (38)	Nov-12	
<i>MSCI AC World ex USA (Net)</i>			4.7 (59)	13.3 (56)	1.9 (68)	6.0 (70)	4.3 (77)	5.6 (87)		
<i>MSCI AC World ex USA Growth (Net)</i>			5.9 (36)	11.2 (67)	-0.8 (85)	6.2 (67)	5.1 (41)	6.3 (74)		
<i>eV All EAFE Equity Median</i>			5.2	14.1	3.4	7.2	4.9	6.8		
Harding Loevner Inst. Emerging Markets I (HLMEX)	17,042,280	4.6	-0.3 (92)	2.4 (90)	-10.1 (95)	-1.6 (97)	1.1 (93)	1.5 (96)	Nov-16	
<i>MSCI Emerging Markets (Net)</i>			2.4 (53)	8.2 (60)	-5.1 (57)	2.2 (66)	2.9 (49)	4.4 (51)		
<i>Diversified Emerging Mkts Median</i>			2.5	9.6	-4.4	3.0	2.9	4.4		
<b>Total Fixed Income Composite</b>	<b>93,373,235</b>	<b>25.4</b>	<b>-0.4</b>	<b>2.9</b>	<b>-1.7</b>	<b>1.2</b>	<b>1.9</b>	<b>1.9</b>	<b>Nov-12</b>	
<i>Total Fixed Income Benchmark</i>			-0.6	2.0	-2.0	0.5	1.4	1.3		
<b>Short Duration Fixed Income Composite</b>	<b>10,949,525</b>	<b>3.0</b>	<b>1.2</b>	<b>4.3</b>	<b>1.5</b>	<b>2.1</b>	<b>1.7</b>	<b>1.6</b>	<b>Nov-12</b>	
<i>Short Duration Fixed Income Benchmark</i>			0.4	3.5	0.2	1.4	1.3	1.2		
Barrow Hanley Short Fixed	4,157,202	1.1	0.9 (38)	4.2 (72)	0.5 (48)	1.7 (48)	1.4 (73)	1.3 (71)	Nov-12	
<i>Blmbg. 1-3 Year Gov/Credit Index</i>			0.4 (87)	3.5 (89)	0.2 (62)	1.4 (73)	1.3 (83)	1.2 (84)		
<i>Short-Term Bond Median</i>			0.8	4.8	0.4	1.7	1.6	1.6		
<b>Cash Composite</b>	<b>6,792,323</b>	<b>1.8</b>	<b>1.4</b>	<b>4.8</b>	<b>2.2</b>	<b>1.8</b>	<b>2.1</b>	<b>1.9</b>	<b>Nov-12</b>	
<i>90 Day U.S. Treasury Bill</i>			1.3	5.2	2.6	2.0	1.4	1.2		
<b>Market Duration Fixed Income Composite</b>	<b>82,423,710</b>	<b>22.4</b>	<b>-0.6</b>	<b>2.9</b>	<b>-1.9</b>	<b>1.2</b>	<b>2.1</b>	<b>2.1</b>	<b>Nov-12</b>	
<i>Blmbg. U.S. Aggregate Index</i>			-0.8	1.7	-2.5	0.4	1.5	1.3		
Dodge & Cox Income Fund (DODIX)	42,496,067	11.6	-0.3 (23)	4.1 (5)	-0.9 (4)	1.9 (1)	2.5 (2)	5.9 (1)	Jan-89	
<i>Blmbg. U.S. Aggregate Index</i>			-0.8 (74)	1.7 (59)	-2.5 (41)	0.4 (48)	1.5 (44)	5.3 (21)		
<i>Intermediate Core Bond Median</i>			-0.6	1.9	-2.5	0.3	1.5	5.1		
Met West Total Return Fund I (MWTSX)	39,927,643	10.9	-0.8 (84)	1.6 (69)	-3.0 (88)	0.5 (41)	1.6 (40)	1.7 (18)	Nov-12	
<i>Blmbg. U.S. Aggregate Index</i>			-0.8 (74)	1.7 (59)	-2.5 (41)	0.4 (48)	1.5 (44)	1.3 (49)		
<i>Intermediate Core Bond Median</i>			-0.6	1.9	-2.5	0.3	1.5	1.3		

Figures within the parenthesis represents the peer universe ranking. Fund universe is reflected below each funds respective benchmark(s).

# PERFORMANCE DETAIL

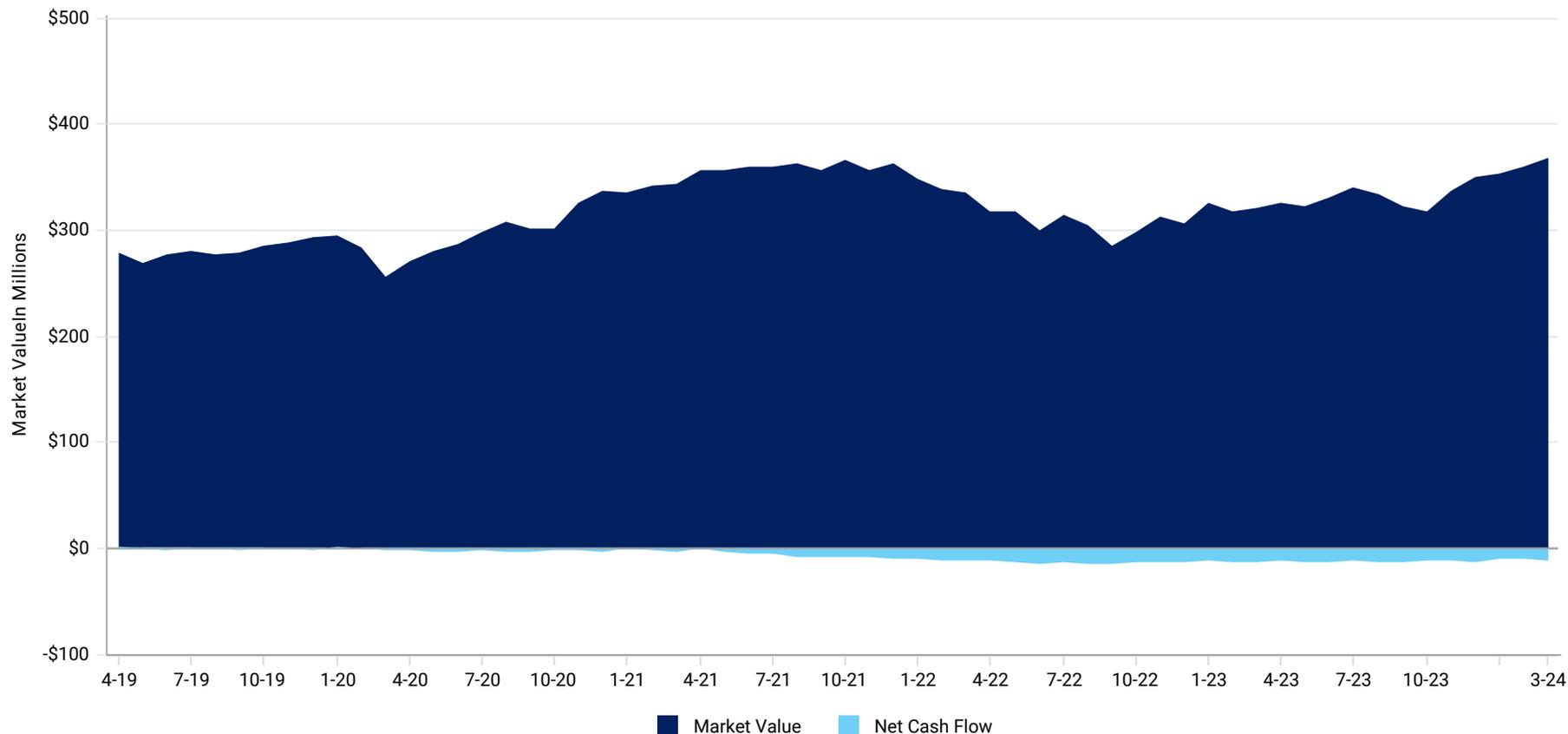
	Allocation		Performance (%)						
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Total Alternatives Composite</b>	<b>69,110,442</b>	<b>18.8</b>	<b>3.2</b>	<b>8.4</b>	<b>3.8</b>	<b>4.9</b>	<b>5.6</b>	<b>6.3</b>	<b>Nov-12</b>
<i>Total Alternatives Benchmark</i>			2.4	3.8	3.2	4.7	4.6	5.1	
<b>Hedge Fund of Fund Composite</b>	<b>61,734,739</b>	<b>16.8</b>	<b>3.6</b>	<b>10.9</b>	<b>4.1</b>	<b>5.7</b>	<b>5.1</b>	<b>5.9</b>	<b>Nov-12</b>
<i>HFRI Fund of Funds Composite Index</i>			4.2	9.7	2.9	5.0	3.6	4.1	
Lighthouse Diversified	32,868,272	8.9	3.4	9.3	6.6	5.7	4.4	5.2	Nov-12
<i>HFRI Fund of Funds Composite Index</i>			4.2	9.7	2.9	5.0	3.6	4.1	
Pointer Offshore LTD	28,866,467	7.9	3.8	12.8	1.7	5.3	5.8	6.6	Jan-13
<i>HFRI Fund of Funds Composite Index</i>			4.2	9.7	2.9	5.0	3.6	4.0	
<b>Real Estate Composite</b>	<b>7,375,703</b>	<b>2.0</b>	<b>0.3</b>	<b>-7.4</b>	<b>0.7</b>	<b>1.1</b>	<b>5.4</b>	<b>5.7</b>	<b>Jan-13</b>
<i>NCREIF Property Index</i>			-1.0	-7.2	3.6	3.8	6.4	6.9	
Oaktree RE Opportunities Fund VI	1,848,411	0.5	-3.7	-14.9	-9.5	-6.5	0.9	1.5	Feb-13
Walton Street Real Estate Fund VII, L.P.	1,403,443	0.4	3.5	-15.0	-1.7	-4.3	3.0	4.2	Jul-13
Walton Street Real Estate Fund VIII, L.P.	4,123,849	1.1	1.0	-0.4	6.4	6.6		8.3	May-17
<i>NCREIF Property Index</i>			-1.0	-7.2	3.6	3.8	6.4	4.7	

\*Real Estate Composite is reported on a one-quarter lag.

\*Lighthouse and Pointer Market Values are preliminary.

# ASSET GROWTH SUMMARY

5 Years Ending March 31, 2024



	2019	2020	2021	2022	2023	Year To Date
Beginning Market Value	250,083,464	294,011,221	336,670,516	363,545,097	306,271,592	350,697,272
Net Cash Flow	-1,757,760	-1,866,120	-6,273,155	-4,168,515	1,126,675	834,182
Net Investment Change	45,685,517	44,525,415	33,147,735	-53,104,990	43,299,005	15,899,480
<b>Ending Market Value</b>	<b>294,011,221</b>	<b>336,670,516</b>	<b>363,545,097</b>	<b>306,271,592</b>	<b>350,697,272</b>	<b>367,430,934</b>
Net Change	43,927,757	42,659,295	26,874,581	-57,273,504	44,425,680	16,733,662

# ANALYSIS BY FUND

Investments		Commitments		Contributions & Distributions			Valuations			Performance		
Investment Name	Vintage Year	Commitment	Unfunded Commitment	Cumulative Contributions	Additional Fees	Cumulative Distributions	Valuation	Total Value	Net Benefit	DPI	TVPI	SI IRR
Oaktree Real Estate Opportunities Fund VI, L.P.	2013	\$8,400,000	\$1,932,000	\$8,437,842	\$0	\$9,335,074	\$1,848,411	\$11,183,485	\$2,745,643	1.11	1.33	6.30
Walton Street Real Estate Fund VII, L.P.	2013	\$8,400,000	\$2,652,461	\$7,531,078	\$61,748	\$8,784,233	\$1,403,443	\$10,187,676	\$2,656,598	1.16	1.35	8.63
Walton Street Real Estate Fund VIII, L.P.	2015	\$10,000,000	\$5,792,677	\$8,699,205	\$29,639	\$7,352,437	\$4,440,834	\$11,793,271	\$3,094,066	0.85	1.36	9.17
<b>Total</b>		<b>\$26,800,000</b>	<b>\$10,377,138</b>	<b>\$24,668,125</b>	<b>\$91,386</b>	<b>\$25,471,743</b>	<b>\$7,692,688</b>	<b>\$33,164,431</b>	<b>\$8,496,306</b>	<b>1.03</b>	<b>1.35</b>	<b>7.74</b>

Private Assets are reported on a one-quarter lag.

Oaktree Real Estate Opportunities Fund VI, Walton Street Real Estate Fund VII and Walton Street Real Estate Fund VIII are within the harvesting period.

# Liquidity Schedule

## Cash Balance Plan

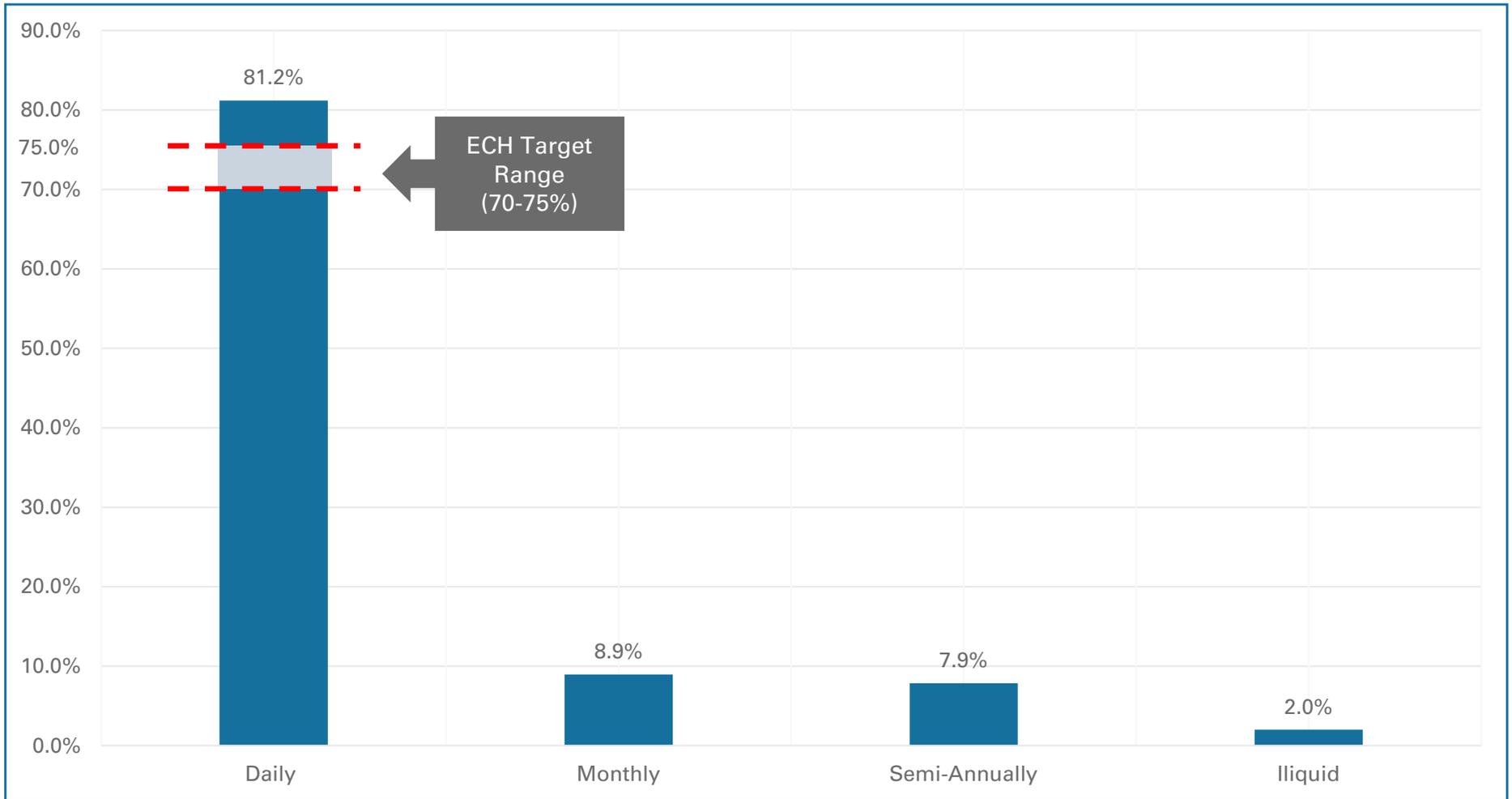
	Market Value 3/31/24	Weight 3/31/24	Daily	Monthly	Semi-Annually	Illiquid	Notes
<b>Total Cash Balance Plan</b>	<b>\$ 367,430,933</b>	<b>100.0%</b>					
<b>Total Equity</b>	<b>\$ 204,947,256</b>	<b>55.8%</b>					
Domestic Equity	\$ 134,530,215	36.6%					
Large Cap Equity	\$ 112,851,079	30.7%					
Vanguard Institutional Index Fund (VIX)	\$ 51,975,056	14.1%	\$ 51,975,056				Daily, No Lock-Up
Touchstone Sands Capital Inst. Growth Fund (CISGX)	\$ 22,131,349	6.0%	\$ 22,131,349				Daily, No Lock-Up
Barrow Hanley Large Cap Value	\$ 38,744,674	10.5%	\$ 38,744,674				Daily, No Lock-Up
Small Cap Equity	\$ 21,679,136	5.9%					
Wellington Small Cap Value	\$ 12,547,202	3.4%	\$ 12,547,202				Daily, No Lock-Up
Conestoga Small-Cap Fund I (CCALX)	\$ 9,131,934	2.5%	\$ 9,131,934				Daily, No Lock-Up
International Equity	\$ 70,417,041	19.2%					
Causeway International Value (CIVIX)	\$ 31,230,067	8.5%	\$ 31,230,067				Daily, No Lock-Up
BNY Mellon International Stock Fund (Dreyfus) (DISRX)	\$ 22,144,694	6.0%	\$ 22,144,694				Daily, No Lock-Up
Harding Loevner Inst. Emerging Markets I (HLMEX)	\$ 17,042,280	4.6%	\$ 17,042,280				Daily, No Lock-Up
<b>Total Fixed Income</b>	<b>\$ 93,373,235</b>	<b>25.4%</b>					
Short Duration	\$ 10,949,525	3.0%					
Barrow Hanley Short Fixed	\$ 4,157,202	1.1%	\$ 4,157,202				Daily, No Lock-Up
Cash Account	\$ 6,792,323	1.8%	\$ 6,792,323				Daily, No Lock-Up
Market Duration	\$ 82,423,710	22.4%					
Dodge & Cox Income Fund (DODIX)	\$ 42,496,067	11.6%	\$ 42,496,067				Daily, No Lock-Up
Met West Total Return Fund I (MWTSX)	\$ 39,927,643	10.9%	\$ 39,927,643				Daily, No Lock-Up
<b>Total Alternatives</b>	<b>\$ 69,110,442</b>	<b>18.8%</b>					
Hedge Funds	\$ 61,734,739	16.8%					
Lighthouse Diversified	\$ 32,868,272	8.9%		\$ 32,868,272			90 Day Notice, No Lock-Up
Pointer Offshore LTD	\$ 28,866,467	7.9%			\$ 28,866,467		Notice by Mar 15/Sept 15
Real Estate	\$ 7,375,703	2.0%					
Oaktree RE Opportunities Fund VI	\$ 1,848,411	0.5%				\$ 1,848,411	Illiquid
Walton Street Real Estate Fund VII, L.P.	\$ 1,403,443	0.4%				\$ 1,403,443	Illiquid
Walton Street Real Estate Fund VIII, L.P.	\$ 4,123,849	1.1%				\$ 4,123,849	Illiquid
<b>Total (\$)</b>			<b>\$ 298,320,491</b>	<b>\$ 32,868,272</b>	<b>\$ 28,866,467</b>	<b>\$ 7,375,703</b>	
<b>Total (%)</b>			<b>81.2%</b>	<b>8.9%</b>	<b>7.9%</b>	<b>2.0%</b>	

\*Total Market Value does not include Disbursement account

\*\*Real Estate market values reflected are on a one-quarter lag.

# LIQUIDITY SCHEDULE

## CASH BALANCE PLAN



Daily liquidity should not fall below 70%

# BENCHMARK HISTORY

From Date	To Date	Benchmark
<b>Total Cash Balance Plan</b>		
Jul-17	Present	32.0% Domestic Equity Benchmark, 18.0% MSCI AC World ex USA (Net), 5.0% Short Duration Fixed Income Benchmark, 25.0% Blmbg. U.S. Aggregate Index, 20.0% Total Alternatives Benchmark
Jan-13	Jul-17	50.0% Total Equity Benchmark, 35.0% Total Fixed Income Benchmark, 15.0% Total Alternatives Benchmark
Nov-12	Jan-13	50.0% Total Equity Benchmark, 45.0% Total Fixed Income Benchmark, 5.0% Total Alternatives Benchmark
Jan-79	Nov-12	60.0% Russell 1000 Value Index, 40.0% Blmbg. U.S. Aggregate Index

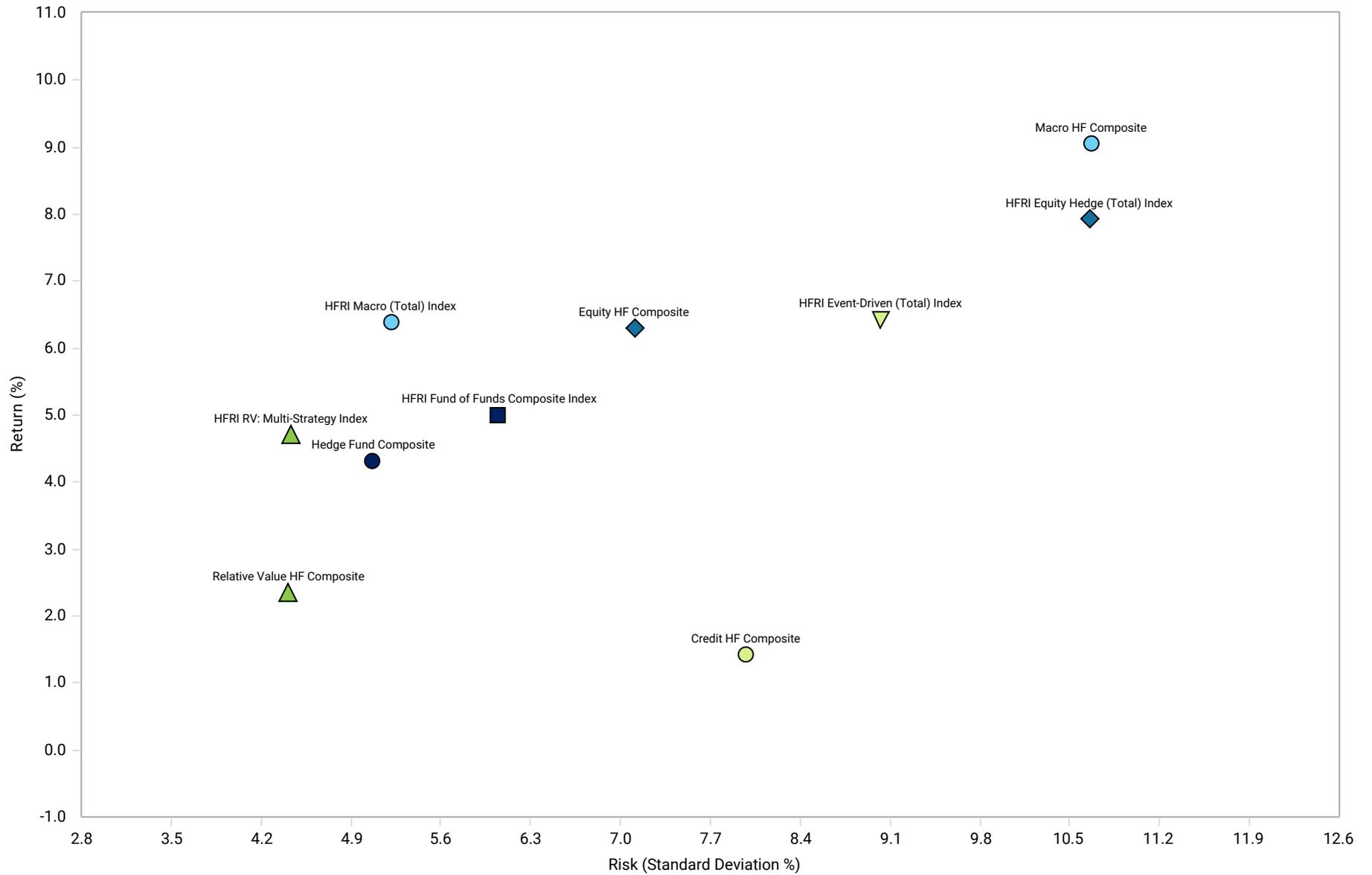


# DIRECT HEDGE FUND PORTFOLIO



# RISK AND RETURN SUMMARY

5 Years



Calculation based on monthly periodicity.



**MULTI TIMEPERIOD STATISTICS**

	Since Inception Return	Since Inception Standard Deviation	Since Inception Maximum Drawdown	Since Inception Best Quarter	Since Inception Worst Quarter	Since Inception Sharpe Ratio	Since Inception Sortino Ratio	Inception Date
Hedge Fund Composite	3.39	4.46	-9.83	6.30	-9.45	-0.14	-0.11	May-13
HFRI Fund of Funds Composite Index	3.76	4.88	-9.04	8.11	-8.78	-	0.00	
Equity HF Composite	4.01	6.37	-14.34	9.42	-8.19	0.08	0.07	May-13
HFRI Equity Hedge (Total) Index	6.12	8.47	-14.71	16.09	-14.58	0.58	0.42	
Credit HF Composite	3.40	6.56	-23.22	7.00	-17.47	-0.05	-0.04	May-13
HFRI Event-Driven (Total) Index	5.17	6.89	-14.92	14.12	-14.92	0.45	0.28	
Macro HF Composite	4.72	8.51	-14.64	21.43	-9.18	0.14	0.20	May-13
HFRI Macro (Total) Index	3.18	4.64	-6.81	8.78	-4.00	-0.11	-0.18	
Relative Value HF Composite	2.62	4.54	-13.79	5.27	-8.65	-0.24	-0.31	May-13
HFRI RV: Multi-Strategy Index	3.98	3.42	-6.64	5.74	-6.13	0.06	0.05	

# INFORMATION DISCLAIMER

Past performance is no guarantee of future results.

The goal of this report is to provide a basis for monitoring financial markets. The opinions presented herein represent the good faith views of NEPC as of the date of this report and are subject to change at any time.

Information on market indices was provided by sources external to NEPC. While NEPC has exercised reasonable professional care in preparing this report, we cannot guarantee the accuracy of all source information contained within.

All investments carry some level of risk. Diversification and other asset allocation techniques do not ensure profit or protect against losses.

This report is provided as a management aid for the client's internal use only. This report may contain confidential or proprietary information and may not be copied or redistributed to any party not legally entitled to receive it.