



El Camino Hospital
THE HOSPITAL OF SILICON VALLEY

Summary of Financial Operations

Fiscal Year 2017 – Period 5
7/1/2016 to 11/30/2016

Dashboard - ECH combined as of November 30, 2016⁽²⁾

	Annual						Month			YTD		
	2013	2014	2015	2016	2017 Proj.	2017 Bud/Target	PY	CY	Bud/Target	PY	CY	Bud/Target
Volume												
Licensed Beds	443	443	443	443	443	443	443	443	443	443	443	443
ADC	240	238	246	242	230	245	226	222	236	232	229	237
Adjusted Discharges	22,379	22,206	22,342	22,499	22,800	22,992	1,769	1,826	1,929	9,481	9,500	9,630
Total Discharges	19,970	19,427	19,637	19,367	19,246	19,781	1,511	1,520	1,648	7,987	8,019	8,240
Inpatient Cases												
MS Discharges	13,349	12,883	13,114	13,344	13,159	13,499	1,060	1,037	1,125	5,461	5,483	5,623
Deliveries	5,235	5,140	5,067	4,717	4,800	4,810	363	378	401	1,972	2,000	2,004
BHS	861	857	901	806	775	901	59	64	75	343	323	375
Rehab	525	547	555	500	511	570	29	41	48	211	213	238
Outpatient												
ED	45,525	46,056	49,130	49,927	48,242	51,258	3,928	3,847	4,272	20,571	20,101	21,360
Procedural Cases												
OP Surg	5,911	6,444	6,479	6,053	6,415	6,427	469	577	536	2,637	2,673	2,678
Endo	2,242	2,492	2,520	2,322	2,119	2,479	169	185	207	1,014	883	1,033
Interventional	1,507	1,706	1,878	1,970	2,023	2,323	150	152	194	862	843	968
All Other	64,435	69,458	68,052	79,656	83,525	84,566	9,020	6,992	7,048	30,765	34,802	35,235
Financial Performance (\$000s)												
Net Revenues	686,327	721,123	746,645	772,020	804,096	789,585	57,533	64,350	63,117	312,188	335,040	321,496
Operating Expenses	632,353	669,680	689,631	743,044	721,571	764,828	60,958	60,159	61,927	303,081	300,654	310,350
Operating Income \$	69,126	70,305	78,120	52,613	119,578	49,817	-1,498	9,570	3,252	18,797	46,910	21,540
Operating Margin	9.9%	9.5%	10.2%	6.6%	14.2%	6.1%	-2.5%	13.7%	5.0%	5.8%	13.5%	6.5%
EBITDA \$	124,722	125,254	128,002	108,554	185,959	109,890	2,903	14,079	7,890	40,159	69,569	45,063
EBITDA %	17.8%	16.9%	16.7%	13.6%	22.1%	13.5%	4.9%	20.2%	12.1%	12.5%	20.0%	13.6%
IP Margin ¹	-1.1%	-3.2%	-4.5%	-6.6%	-9.3%	-6.1%	-15.9%	-8.7%	-6.1%	-11.6%	-9.3%	-6.1%
OP Margin ¹	25.9%	25.2%	28.1%	26.1%	31.8%	26.4%	17.7%	31.0%	26.4%	25.0%	31.8%	26.4%
Payor Mix												
Medicare	46.3%	44.6%	46.2%	46.6%	46.7%	46.4%	44.7%	46.2%	46.4%	44.9%	46.7%	46.4%
Medi-Cal	4.9%	6.0%	6.6%	7.4%	7.4%	6.5%	7.9%	7.9%	6.5%	7.7%	7.4%	6.5%
Commercial IP	25.3%	25.4%	24.2%	23.2%	22.5%	24.0%	23.4%	21.5%	24.0%	23.6%	22.5%	24.0%
Commercial OP	16.9%	18.6%	18.7%	18.7%	20.0%	19.0%	18.6%	21.2%	19.0%	19.4%	20.0%	18.6%
Total Commercial	42.2%	44.0%	42.9%	41.9%	42.5%	43.0%	42.1%	42.7%	43.0%	43.0%	42.5%	42.6%
Other	6.6%	5.4%	4.3%	4.1%	3.4%	4.1%	5.3%	3.2%	4.1%	4.3%	3.4%	4.1%
Cost												
Employees	2,289.0	2,435.6	2,452.4	2,542.8	2,453.6	2,521.6	2,683.0	2,377.3	2,556.0	2,630.4	2,453.6	2,521.6
Hrs/APD	29.72	29.31	30.45	30.35	30.72	31.17	33.30	30.96	31.65	31.08	30.72	31.17
Balance Sheet												
Net Days in AR	47.8	50.9	43.6	53.7	47.4	48.0	48.5	47.4	48.0	48.5	47.4	48.0
Days Cash	350	382	401	361	409	266	376	409	266	376	409	266
Debt to Capitalization	14.0%	12.6%	13.6%	13.8%	13.2%	17.3%	14.5%	13.2%	17.3%	14.5%	13.2%	17.3%
MADS	8.0	9.5	8.9	6.1	11.9	9.3	7.9	11.9	9.3	7.9	11.9	9.3
Affiliates - Net Income (\$000s)												
Hosp	88,820	118,906	94,787	43,043	54,193	67,032	(2,472)	8,449	3,980	5,910	54,193	25,184
Concern	371	1,862	1,202	1,823	229	2,604	214	19	219	1,122	229	1,015
ECSC	(317)	(5)	(41)	(282)	(51)	0	1	(1)	0	11	(51)	0
Foundation	1,545	3,264	710	982	884	(450)	5	361	9	119	884	(90)
SVMd	(114)	32	106	156	31	0	(2)	(31)	2	(8)	31	(5)

(1) Due to timing of month end costing, In Patient and Out Patient Operating Margin % for FYTD 2017 are one month in arrears

(2) Green - Equal to or better than budget

Yellow - Unfav vs budget by up to 5%

Red - Greater than 5% unfav variance from budget

The FY 2017 budget presented excludes 2016 bonds cost of issuance and interest expense since the issuance was delayed.

Inpatient Volume:

- YTD inpatient discharges are 3.6% below budget and flat compared to prior year.
- IP Service lines below budget are General Medicine (-11.1%) due to mild flu season, Ortho, Oncology and Rehab Services.
- YTD deliveries recovered the previous volume loss. YTD total deliveries was only 0.3% below budget.

Outpatient Volume:

- YTD OP Volume is below budget by 3.1%.
- OP service lines below budget are General Medicine (-10.3%) primarily in Endoscopy (-14.6%) and Observation (-15.1%); Imaging Services (-9.6%) primarily in Diagnostic Radiology (-19.4%) and Mammo (-21.9%); and Orthopedics (-15.5%).

Operation Income:

- Operating income for November was \$6.3M ahead of budget and \$25.4M favorable for the year.
- The favorable total revenue variance for November was mainly attributed to final first year payment for PRIME Medi-Cal payment of \$3.5M.
- Improved in rev cycle operations, reduction in denials and increase in Blue Cross reimbursement rate are all other factors contributed to a \$1.2M favorable net patient revenue.
- Total expenses for the month are lower than budget by \$1.8M. Expenses are low in labor and benefits by \$1.9M primarily due favorable productivity. Negative variances are in drug expense (-\$950K) infusion drugs offset by higher revenues, consulting (-\$117K), and bonds issuance costs (-\$107K).

For the second month AR remained ahead of target. Net days decreased (improvement) from 47.5 in October to 47.4 in November.

Fiscal Year 2017 YTD (7/1/2016-11/30/2016) Waterfall

		Month to Date (MTD)			Year to Date (YTD)		
		Detail	Net Income Impact	% Net Revenue	Detail	Net Income Impact	% Net Revenue
\$ in Thousands							
Net Revenue (FY2017 Budget/FY2017 Actual)		65,179	69,728		331,890	347,564	
Budgeted Hospital Operations FY2017			3,252	5.0%		21,540	6.5%
Net Revenue			4,550	6.5%		15,674	4.5%
	* Rev cycle improvements	1,040			5,629		
	* Inter Govt Transfer (IGT)	0			6,535		
	* Prime Medi-Cal	3,510			3,510		
Labor and Benefit Expense Change			1,968	2.8%		4,566	1.3%
	* Flexing to meet volumes	2,135			7,530		
	* Additional accrual for Ratification Bonus to PRN in November	(200)			(2,600)		
	* Severance Pay	33			(365)		
Professional Fees & Purchased Services			(217)	-0.3%		925	0.3%
	* Physician Fees	130			886		
	* Admin and Consulting Fees (includes Decisive Consulting Solutions expenses \$89K in November)	(307)			(236)		
	* Purchased Services (includes -\$127K variance for Clinical Informatics)	(668)			(1,480)		
	* Repairs and Maintenance Fees	627			1,755		
Supplies			(351)	-0.5%		3,053	0.9%
	* Drug Exp (due to higher Infusion Center volume; but offset by higher gross revenue)	(948)			(955)		
	* Medical Supplies (includes November purchase of 256 Alaris pumps for cost center 8381 approx. \$595K); item was budgeted in capital but unit cost price negotiate down to below capital threshold.	288			2,574		
	* Misc Net Supplies (Food/Volumes)	309			1,435		
Other Expenses			240	0.3%		287	0.1%
	* Leases & Rental Fees (Rental Lease Costs)	(46)			(94)		
	* Utilities & Telephone (continue on routine PG&E accrual but no payment yet)	53			299		
	* Other G&A	329			191		
	* MD Income Guarantee forgiveness	(96)			(109)		
Depreciation & Interest			129	0.2%		865	0.2%
	* Depreciation (Ongoing depreciation on the Old 2nd & 3rd FI & GL improvement projects)	151			981		
	* Interest Expense	(22)			(116)		
Actual Hospital Operations FY2017			9,570	13.7%		46,910	13.5%

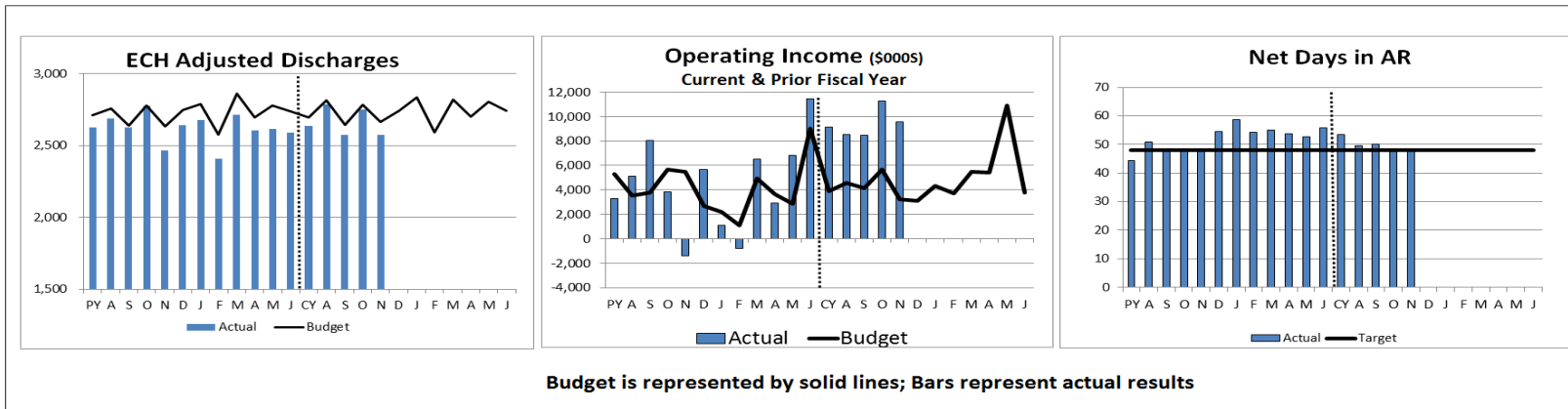
El Camino Hospital (\$000s) ⁽¹⁾

5 month ending 11/30/2016

PERIOD 5 FY 2016	PERIOD 5 FY 2017	PERIOD 5 Budget 2017	Variance Fav (Unfav)	Var%		YTD FY 2016	YTD FY 2017	YTD Budget 2017	Variance Fav (Unfav)	Var%
					\$000s					
					OPERATING REVENUE					
206,349	238,597	234,048	4,549	1.9%	Gross Revenue	1,108,380	1,198,251	1,192,147	6,104	0.5%
(148,816)	(174,248)	(170,931)	(3,316)	1.0%	Deductions	(796,192)	(863,211)	(870,651)	7,440	-0.9%
57,533	64,350	63,117	1,233	2.0%	Net Patient Revenue	312,188	335,040	321,496	13,544	4.2%
1,927	5,379	2,062	3,317	160.9%	Other Operating Revenue	9,690	12,524	10,394	2,131	20.5%
59,460	69,728	65,179	4,550	7.0%	Total Operating Revenue	321,878	347,564	331,890	15,674	4.7%
					OPERATING EXPENSE					
34,408	35,777	37,745	1,968	5.2%	Salaries & Wages	176,050	181,969	186,535	4,566	2.4%
9,572	9,937	9,586	(351)	-3.7%	Supplies	48,390	45,977	49,030	3,053	6.2%
7,542	7,746	7,529	(217)	-2.9%	Fees & Purchased Services	38,454	38,420	39,345	925	2.4%
4,951	2,189	2,429	240	9.9%	Other Operating Expense	18,721	11,629	11,917	287	2.4%
449	470	448	(22)	-4.9%	Interest	2,246	2,357	2,241	(116)	-5.2%
3,952	4,039	4,190	151	3.6%	Depreciation	19,115	20,302	21,283	981	4.6%
60,874	60,159	61,927	1,768	2.9%	Total Operating Expense	302,976	300,654	310,350	9,696	3.1%
(1,414)	9,570	3,252	6,318	194.3%	Net Operating Income/(Loss)	18,902	46,910	21,540	25,370	117.8%
(856)	(1,121)	729	(1,850)	-253.7%	Non Operating Income	(12,293)	7,284	3,645	3,639	99.8%
(2,270)	8,449	3,980	4,468	112.3%	Net Income(Loss)	6,608	54,193	25,184	29,009	115.2%
5.0%	20.2%	12.1%	8.1%		EBITDA	12.5%	20.0%	13.6%	6.4%	
-2.4%	13.7%	5.0%	8.7%		Operating Margin	5.9%	13.5%	6.5%	7.0%	
-3.8%	12.1%	6.1%	6.0%		Net Margin	2.1%	15.6%	7.6%	8.0%	

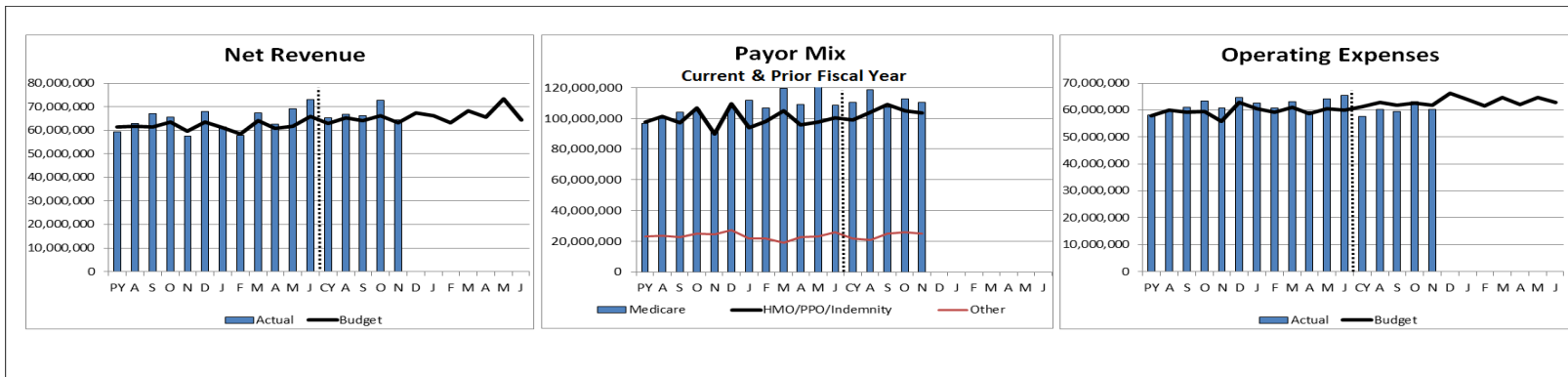
⁽¹⁾ Hospital entity only, excludes controlled affiliates

Monthly Financial Trends



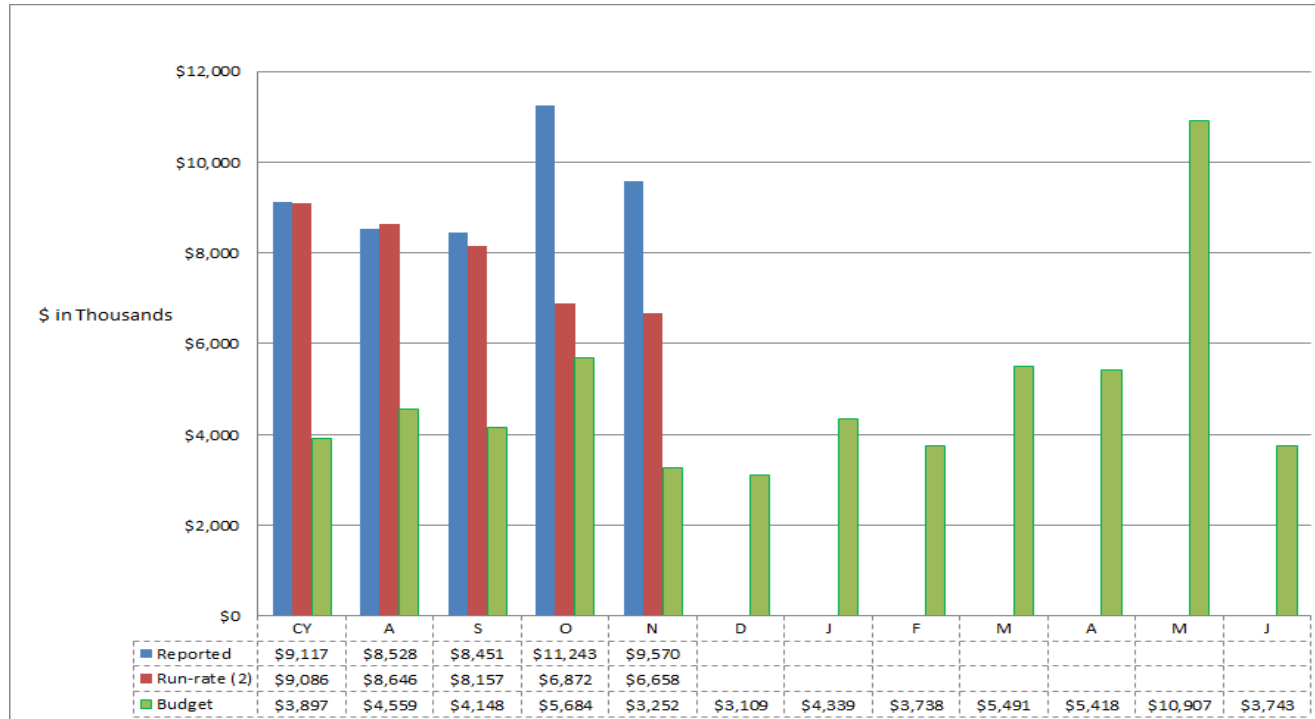
Volume stable compared to PY but below budget

AR days ahead of target and decreased 0.1 days from October to November.



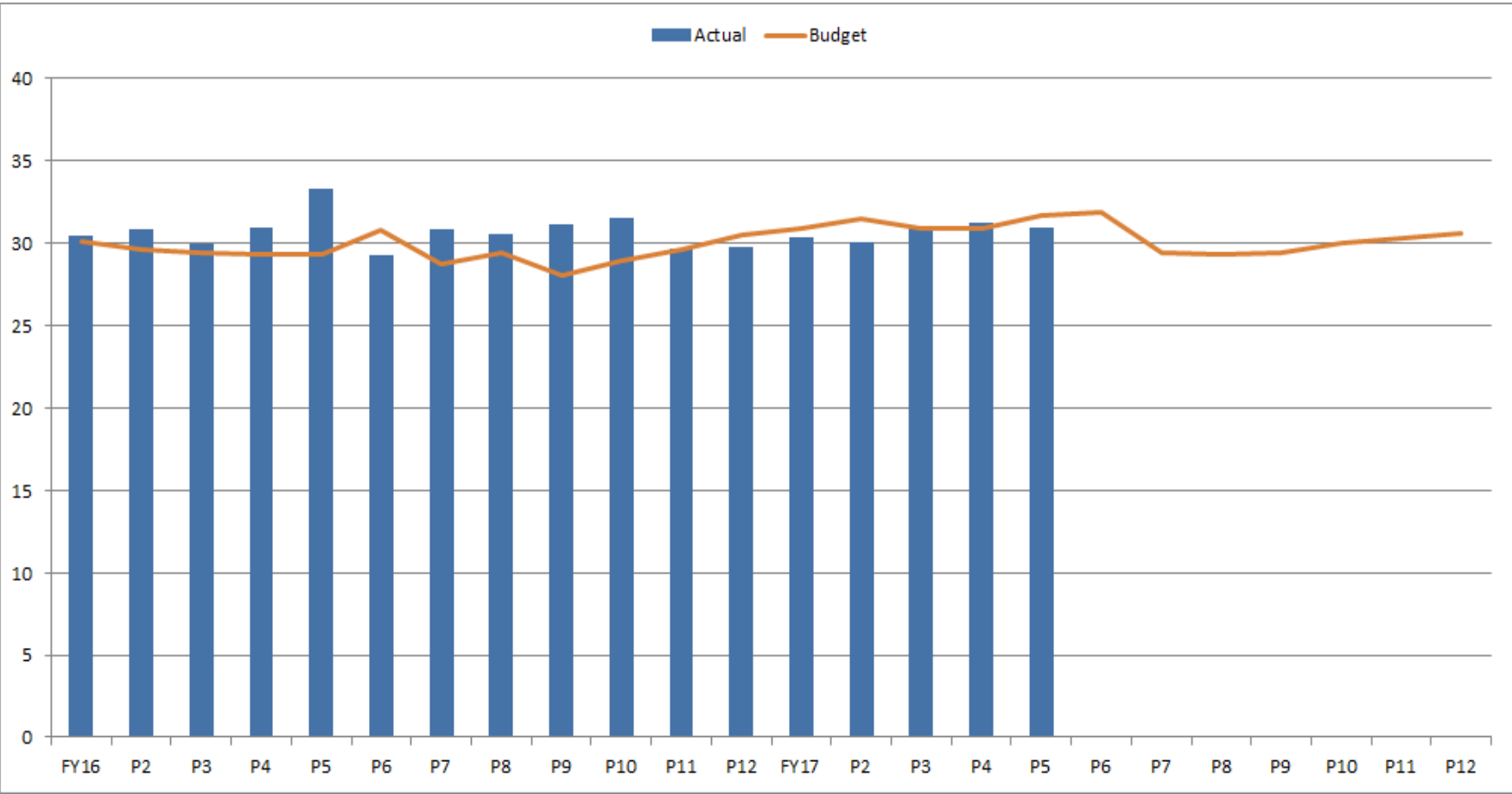
ECH Operating Margin

Run rate is booked operating income adjusted for material non-recurring transactions



FY 2017 Actual Run Rate Adjustments (in thousands)		J	A	S	O	N	D	J	F	M	A	M	J
Revenue Adjustments	RAC Release	\$76	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Insurance Overpayment Release Spine	\$0	\$0	-\$61	-\$145	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Mcare Settltmt/Appeal/Tent Settltmt/PIP	-\$100	\$158	-\$71	-\$67	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	IGT Supplemental	\$0	\$0	\$0	-\$6,535	-\$3,510	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Prime IGT Misc Income												
	Total	-\$31	\$118	-\$295	-\$6,771	-\$3,510	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expense Adjustments	Pay-For-Performance Bonus	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Ratification Bonus	\$0	\$0	\$0	\$2,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Inst & Minor Med Equipment	\$0	\$0	\$0	\$0	\$598	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total	\$0	\$0	\$0	\$2,400	\$598	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Worked Hours per Adjusted Patient Day



Productivity has improved after EPIC go-live and is lower than target in November.

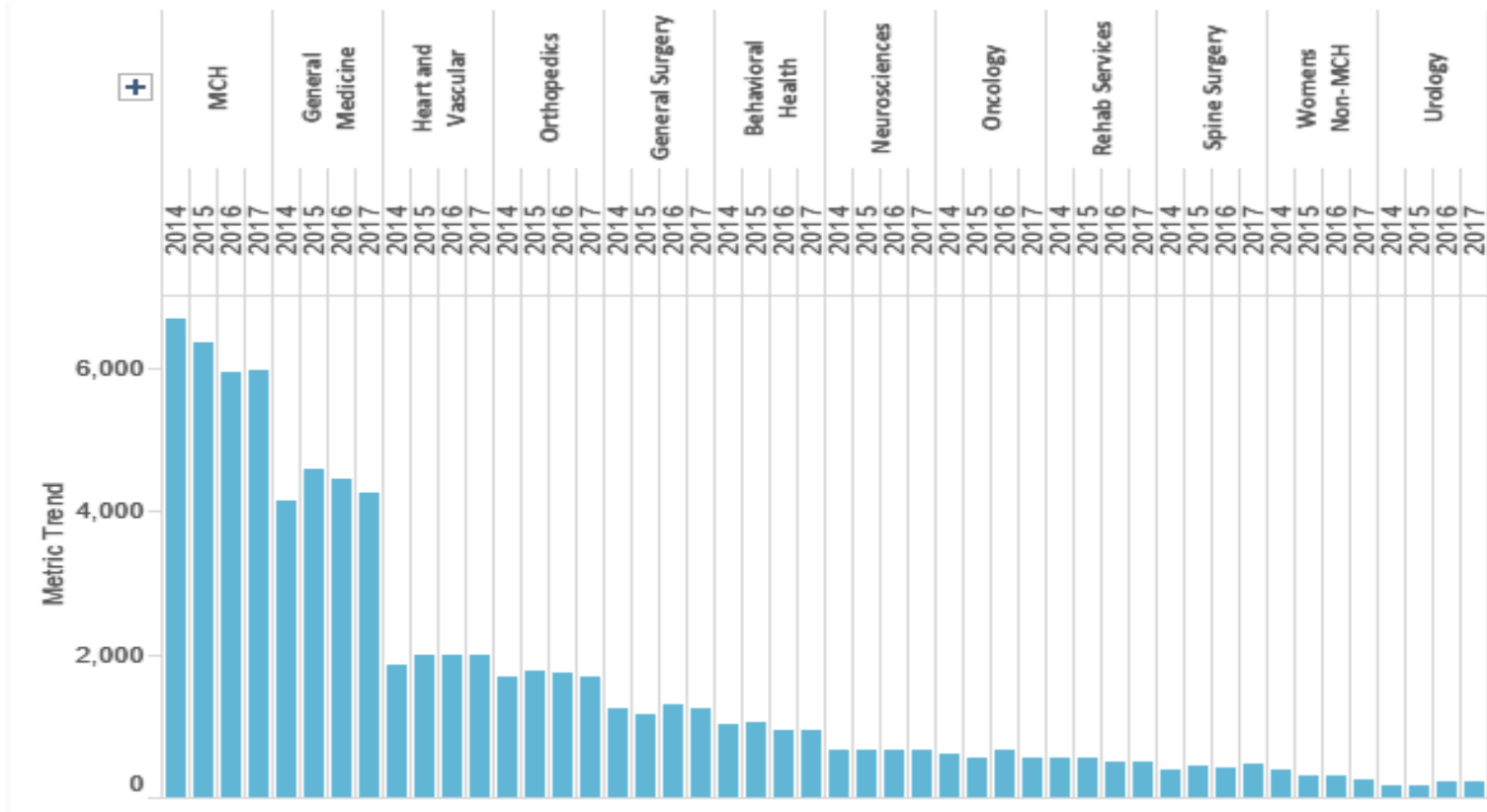
Summary of Financial Results

\$ in Thousands

	Period 5 - Month			Period 5 - FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Income (Loss) from Operations						
Mountain View	10,204	2,643	7,560	44,669	16,481	28,188
Los Gatos	(634)	608	(1,242)	2,241	5,058	(2,817)
Sub Total - El Camino Hospital, excl. Affiliates	9,570	3,252	6,318	46,910	21,540	25,370
Operating Margin %	13.7%	5.0%		13.5%	6.5%	
El Camino Hospital Non Operating Income						
Investments	(2,083)	1,512	(3,594)	7,654	7,558	96
Swap Adjustments	1,896	0	1,896	3,080	0	3,080
Community Benefit	(221)	(283)	62	(1,945)	(1,417)	(528)
Other	(713)	(499)	(214)	(1,506)	(2,497)	991
Sub Total - Non Operating Income	(1,121)	729	(1,850)	7,284	3,645	3,639
El Camino Hospital Net Income (Loss)	8,449	3,980	4,468	54,193	25,184	29,009
ECH Net Margin %	12.1%	6.1%		15.6%	7.6%	
Concern	(254)	219	(472)	229	1,015	(786)
ECSC	(1)	0	(1)	(51)	0	(51)
Foundation	361	9	352	884	(90)	975
Silicon Valley Medical Development	(31)	2	(33)	31	(5)	36
Net Income Hospital Affiliates	75	229	(154)	1,093	920	173
Total Net Income Hospital & Affiliates	8,524	4,210	4,314	55,287	26,104	29,183

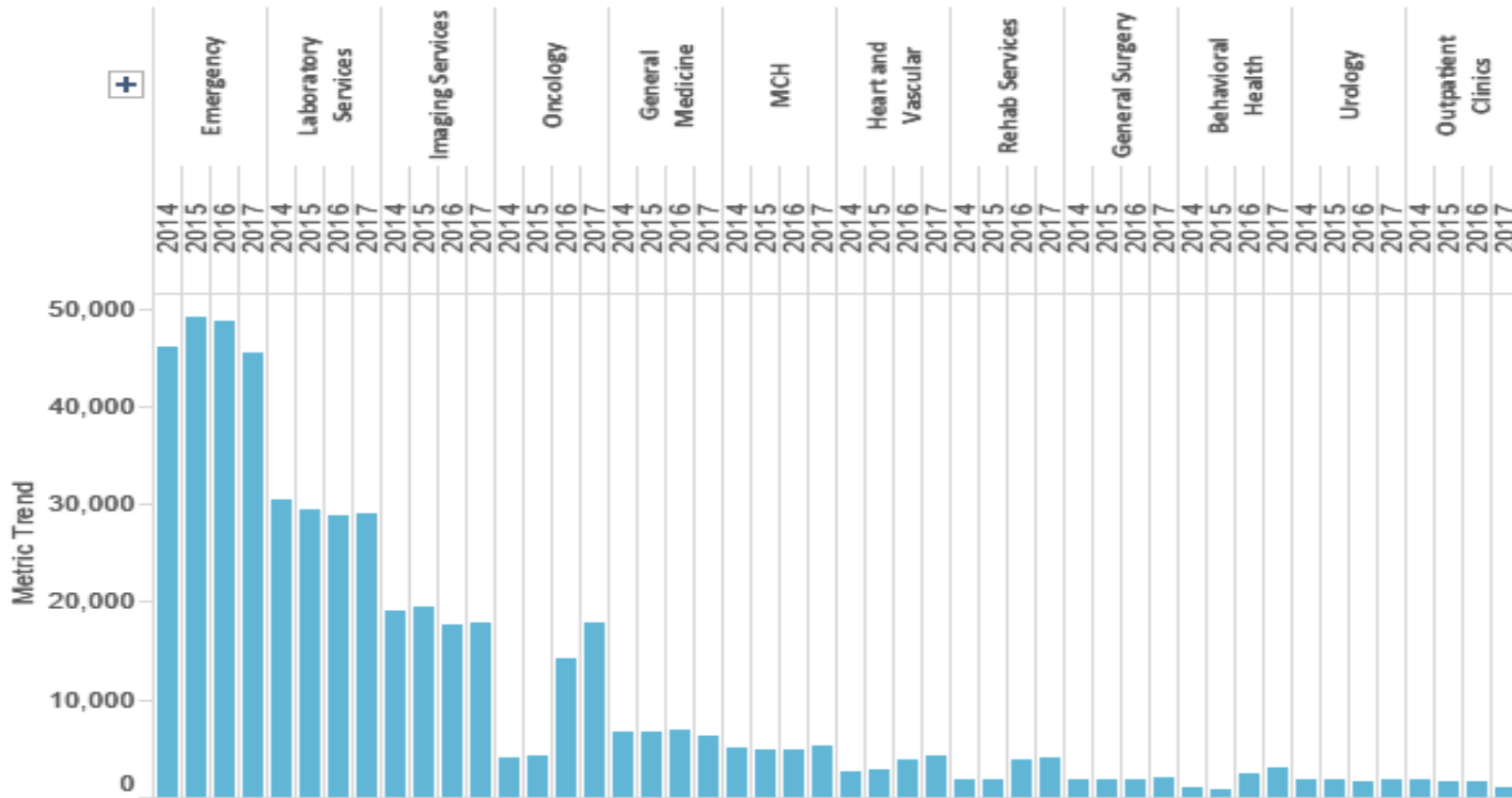
Favorable variance in revenue bonds SWAP adjustments for November.

El Camino Hospital Volume Annual Trends – Inpatient FY 2017 is annualized



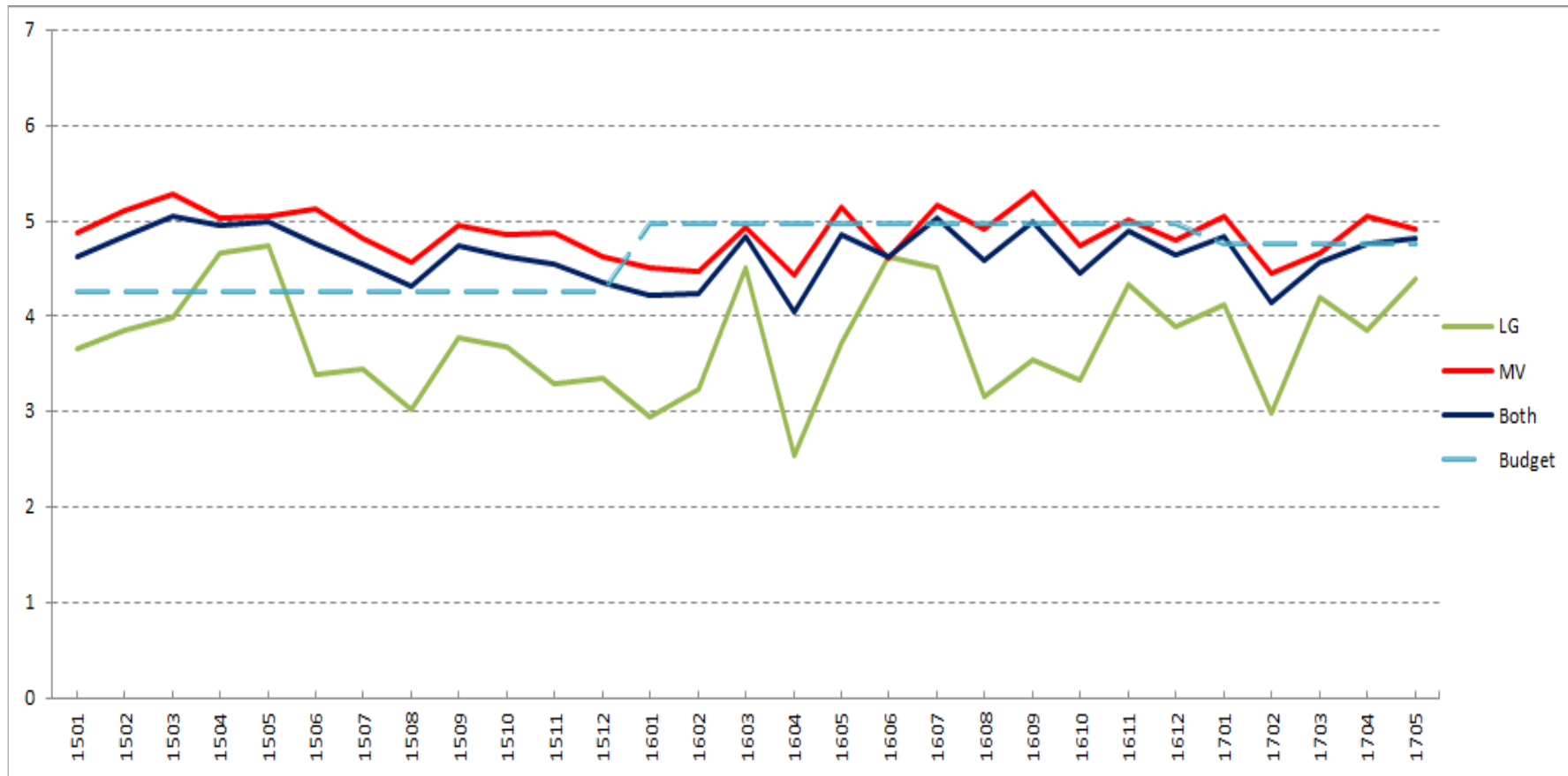
- Maternity volume is recovering in FY17 due to growth in vaginal deliveries
- General medicine lower in volume due to lower in pulmonary medicine cases
- Other service lines are stable

El Camino Hospital Volume Annual Trends – Outpatient FY 2017 is annualized



- Imaging volume shows a steady decline primarily in Mammo OP volume – Tomo Technology is expected to reverse the decline; Other Imaging procedures shows a slight increase (CT, US, MRI)
- Growth in General Surgery (MV Robotic Surgery has grown by 5%; LG Non-Robotic surgeries grew 16.2%).
- HVI OP volume shows a steady increase Year-Over-Year. FY17 volume grew 4.7% from FY16; products with higher growth include OP EP Ablation, OP Interventional EP procedures.)

Medicare ALOS



- Medicare margin improves with decreased LOS
- Trend shows improvement in ALOS

El Camino Hospital Investment Committee Scorecard Updated Quarterly

September 30, 2016

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY17 Year-end Budget	Expectation Per Asset Allocation
Investment Performance		3Q 2016		Fiscal Year-to-date		Since Inception (annualized)		May 2016	
Surplus cash balance & op. cash (millions)		\$773.2	--	--	--	--	--	\$657.2	--
Surplus cash return		2.7%	2.8%	2.7%	2.8%	4.9%	4.8%	4.0%	5.2%
Cash balance plan balance (millions)		\$228.9	--	--	--	--	--	\$220.6	--
Cash balance plan return		3.5%	3.1%	3.5%	3.1%	7.5%	6.8%	6.0%	5.8%
403(b) plan balance (millions)		\$357.1	--	--	--	--	--	--	--
Risk vs. Return		3-year				Since Inception (annualized)		May 2016	
Surplus cash Sharpe ratio		0.89	0.95	--	--	1.10	1.09	--	0.55
Net of fee return		4.1%	4.4%	--	--	4.9%	4.8%	--	5.2%
Standard deviation		4.6%	4.6%	--	--	4.3%	4.4%	--	8.6%
Cash balance Sharpe ratio		0.91	0.91	--	--	1.24	1.18	--	0.49
Net of fee return		5.5%	5.3%	--	--	7.5%	6.8%	--	5.8%
Standard deviation		6.0%	5.8%	--	--	5.9%	5.7%	--	10.7%
Asset Allocation		3Q 2016							
Surplus cash absolute variances to target		6.2%	< 10%	--	--	--	--	--	--
Cash balance absolute variances to target		5.2%	< 10%	--	--	--	--	--	--
Manager Compliance		3Q 2016							
Surplus cash manager flags		13	< 18	--	--	--	--	--	--
Cash balance plan manager flags		12	< 18	--	--	--	--	--	--

El Camino Hospital

Capital Spending (in millions)

		Total Estimated		Total Authorized Active	Spent from Inception	FY 17 Proj Spend***	FY 17 YTD Spent
Category	Detail	Approved	Cost of Project***				
CIP	EPIC Upgrade			6.1	2.0	6.1	2.0
IT Hardware, Software, Equipment*				5.4	1.0	5.4	1.0
Medical & Non Medical Equipment FY 16**				4.3	0.2	4.3	0.2
Medical & Non Medical Equipment FY 17				10.3	1.5	10.3	1.5
Facility Projects							
	1307 LG Upgrades	FY13	17.3	17.3	11.6	6.3	0.8
	1219 LG Spine OR	FY13	4.1	4.1	2.4	3.1	1.2
	1414 Integrated MOB	FY15	275.0	28.0	23.0	100.0	9.2
	1413 North Drive Parking Expansion	FY15	24.5	24.5	2.9	21.5	1.2
	1245 Behavioral Health Bldg	FY16	91.5	19.0	10.3	36.0	3.0
	1248 LG Imaging Phase II (CT & Gen Rad)	FY16	8.8	8.8	1.7	7.8	1.0
	1313/1224 LG Rehab HVAC System & Structural	FY16	3.7	3.7	2.7	1.0	1.0
	1502 Cabling & Wireless Upgrades	FY16	2.8	2.8	2.2	0.6	0.2
	1425 IMOB Preparation Project - Old Main	FY16	3.0	3.0	2.6	1.0	1.8
	1430 Women's Hospital Expansion	FY16	91.0	0.0	0.0	5.0	0.0
	1422 CUP Upgrade	FY16	9.0	1.5	1.2	5.0	0.2
	1503 Willow Pavilion Tomosynthesis	FY16	1.3	1.3	0.1	1.1	0.0
	1519/1314 LG Electrical Systems Upgrade	FY16	1.2	0.0	0.0	0.5	0.0
	1347 LG Central Sterile Upgrades	FY15	3.7	0.2	0.3	2.0	0.0
	1508 LG NICU 4 Bed Expansion	FY16	7.0	0.5	0.1	4.0	0.1
	1520 Facilities Planning Allowance	FY16	0.6	0.0	0.0	0.5	0.0
New to FP 3	1525 New Main Lab Upgrades		1.6	0.4	0.2	1.6	0.2
New to FP 3	1515 ED Remodel Triage/Psych Observation	FY16	1.6	0.0	0.0	0.6	0.0
New to FP 3	Site Signage and Other Improvements		1.0	0.0	0.0	0.2	0.0
New to FP 3	IR Room #6 Development		2.6	0.0	0.0	0.6	0.0
New to FP 3	1602 JW House (Patient Family Residence)		2.5	0.0	0.0	1.5	0.0
New to FP 3	1507 LG IR Upgrades		1.1	0.0	0.0	0.2	0.0
New to FP 3	LG Building Infrastructure Upgrades		1.5	0.0	0.0	1.5	0.0
New to FP 3	1421 LG MOB Improvements (17)		5.0	0.9	0.7	4.0	0.1
	All Other Projects under \$1M		8.6	6.7	4.3	6.3	1.4
			569.9	122.7	66.2	211.8	21.5
GRAND TOTAL				148.8		237.9	26.1

*Excluding EPIC

** Unspent Prior Year routine used as contingency

*** Updated August, 2016

2016 projected spend includes items to be presented for approval during the fiscal year

FY 17 Facility Project Request (in 000s)

	(Board Packet) Budgeted FY 17	(FY 17 Cashflow Projections) Projected FY 17*	Variance
Mountain View Campus Master Plan Projects			
1245 BHS Replacement	\$30,000	\$36,000	(\$6,000)
1413 North Dr. Parking Structure Expansion	\$20,500	\$21,500	(\$1,000)
1414 Integrated Medical Office Building	\$101,500	\$100,000	\$1,500
1422 CUP Upgrades	\$5,000	\$5,000	\$0
1430 Womens Hosp Expansion	\$5,500	\$5,000	\$500
Sub-Total Mountain View Campus Master Plan**	\$162,500	\$167,500	(\$5,000)
Mountain View Capital Projects			
1501 Womens Hosp NPC Closeout	\$327	\$527	(\$200)
1425 IMOB Preparation Project - Old Main	\$1,000	\$990	\$10
1502 Cabling and Wireless upgrades	\$400	\$600	(\$200)
1525 Histology Fume Hood Upgrades	\$1,200	\$1,570	(\$370)
1515 ED Remodel Triage/Psych Observation	\$1,400	\$600	\$800
1415 Signage & Wayfinding	\$300	\$500	(\$200)
1503 Breast Imaging Tomography	\$300	\$1,100	(\$800)
1316 Willow Pavilion FA Sys and Equip Upgrades	\$800	\$200	\$600
Furniture Systems Inventory	\$250	\$500	(\$250)
Site Signage & Other Improvements	\$200	\$200	\$0
MV Equipment & Infrastructure Upgrades	\$300	\$600	(\$300)
IR Room #6 Development	\$500	\$600	(\$100)
1602 JW House (Patient Family Residence)	\$500	\$1,500	(\$1,000)
Facilities Planning Allowance	<u>\$300</u>	<u>\$600</u>	<u>(\$300)</u>
Sub-Total Mountain View Projects	\$7,777	\$10,087	(\$2,310)
Los Gatos Capital Projects			
1219 LG Spine Room Expansion - OR 4	\$3,100	\$3,100	\$0
1313 LG Rehab HVAC Upgrades	\$400	\$1,000	(\$600)
1248 LG Imaging Phase II (CT & Gen Rad)	\$7,250	\$7,750	(\$500)
1307 LG Upgrades - Major	\$7,300	\$6,300	\$1,000
1327 LG Rehab Building Upgrades	\$500	\$655	(\$155)
1507 LG IR Upgrades	\$800	\$200	\$600
1508 LG NICU 4 Bed Expansion	\$5,000	\$4,000	\$1,000
LG Building Infrastructure Improvements	\$1,200	\$1,500	(\$300)
LG MOB Improvements (17)	\$4,000	\$4,000	\$0
LG Facilities Planning	\$500	\$500	\$0
1421 LG MOB Improvements	<u>\$150</u>	<u>\$638</u>	<u>(\$488)</u>
Sub-Total Los Gatos Projects	\$30,200	\$29,643	\$557
Other Strategic Capital Projects			
Primary Care Clinic (TI's Only)	\$1,600	\$1,600	\$0
Urgent Care Clinics (TI's Only)	\$2,400	\$2,400	\$0
Sub-Total Strategic Capital Projects	\$4,000	\$4,000	\$0
Grand Total Facilities Projects	\$204,477	\$211,230	(\$6,753)

*FY 2017 Cashflow based on August 2016 Information

** Board Approved

El Camino Hospital⁽¹⁾

Balance Sheet (Thousands)

ASSETS			LIABILITIES AND FUND BALANCE		
	November 30, 2016	Audited June 30, 2016		November 30, 2016	Audited June 30, 2016
CURRENT ASSETS			CURRENT LIABILITIES		
(1) Cash	104,558	59,169	(7) Accounts Payable	25,622	28,519
Short Term Investments	115,336	105,284	(8) Salaries and Related Liabilities	20,874	22,992
(2) Patient Accounts Receivable, net	99,088	120,960	Accrued PTO	22,360	22,984
Other Accounts and Notes Receivable	3,089	4,369	Worker's Comp Reserve	2,300	2,300
(3) Intercompany Receivables	1,428	2,200	Third Party Settlements	11,155	11,314
(4) Inventories and Prepaids	43,917	39,678	Intercompany Payables	65	105
Total Current Assets	367,416	331,660	Malpractice Reserves	1,936	1,936
BOARD DESIGNATED ASSETS			Bonds Payable - Current	3,635	3,635
Plant & Equipment Fund	120,503	119,650	(9) Bond Interest Payable	4,065	5,459
(5) Women's Hospital Expansion	9,298	-	Other Liabilities	6,831	10,478
Operational Reserve Fund	100,196	100,196	Total Current Liabilities	95,952	106,830
Community Benefit Fund	12,838	13,037	LONG TERM LIABILITIES		
Workers Compensation Reserve Fund	22,979	22,309	Post Retirement Benefits	18,933	18,256
Postretirement Health/Life Reserve Fund	18,933	18,256	Worker's Comp Reserve	20,679	20,009
PTO Liability Fund	22,360	22,984	Other L/T Obligation (Asbestos)	3,683	3,637
Malpractice Reserve Fund	1,800	1,800	Other L/T Liabilities (IT/Medl Leases)	-	-
Catastrophic Reserves Fund	15,633	14,125	Bond Payable	223,499	225,857
Total Board Designated Assets	324,540	312,358	Total Long Term Liabilities	266,794	267,759
(6) FUNDS HELD BY TRUSTEE	28,215	30,841	DEFERRED INFLOW OF RESOURCES		
LONG TERM INVESTMENTS				2,892	2,892
	205,797	207,597	FUND BALANCE/CAPITAL ACCOUNTS		
INVESTMENTS IN AFFILIATES			Unrestricted	1,031,510	985,583
	32,338	31,627	Board Designated	324,540	312,358
PROPERTY AND EQUIPMENT			Restricted	0	-
Fixed Assets at Cost	1,179,599	1,171,372	(10) Total Fund Bal & Capital Accts	1,356,050	1,297,941
Less: Accumulated Depreciation	(504,770)	(485,856)	TOTAL LIABILITIES AND FUND BALANCE		
Construction in Progress	58,989	46,009		1,721,687	1,675,422
Property, Plant & Equipment - Net	733,819	731,525			
DEFERRED OUTFLOWS					
	29,564	29,814			
RESTRICTED ASSETS - CASH	0	-			
TOTAL ASSETS	1,721,687	1,675,422			

⁽¹⁾ Hospital entity only, excludes controlled affiliates

El Camino Hospital Comparative Balance Sheet Variances and Footnotes ⁽¹⁾

- (1) The increase in cash is due allowing for immediate cash to be available for the recent significant construction projects that have started in MV campus.
- (2) The decrease is primarily due to the significant cash payments the Patient Accounts team has brought in during the four months, two months were in excess of \$70M where the projected budgeted was approximately \$63M per month.
- (3) The decrease is just a timing issue of intercompany payments from one quarter to another. Normally at a fiscal year end, they are higher due to the books being held open for a longer period of time in preparation for audit.
- (4) The increase is principally due to a quarterly pension contribution of \$2.6M.
- (5) A new item, the District allocated its FY 2014 and FY 2015 Capital Appropriation Funds in support of future renovations to the Women's Hospital when the IMOB is completed and those floors become for patient care.
- (6) The decrease is due to additional withdraws from the 2015A Project Fund for the renovations at the Los Gatos campus.
- (7) The decrease is due significant General Contractor payments being accrued at year end, that were subsequently relieved during the first quarter of fiscal year 2017.
- (8) The decrease is due to timing of the release of the bi-weekly payroll liabilities, at June 30 there were 12/14's accrual on the books, at October 31 it was down to 9/14's.
- (9) The decrease is due a semi-annual 2015A bond interest payment made August 1, 2016.
- (10) The increase is due to this fiscal year's P&L affect (\$37M from Operations and \$6M for Non-Operations – primarily due to unrealized investment gain), and the \$9M transfer from the District in support of the future Women's Hospital renovations.

⁽¹⁾ Hospital entity only, excludes controlled affiliates

APPENDIX

Dashboard - Mountain View

	Annual						Month			YTD		
	2013	2014	2015	2016	2017 Projection	2017 Bud/Target	PY	CY	Bud/Target	PY	CY	Bud/Target
Volume												
Licensed Beds	300	300	300	300	300	300	300	300	300	300	300	300
Acute Patient Days	72,245	71,084	73,360	73,010	69,019	72,687	5,685	5,534	5,756	29,025	28,758	29,288
ADC	198	195	201	199	189	199	190	184	192	190	188	191
Adjusted Acute Discharges	18,804	18,465	18,455	18,721	19,186	18,879	1,438	1,533	1,585	7,769	7,994	7,911
Acute Discharges	11,206	10,718	10,825	11,105	11,042	11,082	858	868	924	4,502	4,601	4,617
Inpatient total												
MS Discharges	11,206	10,718	10,825	11,105	11,042	11,082	858	868	924	4,502	4,601	4,617
Deliveries	4,487	4,348	4,386	4,076	4,195	4,171	318	332	348	1,683	1,748	1,738
BHS	861	857	901	806	775	896	59	64	75	343	323	373
Rehab	0	0	0	0	0	0	0	0	0	0	0	0
OP total												
ED	34,920	35,447	38,443	39,005	37,798	40,212	3,086	2,980	3,351	16,116	15,749	16,756
OP Surg	2,808	3,273	3,402	3,189	3,473	3,447	260	304	287	1,394	1,447	1,436
Endo	1979	2,300	2,365	2,231	2,052	2,320	161	175	193	950	855	967
Interventional	1496	1,689	1,856	1,947	1,990	2,302	149	151	192	856	829	959
All Other	59,665	64,061	62,322	72,398	75,854	76,743	8,447	6,407	6,395	28,869	31,606	31,976
Financial Performance (\$000s)												
Net Revenues	557,533	589,420	603,788	632,800	667,877	640,625	37,996	54,001	51,212	244,156	278,282	260,160
Operating Expenses	516,892	550,736	562,790	607,214	588,649	625,093	49,764	49,002	50,409	247,239	245,270	252,999
Operating Income \$	55,324	56,518	59,684	46,918	114,199	38,016	-10,044	10,204	2,643	5,555	44,669	16,481
Operating Margin	9.7%	9.3%	9.6%	7.2%	16.2%	5.7%	-25.3%	17.2%	5.0%	2.2%	15.4%	6.1%
EBITDA \$	105,938	105,814	103,637	96,770	174,197	90,879	-6,140	14,199	6,785	24,429	64,668	37,388
EBITDA %	18.5%	17.4%	16.6%	14.8%	24.8%	13.7%	-15.5%	24.0%	12.8%	9.7%	22.3%	13.9%
Payor Mix												
Medicare	42.0%	44.0%	46.4%	46.2%	46.1%	45.0%	44.6%	46.1%	45.0%	44.3%	46.1%	45.0%
Medi-Cal	5.4%	6.5%	7.1%	7.9%	7.9%	8.3%	8.6%	8.2%	8.3%	8.4%	7.9%	8.3%
Commercial IP	28.6%	25.7%	24.2%	23.6%	23.0%	23.6%	23.4%	21.8%	23.6%	23.9%	23.0%	23.6%
Commercial OP	19.2%	18.9%	18.4%	18.6%	20.1%	19.1%	18.2%	21.3%	19.1%	19.2%	20.1%	19.1%
Total Commercial	47.8%	44.6%	42.6%	42.2%	43.1%	42.7%	41.6%	43.1%	42.7%	43.1%	43.1%	42.7%
Other	4.8%	4.9%	3.9%	3.7%	2.9%	4.0%	5.3%	2.6%	4.0%	4.2%	2.9%	4.0%
Cost												
Employees	1,901.0	2,027.6	2,029.9	2,163.0	2,039.9	2,123.0	2,267.4	1,979.2	2,125.9	2,207.5	2,039.9	2,097.7
Hrs/APD	29.58	30.16	29.60	30.97	31.01	31.95	32.91	30.95	32.28	31.37	31.01	31.95

Dashboard - Los Gatos

	Annual						Month			YTD		
	2013	2014	2015	2016	2017 Projection	2017 Bud/Target	PY	CY	Bud/Target	PY	CY	Bud/Target
Volume												
Licensed Beds	143	143	143	143	143	143	143	143	143	143	143	143
ADC	42	43	45	43	41	46	37	38	44	42	41	45
Adjusted Acute Discharges	3,578	3,740	3,888	3,778	3,621	4,113	331	294	344	1,710	1,509	1,719
Acute Discharges	2,143	2,165	2,289	2,239	2,117	2,417	202	169	201	959	882	1,007
Inpatient total												
MS Discharges	2,143	2,165	2,289	2,239	2,117	2,417	202	169	201	959	882	1,007
Deliveries	748	792	681	641	605	639	45	46	53	289	252	266
BHS	0	0	0	0	0	5	0	0	0	0	0	2
Rehab	525	547	555	500	511	570	29	41	48	211	213	238
OP total												
ED	10,605	10,609	10,687	10,922	10,445	11,046	842	867	921	4,455	4,352	4,603
OP Surg	3,103	3,171	3,077	2,864	2,942	2,980	209	273	248	1,243	1,226	1,242
Endo	263	192	155	91	67	159	8	10	13	64	28	66
Interventional	11	17	22	23	34	21	1	1	2	6	14	9
All Other	4,770	5,397	5,730	7,258	7,670	7,823	573	585	652	1,896	3,196	3,259
Financial Performance (\$000s)												
Net Revenues	128,794	131,702	142,858	139,221	136,219	148,960	19,537	10,349	11,905	68,032	56,758	61,336
Operating Expenses	115,461	118,944	126,841	135,830	132,921	139,735	11,193	11,156	11,518	55,842	55,384	57,351
Operating Income \$	13,802	13,787	18,436	5,695	5,379	11,801	8,546	-634	608	13,242	2,241	5,058
Operating Margin	10.7%	10.4%	12.7%	4.0%	3.9%	7.8%	43.3%	-6.0%	5.0%	19.2%	3.9%	8.1%
EBITDA \$	18,784	19,440	24,365	11,784	11,763	19,011	9,043	-120	1,105	15,730	4,901	7,675
EBITDA %	14.5%	14.6%	16.8%	8.3%	8.5%	12.5%	45.8%	-1.1%	9.1%	22.8%	8.5%	12.3%
Payor Mix												
Medicare	45.5%	44.0%	46.1%	48.2%	49.5%	47.5%	45.2%	46.6%	47.5%	47.8%	49.5%	47.5%
Medi-Cal	2.9%	3.5%	4.3%	5.1%	4.9%	4.7%	5.3%	6.5%	4.7%	4.8%	4.9%	4.7%
Commercial IP	25.3%	25.9%	23.8%	21.4%	20.3%	22.2%	23.7%	20.3%	22.2%	22.5%	20.3%	22.2%
Commercial OP	17.0%	19.1%	20.0%	19.4%	19.7%	20.2%	20.2%	20.3%	20.2%	20.1%	19.7%	20.2%
Total Commercial	42.3%	45.0%	43.8%	40.8%	39.9%	42.4%	43.9%	40.6%	42.4%	42.6%	39.9%	42.4%
Other	9.3%	7.5%	5.8%	5.9%	5.7%	5.5%	5.6%	6.3%	5.5%	4.9%	5.7%	5.5%
Cost												
Employees	388.0	408.1	422.6	421.8	413.8	424.0	415.6	398.1	430.1	422.9	413.8	424.0
Hrs/APD	29.13	27.65	28.00	29.34	29.36	27.83	35.40	31.01	28.87	29.77	29.36	27.83

El Camino Hospital – Mountain View (\$000s)⁽¹⁾

5 months ending 11/30/2016

PERIOD 5 FY 2016	PERIOD 5 FY 2017	PERIOD 5 Budget 2017	Variance Fav (Unfav)	Var%		YTD FY 2016	YTD FY 2017	YTD Budget 2017	Variance Fav (Unfav)	Var%
					\$000s					
					OPERATING REVENUE					
166,251	195,724	190,937	4,786	2.5%	Gross Revenue	902,601	987,767	970,033	17,734	1.8%
(128,255)	(141,723)	(139,726)	(1,998)	1.4%	Deductions	(658,445)	(709,485)	(709,873)	388	-0.1%
37,996	54,001	51,212	2,789	5.4%	Net Patient Revenue	244,156	278,282	260,160	18,122	7.0%
1,725	5,205	1,841	3,365	182.8%	Other Operating Revenue	8,638	11,657	9,320	2,337	25.1%
39,721	59,206	53,052	6,154	11.6%	Total Operating Revenue	252,794	289,939	269,480	20,459	7.6%
					OPERATING EXPENSE					
28,766	29,851	31,378	1,527	4.9%	Salaries & Wages	146,448	152,040	155,178	3,138	2.0%
7,637	8,053	7,826	(227)	-2.9%	Supplies	39,545	38,071	40,129	2,058	5.1%
6,292	6,571	6,325	(246)	-3.9%	Fees & Purchased Services	31,681	31,901	33,063	1,161	3.5%
3,084	532	739	207	28.1%	Other Operating Expense	10,587	3,259	3,722	463	12.4%
449	470	448	(22)	-4.9%	Interest	2,246	2,357	2,241	(116)	-5.2%
3,454	3,525	3,693	168	4.5%	Depreciation	16,628	17,642	18,666	1,024	5.5%
49,681	49,002	50,409	1,407	2.8%	Total Operating Expense	247,134	245,270	252,999	7,728	3.1%
(9,960)	10,204	2,643	7,560	286.0%	Net Operating Income/(Loss)	5,660	44,669	16,481	28,188	171.0%
(856)	(1,121)	729	(1,850)	-253.7%	Non Operating Income	(12,293)	7,294	3,645	3,650	100.1%
(10,815)	9,083	3,372	5,711	169.4%	Net Income(Loss)	(6,634)	51,963	20,126	31,837	158.2%
-18.4%	21.9%	10.4%	11.4%		EBITDA	7.2%	20.1%	11.6%	8.6%	
-25.1%	17.2%	5.0%	12.3%		Operating Margin	2.2%	15.4%	6.1%	9.3%	
-27.2%	15.3%	6.4%	9.0%		Net Margin	-2.6%	17.9%	7.5%	10.5%	

⁽¹⁾ Hospital only, excludes controlled affiliates

El Camino Hospital – Los Gatos(\$000s) ⁽¹⁾

5 months ending 11/30/2016

PERIOD 5 FY 2016	PERIOD 5 FY 2017	PERIOD 5 Budget 2017	Variance Fav (Unfav)	Var%
40,097	42,873	43,111	(237)	-0.6%
(20,561)	(32,524)	(31,206)	(1,319)	4.2%
19,537	10,349	11,905	(1,556)	-13.1%
202	173	221	(48)	-21.7%
19,739	10,522	12,126	(1,604)	-13.2%
5,643	5,926	6,367	441	6.9%
1,935	1,884	1,760	(124)	-7.1%
1,250	1,175	1,203	29	2.4%
1,867	1,657	1,690	33	1.9%
0	0	0	0	0.0%
498	514	497	(17)	-3.4%
11,193	11,156	11,518	362	3.1%
8,546	(634)	608	(1,242)	-204.2%
0	0	0	0	0.0%
8,546	(634)	608	(1,242)	-204.2%
52.1%	10.7%	19.4%	-8.7%	
43.3%	-6.0%	5.0%	-11.0%	
43.3%	-6.0%	5.0%	-11.0%	

\$000s
OPERATING REVENUE
Gross Revenue
Deductions
Net Patient Revenue
Other Operating Revenue
Total Operating Revenue
OPERATING EXPENSE
Salaries & Wages
Supplies
Fees & Purchased Services
Other Operating Expense
Interest
Depreciation
Total Operating Expense
Net Operating Income/(Loss)
Non Operating Income
Net Income(Loss)

YTD FY 2016	YTD FY 2017	YTD Budget 2017	Variance Fav (Unfav)	Var%
205,779	210,484	222,115	(11,630)	-5.2%
(137,747)	(153,726)	(160,778)	7,052	-4.4%
68,032	56,758	61,336	(4,578)	-7.5%
1,052	867	1,074	(207)	-19.2%
69,084	57,625	62,410	(4,785)	-7.7%
29,602	29,929	31,357	1,428	4.6%
8,845	7,906	8,901	995	11.2%
6,773	6,519	6,282	(236)	-3.8%
8,135	8,370	8,195	(176)	-2.1%
0	0	0	0	0.0%
2,488	2,660	2,617	(44)	-1.7%
55,842	55,384	57,351	1,968	3.4%
13,242	2,241	5,058	(2,817)	-55.7%
0	(10)	0	(10)	0.0%
13,242	2,231	5,058	(2,828)	-55.9%
31.8%	19.4%	22.3%	-3.0%	
19.2%	3.9%	8.1%	-4.2%	
19.2%	3.9%	8.1%	-4.2%	

El Camino Hospital Capital Spending (in thousands) FY 2012 – FY 2016

Category	2012	2013	2014	2015	2016
IT Hardware/Software Equipment	7,289	8,019	2,788	4,660	6,483
Medical/Non Medical Equipment	11,203	10,284	12,891	13,340	11,846
Non CIP Land, Land I, BLDG, Additions	7,311	0	22,292	0	30,274

Facilities Projects CIP

0101 - Hosp Replace	313	0	0	0	0
0317 - Melchor TI's	117	0	0	0	0
0701 - Cyberknife	0	0	0	0	0
0704 - 1 South Upgrade	2	0	0	0	0
0802 - Willow Pavillion Upgrades	0	0	0	0	0
0805 - Women's Hospital Finishes	0	0	0	0	0
0809 - Hosp Renovations	0	0	0	0	0
0815 - Orc Pav Water Heater	0	0	0	0	0
0816 - Hospital Signage	0	0	0	0	0
0904 - LG Facilities Upgrade	41	2	0	0	0
0907 - LG Imaging Masterplan	162	244	774	1,402	17
1000 - LG Rehab Building	0	0	0	0	0
1104 - New Main CDU TV's	0	0	0	0	0
9900 - Unassigned Costs	279	734	470	3,717	0
0803 - Park Pav Foundation	270	0	0	0	0
1005 - LG OR Light Upgrd	108	14	0	0	0
1101 - Melchor Pavilion - Genomics	0	0	0	0	0
1102 - LG Joint Hotel	657	0	0	0	0
1106 - SHC Project	2,245	0	0	0	0
1108 - Cooling Towers	932	450	0	0	0
1115 - Womens Hosp TI's	50	0	0	0	0
1118 - Park Pav Roto Care	119	0	0	0	0
1120 - BHS Out Patient TI's	472	66	0	0	0
1122 - LG Sleep Studies	147	7	0	0	0
1129 - Old Main Card Rehab	400	9	0	0	0
0817 - Womens Hosp Upgrds	1,242	645	1	0	0
0906 - Slot Build-Out	0	1,003	1,576	15,101	1,251
1107 - Boiler Replacement	49	0	0	0	0
1109 - New Main Upgrades	589	423	393	2	0
1111 - Mom/Baby Overflow	267	212	29	0	0
1129 - Cardic Rehab Improv	0	0	0	0	0
1132 - Pheumatic Tube Prj	78	0	0	0	0
1204 - Elevator Upgrades	24	25	30	0	0
1210 - Los Gatos VOIP	1	147	89	0	0
0800 - Womens L&D Expansion	129	2,104	1,531	269	0
1116 - LG Ortho Pavillion	44	177	24	21	0
1124 - LG Rehab BLDG	11	49	458	0	0
1128 - LG Boiler Replacement	3	0	0	0	0
1131 - MV Equipment Replace	190	216	0	0	0
1135 - Park Pavilion HVAC	47	0	0	0	0
1208 - Willow Pav. High Risk	0	110	0	0	0
1213 - LG Sterilizers	0	102	0	0	0
1225 - Rehab BLDG Roofing	0	7	241	4	0
1227 - New Main eICU	0	96	21	0	0
1230 - Fog Shop	0	339	80	0	0
1247 - LG Infant Security	0	134	0	0	0
1307 - LG Upgrades	0	376	2,979	3,282	3,511
1308 - LG Infrastructure	0	0	114	0	0
1313 - LG Rehab HVAC System/Structural	0	0	0	0	1,597
1315 - 205 So. Drive TI's	0	0	500	2	0
0908 - NPCR3 Seismic Upgrds	554	1,302	1,224	1,328	240

Category	2012	2013	2014	2015	2016
Facilities Projects CIP cont.					
1125 - Will Pav Fire Sprinkler	9	57	39	0	0
1211 - SIS Monitor Install	0	215	0	0	0
1216 - New Main Process Imp Office	0	19	1	16	0
1217 - MV Campus MEP Upgrades FY13	0	0	181	274	28
1219 - LG Spine OR	0	0	214	323	633
1221 - LG Kitchen Refrig	0	0	85	0	0
1224 - Rehab Bldg HVAC Upgrades	0	11	202	81	14
1245 - Behavioral Health Bldg Replace	0	0	1,257	3,775	1,389
1248 - LG - CT Upgrades	0	0	26	345	197
1249 - LG Mobile Imaging	0	0	146	0	0
1301 - Desktop Virtual	0	0	13	0	0
1304 - Rehab Wander Mgmt	0	0	87	0	0
1310 - Melchor Cancer Center Expansion	0	0	44	13	0
1318 - Women's Hospital TI	0	0	48	48	29
1327 - Rehab Building Upgrades	0	0	0	15	20
1320 - 2500 Hosp Dr Roofing	0	0	75	81	0
1328 - LG Ortho Canopy FY14	0	0	255	209	0
1340 - New Main ED Exam Room TVs	0	0	8	193	0
1341 - New Main Admin	0	0	32	103	0
1344 - New Main AV Upgrd	0	0	243	0	0
1345 - LG Lab HVAC	0	0	112	0	0
1346 - LG OR 5, 6, and 7 Lights Replace	0	0	0	285	53
1347 - LG Central Sterile Upgrades	0	0	0	181	43
1400 - Oak Pav Cancer Center	0	0	0	5,208	666
1403 - Hosp Drive BLDG 11 TI's	0	0	86	103	0
1404 - Park Pav HVAC	0	0	64	7	0
1405 - 1-South Accessibility Upgrades	0	0	0	0	168
1408 - New Main Accessibility Upgrades	0	0	0	7	46
1413 - North Drive Parking Structure Exp	0	0	0	167	1,266
1414 - Integrated MOB	0	0	0	2,009	8,875
1415 - Signage & Wayfinding	0	0	0	0	106
1416 - MV Campus Digital Directories	0	0	0	0	34
1421 - LG MOB Improvements	0	0	0	198	65
1422 - CUP Upgrade	0	0	0	0	896
1423 - MV MOB TI Allowance	0	0	0	0	588
1425 - IMOB Preparation Project - Old Mai	0	0	0	0	711
1429 - 2500 Hospital Dr Bldg 8 TI	0	0	0	101	0
1432 - 205 South Dr BHS TI	0	0	0	8	15
1501 - Women's Hospital NPC Comp	0	0	0	4	0
1502 - Cabling & Wireless Upgrades	0	0	0	0	1,261
1503 -Williow Pavilion Tomosynthesis	0	0	0	0	53
1504 - Equipment Support Infrastructure	0	0	0	61	311
1523 - Melchor Pavilion Suite 309 TI	0	0	0	0	10
1526 - CONCERN TI	0	0	0	0	37
1550 - Land Acquisition	0	0	0	0	24,007
Subtotal Facilities Projects CIP	9,553	9,294	13,753	38,940	48,136
Grand Total	35,357	27,598	51,723	56,940	96,739
Forecast at Beginning of year	47,138	70,503	70,037	65,420	114,025