



**El Camino Hospital**  
THE HOSPITAL OF SILICON VALLEY

**Summary of Financial Operations  
Fiscal Year 2019 – Period 9**

7/1/2018 to 3/31/2019

El Camino Hospital Board of Directors

Iftikhar Hussain, CFO

June 12, 2019

# Financial Overview

## Volume:

- Volumes in March brings the YTD combined volume measured in adjusted discharges to 1.9% below budget. Inpatient volume is lower in MCH (deliveries), and the Ortho/Spine service lines.
- YTD outpatient volume is below budget by 1.5% (1,663 visits). Imaging (CT Service) and Rehab services remain favorable to budget. Lab volume is 5.9% or 1,270 visits below budget. 650 Cases for LG Infusion were expected in the Oncology Outpatient service line for volumes will not materialize until FY20.

## Financial Performance:

- YTD Operating income is favorable to budget by 15.9% (\$12.1M) primarily due to continued favorable revenue cycle operations. Net Patient Revenue is favorable to budget by 1.6% (\$10.6M).
- YTD Operating Expense is favorable to budget 1.2% (\$7.4M). YTD Salaries & Wages are favorable to budget by 1.2% (\$4.6M). YTD Non Labor expenses are also favorable to budget by 1.1% (\$2.8M).

## Payor Mix:

- YTD, Medicare is 1.8 percentage points unfavorable to budget and the Commercial Payor mix is 1.7 percentage points unfavorable to budget.

## Cost:

- Prod FTEs were unfavorable to target for March by 4.2% and on budget YTD.

## Dashboard - ECH combined as of March 31, 2019

	Month				YTD			
	PY	CY	Bud/Target	Variance CY vs Bud	PY	CY	Bud/Target	Variance CY vs Bud
<b>Volume</b>								
Licensed Beds	443	443	443	-	443	443	443	-
ADC	244	263	262	1	244	240	245	(5)
Utilization MV	67%	73%	71%	2%	67%	66%	67%	-1%
Utilization LG	31%	31%	34%	-3%	30%	29%	30%	-1%
Utilization Combined	55%	59%	59%	0%	55%	54%	55%	-1%
Total Discharges (Excl NNB)	1,753	1,831	1,874	(43)	15,408	14,873	15,488	(615)
<b>Financial Perf.</b>								
Total Operating Revenue	82,224	83,004	85,836	(2,832)	692,328	708,576	703,853	4,723
Operating Income \$	11,398	9,493	10,964	(1,471)	106,040	88,537	76,410	12,127
Operating Margin	13.9%	11.4%	12.8%	-1.3%	15.3%	12.5%	10.9%	1.6%
EBIDA %	19.8%	17.4%	18.5%	-1.1%	21.3%	18.4%	17.0%	1.4%
<b>Payor Mix</b>								
Medicare	49.5%	51.2%	46.9%	4.3%	47.4%	48.7%	46.7%	2.1%
Medi-Cal	7.5%	8.5%	7.9%	0.6%	7.8%	8.1%	7.9%	0.3%
Total Commercial	39.3%	38.1%	42.7%	-4.6%	42.2%	40.7%	42.8%	-2.1%
Other	3.7%	2.2%	2.6%	-0.4%	2.5%	2.4%	2.7%	-0.3%
<b>Cost</b>								
Total FTE	2,602.0	2,751.6	2,811.2	(60)	2,578.8	2,659.5	2,694.5	(35)
Productive Hrs/APD	30.8	30.7	29.8	1	30.0	30.7	31.4	(1)
<b>Balance Sheet</b>								
Net Days in AR	50.7	48.5	48.0	0	50.7	48.5	48.0	0.5
Days Cash	505	493	449	44	505	493	449	44
<b>Affiliates - Net Income (\$000s)</b>								
Hosp	9,771	21,517	11,310	10,206	149,758	98,883	80,188	18,695
Concern	141	405	64	341	1,006	2,303	661	1,643
ECSC	(19)	(0)	0	(0)	(41)	(47)	0	(47)
Foundation	5	477	148	328	1,520	1,922	1,231	690
SVMD	628	1,958	43	1,915	346	3,175	(123)	3,299

# Budget Variances

## Fiscal Year 2019 YTD (7/1/2018-3/31/2019) Waterfall

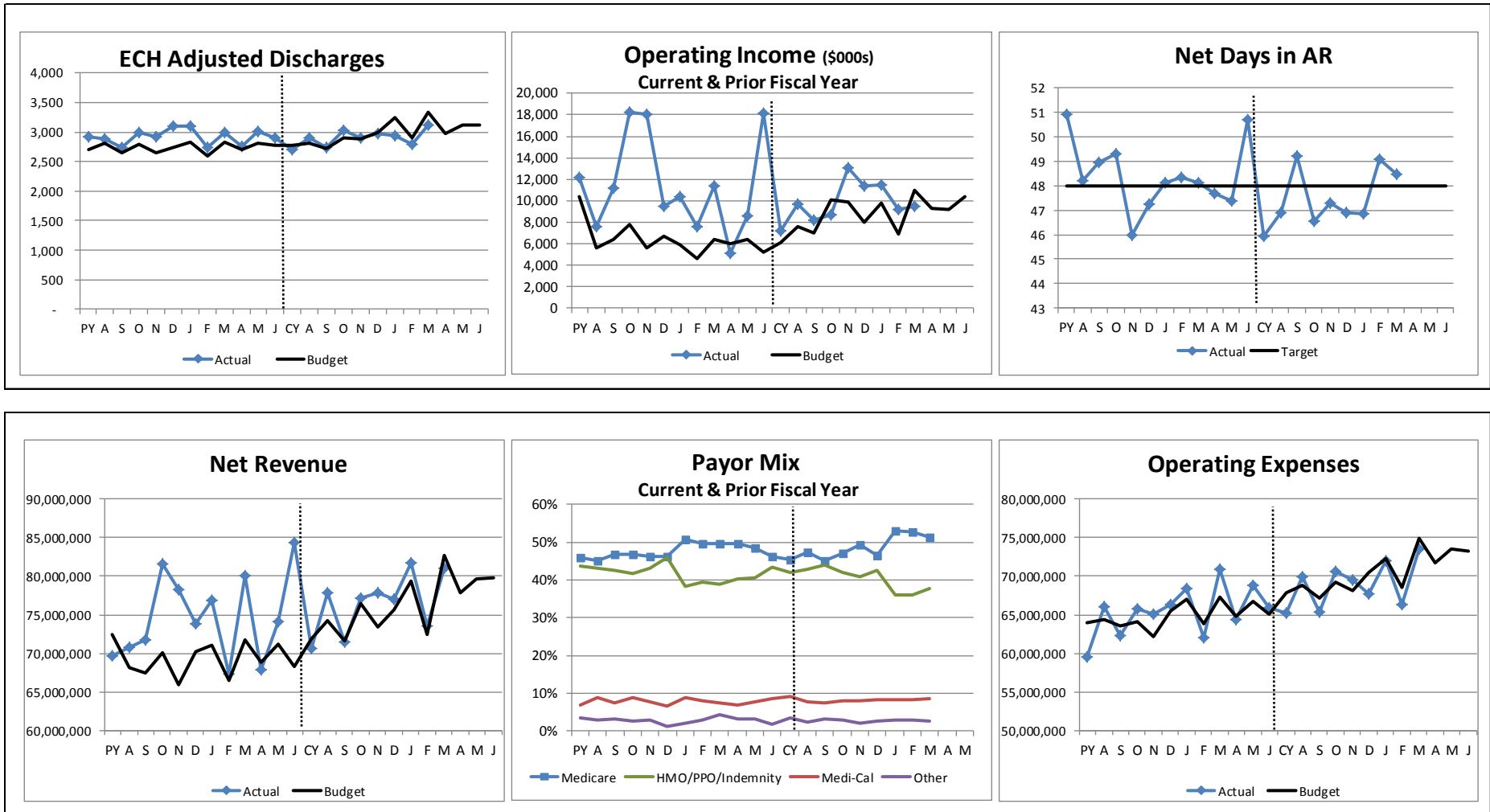
(in thousands; \$000s)	Year to Date (YTD)	
	Net Op Income	% Net Revenue
<b>Budgeted Hospital Operations FY2019</b>	<b>76,410</b>	<b>10.9%</b>
<b>Net Revenue</b>	4,723	0.7%
<b>Labor and Benefit Expense Change</b> - Flexing staff and vacancies in support departments.	4,588	0.6%
<b>Professional Fees &amp; Purchased Services</b> - JACHO readiness and purchased services (in place of FTE) are the biggest drivers	(1,325)	-0.2%
<b>Supplies</b> - Positive variance in Drugs due to slow growth in OP Pharmacy.	3,368	0.5%
<b>Other Expenses</b>	(389)	-0.1%
<b>Depreciation &amp; Interest</b> - primarily due to delayed capital spending	1,161	0.2%
<b>Actual Hospital Operations FY2019</b>	<b>88,537</b>	<b>12.5%</b>

# El Camino Hospital (\$000s)

Period ending 03/31/2019

Period 9 FY 2018	Period 9 FY 2019	Period 9 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
292,898	314,759	331,750	(16,991)	(5.1%)	<b>OPERATING REVENUE</b>					
(212,815)	(233,754)	(249,051)	15,297	6.1%	Gross Revenue	2,494,405	2,608,009	2,637,723	(29,714)	(1.1%)
<b>80,083</b>	<b>81,005</b>	<b>82,699</b>	<b>(1,694)</b>	<b>(2.0%)</b>	Deductions	(1,824,147)	(1,919,770)	(1,960,075)	40,305	2.1%
2,141	1,999	3,137	(1,138)	(36.3%)	Net Patient Revenue	<b>670,258</b>	<b>688,239</b>	<b>677,648</b>	<b>10,591</b>	<b>1.6%</b>
<b>82,224</b>	<b>83,004</b>	<b>85,836</b>	<b>(2,832)</b>	<b>(3.3%)</b>	Other Operating Revenue	22,069	20,337	26,205	(5,868)	(22.4%)
					Total Operating Revenue	<b>692,328</b>	<b>708,576</b>	<b>703,853</b>	<b>4,723</b>	<b>0.7%</b>
					<b>OPERATING EXPENSE</b>					
41,202	43,963	45,265	1,301	2.9%	Salaries & Wages	353,569	375,179	379,767	4,588	1.2%
12,219	12,209	13,309	1,100	8.3%	Supplies	94,953	99,651	103,019	3,368	3.3%
10,327	9,664	8,919	(745)	(8.4%)	Fees & Purchased Services	75,972	80,960	79,636	(1,325)	(1.7%)
2,188	2,738	2,492	(247)	(9.9%)	Other Operating Expense	20,629	22,173	21,784	(389)	(1.8%)
691	575	490	(85)	(17.4%)	Interest	4,293	3,541	3,411	(130)	(3.8%)
4,201	4,361	4,398	37	0.8%	Depreciation	36,871	38,536	39,826	1,291	3.2%
<b>70,827</b>	<b>73,511</b>	<b>74,872</b>	<b>1,361</b>	<b>1.8%</b>	Total Operating Expense	<b>586,287</b>	<b>620,039</b>	<b>627,443</b>	<b>7,404</b>	<b>1.2%</b>
<b>11,398</b>	<b>9,493</b>	<b>10,964</b>	<b>(1,471)</b>	<b>(13.4%)</b>	Net Operating Income/(Loss)	<b>106,040</b>	<b>88,537</b>	<b>76,410</b>	<b>12,127</b>	<b>15.9%</b>
(1,626)	12,023	346	11,677	3370.7%	Non Operating Income	43,718	10,346	3,778	6,568	173.9%
<b>9,771</b>	<b>21,517</b>	<b>11,310</b>	<b>10,206</b>	<b>90.2%</b>	Net Income(Loss)	<b>149,758</b>	<b>98,883</b>	<b>80,188</b>	<b>18,695</b>	<b>23.3%</b>
19.8%	17.4%	18.5%	(1.1%)		EBITDA	21.3%	18.4%	17.0%	1.4%	
13.9%	11.4%	12.8%	(1.3%)		Operating Margin	15.3%	12.5%	10.9%	1.6%	
11.9%	25.9%	13.2%	12.7%		Net Margin	21.6%	14.0%	11.4%	2.6%	

# Monthly Financial Trends



# INVESTMENT SCORECARD AS OF MARCH 31, 2019

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY19 Year End Budget	Expectation Per Asset Allocation
<b>Investment Performance</b>		<b>1Q 2019</b>		<b>Fiscal Year-to-date</b>		<b>6y 5m Since Inception (annualized)</b>			<b>2018</b>
Surplus cash balance*		\$999.8	--	--	--	--	--	\$891.1	--
Surplus cash return		6.7%	6.7%	2.6%	2.6%	5.4%	5.2%	3.2%	5.3%
Cash balance plan balance (millions)		\$270.6	--	--	--	--	--	\$276.9	--
Cash balance plan return		8.3%	7.7%	2.9%	2.7%	7.6%	6.8%	6.0%	5.7%
403(b) plan balance (millions)		\$496.8	--	--	--	--	--	--	--
<b>Risk vs. Return</b>		<b>3-year</b>				<b>6y 5m Since Inception (annualized)</b>			<b>2018</b>
Surplus cash Sharpe ratio		1.16	1.09	--	--	1.03	1.00	--	0.43
Net of fee return		6.9%	6.3%	--	--	5.4%	5.2%	--	5.3%
Standard deviation		4.8%	4.6%	--	--	4.7%	4.6%	--	6.7%
Cash balance Sharpe ratio		1.18	1.08	--	--	1.14	1.07	--	0.40
Net of fee return		8.3%	7.3%	--	--	7.6%	6.8%	--	5.7%
Standard deviation		6.0%	5.5%	--	--	6.1%	5.8%	--	8.1%
<b>Asset Allocation</b>		<b>1Q 2019</b>							
Surplus cash absolute variances to target		8.8%	< 10%	--	--	--	--	--	--
Cash balance absolute variances to target		5.4%	< 10%	--	--	--	--	--	--
<b>Manager Compliance</b>		<b>1Q 2019</b>							
Surplus cash manager flags		22	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags		27	< 27 Green < 34 Yellow	--	--	--	--	--	--

\*Excludes debt reserve funds (~\$105 mm), District assets (~\$38 mm), and balance sheet cash not in investable portfolio (~\$100 mm). Includes Foundation (~\$29 mm) and Concern (~\$14 mm) assets. Budget adds back in current Foundation and Concern assets and backs out current debt reserve funds.

# Balance Sheet (in thousands)

## ASSETS

	Audited	
	March 31, 2019	June 30, 2018
<b>CURRENT ASSETS</b>		
Cash	92,611	118,992
Short Term Investments	173,961	150,664
Patient Accounts Receivable, net	127,282	124,427
Other Accounts and Notes Receivable	2,638	3,402
Intercompany Receivables	2,859	2,090
(1) Inventories and Prepaids	79,775	75,594
<b>Total Current Assets</b>	<b>479,126</b>	<b>475,171</b>
<b>BOARD DESIGNATED ASSETS</b>		
Plant & Equipment Fund	164,972	153,784
(2) Women's Hospital Expansion	15,472	9,298
(3) Operational Reserve Fund	139,057	127,908
Community Benefit Fund	17,791	18,675
Workers Compensation Reserve Fund	21,730	20,263
Postretirement Health/Life Reserve Fund	29,662	29,212
PTO Liability Fund	25,633	24,532
Malpractice Reserve Fund	1,831	1,831
Catastrophic Reserves Fund	19,036	18,322
<b>Total Board Designated Assets</b>	<b>435,185</b>	<b>403,826</b>
(4) FUNDS HELD BY TRUSTEE	<b>104,161</b>	<b>197,620</b>
<b>LONG TERM INVESTMENTS</b>	<b>344,151</b>	<b>345,684</b>
<b>INVESTMENTS IN AFFILIATES</b>	<b>34,939</b>	<b>32,412</b>
<b>PROPERTY AND EQUIPMENT</b>		
Fixed Assets at Cost	1,295,837	1,261,854
Less: Accumulated Depreciation	(607,709)	(577,959)
Construction in Progress	342,011	220,991
<b>Property, Plant &amp; Equipment - Net</b>	<b>1,030,138</b>	<b>904,886</b>
<b>DEFERRED OUTFLOWS</b>	<b>20,726</b>	<b>21,177</b>
<b>RESTRICTED ASSETS - CASH</b>	<b>0</b>	<b>0</b>
<b>TOTAL ASSETS</b>	<b>2,448,427</b>	<b>2,380,776</b>

## LIABILITIES AND FUND BALANCE

	Audited	
	March 31, 2019	June 30, 2018
<b>CURRENT LIABILITIES</b>		
(5) Accounts Payable	36,424	49,925
Salaries and Related Liabilities	14,558	26,727
Accrued PTO	25,633	24,532
Worker's Comp Reserve	2,300	2,300
Third Party Settlements	11,747	10,068
Intercompany Payables	255	125
Malpractice Reserves	1,831	1,831
(6) Bonds Payable - Current	8,630	3,850
(7) Bond Interest Payable	4,963	12,975
Other Liabilities	8,413	8,909
<b>Total Current Liabilities</b>	<b>114,756</b>	<b>141,242</b>
<b>LONG TERM LIABILITIES</b>		
Post Retirement Benefits	29,662	29,212
Worker's Comp Reserve	19,430	17,963
Other L/T Obligation (Asbestos)	3,946	3,859
Other L/T Liabilities (IT/Medl Leases)	-	-
(8) Bond Payable	508,520	517,781
<b>Total Long Term Liabilities</b>	<b>561,557</b>	<b>568,815</b>
<b>DEFERRED REVENUE-UNRESTRICTED</b>	<b>561</b>	<b>528</b>
<b>DEFERRED INFLOW OF RESOURCES</b>	<b>22,835</b>	<b>22,835</b>
<b>FUND BALANCE/CAPITAL ACCOUNTS</b>		
Unrestricted	1,313,533	1,243,529
Board Designated	435,185	403,825
Restricted	0	0
(9) <b>Total Fund Bal &amp; Capital Accts</b>	<b>1,748,718</b>	<b>1,647,355</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>2,448,427</b>	<b>2,380,776</b>



## March 2019 El Camino Hospital Comparative Balance Sheet Variances and Footnotes

- (1) The increase is due to annual insurance premiums for D&O, Property and Auto that are paid in July and amortized throughout the fiscal year. Also a quarterly pension funding was paid.
- (2) The increase is due to the District making a transfer from its Capital Appropriation Fund in support of the upcoming renovation to the Women's Hospital.
- (3) The increase is due to annual resetting of the 60 day Operational Reserve based on the new FY2019 budget that has started.
- (4) Decrease is due to draws from the 2015A/2017 Bond Project funds for the on-going IMOB and BHS construction and semi-annual 2015/2017 bond payment
- (5) Decrease is due to the yearend accruals that were paid out in July and August.
- (6) The increase is due to recognition of the first 2017 principal bond payment that will be in February 2020.
- (7) Semi-annual bond payments of interest and principal were made on the 2015A and 2017 Bonds in February.
- (8) Decrease is due to the establishment of FY2020 2015A and 2017 Bond Principal Payable moving to current bond payables.
- (9) Increase in total Fund Balance is driven by y-t-d net income and that Capital Appropriate Fund transfer by District, discussed in item #2 above.

## EL CAMINO HOSPITAL - BOARD DESIGNATED FUND DESCRIPTIONS/ HISTORY ( 1 OF 2)

- **Plant & Equipment Fund** – original established by the District Board in the early 1960’s to fund new capital expansion projects of building facilities or equipment (new or replacements). The funds came from the M&O property taxes being received and the funding depreciation expense at 100%. When at the end of 1992, the 501(c)(3) Hospital was performed by the District, the property tax receipts remained with the District. The newly formed Hospital entity continued on with funding depreciation expense, but did that funding at 130% of the depreciation expense to account for an expected replacement cost of current plant and property assets. It is to be noted that within this fund is an itemized amount of \$14 million for the Behavioral Health Service building replacement project. This amount came from the District’s Capital Appropriation Fund (excess Gann Limit property taxes) of the fiscal years of 2010 thru 2013 by various District board actions.
- **Women’s Hospital Expansion** – established June 2016 by the District authorizing the amounts accumulated in its Capital Appropriation Fund (excess Gann Limit property taxes) for the fiscal years of 2014 and 2015 to be allocated for the renovation of the Women’s Hospital upon the completion of Integrated Medical Office Building currently under construction. At the end of fiscal year 2018 another \$6.2 million was added to this fund.
- **Operational Reserve Fund** – originally established by the District in May 1992 to establish a fund equal to sixty (60) days of operational expenses (based on the current projected budget) and only be used in the event of a major business interruption event and/or cash flow.
- **Community Benefit Fund** – following in the footsteps of the District in 2008 of forming its Community Benefit Fund using Gann Limit tax receipts, the Hospital in 2010 after opening its campus outside of District boundaries in Los Gatos formed its own Community Benefit Fund to provide grants/sponsorships in Los Gatos and surrounding areas. The funds come from the Hospital reserving \$1.5M a year from its operations, the entity of CONCERN contributing 40% of its annual income each year (an amount it would have paid in corporate taxes if it wasn’t granted tax exempt status), that generates an amount of \$500,000 or more a year. \$15 million within this fund is a board designated endowment fund formed in 2015 with a \$10 million contribution, and added to at the end of the 2017 fiscal year end with another \$5 million contribution, to generate investment income to be used for grants and sponsorships, in fiscal year it generated over \$1.1 million of investment income for the program.

## EL CAMINO HOSPITAL - BOARD DESIGNATED FUND DESCRIPTIONS/ HISTORY ( 2 OF 2)

- **Workers Compensation Reserve Fund** – as the Hospital is self-insured for its workers compensation program (since 1978) this fund was originally formed in early 2000's by management to reserve cash equal to the yearly actuarially determined Workers Compensation amount. The thought being if the business was to terminate for some reason this is the amount in cash that would be needed to pay out claims over the next few years.
- **Postretirement Health/Life Reserve Fund** – following the same formula as the Workers Compensation Reserve Fund this fund was formed in the early 2000's by management to reserve cash equal to the yearly actuarially determined amount to fund the Hospital's postretirement health and life insurance program. Note this program was frozen in 1995 for all new hires after that date. At the end of fiscal year 2018, GASB #75 was implemented that now represents the full actuarially determined liability.
- **PTO (Paid Time Off) Liability Fund** – originally formed in 1993 as the new 501(c)(3) Hospital began operations, management thought as a business requirement of this vested benefit program that monies should be set aside to extinguish this employee liability should such a circumstance arise. This balance is equal to the PTO Liability on the Balance Sheet.
- **Malpractice Reserve Fund** – originally established in 1989 by the then District's Finance Committee and continued by the Hospital. The amount is actuarially determined each year as part of the annual audit to fund potential claims less than \$50,000. Above \$50,000 our policy with the BETA Healthcare Group kicks in to a \$30 million limit per claim/\$40 million in the aggregate.
- **Catastrophic Loss Fund** – was established in 1999 by the Hospital Board to be a "self-insurance" reserve fund for potential non-major earthquake repairs. Initially funded by the District transferring \$5 million and has been added to by the last major payment from FEMA for the damage caused the Hospital by the October 1989 earthquake. It is to be noted that it took 10 years to receive final settlement from FEMA grants that totaled \$6.8 million that did mostly cover all the necessary repairs.

# APPENDIX

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

Period ending 03/31/2019

Period 9 FY 2018	Period 9 FY 2019	Period 9 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
242,772	259,896	266,244	(6,348)	(2.4%)	<b>OPERATING REVENUE</b>					
(175,442)	(192,610)	(200,316)	7,706	3.8%	Gross Revenue	2,047,101	2,143,900	2,143,685	216	0.0%
<b>67,330</b>	<b>67,286</b>	<b>65,928</b>	<b>1,358</b>	<b>2.1%</b>	Deductions	(1,493,958)	(1,575,870)	(1,596,376)	20,505	1.3%
1,924	1,613	2,896	(1,283)	(44.3%)	Net Patient Revenue	<b>553,143</b>	<b>568,030</b>	<b>547,309</b>	<b>20,721</b>	<b>3.8%</b>
<b>69,255</b>	<b>68,899</b>	<b>68,824</b>	<b>75</b>	<b>0.1%</b>	Other Operating Revenue	20,476	17,609	24,046	(6,438)	(26.8%)
					Total Operating Revenue	<b>573,619</b>	<b>585,639</b>	<b>571,356</b>	<b>14,283</b>	<b>2.5%</b>
					<b>OPERATING EXPENSE</b>					
34,332	36,645	37,441	795	2.1%	Salaries & Wages	294,343	312,698	316,579	3,881	1.2%
10,219	10,054	10,478	424	4.0%	Supplies	77,010	81,272	83,112	1,840	2.2%
9,082	7,899	7,528	(370)	(4.9%)	Fees & Purchased Services	63,993	67,914	67,515	(399)	(0.6%)
664	1,093	974	(119)	(12.2%)	Other Operating Expense	6,556	8,034	7,931	(103)	(1.3%)
691	575	490	(85)	(17.4%)	Interest	4,293	3,541	3,411	(130)	(3.8%)
3,512	3,556	3,660	103	2.8%	Depreciation	31,463	31,650	33,147	1,497	4.5%
<b>58,500</b>	<b>59,822</b>	<b>60,571</b>	<b>748</b>	<b>1.2%</b>	Total Operating Expense	<b>477,658</b>	<b>505,108</b>	<b>511,695</b>	<b>6,586</b>	<b>1.3%</b>
<b>10,754</b>	<b>9,077</b>	<b>8,253</b>	<b>824</b>	<b>10.0%</b>	Net Operating Income/(Loss)	<b>95,961</b>	<b>80,530</b>	<b>59,661</b>	<b>20,869</b>	<b>35.0%</b>
(1,626)	12,023	346	11,677	3370.7%	Non Operating Income	43,762	10,346	3,778	6,568	173.9%
<b>9,128</b>	<b>21,100</b>	<b>8,600</b>	<b>12,500</b>	<b>145.4%</b>	Net Income(Loss)	<b>139,724</b>	<b>90,876</b>	<b>63,439</b>	<b>27,438</b>	<b>43.3%</b>
21.6%	19.2%	18.0%	1.1%		EBITDA	23.0%	19.8%	16.8%	2.9%	
15.5%	13.2%	12.0%	1.2%		Operating Margin	16.7%	13.8%	10.4%	3.3%	
13.2%	30.6%	12.5%	18.1%		Net Margin	24.4%	15.5%	11.1%	4.4%	

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

Period ending 03/31/2019

Period 9 FY 2018	Period 9 FY 2019	Period 9 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
<b>OPERATING REVENUE</b>										
50,126	54,863	65,507	(10,643)	(16.2%)	<b>Gross Revenue</b>	447,304	464,109	494,038	(29,929)	(6.1%)
(37,373)	(41,144)	(48,736)	7,591	15.6%	<b>Deductions</b>	(330,189)	(343,900)	(363,700)	19,800	5.4%
<b>12,753</b>	<b>13,719</b>	<b>16,771</b>	<b>(3,052)</b>	<b>(18.2%)</b>	<b>Net Patient Revenue</b>	<b>117,115</b>	<b>120,209</b>	<b>130,339</b>	<b>(10,129)</b>	<b>(7.8%)</b>
217	386	241	145	60.2%	<b>Other Operating Revenue</b>	1,593	2,728	2,159	570	26.4%
<b>12,970</b>	<b>14,105</b>	<b>17,012</b>	<b>(2,907)</b>	<b>(17.1%)</b>	<b>Total Operating Revenue</b>	<b>118,708</b>	<b>122,938</b>	<b>132,497</b>	<b>(9,560)</b>	<b>(7.2%)</b>
<b>OPERATING EXPENSE</b>										
6,870	7,318	7,824	506	6.5%	<b>Salaries &amp; Wages</b>	59,226	62,480	63,188	707	1.1%
1,999	2,155	2,831	675	23.9%	<b>Supplies</b>	17,943	18,379	19,907	1,528	7.7%
1,245	1,765	1,390	(375)	(27.0%)	<b>Fees &amp; Purchased Services</b>	11,979	13,047	12,121	(926)	(7.6%)
1,524	1,645	1,518	(127)	(8.4%)	<b>Other Operating Expense</b>	14,073	14,139	13,853	(286)	(2.1%)
0	0	0	0	0.0%	<b>Interest</b>	0	0	0	0	0.0%
689	804	738	(66)	(9.0%)	<b>Depreciation</b>	5,408	6,886	6,679	(207)	(3.1%)
<b>12,326</b>	<b>13,688</b>	<b>14,301</b>	<b>613</b>	<b>4.3%</b>	<b>Total Operating Expense</b>	<b>108,629</b>	<b>114,931</b>	<b>115,748</b>	<b>817</b>	<b>0.7%</b>
<b>643</b>	<b>416</b>	<b>2,711</b>	<b>(2,294)</b>	<b>(84.6%)</b>	<b>Net Operating Income/(Loss)</b>	<b>10,079</b>	<b>8,007</b>	<b>16,750</b>	<b>(8,743)</b>	<b>(52.2%)</b>
0	0	0	0	0.0%	<b>Non Operating Income</b>	(45)	0	0	0	0.0%
<b>643</b>	<b>416</b>	<b>2,711</b>	<b>(2,294)</b>	<b>(84.6%)</b>	<b>Net Income(Loss)</b>	<b>10,035</b>	<b>8,007</b>	<b>16,750</b>	<b>(8,743)</b>	<b>(52.2%)</b>
10.3%	8.7%	20.3%	(11.6%)		<b>EBITDA</b>	13.0%	12.1%	17.7%	(5.6%)	
5.0%	3.0%	15.9%	(13.0%)		<b>Operating Margin</b>	8.5%	6.5%	12.6%	(6.1%)	
5.0%	3.0%	15.9%	(13.0%)		<b>Net Margin</b>	8.5%	6.5%	12.6%	(6.1%)	

- March Gross Revenue unfavorable primarily due to lower Inpatient activity:
  - -\$3.0M Spine Surgery
  - -\$800K Orthopedic Surgery
  - -\$700K Deliveries
  - -\$3.4M shortfall due to delay in start of the Infusion center
- Fees and Purchased unfavorability primarily due to building & plant maintenance and contract staffing costs

## Non Operating Items and Net Income by Affiliate

\$ in thousands

	Period 9 - Month			Period 9 - FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>El Camino Hospital Income (Loss) from Operations</b>						
Mountain View	9,077	8,253	824	80,530	59,661	20,869
Los Gatos	416	2,711	(2,294)	8,007	16,750	(8,743)
<b>Sub Total - El Camino Hospital, excl. Affiliates</b>	<b>9,493</b>	<b>10,964</b>	<b>(1,471)</b>	<b>88,537</b>	<b>76,410</b>	<b>12,127</b>
<b>Operating Margin %</b>	<b>11.4%</b>	<b>12.8%</b>		<b>12.5%</b>	<b>10.9%</b>	
<b>El Camino Hospital Non Operating Income</b>						
Investments <sup>2</sup>	12,955	2,368	10,587	23,935	21,969	1,965
Swap Adjustments	829	(100)	929	243	(900)	1,143
Community Benefit	(101)	(300)	199	(3,627)	(2,700)	(927)
Pathways	0	0	0	(1,243)	0	(1,243)
Satellite Dialysis	(36)	(25)	(11)	414	(225)	639
Community Connect	0	(53)	53	0	(477)	477
SVMD Funding <sup>1</sup>	(959)	(1,219)	260	(6,991)	(10,971)	3,981
Other	(664)	(324)	(340)	(2,504)	(2,918)	413
<b>Sub Total - Non Operating Income</b>	<b>12,023</b>	<b>346</b>	<b>11,677</b>	<b>10,346</b>	<b>3,778</b>	<b>6,568</b>
<b>El Camino Hospital Net Income (Loss)</b>	<b>21,517</b>	<b>11,310</b>	<b>10,206</b>	<b>98,883</b>	<b>80,188</b>	<b>18,695</b>
<b>ECH Net Margin %</b>	<b>25.9%</b>	<b>13.2%</b>		<b>14.0%</b>	<b>11.4%</b>	
Concern	405	64	341	2,303	661	1,643
ECSC	(0)	0	(0)	(47)	0	(47)
Foundation	477	148	328	1,922	1,231	690
Silicon Valley Medical Development	1,958	43	1,915	3,175	(123)	3,299
<b>Net Income Hospital Affiliates</b>	<b>2,840</b>	<b>255</b>	<b>2,585</b>	<b>7,353</b>	<b>1,769</b>	<b>5,584</b>
<b>Total Net Income Hospital &amp; Affiliates</b>	<b>24,356</b>	<b>11,566</b>	<b>12,791</b>	<b>106,237</b>	<b>81,957</b>	<b>24,280</b>

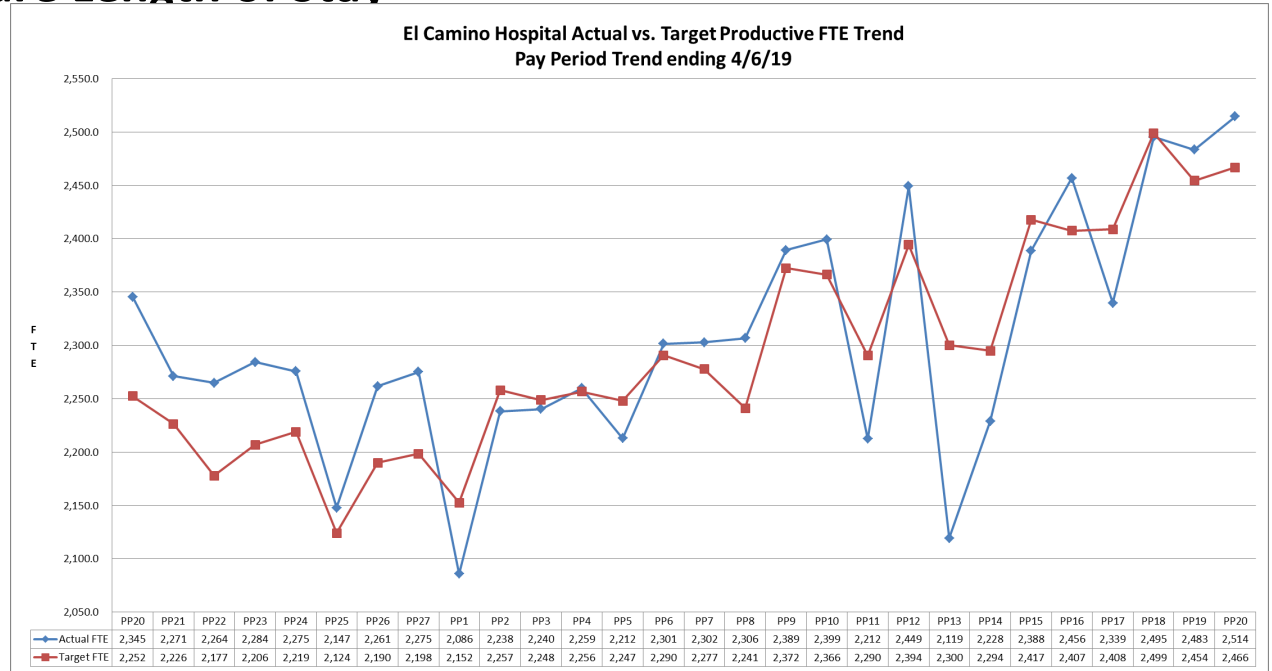
<sup>1</sup>Favorable variances for SVMD and Community Connect are due to delayed implementation

<sup>2</sup>Equity markets experienced a massive selloff during October, and volatility is continuing

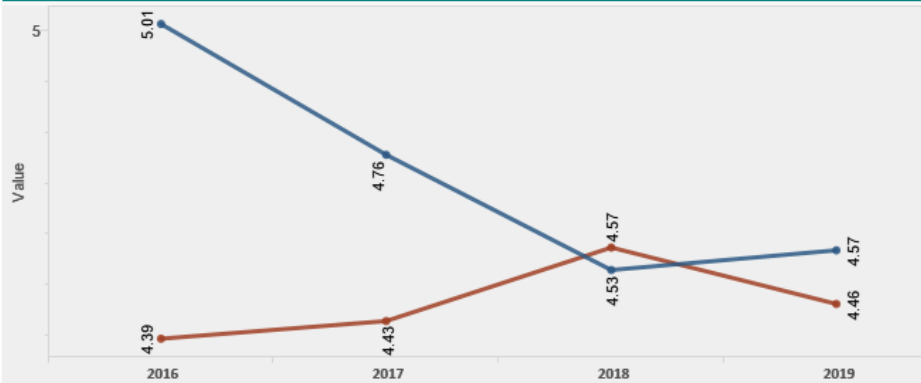
# Productivity and Medicare Length of Stay

At or below FTE target. YTD we are slightly worse than budget (adjusted for volume). Ramp up for SJMG/SVMD beginning in PP19.

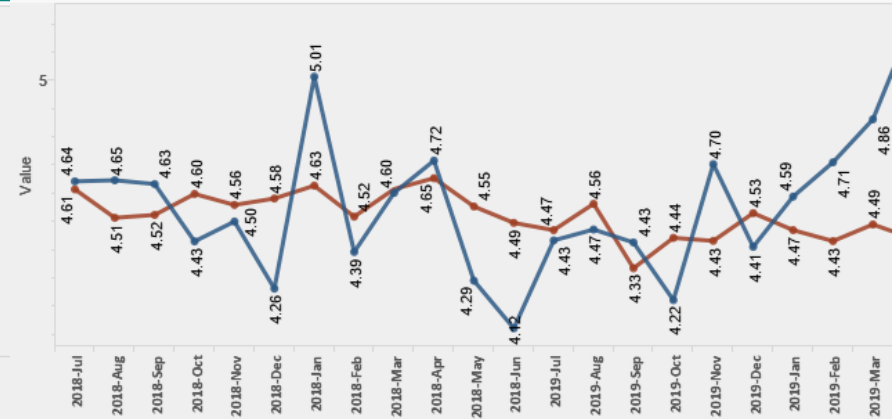
ALOS vs Milliman well-managed benchmark. Trend shows steady improvement with FY 2019 below benchmark (blue). Increase in benchmark beginning in FY 2017 due to Clinical Documentation Improvement (CDI)



## AVERAGE LENGTH OF STAY TREND BY MONTH/YEAR



## AVERAGE LENGTH OF STAY TREND BY MONTH/YEAR



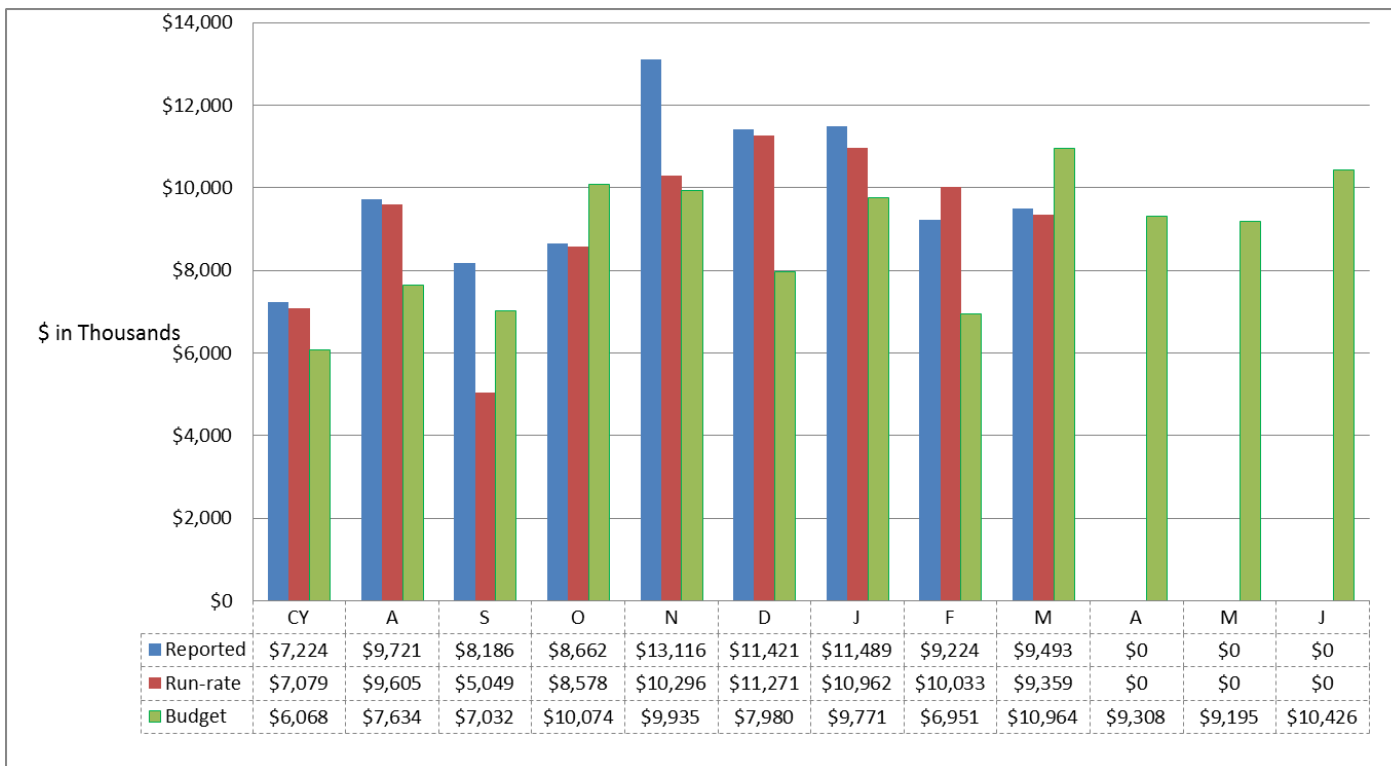


# El Camino Hospital Volume Annual Trends

VOLUME BY SERVICE LINE		ANNUAL TREND					FY19 Bud vs FY18		MONTH					YEAR					
		2014	2015	2016	2017	2018	2019(b)	Cases	Percent	PY	CY	Bud	Bud Var	PY Var	PY	CY	Bud	Bud Var	PY Var
IP	Behavioral Health	1,012	1,052	928	924	1,098	1,062	-36	-3.2%	77	93	90	3	16	826	847	795	52	21
	General Medicine & ...	4,165	4,592	4,459	4,961	5,285	5,325	40	0.8%	476	493	490	3	17	4,061	3,773	3,972	-199	-288
	General Surgery	1,243	1,150	1,311	1,318	1,305	1,344	39	3.0%	112	122	132	-10	10	971	1,037	991	46	66
	GYN	390	313	293	270	243	255	12	4.9%	25	27	20	7	2	191	173	183	-10	-18
	Heart and Vascular	1,859	1,998	2,001	2,203	2,372	2,445	73	3.1%	219	205	251	-46	-14	1,792	1,681	1,774	-93	-111
	MCH	6,695	6,371	5,953	5,822	5,718	5,764	46	0.8%	480	465	498	-33	-15	4,296	4,035	4,312	-277	-261
	Neurosciences	667	672	677	688	870	907	37	4.3%	81	78	74	4	-3	663	659	691	-32	-4
	Oncology	606	564	652	594	632	726	94	14.9%	61	60	61	-1	-1	490	529	520	9	39
	Orthopedics	1,695	1,773	1,746	1,690	1,705	1,819	114	6.7%	131	157	161	-4	26	1,310	1,268	1,392	-124	-42
	Rehab Services	547	555	500	461	441	436	-5	-1.1%	35	48	37	11	13	326	380	326	54	54
	Spine Surgery	377	429	417	474	375	465	90	24.0%	31	31	42	-11	0	295	248	340	-92	-47
	Urology	172	169	234	257	255	274	19	7.4%	25	32	19	13	7	187	222	194	28	35
	<b>Total</b>	<b>19,428</b>	<b>19,638</b>	<b>19,171</b>	<b>19,662</b>	<b>20,299</b>	<b>20,823</b>	<b>524</b>	<b>2.6%</b>	<b>1,753</b>	<b>1,811</b>	<b>1,874</b>	<b>-63</b>	<b>58</b>	<b>15,408</b>	<b>14,852</b>	<b>15,488</b>	<b>-636</b>	<b>-556</b>
OP	Behavioral Health	910	886	2,394	3,260	3,151	3,417	266	8.4%	284	213	337	-124	-71	2,413	2,024	2,507	-483	-389
	Dialysis	1,059	155	6			0				0					0			
	Emergency	46,006	49,091	48,590	48,625	49,412	49,122	-290	-0.6%	4,215	4,587	4,416	171	372	37,424	35,989	36,510	-521	-1,435
	General Medicine & ...	6,637	6,620	7,195	7,129	7,265	7,457	192	2.6%	635	729	716	13	94	5,420	5,929	5,609	320	509
	General Surgery	1,837	1,853	1,797	1,836	2,004	2,068	64	3.2%	175	179	198	-19	4	1,497	1,476	1,531	-55	-21
	GYN	1,220	1,308	1,018	1,081	1,099	1,171	72	6.6%	98	116	122	-6	18	842	1,040	856	184	198
	Heart and Vascular	2,570	2,712	3,795	4,361	4,364	4,410	46	1.1%	396	411	423	-12	15	3,219	3,441	3,314	127	222
	Imaging Services	19,546	20,072	17,807	17,249	18,503	18,744	241	1.3%	1,619	1,527	1,738	-211	-92	13,765	14,250	13,902	348	485
	Laboratory Services	30,599	29,726	29,007	29,153	28,565	29,071	506	1.8%	2,556	2,262	2,667	-405	-294	21,705	20,460	21,733	-1,273	-1,245
	MCH	5,034	4,826	5,092	5,576	5,644	5,928	284	5.0%	482	428	549	-121	-54	4,235	4,007	4,399	-392	-228
	Neurosciences	110	61	127	125	114	155	41	36.0%	8	7	10	-3	-1	87	64	126	-62	-23
	Oncology	4,015	4,179	14,329	18,540	19,276	22,037	2,761	14.3%	1,659	1,854	2,112	-258	195	14,452	15,142	15,508	-366	690
	Orthopedics	866	776	584	615	641	714	73	11.4%	58	63	85	-22	5	454	544	553	-9	90
	Outpatient Clinics	1,817	1,705	1,680	1,288	1,883	1,517	-366	-19.4%	140	106	130	-24	-34	1,457	1,256	1,135	121	-201
	Rehab Services	1,731	1,747	3,954	4,518	4,926	4,900	-26	-0.5%	441	505	428	77	64	3,628	4,028	3,576	452	400
	Sleep Center	160	223	498	368	242	300	58	24.0%	20	39	25	14	19	142	243	223	20	101
	Spine Surgery	325	399	309	324	311	326	15	4.8%	25	25	35	-10	0	232	213	245	-32	-19
	Urology	1,755	1,771	1,739	1,898	2,052	2,058	6	0.3%	196	170	199	-29	-26	1,528	1,512	1,554	-42	-16
	<b>Total</b>	<b>126,197</b>	<b>128,110</b>	<b>139,921</b>	<b>145,946</b>	<b>149,452</b>	<b>153,395</b>	<b>3,943</b>	<b>2.6%</b>	<b>13,007</b>	<b>13,221</b>	<b>14,187</b>	<b>-966</b>	<b>214</b>	<b>112,500</b>	<b>111,618</b>	<b>113,280</b>	<b>-1,662</b>	<b>-882</b>

## ECH Operating Margin

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



FY 2019 Actual Run Rate Adjustments (in thousands) - FAV / <UNFAV>											
Revenue Adjustments	J	A	S	O	N	D	J	F	M		YTD
Mcare Settlmt/Appeal/Tent Settlmt/PIP	141	112	92	76	137	443	516	129	129		1,774
IGT Supplemental	-	-	-	-	2,672	-	-	-	-		2,672
AB 915	-	-	2,875	-	-	-	-	-	-		2,875
RAC Release	-	-	161	-	-	(305)	-	(1,005)	-		(1,149)
Various Adjustments under \$250k	4	5	6	8	11	12	12	66	6		130
<b>Total</b>	<b>145</b>	<b>116</b>	<b>3,137</b>	<b>84</b>	<b>2,820</b>	<b>150</b>	<b>528</b>	<b>(809)</b>	<b>135</b>		<b>6,305</b>

## Capital Spend Trend & FY 19 Budget

Capital Spending (in 000's)	Actual FY2016	Actual FY2017	Actual FY2018	Projected FY2019	Budget 2019
EPIC	20,798	2,755	1,114	-	-
IT Hardware / Software Equipment**	6,483	2,659	1,108	19,732	19,732
Medical / Non Medical Equipment*	17,133	9,556	15,780	11,206	11,206
Non CIP Land, Land I , BLDG, Additions	4,189	-	2,070	-	-
Facilities	48,137	82,953	137,364	205,451	279,450
<b>GRAND TOTAL</b>	<b>96,740</b>	<b>97,923</b>	<b>157,435</b>	<b>236,389</b>	<b>310,388</b>
*Includes 2 robot purchases in FY2017					
**Includes ERP Implementation					

### Facilities

- Projected facilities spend is lower than forecast in the budget primarily due to timing of project activity.
  - \$27M for iMOB
  - \$6M Patient Family Residence
  - \$5M Women's Hospital Expansion
  - \$3M Behavioral Health Hospital replacement

# El Camino Hospital

## Capital Spending (in millions)

Category	Detail	Approved	Total Estimated Cost of Project	Total Authorized Active	Spent from Inception	FY19 Budget	FY 19 Proj Spend	Variance Projected vs		
								Budget	FY 19 YTD Spent	
<i>CIP</i>	ERP Upgrade			9.6	4.0	9.6	9.6	0.0	4.0	
<i>IT Hardware, Software, Equipment &amp; Imaging</i>				10.1	3.4	10.1	10.1	0.0	3.4	
<i>Medical &amp; Non Medical Equipment FY 18</i>				5.6	9.6	0.0	0.0	0.0	3.5	
<i>Medical &amp; Non Medical Equipment FY 19</i>				11.2	7.5	11.2	11.2	0.0	7.5	
<b>Facility Projects</b>										
	1245 Behavioral Health Bldg	FY16	96.1	96.1	68.3	45.0	41.7	-3.3	22.4	
	1413 North Drive Parking Expansion	FY15	24.5	24.5	24.4	0.0	0.7	0.7	0.2	
	1414 Integrated MOB	FY15	302.1	302.1	209.0	150.0	123.3	-26.7	88.5	
	1422 CUP Upgrade	FY16	9.0	9.0	8.3	0.8	1.4	0.6	0.7	
	1430 Women's Hospital Expansion	FY16	135.0	135.0	5.6	10.0	4.8	-5.2	2.4	
	Demo Old Main & Related Site Work		30.0	30.0	0.0	2.0	0.6	-1.4	0.0	
	1502 Cabling & Wireless Upgrades	FY16	0.0	0.0	2.8	0.0	0.0	0.0	0.0	
	1525 New Main Lab Upgrades		3.1	3.1	2.7	0.3	0.0	-0.3	0.5	
	1515 ED Remodel Triage/Psych Observation	FY16	5.0	5.0	0.0	4.6	0.3	-4.3	0.0	
	1503 Willow Pavilion Tomosynthesis	FY16	1.0	0.0	0.4	1.0	0.0	-1.0	0.0	
	1602 JW House (Patient Family Residence)		6.5	6.5	0.4	6.0	0.1	-5.9	0.1	
	Site Signage and Other Improvements		1.3	0.0	0.0	1.0	0.3	-0.7	0.0	
	Nurse Call System Upgrades		2.4	0.0	0.0	2.4	0.2	-2.2	0.0	
	1707 Imaging Equipment Replacement ( 5 or 6 rooms)		20.7	0.3	0.0	6.0	6.0	0.0	0.0	
	1708 IR/ Cath Lab Equipment Replacement		19.4	19.4	0.0	5.0	1.0	-4.0	0.9	
	1804 SVMDClinic @ North First Street		8.0	8.0	0.0	0.0	0.0	0.0	0.0	
	Flooring Replacement		1.6	1.6	0.0	1.5	0.4	-1.1	0.4	
	1219 LG Spine OR	FY13	0.0	0.0	4.0	0.0	0.0	0.0	0.2	
	1313 LG Rehab HVAC System & Structural	FY16	0.0	0.0	4.1	0.0	0.0	0.0	0.0	
	1248 LG Imaging Phase II (CT & Gen Rad)	FY16	9.0	9.0	9.0	0.0	0.0	0.0	0.1	
	1307 LG Upgrades	FY13	19.3	19.3	18.8	0.8	0.0	-0.8	1.0	
	1507 LG IR Upgrades		1.3	0.0	0.0	1.3	1.3	0.1	0.0	
	1603 LG MOB Improvements (17)		5.0	5.0	5.0	0.5	0.0	-0.5	0.0	
	1711 Emergency Sanitary & Water Storage		1.5	1.5	0.3	1.3	1.5	0.3	0.1	
	LG Modular MRI & Awning		3.9	3.9	0.4	3.5	0.6	-2.9	0.3	
	LG Nurse Call System Upgrade		0.8	0.0	0.0	0.5	0.4	-0.1	0.0	
	LG Observation Unit (Conversion of ICU 2)		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	1712 LG Cancer Center		5.0	5.0	1.3	4.8	3.7	-1.1	1.1	
	Workstation Inventory Replacement		2.0	2.0	0.0	0.0	0.0	0.0	0.0	
	Primary Care Clinic Development (2 @ \$3 Million Ea		6.0	6.0	0.0	5.0	4.0	-1.0	0.0	
	Other Strategic Capital FY-19		5.0	5.0	0.0	15.0	9.0	-6.0	0.0	
	Willow SC Upgrades ( 35,000 @ \$50)		1.8	1.8	0.0	1.8	0.0	-1.8	0.0	
	New 28k MOB (Courthouse Prop)		22.4	22.4	0.0	1.2	0.2	-1.0	0.0	
	80 Great Oaks Upgrades		4.5	4.5	0.0	0.0	0.0	0.0	0.0	
	Primary Care Clinic (TI's Only) FY 17 (828 Wincheste		3.6	3.6	0.0	0.3	0.0	-0.3	0.0	
	All Other Projects		9.2	8.6	108.2	7.8	3.9	-3.9	2.8	
<b>GRAND TOTAL</b>			<b>765.8</b>	<b>738.3</b>	<b>473.0</b>	<b>279.5</b>	<b>205.5</b>	<b>-74.0</b>	<b>122.0</b>	
				<b>769.2</b>	<b>497.6</b>	<b>300.8</b>	<b>236.4</b>	<b>-74.0</b>	<b>140.5</b>	

El Camino Hospital Capital Spending (in thousands) FY 2014 – FY 2018

Category	2014	2015	2016	2017	2018	Category	2014	2015	2016	2017	2018
<b>EPIC</b>	<b>6,838</b>	<b>29,849</b>	<b>20,798</b>	<b>2,755</b>	<b>1,114</b>	<b>Facilities Projects CIP cont.</b>					
IT Hardware/Software Equipment	2,788	4,660	6,483	2,659	1,108	1415 - Signage & Wayfinding	-	-	106	58	136
Medical/Non Medical Equipment	12,891	13,340	17,133	9,556	15,780	1416 - MV Campus Digital Directories	-	-	34	23	95
Non CIP Land, Land I, BLDG, Additions	22,292	-	4,189	-	2,070	1423 - MV MOB TI Allowance	-	-	588	369	-
<b>Facilities Projects CIP</b>						1425 - IMOB Preparation Project - Old Main	-	-	711	1,860	215
<b>Mountain View Campus Master Plan Projects</b>						1429 - 2500 Hospital Dr Bldg 8 TI	-	101	-	-	-
1245 - Behavioral Health Bldg Replace	1,257	3,775	1,389	10,323	28,676	1430 - Women's Hospital Expansion	-	-	-	464	2,763
1413 - North Drive Parking Structure Exp	-	167	1,266	18,120	4,670	1432 - 205 South Dr BHS TI	-	8	15	-	52
1414 - Integrated MOB	-	2,009	8,875	32,805	75,319	1501 - Women's Hospital NPC Comp	-	4	-	223	320
1422 - CUP Upgrade	-	-	896	1,245	5,428	1502 - Cabling & Wireless Upgrades	-	-	1,261	367	984
<b>Sub-Total Mountain View Campus Master Plan</b>	<b>1,257</b>	<b>5,950</b>	<b>12,426</b>	<b>62,493</b>	<b>114,093</b>	1503 - Willow Pavillion Tomosynthesis	-	-	53	257	31
<b>Mountain View Capital Projects</b>						1504 - Equipment Support Infrastructure	-	61	311	-	60
9900 - Unassigned Costs	470	3,717	-	-	-	1523 - Melchor Pavillion Suite 309 TI	-	-	10	59	392
0906 - Slot Build-Out	1,576	15,101	1,251	294	-	1525 - New Main Lab Upgrades	-	-	-	464	1,739
1109 - New Main Upgrades	393	2	-	-	-	1526 - CONCERN TI	-	-	37	99	10
1111 - Mom/Baby Overflow	29	-	-	-	-	<b>Sub-Total Mountain View Projects</b>	<b>7,219</b>	<b>26,744</b>	<b>5,588</b>	<b>5,535</b>	<b>7,948</b>
1204 - Elevator Upgrades	30	-	-	-	-	<b>Los Gatos Capital Projects</b>					
0800 - Womens L&D Expansion	1,531	269	-	-	-	0904 - LG Facilities Upgrade	-	-	-	-	-
1225 - Rehab BLDG Roofing	241	4	-	-	-	0907 - LG Imaging Masterplan	774	1,402	17	-	-
1227 - New Main eICU	21	-	-	-	-	1210 - Los Gatos VOIP	89	-	-	-	-
1230 - Fog Shop	80	-	-	-	-	1116 - LG Ortho Pavillion	24	21	-	-	-
1315 - 205 So. Drive TI's	500	2	-	-	-	1124 - LG Rehab BLDG	458	-	-	-	-
0908 - NPCR3 Seismic Upgrds	1,224	1,328	240	342	961	1307 - LG Upgrades	2,979	3,282	3,511	3,081	4,551
1125 - Will Pav Fire Sprinkler	39	-	-	-	-	1308 - LG Infrastructure	114	-	-	-	-
1216 - New Main Process Imp Office	1	16	-	-	-	1313 - LG Rehab HVAC System/Structural	-	-	1,597	1,904	550
1217 - MV Campus MEP Upgrades FY13	181	274	28	-	-	1219 - LG Spine OR	214	323	633	2,163	447
1224 - Rehab Bldg HVAC Upgrades	202	81	14	6	-	1221 - LG Kitchen Refrig	85	-	-	-	-
1301 - Desktop Virtual	13	-	-	-	-	1248 - LG - CT Upgrades	26	345	197	6,669	1,673
1304 - Rehab Wander Mgmt	87	-	-	-	-	1249 - LG Mobile Imaging	146	-	-	-	-
1310 - Melchor Cancer Center Expansion	44	13	-	-	-	1328 - LG Ortho Canopy FY14	255	209	-	-	-
1318 - Women's Hospital TI	48	48	29	2	-	1345 - LG Lab HVAC	112	-	-	-	-
1327 - Rehab Building Upgrades	-	15	20	-	22	1346 - LG OR 5, 6, and 7 Lights Replace	-	285	53	22	127
1320 - 2500 Hosp Dr Roofing	75	81	-	-	-	1347 - LG Central Sterile Upgrades	-	181	43	66	-
1340 - New Main ED Exam Room TVs	8	193	-	-	-	1421 - LG MOB Improvements	-	198	65	303	356
1341 - New Main Admin	32	103	-	-	-	1508 - LG NICU 4 Bed Expansion	-	-	-	207	-
1344 - New Main AV Upgrd	243	-	-	-	-	1600 - 825 Pollard - Aspire Phase II	-	-	-	80	10
1400 - Oak Pav Cancer Center	-	5,208	666	52	156	1603 - LG MOB Improvements	-	-	-	285	4,593
1403 - Hosp Drive BLDG 11 TI's	86	103	-	-	-	<b>Sub-Total Los Gatos Projects</b>	<b>5,276</b>	<b>6,246</b>	<b>6,116</b>	<b>14,780</b>	<b>12,306</b>
1404 - Park Pav HVAC	64	7	-	-	-	1550 - Land Acquisition	-	-	24,007	-	-
1405 - 1 - South Accessibility Upgrades	-	-	168	95	-	1701 - 828 S Winchester Clinic TI	-	-	-	145	3,018
1408 - New Main Accessibility Upgrades	-	7	46	501	12	<b>Sub-Total Other Strategic Projects</b>	<b>-</b>	<b>-</b>	<b>24,007</b>	<b>145</b>	<b>3,018</b>
						<b>Subtotal Facilities Projects CIP</b>	<b>13,753</b>	<b>38,940</b>	<b>48,137</b>	<b>82,953</b>	<b>137,364</b>
						<b>Grand Total</b>	<b>58,561</b>	<b>86,789</b>	<b>96,740</b>	<b>97,923</b>	<b>157,435</b>