

North Country Hospital

Fiscal Year 2018 Analysis

Report Date: 3/25/2019

Fiscal Year 2018 Analysis North Country Hospital

INCOME STATEMENT	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018P	FY2018A	FY2019B	2018B - 2018A		2018P - 2018A		2018B - 2019B		2018A - 2019B		2014-2018	
									\$ Chg	% Chg	\$ Chg	% Chg	% Chg	% Chg	% Chg	Annual Average		
Revenues																		
Gross Patient Care Revenue	150,537,638	166,223,234	178,370,005	176,924,304	186,181,775	186,233,162	181,428,090	193,012,814	6,831,039	-2.6%	(4,805,072)	-2.6%	3.7%	6.4%				4.8%
Disproportionate Share Payments	2,652,586	2,276,974	1,735,504	1,201,206	403,818	403,818	522,666	879,211	475,393	29.4%	118,848	29.4%	117.7%	68.2%				-33.4%
Bad Debt	(3,599,471)	(3,626,966)	(3,465,231)	(2,087,878)	(1,105,660)	(2,311,810)	(2,855,661)	(2,071,021)	(965,361)	158.3%	(543,851)	23.5%	87.3%	-27.5%				-5.6%
Free Care	(1,074,525)	(1,283,142)	(1,114,262)	(1,545,788)	(1,261,784)	(1,886,795)	(1,568,926)	(1,753,024)	(491,240)	24.3%	317,869	-16.8%	38.9%	11.7%				9.9%
Deductions from Revenue	(76,884,832)	(90,293,004)	(97,734,434)	(97,804,957)	(105,143,570)	(109,659,502)	(105,429,495)	(114,166,944)	(9,023,374)	0.3%	4,230,007	-3.9%	8.6%	8.3%				8.2%
Graduate Medical Education	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!				#DIV/0!
Net Patient Care Revenue	71,631,396	73,297,094	77,791,582	76,686,887	79,074,579	72,778,873	72,096,674	75,901,036	(3,173,543)	-8.8%	(682,199)	-0.9%	5.3%	5.3%				0.2%
Fixed Prospective Payments Fixed P	0	0	0	0	0	4,235,486	0	5,297,314	5,297,314	#DIV/0!	(4,235,486)	-100.0%	#DIV/0!	#DIV/0!				#DIV/0!
Reserves Reserves	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!				#DIV/0!
Other Reform Payments Other Refo	0	0	0	0	0	287,541	0	325,000	325,000	#DIV/0!	(287,541)	-100.0%	#DIV/0!	#DIV/0!				#DIV/0!
Fixed Prospective Payments & Reserves	0	0	0	0	0	4,523,027	0	5,622,314	5,622,314	#DIV/0!	(4,523,027)	-100.0%	#DIV/0!	#DIV/0!				#DIV/0!
Net Patient Care Revenue & Fixed Payments & Reserves	71,631,396	73,297,094	77,791,582	76,686,887	79,074,579	77,301,900	72,096,674	81,523,350	2,448,771	-8.8%	(5,205,226)	-6.7%	3.1%	13.1%				0.2%
Other Operating Revenue	6,359,285	7,181,556	6,174,954	5,620,168	5,885,122	5,655,416	5,137,841	6,083,556	198,434	-12.7%	(517,575)	-9.2%	3.4%	18.4%				-5.2%
Total Operating Revenue	77,990,681	80,478,650	83,966,536	82,307,055	84,959,701	82,957,316	77,234,515	87,606,906	2,647,205	-9.1%	(5,722,801)	-6.9%	3.1%	13.4%				-0.2%
Expenses																		
Salaries Non MD	22,529,191	24,491,810	26,443,428	26,747,116	27,485,621	26,467,298	0	27,664,659	179,038	-100.0%	(26,467,298)	-100.0%	0.7%	#DIV/0!				-100.0%
Fringe Benefits Non MD	9,797,427	8,077,211	9,377,399	10,083,036	10,481,826	10,338,550	0	10,732,923	251,097	-100.0%	(10,338,550)	-100.0%	2.4%	#DIV/0!				-100.0%
Fringe Benefits MD	1,337,391	1,130,331	1,129,208	1,075,390	1,154,352	1,003,816	0	1,164,079	9,727	-100.0%	(1,003,816)	-100.0%	0.8%	#DIV/0!				-100.0%
Physician Fees, Salaries, Contracts	12,577,138	13,465,876	14,439,987	15,256,583	14,196,022	14,296,865	0	14,792,632	596,610	-100.0%	(14,296,865)	-100.0%	4.2%	#DIV/0!				-100.0%
Health Care Provider Tax	4,221,188	4,283,890	4,464,892	4,633,146	4,533,348	4,533,348	0	4,533,348	0	-100.0%	(4,533,348)	-100.0%	0.0%	#DIV/0!				-100.0%
Depreciation & Amortization	4,576,430	4,681,156	5,060,771	4,650,398	4,458,804	4,066,750	0	4,358,483	(100,321)	-100.0%	(4,066,750)	-100.0%	-2.2%	#DIV/0!				-100.0%
Interest - Long Term & Short Term	664,544	647,943	596,513	692,008	689,347	674,663	0	605,858	(83,489)	-100.0%	(674,663)	-100.0%	-12.1%	#DIV/0!				-100.0%
Other Operating Expense	20,004,351	20,856,291	22,312,587	21,041,340	21,266,142	20,625,069	0	22,796,328	1,530,186	-100.0%	(20,625,069)	-100.0%	7.2%	#DIV/0!				-100.0%
Total Operating Expense	75,707,661	77,634,509	83,824,785	84,179,016	84,265,462	82,006,360	0	86,648,310	2,382,848	-100.0%	(82,006,360)	-100.0%	2.8%	#DIV/0!				-100.0%
		3%	8%	0%			-100%	3%			(1)							
Net Operating Income (Loss)	2,283,020	2,844,141	141,751	(1,871,960)	694,239	950,956	77,234,515	958,597	264,358	11025.1%	76,283,559	8021.8%	38.1%	-98.8%				141.2%
Non-Operating Revenue	2,432,880	(1,384,871)	2,028,401	3,886,125	1,253,190	1,653,237	2,883,725	1,504,524	251,334	130.1%	1,230,488	74.4%	20.1%	-47.8%				4.3%
Excess (Deficit) of Rev Over Exp	4,715,901	1,459,270	2,170,151	2,014,165	1,947,429	2,604,193	80,118,240	2,463,121	515,692	4014.1%	77,514,047	2976.5%	26.5%	-96.9%				103.0%
Benchmarks-Hospital																		
Operating Margin%	2.9%	3.5%	0.2%	-2.3%	0.8%	1.1%	100.0%	1.1%										
Total Margin %	5.9%	1.8%	2.5%	2.3%	2.3%	3.1%	100.0%	2.8%										
EBIDA Margin %	9.6%	10.2%	6.9%	4.2%	6.9%		100.0%	6.8%										
Cost per Adjusted Admission	8,881	8,655	8,963	9,866	9,688	10,169	0	10,813										

Fiscal Year 2018 Analysis		North Country Hospital											
NET PAYER REVENUE CHANGE - PAYERS		FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	2017A-2018A % Chg	2018B - 2018A % Chg	2014A - 2019B % Chg	2018A - 2019B % Chg	
All Payers	Gross Patient Care Revenue	\$150,537,639	\$166,223,233	\$178,370,005	\$176,924,305	\$186,181,775	\$181,428,093	\$193,012,814	2.5%	-2.6%	28.2%	6.4%	
	Contractual Allowances	(\$76,884,832)	(\$90,293,004)	(\$97,734,434)	(\$97,804,957)	(\$105,143,570)	(\$105,429,495)	(\$114,166,944)	7.8%	0.3%	48.5%	8.3%	
	Bad Debt	(\$3,599,471)	(\$3,626,966)	(\$3,465,231)	(\$2,087,878)	(\$1,105,660)	(\$2,855,661)	(\$2,071,021)	36.8%	158.3%	-42.5%	-27.5%	
	Free Care	(\$1,074,525)	(\$1,283,142)	(\$1,114,262)	(\$1,545,788)	(\$1,261,784)	(\$1,568,926)	(\$1,753,024)	1.5%	24.3%	63.1%	11.7%	
	Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	Disproportionate Share Payments	\$2,652,586	\$2,276,974	\$1,735,504	\$1,201,206	\$403,818	\$522,666	\$879,211	-56.5%	29.4%	-66.9%	68.2%	
	Net Payer Revenue	\$71,631,397	\$73,297,093	\$77,791,582	\$76,686,888	\$79,074,579	\$72,096,677	\$75,901,036	-6.0%	-8.8%	6.0%	5.3%	
	FPP & Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$5,622,314	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	NPR & FPP	\$71,631,397	\$73,297,093	\$77,791,582	\$76,686,888	\$79,074,579	\$72,096,677	\$81,523,350	-6.0%	-8.8%	13.8%	13.1%	
			2%	6%	-1%	3%	-9%	13%					
Commercial	Gross Patient Care Revenue	\$52,821,860	\$55,164,782	\$57,133,666	\$58,312,042	\$61,525,233	\$54,525,250	\$64,384,857	-6.5%	-11.4%	21.9%	18.1%	
	Contractual Allowances	(\$14,432,914)	(\$15,174,391)	(\$16,984,987)	(\$18,007,984)	(\$16,385,202)	(\$17,530,404)	(\$21,209,465)	-2.7%	7.0%	47.0%	21.0%	
	Bad Debt	(\$3,599,471)	(\$3,626,966)	(\$3,465,231)	(\$2,087,878)	(\$1,105,660)	(\$2,855,661)	(\$2,071,021)	36.8%	158.3%	-42.5%	-27.5%	
	Free Care	(\$1,074,525)	(\$1,283,142)	(\$1,114,262)	(\$1,545,788)	(\$1,261,784)	(\$1,568,926)	(\$1,753,024)	1.5%	24.3%	63.1%	11.7%	
	NPR	\$33,714,950					\$32,570,259	\$39,351,347	#DIV/0!	#DIV/0!	16.7%	20.8%	
	FPP & Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	NPR & FPP	\$33,714,950	\$35,080,282	\$35,569,187	\$36,670,393	\$42,772,587	\$32,570,259	\$39,351,347	-11.2%	-23.9%	16.7%	20.8%	
			4%	1%	3%	17%	-24%	21%					
	Medicaid	Gross Patient Care Revenue	\$36,410,725	\$43,394,663	\$44,759,582	\$43,724,780	\$47,789,151	\$44,465,556	\$48,788,854	1.7%	-7.0%	34.0%	9.7%
		Contractual Allowances	(\$26,453,295)	(\$33,016,817)	(\$32,894,881)	(\$33,372,689)	(\$36,534,389)	(\$36,804,574)	(\$41,339,854)	10.3%	0.7%	56.3%	12.3%
Bad Debt		\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Free Care		\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Graduate Medical Education Payments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
NPR		\$9,957,430					\$7,660,982	\$7,449,000	#DIV/0!	#DIV/0!	-25.2%	-2.8%	
FPP & Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$5,622,314	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
NPR & FPP		\$9,957,430	\$10,377,845	\$11,864,702	\$10,352,091	\$11,254,762	\$7,660,982	\$13,071,314	-26.0%	-31.9%	31.3%	70.6%	
			4%	14%	-13%	9%	-32%	71%					
Medicare		Gross Patient Care Revenue	\$61,305,054	\$67,663,788	\$76,476,756	\$74,887,482	\$76,867,391	\$82,437,287	\$79,839,103	10.1%	7.2%	30.2%	-3.2%
	Contractual Allowances	(\$35,998,623)	(\$42,101,796)	(\$47,854,566)	(\$46,424,284)	(\$52,223,979)	(\$51,094,517)	(\$51,617,625)	10.1%	-2.2%	43.4%	1.0%	
	Bad Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	Free Care	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	NPR	\$25,306,431					\$31,342,770	\$28,221,478	#DIV/0!	#DIV/0!	11.5%	-10.0%	
	FPP & Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	NPR & FPP	\$25,306,431	\$25,561,992	\$28,622,190	\$28,463,198	\$24,643,412	\$31,342,770	\$28,221,478	10.1%	27.2%	11.5%	-10.0%	
			1%	12%	-1%	-13%	27%	-10%					
	Disproportionate Share Payments	\$2,652,586	\$2,276,974	\$1,735,504	\$1,201,206	\$403,818	\$522,666	\$879,211	-56.5%	29.4%	-66.9%	68.2%	
	NPR to Gross Commercial (no dsh)	63.8%	63.6%	62.3%	62.9%	69.5%	59.7%	61.1%					
NPR to Gross Medicaid (no dsh)	27.3%	23.9%	26.5%	23.7%	23.6%	17.2%	26.8%						
NPR to Gross Medicare (no dsh)	41.3%	37.8%	37.4%	38.0%	32.1%	38.0%	35.3%						
NPR to Gross All (no dsh)	45.8%	42.7%	42.6%	42.7%	42.3%	39.5%	41.8%						

Fiscal Year 2018 Analysis		North Country Hospital						
BALANCE SHEET	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	
Cash & Investments	\$ 6,818,104	\$ 5,441,054	\$ 2,507,404	\$ 1,567,456	\$ 5,194,466	\$ 865,798	\$ 2,463,129	
Net Patient Accounts Receivable	6,177,416	7,523,510	6,942,037	7,016,023	7,213,009	8,251,337	8,417,040	
Risk Reserve for Fixed Reform Payments	-	-	-	-	-	-	-	
Other Current Assets	3,517,151	4,193,114	4,648,142	7,315,747	6,745,801	3,890,618	7,881,045	
Current Assets	16,512,671	17,157,678	14,097,583	15,899,226	19,153,276	13,007,753	18,761,214	
Board Designated Assets	34,248,547	34,288,615	34,027,352	38,845,739	37,723,628	45,378,768	41,795,358	
Net, Property, Plant And Equipment	26,274,081	28,038,118	26,815,387	24,697,926	24,175,605	23,403,357	26,046,855	
Other Long-Term Assets	1,779,298	2,218,838	4,668,601	4,320,222	3,404,110	4,574,075	4,581,767	
Assets	\$ 78,814,597	\$ 81,703,249	\$ 79,608,923	\$ 83,763,113	\$ 84,456,619	\$ 86,363,953	\$ 91,185,194	
Accounts Payable	1,865,886	2,104,904	1,651,047	2,565,766	1,830,608	3,509,231	1,510,027	
Salaries, Wages And Payroll Taxes Payable	4,532,013	5,045,556	3,819,292	3,791,280	4,384,072	3,853,650	4,589,076	
Other Current Liabilities	25,048,310	24,869,707	4,427,303	6,279,667	6,784,495	7,612,107	7,634,060	
Current Liabilities	\$ 31,446,208	\$ 32,020,167	\$ 9,897,642	\$ 12,636,713	\$ 12,999,175	\$ 14,974,988	\$ 13,733,163	
Long Term Liabilities	2,249,958	3,456,829	20,602,338	19,364,561	19,339,895	17,536,476	16,541,890	
Other Noncurrent Liabilities	-	-	-	-	-	-	-	
Fund Balance	45,118,431	46,226,253	49,108,943	51,761,839	52,117,549	132,970,582	60,910,141	
Liabilities and Equities	\$ 78,814,597	\$ 81,703,249	\$ 79,608,923	\$ 83,763,113	\$ 84,456,619	\$ 165,482,046	\$ 91,185,194	
Benchmarks-Hospital	Comparative Benchmarks-Vermont System Averages							
Days Cash on Hand	210.7	198.8	169.3	185.5	196.3	0.0	196.3	
Long Term Debt to Capitalization	4.7%	7.0%	29.6%	27.8%	27.4%	11.9%	21.8%	
Debt Service Coverage Ratio	0.4	0.4	3.3	2.0	3.3	37.5	3.5	

Fiscal Year 2018 Analysis		North Country Hospital									
UTILIZATION & STAFFING	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	2018B-2018A	2018B-2019B	2018A-2019B	
UTILIZATION											
Adjusted Admissions	8,525	8,970	9,352	8,532	8,698	0	8,014	-100.0%	-7.9%	#DIV/0!	
Acute Admissions	1,370	1,420	1,394	1,368	1,432	0	1,357	-100.0%	-5.2%	#DIV/0!	
Acute Average Length Of Stay	3.4	3.2	3.2	3.6	3.2	0.0	3.2	-100.0%	0.2%	#DIV/0!	
All Operating Room Procedure	3,152	3,129	3,063	3,000	2,968	0	3,036	-100.0%	2.3%	#DIV/0!	
Tests	537,515	532,354	549,247	531,368	538,700	0	515,672	-100.0%	-4.3%	#DIV/0!	
Emergency Room Visits	15,139	16,605	15,987	15,521	16,530	0	15,456	-100.0%	-6.5%	#DIV/0!	
Cat Scan, Radiology - Diagnostic	18,411	17,166	18,101	18,075	17,637	0	17,737	-100.0%	0.6%	#DIV/0!	
Exams	1,349	1,378	1,386	1,324	1,354	0	1,345	-100.0%	-0.7%	#DIV/0!	
Provider Work RVU	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!	
Physician Office Visits	84,068	86,549	97,769	99,775	98,876	0	95,918	-100.0%	-3.0%	#DIV/0!	
Visits	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!	
STAFFING											
FT Equivalents (Heads)	409	426	444	456	459	0	464	(459)	5	464	
Travelers, Travelers MD	0	0	0	0	0	0	0	0	0	0	
Residents & Fellows	0	0	0	0	0	0	0	0	0	0	
MLPs	0	0	0	0	0	0	0	0	0	0	
Physician FTEs	32	30	29	30	31	0	33	(31)	1	33	
Total FTEs	442	457	473	487	491	0	497	(491)	6	497	
Benchmarks-Hospital											
Salary per FTE - Non-MD	\$ 55,043	\$ 57,460	\$ 59,587	\$ 58,602	\$ 59,854	\$ -	\$ 59,605	-100.0%	-0.4%	#DIV/0!	
Salary & Benefits per FTE - Non-MD	\$ 78,980	\$ 76,410	\$ 80,718	\$ 80,694	\$ 82,680	\$ -	\$ 82,730	-100.0%	0.1%	#DIV/0!	
FTEs Per Adjusted Occupied Bed	5	5	5	6	6	0	7	-100.0%	9.4%	#DIV/0!	
FTEs per 100 Adj Discharges	5	5	5	5	5	0	6	-100.0%	9.7%	#DIV/0!	
Benchmarks-Vermont System Averages											
Salary per FTE - Non-MD	\$ 59,466	\$ 61,326	\$ 63,250	\$ 65,422	\$ 65,917	\$ 66,284	\$ 67,426	0.6%	2.3%	1.7%	
Salary & Benefits per FTE - Non-MD	\$ 78,162	\$ 80,704	\$ 81,921	\$ 85,211	\$ 84,856	\$ 85,050	\$ 86,788	0.2%	2.3%	2.0%	
FTEs Per Adjusted Occupied Bed	6	6	6	6	6	6	6	-2.5%	2.8%	5.4%	
FTEs per 100 Adj Discharges	7	7	7	7	8	7	8	-3.5%	1.2%	4.9%	

Annual Financial Health Analysis: FY14-17 Actuals, FY18 Projection, FY19 GMCB-Approved Budget		North Country Hospital							Flex Monitoring Team 2016 CAH Medians		2018 Almanac of Hospital Financial and Operating Indicators (Optum) FY2016				
DASHBOARD	FY2013A	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	Vermont--8 Hospitals	U.S.--1317 Hospitals	Northeast Region	Northeast CAH	25-99 beds	100-199 beds	Teaching Hospitals
Net Patient Care Rev & Fixed Payments & Reserves	70,996,943	71,631,396	73,297,094	77,791,582	76,686,887	79,074,579	72,096,674	81,523,350							
NPR & FPP % Change			2.3%	6.1%	-1.4%	3.1%	-8.8%	13.1%							
Five Year NPR & FPP CAGR* (FY15A - FY18A)							0.1%								
Operating Expense	77,308,446	75,707,661	77,634,509	83,824,785	84,179,016	84,265,462	0	86,648,310							
Oper Exp % Change			2.5%	8.0%	0.4%	0.1%	-100.0%	#DIV/0!							
Five Year Operating Expenses CAGR* (FY15A - FY18A)							-100.0%								
Profitability															
Operating Margin	(759,883)	2,283,020	2,844,141	141,751	(1,871,960)	694,239	77,234,515	958,597							
Five Year Operating Margin CAGR* (FY15A - FY18A)							102.2%								
EBIDA Margin%		9.6%	10.2%	6.9%	4.2%	6.9%	100.0%	#REF!			8.1%	7.3%	7.7%	10.7%	10.7%
Operating Margin %	-1.0%	2.9%	3.5%	0.2%	-2.3%	0.8%	100.0%	1.1%	0.61%	0.93%	0.0%	-2.1%	-0.5%	2.1%	2.1%
Total Margin	1,465,642	4,715,901	1,459,270	2,170,151	2,014,165	1,947,429	80,118,240	2,463,121							
Five Year Total Margin CAGR* (FY15A - FY18A)							76.2%								
Total Margin %	1.9%	5.9%	1.8%	2.5%	2.3%	2.3%	100.0%	2.8%	2.25%	2.74%	1.6%	0.0%	1.9%	6.0%	3.7%
Return On Assets	2.0%	6.0%	1.8%	2.7%	2.4%	2.3%	92.8%	2.7%			1.6%	0.0%	2.0%	5.3%	3.7%
Liquidity															
Cash & Investments	3,632,378	6,818,104	5,441,054	2,507,404	1,567,456	5,194,466	865,798	2,463,129							
Days Cash on Hand	176	211	199	169	185	196	0	196	134.67	77.72	84	93	116	80	98
Current Ratio	1.2	1.4	1.4	4.3	4.3	4.4	3.2	4.4	1.66	2.48	1.6	1.4	2.6	1.8	1.5
Expense Per Day**		207,418	212,697	229,657	230,627	230,864	0	237,393							
Days Receivable**	32.9	31.5	37.5	32.6	33.4	33.3	41.8	40.5	43.11	51.34	42.1	46.3	48.6	42.8	42.3
Days Payable**	158.7	161.4	160.2	45.9	58.0	59.5	0.0	60.9			67.3	66.0	48.8	65.2	67.7
Capital															
Age of Plant**	8.7	8.5	9.1	9.3	10.9	12.6	0.0	12.7	12.54	10.48	12.5	14.4	10.6	12.4	10.5
Long Term Debt to Capitalization**	5.4%	4.7%	7.0%	29.6%	27.8%	27.4%	11.9%	21.8%	31.83	27.20	28.0%	23.0%	26.6%	19.0%	32.8%
Debt Service Coverage Ratio	0.2	0.4	0.4	3.3	2.0	3.3	37.5	3.5	7.05	3.35	3.1	1.4	3.1	6.7	6.0
Cash to Long Term Debt	1542.9%	1825.2%	1149.3%	177.3%	208.7%	221.9%	263.7%	267.6%							
*CAGR = Compounded Annual Growth Rate															
**Denotes metric is favorable if lower															