Verification Under Oath

STATE OF VERMONT GREEN MOUNTAIN CARE BOARD

In re:	Amendment request)	
	Certificate of Need to)	Docket No. GMCB-019-19con
	Modernize SVMC's Emergency)	
	Department and Main Entrance)	

<u>Verification Under Oath to file with the Certificate of Need Application, correspondence and additional information subsequent to filing an Application.</u>

Robert Laba, being duly sworn, states on oath as follows:

- My name is Robert Laba. I am the Chief Financial Officer and Vice President of Finance
 of Southwestern Vermont Medical Center. I have reviewed the answers to questions
 about the material change request for the project to modernize SVMC's emergency
 department and hospital main entrance.
- 2. Based on my personal knowledge and after diligent inquiry, I attest that the information contained in the answers to questions about the material change request for the project to modernize SVMC's emergency department and hospital main entrance is true, accurate and complete, does not contain any untrue statement of a material fact, and does not omit to state a material fact.
- 3. My personal knowledge of the truth, accuracy and completeness of the information contained in the answers to questions about the material change request for the project to modernize SVMC's emergency department and hospital main entrance is based upon either my actual knowledge of the subject information or upon information reasonably believed by me to be true and reliable and provided to me by the individuals identified below in paragraph 4. Each of these individuals has also certified that the information they have provided is true, accurate and complete, does not contain any untrue statement of a material fact and does not omit to state a material fact.
- 4. The following individuals have provided information or documents to me in connection with the answers to questions about the material change request for the project to modernize SVMC's emergency department and hospital main entrance and each individual has certified, based either upon his or her actual knowledge of the subject information or, where specifically identified in such certification, based on information reasonably believed by the individual to be reliable, that the information or documents provided are true, accurate and complete, do not contain any untrue statement of a material fact, and do not omit to state a material fact:

James Trimarchi, Director Planning

5. In the event that the information contained in the answers to questions about the material change request for the project to modernize SVMC's emergency department and hospital main entrance becomes untrue, inaccurate or incomplete in any material respect, I acknowledge my obligation to notify the Green Mountain Care Board and to supplement the answers to questions about the material change request for the project to modernize SVMC's emergency department and hospital main entrance as soon as I know, or reasonably should know, that the information or document has become untrue, inaccurate or incomplete in any material respect.

[signature]

On 2/2V2024, Robert Laba appeared before me and swore to the truth, accuracy and completeness of the foregoing.

Wotary public

My commission expires 1 / 31 / 20 25

SEAL



Southwestern Vermont Medical Center

August 21, 2024

Donna Jerry, Health Care Administrator Green Mountain Care Board 1 National Life - Davis 3 Montpelier, VT 05633

RE: Docket No. GMCB-019-19con, Modernization of Emergency Department and Hospital Front Entrance, Material Change Request.

Answers to questions dated August 13, 2024

Below find answers to questions about the material change to the Certificate of Need (CON) of Southwestern Vermont Medical Center (SVMC) to modernize its emergency department and main entrance.

1. The total cost of the project has increased from \$25,802,000 to \$32,900,000. Debt financing has increased from \$4,340,000 to \$16,468,711. In SVMC's response to Board questions, SVMC explained that it now plans to finance \$16,468,711 of the revised total project cost of \$32,900,000 through debt financing. Specify how much of the loan is reflected on the balance sheet submitted through the hospital budget process for projected FY24 and budgeted FY25.

The loan for SVMC's modernization project is included on the balance sheet submitted through the hospital budget process for projected FY24 and budgeted FY25. Of the total liability associated with the loan, the current and long-term portions are on the balance sheet:

- \$14,748,088 in the projected FY24 (\$1,720,623 of the \$16,468,711 projected to be paid in FY24)
- \$12,683,341 in the FY25 budget (\$3,785,370 of the \$16,468,711 projected to be paid through FY24 and FY25)
- 2. Specify the term of the loan for the debt financing of \$16,468,711 for the ED project.

The term of the loan is as follows:

- a. Loan Period February 2022 December 2031
- b. Interest Rate 2.7%
- c. Interest only payments until January 1, 2024

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3. Revise and resubmit updated standard financial tables 3 A, B, C (P & L) and 4 A ,B, C (Balance Sheet).

Updated financial tables appear in Appendix 1 and the excel files will be submitted with this response.

4. Explain in detail whether your estimates of projected revenues and the associated payback period are still accurate.

The project to modernize SVMC's Emergency Department and Main Entrance is an infrastructure project that does not have a projected financial return on investment (no associated payback period). The project replaces an existing and outdated emergency department that no longer met the community's emergency medical needs. The estimate for projected revenue is still accurate.

SVMC's position has not changed since the original CON application (March, 202)

"This project will not impact healthcare spending by Vermonters because SVMC is not requesting a rate increase associated with the project. Additional operating expenses created by the project will be absorbed through budget management across SVMC. SVMC has been, and continues to be, a good value for Vermonters as evidenced by several financial metrics. Two are described here:

• Episode costs for procedures;

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• Net revenue per adjusted admission."

The most recent report by Bartholomew and Nash (July15, 2024) echo that SVMC's low cost high value provider.

5. Does this financing change have any material impact on prices? If so, please quantify and explain.

The loan financing change will not have a material impact on prices paid by patients or insurance companies for care services rendered.

We appreciate the Green Mountain Care Board's attention to the details of this important project.

James Trimarchi, Director Planning

802 440 4051

James.Trimarchi@svhealthcare.org

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Appendix 1 : Financial Tables 3 and 4

Project

INCOME STATEMENT Table 3A WITHOUT PROJECT

								Proposed Yr 1		Proposed Yr 2		Proposed Yr 3		Proposed Yr 4	
	2018	2019		2019		2020		2021		2022		2023		2024	
	Actual	Budget	% change	Actuals	% change	Budget	% change		% change		% change		% change		% change
REVENUES															
INPATIENT CARE REVENUE	66.129.392	73.778.888	11.6%	67.154.936	-9.0%	72.354.014	7.7%	75.682.299	4.6%	79.390.731	4.9%	83.598.440	5.3%	88.614.346	6.0%
OUTPATIENT CARE REVENUE	224,507,188	233,949,303	4.2%	238,678,298	2.0%	251,940,628	5.6%	263,529,897	4.6%	276,442,862	4.9%	291,094,334	5.3%	308,559,994	6.0%
OUTPATIENT CARE REVENUE - PHYSICIAN	52,510,781	53,479,102	1.8%	55,635,322	4.0%	56,934,393	2.3%	59,781,113	5.0%	62,949,512	5.3%	66,285,836	5.3%	70,793,273	6.8%
CHRONIC/SNF PT CARE REVENUE	· · · · · ·	-	#DIV/0!	-	#DIV/0!	· · · · · -	#DIV/0!	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
SWING BEDS PT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
GROSS PATIENT CARE REVENUE	343,147,361	361,207,293	5.3%	361,468,556	0.1%	381,229,035	5.5%	398,993,308	4.7%	418,783,105	5.0%	440,978,609	5.3%	467,967,613	6.1%
DISPROPORTIONATE SHARE PAYMENTS	1,038,062	1,021,412	-1.6%	976,320	-4.4%	839,000	-14.1%		0.0%	839,000	0.0%	839,000	0.0%	839,000	0.0%
BAD DEBT FREE CARE	(7,890,115)	(8,450,000)	7.1%	(8,255,824)	-2.3%	(8,650,000)			5.2%	(9,551,354)	5.0%	(10,057,576)	5.3%	(10,673,125)	6.1%
DEDUCTIONS FROM REVENUE	(180,434,160)	(195,354,821)		(214,012,377)	9.6%	(237,633,390)		(251,220,200)	5.7%	(265,079,845)	5.5%	(286,769,127)		(301,362,485)	5.1%
			#DIV/0!		#DIV/0!										
NET PATIENT CARE REVENUE	155,861,148	158,423,884	1.6%	140,176,675	-11.5%	135,784,645	-3.1%	139,512,108	2.7%	144,990,906	3.9%	144,990,907	0.0%	156,771,003	8.1%
FIXED PROSPECTIVE PAYMENTS AND RESERVES	5,254,618	6,777,492	29.0%	23,775,895	250.8%	36,500,000	53.5%	37,777,500	3.5%	39,099,713	3.5%	40,468,202	3.5%	41,884,590	3.5%
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES	161,115,765	165,201,376	2.5%	163,952,570	-0.8%	172,284,645	5.1%	177,289,608	2.9%	184,090,619	3.8%	191,010,065	3.8%	198,655,593	4.0%
OTHER OPERATING REVENUE	5,058,629	5,127,206	1.4%	7,408,575	44.5%	5,722,145	-22.8%	7,056,740	23.3%	7,268,443	3.0%	7,486,496	3.0%	7,711,091	3.0%
TOTAL OPERATING REVENUE	166,174,394	170,328,582	2.5%	171,361,145	0.6%	178,006,790	3.9%	184,346,348	3.6%	191,359,062	3.8%	198,496,561	3.7%	206,366,684	4.0%
OPERATING EXPENSE															
SALARIES NON MD	48.060.225	49.318.033	2.6%	49.447.982	0.3%	51.600.043	4.4%	52.870.436	2.5%	54.246.401	2.6%	55.742.970	2.8%	57.781.474	3.7%
FRINGE BENEFITS NON MD	12,862,407	14.610.440	13.6%	15.116.839	3.5%	15,032,690	-0.6%	17.220.956	14.6%	18.907.503	9.8%	19,269,216	1.9%	20,381,867	5.8%
FRINGE BENEFITS MD	-	· · · · · -	#DIV/0!	-	#DIV/0!	-	#DIV/0!	, ,,,,,,,	#DIV/0!		#DIV/0!	.,,	#DIV/0!	.,	#DIV/0!
PHYSICIAN FEES SALARIES CONTRACTS & FRINGES	30.234.817	29.954.394	-0.9%	31.336.600	4.6%	32,705,402	4.4%	34.568.462	5.7%	36.282.372	5.0%	38.081.471	5.0%	39.969.998	5.0%
HEALTH CARE PROVIDER TAX	9.261.317	9.618.532	3.9%	9,766,182	1.5%	9.981.590	2.2%	10.337.079	3.6%	10.745.376	3.9%	11,144,437	3.7%	11,553,604	3.7%
DEPRECIATION AMORTIZATION	6,161,823	6,309,783	2.4%	6,155,238	-2.4%	6,500,000	5.6%	6.613.391	1.7%	6.601.899	-0.2%	6,489,514	-1.7%	7.127.050	9.8%
INTEREST - LONG/SHORT TERM	520,068	544,462	4.7%	499,629	-8.2%	750,000	50.1%	750,000	0.0%	750,000	0.0%	750,000	0.0%	750,000	0.0%
OTHER OPERATING EXPENSE	51,455,618	53,855,921	4.7%	53,455,631	-0.7%	55,384,591	3.6%	57,076,177	3.1%	59,576,258	4.4%	62,216,268	4.4%	64,255,605	3.3%
TOTAL OPERATING EXPENSE	158,556,275	164,211,565	3.6%	165,778,101	1.0%	171,954,316	3.7%	179,436,501	4.4%	187,109,809	4.3%	193,693,876	3.5%	201,819,598	4.2%
NET OPERATING INCOME (LOSS)	7,618,119	6,117,017	-19.7%	5,583,044	-8.7%	6,052,474	8.4%	4,909,847	-18.9%	4,249,253	-13.5%	4,802,685	13.0%	4,547,086	-5.3%
NON-OPERATING REVENUE	2,084,454	649,214	-68.9%	413,312	-36.3%	600,000	45.2%	734,767	22.5%	758,679	3.3%	783,906	3.3%	810,521	3.4%
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	9,702,573	6,766,231	-30.3%	5,996,356	-11.4%	6,652,474	10.9%	5,644,614	-15.2%	5,007,932	-11.3%	5,586,591	11.6%	5,357,607	-4.1%
Operating Margin %	4.6%	3.6%		3.3%		3.4%		2.7%		2.2%		2.4%		2.2%	
Bad Debt & Free Care%	2.3%	2.3%		2.3%		2.3%		2.7%		2.2%		2.4%		2.2%	
Compensation Ratio	2.3% 57.5%	2.3% 57.2%		2.3% 57.8%		2.3% 57.8%		2.3% 58.3%		2.3% 58.5%		2.3% 58.4%		2.3% 58.5%	
Capital Cost % of Total Expenses	4.2%	4.2%		4.0%		4.2%		56.5% 4.1%		3.9%		3.7%		3.9%	
Capital Cost 70 of Total Expenses	4.270	4.270		4.0%		4.270	,	4.170		3.9%		3.170		3.9%	

					PROJECT NA	ME									
					INCOME STATEM Table 3B PROJECT ON										
	2018	2019		2019		2020		Proposed Yr 1		Proposed Yr 2		Proposed Yr 3		Proposed Yr 4	
	Actual	Budget	% change	Actuals	% change	Budget	% change	2021	% change	2022	% change	2023	% change	2024	% chang
REVENUES		•	J		J	•			J		· ·		J		Ĭ
INPATIENT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	500,000	
OUTPATIENT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	500,000	#DIV/0
OUTPATIENT CARE REVENUE - PHYSICIAN			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0
CHRONIC/SNF PT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0
SWING BEDS PT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0
GROSS PATIENT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	1,000,000	#DIV/0
DISPROPORTIONATE SHARE PAYMENTS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0
BAD DEBT FREE CARE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(50,000)	#DIV/0
DEDUCTIONS FROM REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(450,000)	#DIV/0
			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0
NET PATIENT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0		0	#DIV/0!	0	#DIV/0!	500,000	#DIV/0
FIXED PROSPECTIVE PAYMENTS AND RESERVES	5,254,618	6,777,492	29.0%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	500,000	#DIV/0
OTHER OPERATING REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0
TOTAL OPERATING REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	500,000	#DIV/0
OPERATING EXPENSE															
SALARIES NON MD			#DIV/0!		#DIV/0!		#DIV/0!	120.000	#DIV/0!	220.000	83.3%	180.000	-18.2%	695,600	286.4
FRINGE BENEFITS NON MD			#DIV/0!		#DIV/0!		#DIV/0!	39.633	#DIV/0!	72,441	82.8%	60.530	-16.4%	233,913	286.4
FRINGE BENEFITS MD			#DIV/0!		#DIV/0!		#DIV/0!	,	#DIV/0!	•	#DIV/0!		#DIV/0!		#DIV/0
PHYSICIAN FEES SALARIES CONTRACTS & FRINGES			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0
HEALTH CARE PROVIDER TAX			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0
DEPRECIATION AMORTIZATION			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	645,583	
INTEREST - LONG/SHORT TERM			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	259,913	#DIV/0!	447,491	72.2%		
OTHER OPERATING EXPENSE			#DIV/0!		#DIV/0!		#DIV/0!	100,000	#DIV/0!	100,000	0.0%	100,000	0.0%		
TOTAL OPERATING EXPENSE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	259,633	#DIV/0!	652,354	151.3%	788,021	20.8%	2,225,698	182.4
NET OPERATING INCOME (LOSS)	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	(259,633)	#DIV/0!	(652,354)	151.3%	(788,021)	20.8%	(1,725,698)	119.0
NON-OPERATING REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	(259,633)	#DIV/0!	(652,354)	151.3%	(788.021)	20.8%	(1.725.698)	119.0

Project

Note: This table requires no "fill-in" as it is populated automatically

INCOME STATEMENT Table 3C

					Table 3C										
	2018	2019		2019		2020		Proposed Yr 1		Proposed Yr 2		Proposed Yr 3		Proposed Yr 4	
	Actual	Budant	0/ -1	Actuals	0/ -1	Budant	%	2021	0/ -1	0000	0/ -1	0000	%	0004	%
REVENUES	Actual	Budget	% change	Actuals	% change	Budget	change	2021	% change	2022	% change	2023	change	2024	change
INPATIENT CARE REVENUE	66.129.392	73.778.888	11.6%	67.154.936	-9.0%	72.354.014	7.7%	75.682.299	4.6%	79.390.731	4.9%	83.598.440	5.3%	89.114.346	6.6%
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CHRONIC/SNF PT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
SWING BEDS PT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
GROSS PATIENT CARE REVENUE	343,147,361	361,207,293	5.3%	361,468,556	0.1%	381,229,035	5.5%	398,993,308	4.7%	418,783,105	5.0%	440,978,609	5.3%	468,967,613	6.3%
DISPROPORTIONATE SHARE PAYMENTS	1,038,062	1,021,412	-1.6%	976,320	-4.4%	839,000	-14.1%	839,000	0.0%	839,000	0.0%	839,000	0.0%	839,000	0.0%
BAD DEBT FREE CARE	(7,890,115)	(8,450,000)	7.1%	(8,255,824)	-2.3%	(8,650,000)	4.8%	(9,100,000)	5.2%	(9,551,354)	5.0%	(10,057,576)	5.3%	(10,723,125)	6.6%
DEDUCTIONS FROM REVENUE	(180,434,160)	(195,354,821)	8.3%	(214,012,377)	9.6%	(237,633,390)	11.0%	(251,220,200)	5.7%	(265,079,845)	5.5%	(286,769,127)	8.2%	(301,812,485)	5.2%
	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0		0	
NET PATIENT CARE REVENUE	155,861,148	158,423,884	1.6%	140,176,675	-11.5%	135,784,645	-3.1%	139,512,108	2.7%	144,990,906	3.9%	144,990,907	0.0%	157,271,003	8.5%
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OTHER OPERATING REVENUE	5,058,629	5,127,206	1.4%	7,408,575	44.5%	5,722,145	-22.8%	7,056,740	23.3%	7,268,443	3.0%	7,486,496	3.0%	7,711,091	3.0%
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SALARIES NON MD	48.060.225	49.318.033	2.6%	49,447,982	0.3%	51.600.043	4.4%	52.990.436	2.7%	54.466.401	2.8%	55.922.970	2.7%	58.477.074	4.6%
FRINGE BENEFITS NON MD	12,862,407	14,610,440	13.6%	15,116,839	3.5%	15,032,690	-0.6%	17,260,589	14.8%	18,979,944	10.0%	19,329,746	1.8%	20,615,780	6.7%
FRINGE BENEFITS MD	· · · · ·	-	#DIV/0!	-	#DIV/0!	· · · · · ·	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
PHYSICIAN FEES SALARIES CONTRACTS & FRINGES	30,234,817	29,954,394	-0.9%	31,336,600	4.6%	32,705,402	4.4%	34,568,462	5.7%	36,282,372	5.0%	38,081,471	5.0%	39,969,998	5.0%
HEALTH CARE PROVIDER TAX	9,261,317	9,618,532	3.9%	9,766,182	1.5%	9,981,590	2.2%	10,337,079	3.6%	10,745,376	3.9%	11,144,437	3.7%	11,553,604	3.7%
DEPRECIATION AMORTIZATION	6,161,823	6,309,783	2.4%	6,155,238	-2.4%	6,500,000	5.6%	6,613,391	1.7%	6,601,899	-0.2%	6,489,514	-1.7%	7,772,633	19.8%
INTEREST - LONG/SHORT TERM	520,068	544,462	4.7%	499,629	-8.2%	750,000	50.1%	750,000	0.0%	1,009,913	34.7%	1,197,491	18.6%	1,184,602	
OTHER OPERATING EXPENSE	51,455,618	53,855,921	4.7%	53,455,631	-0.7%	55,384,591	3.6%	57,176,177	3.2%	59,676,258	4.4%	62,316,268	4.4%	64,471,605	3.5%
TOTAL OPERATING EXPENSE	158,556,275	164,211,565	3.6%	165,778,101	1.0%	171,954,316	3.7%	179,696,134	4.5%	187,762,163	4.5%	194,481,897	3.6%	204,045,296	4.9%
NET OPERATING INCOME (LOSS)	7,618,119	6,117,017	-19.7%	5,583,044	-8.7%	6,052,474	8.4%	4,650,214	-23.2%	3,596,899	-22.7%	4,014,664	11.6%	2,821,388	-29.7%
NON-OPERATING REVENUE	2,084,454	649,214	-68.9%	413,312	-36.3%	600,000	45.2%	734,767	22.5%	758,679	3.3%	783,906	3.3%	810,521	3.4%
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	9,702,573	6,766,231	-30.3%	5,996,356	-11.4%	6,652,474	10.9%	5,384,981	-19.1%	4,355,578	-19.1%	4,798,570	10.2%	3,631,909	-24.3%
Operating Margin %	4.6%	3.6%		3.3%		3.4%		2.5%		1.9%		2.0%		1.4%	
Bad Debt & Free Care%	2.3%	2.3%		2.3%		2.3%		2.3%		2.3%		2.3%		2.3%	
Compensation Ratio	57.5%	57.2%		57.8%		57.8%		58.3%		58.4%		58.3%		58.4%	
Capital Cost % of Total Expenses	4.2%	4.2%		4.0%		4.2%		4.1%		4.1%		4.0%		4.4%	

					PROJ	ECT NAME									
				Ва	alance S	heet- Tab	le 4A								
					WITHO	UT PROJECT	•								
	2018	2019	%	2019	%	2020	%	2021	%	2022	%	2023		2024	
	Actual	Budget	change	Actuals	change	ACTUAL	change	ACTUAL	change	Projected	change	Budget	% change	Proposed Year 3	% change
ASSETS															
CURRENT ASSETS															
CASH & INVESTMENTS PATIENT ACCOUNTS RECEIVABLE, GROSS	8,811,592 35,436,896	12,719,872 37,742,021	44.4% 6.5%	10,308,114 38,316,088	-19.0% 1.5%	22,852,711 37,183,980	121.7% -3.0%	15,954,569 43,435,692	-30.2% 16.8%	9,819,671 45,173,120	-38.5% 4.0%	11,020,348 47,431,776	12.2% 5.0%	15,217,255 49,423,911	38.1% 4.2%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	(20,829,887)	(22,353,400)	7.3%	(24,630,570)	10.2%	(25,177,794)	2.2%	(29,043,533)	15.4%	(29,620,881)	2.0%	(31,990,225)	8.0%	(33,123,357)	3.5%
DUE FROM THIRD PARTIES OTHER CURRENT ASSETS	5,310,668	4,977,533	#DIV/0! -6.3%	5,931,927	#DIV/0! 19.2%	6,254,248	#DIV/0! 5.4%	8,566,154	#DIV/0! 37.0%	7,736,323	#DIV/0! -9.7%	8,736,335	#DIV/0! 12.9%	8,968,708	#DIV/0! 2.7%
TOTAL CURRENT ASSETS	28,729,269	33,086,026	15.2%	29,925,559	-9.6%	41,113,145	37.4%	38,912,882	-5.4%	33,108,233	-14.9%	35,198,234	6.3%	40,486,517	15.0%
	20,720,200	00,000,020	10.270	20,020,000		41,110,140		00,012,002		00,100,200		00,100,204		40,400,017	
BOARD DESIGNATED ASSETS FUNDED DEPRECIATION	6,961,814	7,225,335	3.8%	7,393,359	#DIV/0! 2.3%	8,077,544	#DIV/0! 9.3%	9,222,840	#DIV/0! 14.2%	9,499,525	#DIV/0! 3.0%	9,879,506	#DIV/0! 4.0%	10,399,165	#DIV/0! 5.3%
ESCROWED BOND FUNDS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	00.544	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OTHER	100,784	104,000	3.2%	99,389	-4.4%	99,465	0.1%	99,514	0.0%		-100.0%	0	#DIV/0!	0	#DIV/0!
TOTAL BOARD DESIGNATED ASSETS	7,062,598	7,329,335	3.8%	7,492,748	2.2%	8,177,009	9.1%	9,322,354	14.0%	9,499,525	1.9%	9,879,506	4.0%	10,399,165	5.3%
PROPERTY, PLANT, AND EQUIPMENT											. ==:				
LAND, BUILDINGS & IMPROVEMENTS CONSTRUCTION IN PROGRESS	48,991,851 1,336,051	51,849,309	5.8% -100.0%	49,349,261 1,848,988	-4.8% #DIV/0!	52,604,861 1,103,374	6.6% -40.3%	54,158,827 1,103,374	3.0% 0.0%	55,073,818 1,103,374	1.7% 0.0%	56,623,818 1,015,961	2.8% -7.9%	62,623,818	10.6% -100.0%
MAJOR MOVABLE EQUIPMENT	68,963,063	75,467,727	9.4%	71,482,490	-5.3%	72,542,248	1.5%	70,188,009	-3.2%	75,296,919	7.3%	79,112,286	5.1%	87,112,286	10.1%
FIXED EQUIPMENT	26,958,050	24,844,557	-7.8%	27,825,804	12.0%	28,108,432	1.0%	29,424,473	4.7%	31,356,136	6.6%	31,990,769	2.0%	34,034,442	6.4%
TOTAL PROPERTY, PLANT AND EQUIPMENT	146,249,015	152,161,593	4.0%	150,506,543	-1.1%	154,358,915	2.6%	154,874,683	0.3%	162,830,247	5.1%	168,742,834	3.6%	183,770,546	8.9%
LESS: ACCUMULATED DEPRECIATION															
LAND, BUILDINGS & IMPROVEMENTS EQUIPMENT - FIXED	(31,051,717) (20,332,723)	(37,902,596) (21,253,361)	22.1% 4.5%	(32,542,965) (21,128,686)	-14.1% -0.6%	(34,045,570) (21,937,125)	4.6% 3.8%	(34,912,679) (22,754,494)	2.5% 3.7%	(36,588,777) (23,677,712)	4.8% 4.1%	(37,507,866) (24,614,235)	2.5% 4.0%	(39,112,513) (25,646,955)	4.3% 4.2%
EQUIPMENT - MAJOR MOVEABLE	(55,497,302)	(54,103,621)	-2.5%	(59,127,399)	9.3%	(62,150,173)	5.1%	(60,167,242)	-3.2%	(63,721,353)	5.9%	(68,222,730)	7.1%	(71,603,017)	5.0%
TOTAL ACCUMULATED DEPRECIATION	(106,881,742)	(113,259,578)	6.0%	(112,799,050)	-0.4%	(118,132,868)	4.7%	(117,834,415)	-0.3%	(123,987,842)	5.2%	(130,344,831)	5.1%	(136,362,485)	4.6%
TOTAL PROPERTY. PLANT AND EQUIPMENT. NET	39,367,273	38,902,015	-1.2%	37,707,493	-3.1%	20,000,047	-3.9%	37,040,268	2.2%	38,842,405	4.9%	38,398,003	-1.1%	47,408,061	23.5%
, , , , , , , , , , , , , , , , , , , ,	39,367,273			37,707,493	-3.1%	36,226,047		37,040,268	2.2%			38,398,003		47,408,061	23.5%
OTHER LONG-TERM ASSETS	5,846,288	12,727,579	117.7%	10,547,004	-17.1%	11,422,562	8.3%	12,686,801	11.1%	17,079,850	34.6%	16,697,418	-2.2%	5,491,372	-67.1%
TOTAL ASSETS	81,005,428	92,044,955	13.6%	85,672,804	-6.9%	96,938,763	13.1%	97,962,305	1.1%	98,530,013	0.6%	100,173,161	1.7%	103,785,115	3.6%
LIABILITIES AND FUND BALANCE															
CURRENT LIABILITIES	0.040.504	0.205.454	00.40/	7 500 004	0.00/	7.450.040	F 00/	C 400 00C	45 50/	7 447 074	45 70/	7.040.540	2.00/	7,000,705	2.00/
ACCOUNTS PAYABLE SALARIES, WAGES AND PAYROLL TAXES PAYABLE	6,819,591 5,339,960	8,325,154 5,207,356	22.1% -2.5%	7,589,661 5,514,843	-8.8% 5.9%	7,152,849 7,005,343	-5.8% 27.0%	6,409,906 9,443,980	-15.5% 71.2%	7,417,971 9,916,179	15.7% 5.0%	7,640,510 10,411,988	3.0% 5.0%	7,869,725 6,231,575	3.0% -40.1%
ESTIMATED THIRD-PARTY SETTLEMENTS	1,351,414	1,500,000	11.0%	1,548,554	3.2%	7,643,731	393.6%	2,715,427	75.4%	6,500,000	139.4%	6,500,000	0.0%	6,825,000	5.0%
OTHER CURRENT LIABILITIES CURRENT PORTION OF LONG-TERM DEBT	8,757,163 428,528	9,678,438 404,160	10.5% -5.7%	9,305,848 412,043	-3.8% 2.0%	14,520,675 375,945	56.0% -8.8%	27,262,304 821,762	193.0% 99.4%	11,255,313 3,755,000	-58.7% 356.9%	11,856,170 1,850,000	5.3% -50.7%	16,733,863 3,422,000	41.1% 85.0%
TOTAL CURRENT LIABILITIES	22,696,656	25,115,108	10.7%	24,370,949	-3.0%	36,698,543	50.6%	46,653,379	91.4%	38,844,463	-16.7%	38,258,668	-1.5%	41,082,163	7.4%
				,,		20,000,000		,,		20,0 ,		00,200,000		,	
LONG-TERM DEBT BONDS & MORTGAGES PAYABLE	9,568,084	9,377,032	-2.0%	9,277,545	-1.1%	8,974,176	-3.3%	6,226,344	-32.9%	13,291,228	113.5%	11,901,228	-10.5%	22,145,000	86.1%
CAPITAL LEASE OBLIGATIONS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	2,595,565	#DIV/0!	3,588,000	38.2%	3,178,000	-11.4%	2,779,000	-12.6%
OTHER LONG-TERM DEBT	-	-	#DIV/0!	-	#DIV/0!	6,555,000	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL LONG-TERM DEBT	9,568,084	9,377,032	-2.0%	9,277,545	-1.1%	15,529,176	67.4%	8,821,909	-4.9%	16,879,228	91.3%	15,079,228	-10.7%	24,924,000	65.3%
OTHER NONCURRENT LIABILITIES	9,866,618	12,574,209	27.4%	16,168,095	28.6%	14,764,483	-8.7%	5,347,484	-66.9%	2,971,930	-44.4%	2,870,257	-3.4%	2,987,816	4.1%
TOTAL LIABILITIES	42,131,358	47,066,349	11.7%	49,816,589	5.8%	66,992,202	34.5%	60,822,772	22.1%	58,695,621	-3.5%	56,208,153	-4.2%	68,993,979	22.7%
FUND BALANCE	38,874,070	44,978,606	15.7%	35,856,215	-20.3%	29,946,561	-16.5%	37,139,533	3.6%	39,834,392	7.3%	43,965,008	10.4%	34,791,136	-20.9%
TOTAL LIABILITIES AND FUND BALANCE	81,005,428	92,044,955	13.6%	85,672,804	-6.9%	96,938,763	13.1%	97,962,305	14.3%	98,530,013	0.6%	100,173,161	1.7%	103,785,115	3.6%

						KAY ECT NAME		OKAY		OKAY	(OKAY		OKAY	
				E	Balance S	heet- Tab	ole 4B								
	2018	2019		2019		2020	%	2021	0/	2022	0/	2023		2024	
ASSETS	Actual	Budget	% change	Actuals	% change	ACTUAL	% change	ACTUAL	% change	Projected	% change	Budget	% change	Proposed Year 3	% change
CURRENT ASSETS															
CASH & INVESTMENTS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
PATIENT ACCOUNTS RECEIVABLE, GROSS LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS			#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!
DUE FROM THIRD PARTIES			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OTHER CURRENT ASSETS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL CURRENT ASSETS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
BOARD DESIGNATED ASSETS					#DIV/0!		#DIV/0!		#DIV/0!						
FUNDED DEPRECIATION			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
ESCROWED BOND FUNDS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	24 250 777	#DIV/0!	11 520 112	#DIV/0!		#DIV/0!
OTHER			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	24,350,777	#DIV/0!	11,530,112	-52.6%		-100.0%
TOTAL BOARD DESIGNATED ASSETS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	24,350,777	#DIV/0!	11,530,112	-52.6%	0	-100.0%
PROPERTY, PLANT, AND EQUIPMENT															
LAND, BUILDINGS & IMPROVEMENTS CONSTRUCTION IN PROGRESS			#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!	1 100 707	#DIV/0!	9 540 222	#DIV/0!	24 260 999	#DIV/0!	31,150,000	#DIV/0!
MAJOR MOVABLE EQUIPMENT			#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!	1,190,787	#DIV/0! #DIV/0!	8,549,223	617.9% #DIV/0!	21,369,888	150.0% #DIV/0!	1,750,000	-100.0% #DIV/0!
FIXED EQUIPMENT			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	1,700,000	#DIV/0!
TOTAL PROPERTY, PLANT AND EQUIPMENT	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	1,190,787	#DIV/0!	8,549,223	617.9%	21,369,888	150.0%	32,900,000	54.0%
LESS: ACCUMULATED DEPRECIATION															
LAND, BUILDINGS & IMPROVEMENTS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(488,010)	#DIV/0!
EQUIPMENT - FIXED			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
EQUIPMENT - MAJOR MOVEABLE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(157,573)	#DIV/0!
TOTAL ACCUMULATED DEPRECIATION	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	(645,583)	#DIV/0!
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET			#DIV/0!		#DIV/0!		#DIV/0!	1,190,787	#DIV/0!	8,549,223	617.9%	21,369,888	150.0%	32,254,417	50.9%
OTHER LONG-TERM ASSETS			#DIV/0!		#DIV/0!		#DIV/0!	, , .	#DIV/0!	-71	#DIV/0!	,,	#DIV/0!		#DIV/0!
TOTAL ASSETS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	1,190,787	#DIV/0!	32,900,000	2662.9%	32,900,000	0.0%	32,254,417	-2.0%
LIABILITIES AND FUND BALANCE															
CURRENT LIABILITIES															
ACCOUNTS PAYABLE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
SALARIES, WAGES AND PAYROLL TAXES PAYABLE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
ESTIMATED THIRD-PARTY SETTLEMENTS OTHER CURRENT LIABILITIES			#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!
CURRENT PORTION OF LONG-TERM DEBT			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	1,548,560		2,064,747	33.3%
TOTAL CURRENT LIABILITIES	-		#DIV/0!		#DIV/0!	_	#DIV/0!	0	#DIV/0!	0	#DIV/0!	1,548,560	#DIV/0!	2,064,747	33.3%
LONG-TERM DEBT															
BONDS & MORTGAGES PAYABLE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	16,468,711	#DIV/0!	14,920,151	-9.4%	12,855,404	-13.8%
CAPITAL LEASE OBLIGATIONS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OTHER LONG-TERM DEBT			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL LONG-TERM DEBT	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	16,468,711	#DIV/0!	14,920,151	-9.4%	12,855,404	-13.8%
OTHER NONCURRENT LIABILITIES			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL LIABILITIES	-		#DIV/0!	<u> </u>	#DIV/0!		#DIV/0!	0	#DIV/0!	16,468,711	#DIV/0!	16,468,711	0.0%	14,920,151	-9.4%
FUND BALANCE			#DIV/0!		#DIV/0!		#DIV/0!	1,190,787	#DIV/0!	16,431,289	1279.9%	16,431,289	0.0%	17,334,266	5.5%
TOTAL LIABILITIES AND FUND BALANCE			#DIV/0!		#DIV/0!		#DIV/0!	1,190,787	#DIV/0I	32,900,000	2662.9%	32,900,000	0.0%	32,254,417	-2.0%
OTTO DE LA COLLEGA DE LA COLLE			#DIVIO.		TIDIVIO.		#DI 0/0!	1,100,101	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	02,000,000	2002.070	02,000,000	0.070	V2,204,411	2.070

PROJECT NAME

Note: This table requires no "fill-in" as it is populated automatically Balance Sheet-Table 4C

Control Cont					Ва		Sheet- Tab HPROJECT	e 4C								ļ
Section Sect		2018	2019		2019		2020		2021		2022		2023		2024	
March Marc		Actual	Budget	,.	Actuals		ACTUAL	,	ACTUAL		Projected		Budget	, .	Proposed Year 3	, .
OASH BANGETRAFTS BANGES 171675 1446 1308114 1-10 10 22082171 127 10 1565489 30 20 8 818687 1-10 15 1501034 122 15 151728 8-11 1517 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 1517128 8-11 151	ASSETS	Actual	Duaget	change	Actuals	citatige	AUTUAL	change	AUTUAL	change	i rojecteu	change	Daaget	change	r roposcu reur o	change
PATEN PROCESSING CONTROL CON	CURRENT ASSETS															ļ
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Composition	OTHER CURRENT ASSETS	5,310,668	4,977,533	-6.3%	5,931,927	19.2%	6,254,248	5.4%	8,566,154	37.0%	7,736,323	-9.7%	8,736,335	12.9%	8,968,708	2.7%
FUNDE DEPRECATION 1970 1970 1970 1970 1970 1970 1970 1970	TOTAL CURRENT ASSETS	28,729,269	33,086,026	15.2%	29,925,559	-9.6%	41,113,145	37.4%	38,912,882	-5.4%	33,108,233	-14.9%	35,198,234	6.3%	40,486,517	15.0%
Secretary 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07 10,07	BOARD DESIGNATED ASSETS					#DIV/0!		#DIV/0!	0	#DIV/0!						
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TOTAL BOARD DESIGNATED ASSETS 7,007,508 7,309,335 3,8% 7,807,748 22% 6,177,009 6,1% 6,322,354 14,0% 33,860,310 28,315 21,005,618 36,8% 10,309,165 54,44% NORDERLY PLANT, AND COUNTENT 4,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,007,000 1,00		100 784	104 000		99 389								·			
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LAND BUILDINGS A MERCOVEMENTS 49,991 861 51,949,390 5.8% 49,349,818 4.4% 2,004,861 4.0% 5,145,882 3.0% 5,073,816 1.7% 5,062,816 2.8% 93,773,816 8.6% 00.000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.0000 00.00000 00.0000 00.00000 00.0000 00.0000 00.0000 00.0000 00.0000	TOTAL BOARD DESIGNATED ASSETS	7,062,598	7,329,335	3.8%	7,492,748	2.2%	8,177,009	9.1%	9,322,354	14.0%	33,850,302	263.1%	21,409,618	-36.8%	10,399,165	-51.4%
CONSTRUCTION IN PROCESS 1,38,0615	PROPERTY, PLANT, AND EQUIPMENT															
MAJOR MOVABLE EQUIPMENT 86,855,005 25,467,727 9,4% 71,482,40 5-3% 72,561,246 15% 72,585,001 15% 70,188,000 3-2% 75,260,010 7.3% 75,260,010 7.3% 75,261,228 11% 88,862,286 12,3% FORDE CQUIPMENT 146,240,015 152,161,563 4.0% 150,505,633 -1.1% 154,350,816 2.6% 156,005,470 -1.1% 171,379,470 9.8% 190,112,722 10.9% 216,670,546 14.6% ESS ACCUMBLATED DEPRECIATION (20,532,723) (21,233,931) 4.5% (21,128,485) -1.4 1% (34,045,570) 4.6% (21,127,128) 3.5% (22,134,145) 3.5% (23,177,124) 4.1% (24,045,727) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (23,177,124) 4.1% (24,045,123) 4.2% (24,077,124) 4.1% (24,045,123) 4.2% (24,077,124) 4.1% (24,045,123) 4.2% (24,077,124) 4.1% (24,045,123) 4.2% (24,077,124) 4.1% (24,045,123) 4.2% (24,077,124) 4.1% (24,045,123) 4.2% (24,077,124) 4.1% (24,045,123) 4.2% (24,077,124) 4.1% (24,045,123) 4.2% (24,077,124) 4.1% (24,045,123) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2% (24,047,124) 4.2%			51,849,309													
FIXED EQUIPMENT 26,968,000 24,844,557 -7.8% 27,825,894 12,0% 28,108,432 10% 28,424,473 4,7% 31,385,136 8,6% 31,990,769 20% 34,034,432 6,4% OTAL PROPERTY, PLANT AND EQUIPMENT 146,248,015 192,181,933 4,0% 126,805,643 -1.1% 154,385,815 2.6% 156,065,470 1.1% 171,379,470 9.8% 190,112,72 10.9% 216,870,546 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0% 14.0%			75.467.727	9.4%												
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LAND, BUILDINGS & IMPROVEMENTS (3) 615,1717 (37,902,999) 22 14, (32,942,995) 1-41 1/9 (44,045,70) 4-69 (25,941,2679) 2.5% (36,580,777) 4.6% (23,327,73) 2.5% (30,500,525) 5.5% (2019MENT - MAJOR MOVEABLE (52,643,952) (21,283,361) 4.5% (21,128,868) -0.9% (22,153,125) 3.5% (22,154,145) 3.7% (22,154,145) 4.0% (25,145,125) 4.0% (25,646,955) 5.2% (2019MENT - MAJOR MOVEABLE (56,407,002) (54,103,821) -2.5% (30,127,399) 9.3% (22,153,125) 5.5% (20,167,145) 4.0% (22,152,135) 5.9% (30,277,135) 5.2% (30,107,124) 4.1% (21,102,125) 4.0% (25,646,955) 5.2% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102	TOTAL PROPERTY, PLANT AND EQUIPMENT	146,249,015	152,161,593	4.0%	150,506,543	-1.1%	154,358,915	2.6%	156,065,470	1.1%	171,379,470	9.8%	190,112,722	10.9%	216,670,546	14.0%
LAND, BUILDINGS & IMPROVEMENTS (3) 615,1717 (37,902,999) 22 14, (32,942,995) 1-41 1/9 (44,045,70) 4-69 (25,941,2679) 2.5% (36,580,777) 4.6% (23,327,73) 2.5% (30,500,525) 5.5% (2019MENT - MAJOR MOVEABLE (52,643,952) (21,283,361) 4.5% (21,128,868) -0.9% (22,153,125) 3.5% (22,154,145) 3.7% (22,154,145) 4.0% (25,145,125) 4.0% (25,646,955) 5.2% (2019MENT - MAJOR MOVEABLE (56,407,002) (54,103,821) -2.5% (30,127,399) 9.3% (22,153,125) 5.5% (20,167,145) 4.0% (22,152,135) 5.9% (30,277,135) 5.2% (30,107,124) 4.1% (21,102,125) 4.0% (25,646,955) 5.2% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102,135) 4.1% (21,102	LESS, ACCUMULATED DEDDECIATION															
EQUIPMENT -FIXED (20.332,723) (21.23.361) 4.5% (21.128.686) -0.6% (21.937.125) 3.9% (22.754.04) 3.7% (23.677.712) 4.1% (24.64.255) 4.0% (25.66.955) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25.000) 4.2% (25		(31 051 717)	(37 902 596)	22 1%	(32 542 965)	-14 1%	(34 045 570)	4.6%	(34 912 679)	2.5%	(36 588 777)	4.8%	(37 507 866)	2.5%	(39 600 523)	5.6%
OTAL ACCUMULATED DEPRECIATION (106.881,742) (113.259.578) 6.0% (112,799.050) -0.4% (118,132.888) 4.7% (117.834.415) -0.3% (123.967.842) 5.2% (130.344.831) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.008.088) 5.1% (137.																
OTAL PROPERTY, PLANT AND EQUIPMENT, NET 39,367,273 36,902.015 -1.2% 37,707.493 -3.1% 36,226.047 -3.9% 38,231.055 5.5% 47,391.628 24.0% 59,767.891 26.1% 79,662.478 33.3% OTHER LONG-TERM ASSETS 5,846,288 12,727,579 117.7% 10,547,004 -17.1% 11,422.662 8.3% 12,686.801 11.1% 17,079,850 34.6% 16,697.418 -2.2% 5,491,372 -67.1% OTAL ASSETS 81,005.428 92,044,955 13.6% 85,672,804 6.9% 96,938,763 13.1% 99,153,092 2.3% 131,430,013 32.6% 133,073,161 1.3% 136,039,532 2.2% IABILITIES AND FUND BALANCE URRENT LIABILITIES AND FUND BALANCE 5,339,960 5.207.356 -2.21% 7,599,861 -8.8% 7,152,849 -5.8% 6,409,966 -15.5% 7,417,971 15.7% 7,640,510 3.0% 7,869,722 3.0% ALARIES, WAGES AND PAYROLL TAXES PAYABLE 5,339,960 5.207.356 -2.25% 5,514,843 1.9% 9,705,843 2.70% 9,443,980 71.2% 9,916,179 5.0% 10,411,988 5.0% 6,231,575 40,186 5.00 40,186 5.00 5.00 5.00 5.00 5.00 5.00 5.00 5.0	EQUIPMENT - MAJOR MOVEABLE	(55,497,302)	(54,103,621)	-2.5%	(59,127,399)	9.3%	(62,150,173)	5.1%	(60,167,242)	-3.2%	(63,721,353)	5.9%	(68,222,730)	7.1%	(71,760,590)	5.2%
OTHER LONG-TERM ASSETS 5,846,288 12,727,579 117.7% 10,547,004 -17.1% 11,422,562 8.3% 12,686,801 11.1% 17,079,850 34.6% 16,697,418 -2.2% 5,491,372 -67.1% OTAL ASSETS 81,005,428 92,044,955 13.6% 85,672,804 -6.9% 96,938,763 13.1% 99,153,092 2.3% 131,430,013 32.6% 133,073,161 1.3% 136,039,532 2.2% IABILITIES AND FUND BALANCE CURRENT LIABILITIES ACCOUNTS PAYABLE 5,339,960 5.207,356 -2.5% 5,514,843 5.9% 7,055,433 27.0% 9,443,980 71.2% 9,916,179 15.7% 7,640,510 3.0% 7,889,725 3.0% SALARIES, MAGES AND PAYROLL TAXES PAYABLE 5,339,960 5.207,356 -2.5% 5,514,843 5.9% 7,055,433 27.0% 9,443,980 71.2% 9,916,179 15.7% 7,640,510 3.0% 7,889,725 3.0% CURRENT LIABILITIES 1,551,141 1,500,000 11.0% 13,456,543 32.% 7,643,731 393.6% 2,715,427 75.4% 6,500,000 139.4% 6,500,000 0.0% 6,225,000 5.0% 9,161,179 1,185,170 5.3% 16,738,883 41.1% CURRENT PORTION OF LONG-TERM DEBT 425,528 404,160 5.7% 412,043 2.0% 36,585,543 5.0.6% 46,653,379 91.4% 38,844,463 -16,7% 39,807,228 2.5% 43,146,910 4.2% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	TOTAL ACCUMULATED DEPRECIATION	(106,881,742)	(113,259,578)	6.0%	(112,799,050)	-0.4%	(118,132,868)	4.7%	(117,834,415)	-0.3%	(123,987,842)	5.2%	(130,344,831)	5.1%	(137,008,068)	5.1%
OTHER LONG-TERM ASSETS 5,846,288 12,727,579 117.7% 10,547,004 -17.1% 11,422,562 8.3% 12,886,801 11.1% 17,079,850 34.6% 16,697,418 -2.2% 5,491,372 -67.1% OTAL ASSETS 81,005,428 92,044,955 13.6% 85,672,804 -6.9% 96,938,763 13.1% 99,153,092 2.3% 131,430,013 32.6% 133,073,161 1.3% 136,039,532 2.2% IABILITIES AND FUND BALANCE CURRENT LIABILITIES ACCOUNTS PAYABLE 5,338,960 5.207,356 -2.5% 5,514,843 5.9% 7,055,343 27.0% 9,443,980 71.2% 9,916,179 5.0% 10,411,886 5.0% 6,231,575 40.1% ESTIMATED THIRD-PARTY SETTLEMENTS 1,514,144 1,500,000 11.0% 13,485,544 32.8% 7,643,731 393,87% 2,715,427 75,4% 6,500,000 159,4% 6,500,000 159,4% 6,500,000 0.0% 6,825,000 5.071,61 0.0% 13,404,160 5.7% 412,043 2.0% 375,945 -8.8% 821,099 4.0% 3,755,000 356.9% 3,388,660 9.5% 5,486,747 61.4% OTAL CURRENT LIABILITIES 22,866,658 25,115,108 10.7% 24,370,949 3.0% 36,686,543 50.6% 46,653,379 91.4% 38,844,463 -16.7% 39,807,228 2.5% 43,146,910 8.4% OTAL LONG-TERM DEBT 9,568,094 9,377,032 -2.0% 9,277,545 -1.1% 8,974,176 -3.3% 6,226,344 -32.9% 29,759,399 378,000 20,700,377,794,04 25,976 OTAL CURRENT LIABILITIES 9,866,143 9,377,032 -2.0% 9,277,545 -1.1% 15,529,176 67.4% 8,821,999 4.9% 33,547,939 27,809, 32,799,937 -10.0% 37,779,404 25,976 OTAL LONG-TERM DEBT 9,568,094 9,377,032 -2.0% 9,277,545 -1.1% 15,529,176 67.4% 8,821,999 4.9% 33,347,939 27,80% 29,999,379 -10.0% 37,779,404 25,976 OTAL LONG-TERM DEBT 9,568,094 9,377,032 -2.0% 9,277,545 -1.1% 15,529,176 67.4% 8,821,999 4.9% 33,347,939 27,80% 29,999,379 -10.0% 37,779,404 25,976 OTAL LONG-TERM DEBT 9,568,094 9,377,032 -2.0% 9,277,545 -1.1% 15,529,176 67.4% 8,821,999 4.9% 33,347,939 27,80% 29,999,379 -10.0% 37,779,404 25,976 OTAL LONG-TERM DEBT 9,568,094 9,377,032 -2.0% 9,277,545 -1.1% 15,529,176 67.4% 8,821,999 4.9% 33,347,939 27,80% 29,999,379 -10.0% 37,779,404 25,976 OTAL LONG-TERM DEBT 9,568,094 9,377,032 -2.0% 9,277,545 -1.1% 15,529,176 67.4% 8,821,999 4.9% 33,347,939 27,80% 29,999,379 -10.0% 37,779,404 25,976 OTAL LONG-TERM DEBT 9,568,094 9,377,032 -2.0% 9,277,545 -1.1% 15,529,176 67.4% 8,821,999 4.9	TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	39,367,273	38,902,015	-1.2%	37,707,493	-3.1%	36,226,047	-3.9%	38,231,055	5.5%	47,391,628	24.0%	59,767,891	26.1%	79,662,478	33.3%
ABBILITIES AND FUND BALANCE	OTHER LONG-TERM ASSETS			117 7%				8 3%		11 1%		3/1 6%		-2 2%		
IABILITIES AND FUND BALANCE **DURRENT LIABILITIES** **ACCOUNTS PAYABLE** **6.819.591** **8.225.154** **8.225.154** **8.227.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.566** **2.27.567** **2.27.568** **2.27.568** **2.27.568** **2.27.568** **2.27.568** **2.27.568** **2.27.568** **2.27.568** **2.27.568** **2.27.568** **2.27.568** **2.27.568** **2.27.568** **3.37.5945** **3.37.5945** **3.38.569** **3.37.5945** **3.38.569** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.560** **3.38.57.90** **3.38.560** **3.38.57.90** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38.50** **3.38																
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ACCOUNTS PAYABLE 6,819,591 8,325,154 22.1% 7,589,661 8.8% 7,152,849 5.8% 6,409,906 -15.5% 7,417,971 15.7% 7,640,510 3.0% 7,889,725 3.0% SALARIES, WAGES AND PAYROLL TAXES PAYABLE 5,339,960 5,207,356 2-2.5% 5,514,843 5.9% 7,005,343 27.0% 9,443,980 71.2% 9,916,179 5.0% 10,411,988 5.0% 6,231,575 40.1% ESTIMATED THIRD-PARTY SETTLEMENTS 1,351,414 1,500,000 11.0% 1,548,554 3.2% 7,043,731 393.6% 2,715,427 75.4% 6,500,000 193.4% 6,500,000 0.0% 6,825,000 5.0% OTHER CURRENT LIABILITIES 8,757,163 9,678,438 10.5% 9,305,848 -3.8% 14,520,675 56.0% 27,262,304 193.0% 11,255,313 -58.7% 11,856,170 5.3% 16,733,863 41.1% 41,600,000 11.0% 12,4370,949 -3.0% 375,945 -8.8% 821,762 99.4% 38,844,463 -16.7% 39,807,228 2.5% 43,146,910 8.4% ONG-TERM DEBT 22,696,656 25,115,108 10.7% 24,370,949 -3.0% 36,698,543 5.0% 46,653,379 91.4% 38,844,463 -16.7% 39,807,228 2.5% 43,146,910 8.4% ONG-TERM DEBT 80,808 AMORTGAGES PAYABLE 9,568,084 9,377,032 -2.0% 9,277,545 -1.1% 8,974,176 -3.3% 6,226,344 -32.9% 29,759,939 378.0% 26,821,379 -9.9% 35,000,404 30.5% CAPITAL LEASE OBLIGATIONS -2 BUDIVIOL -4 BUDIVIOL -4 BUDIVIOL -5 BUD	LIABILITIES AND FUND BALANCE															ļ
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ONG-TERM DEBT BONDS & MORTGAGES PAYABLE 9,568,084 9,377,032 -2.0% 9,277,545 -1.1% 8,974,176 -3.3% 6,226,344 -32.9% 29,759,939 378.0% 26,821,379 -9.9% 35,000,404 30.5% CAPITAL LEASE OBLIGATIONS #DIV/0! - #DIV/0! OTHER LONG-TERM DEBT 9,568,084 9,377,032 -2.0% 9,277,545 -1.1% 15,529,176 6,555,000 #DIV/0! 0 #DIV/0! 0 #DIV/0! 0 #DIV/0! 0 #DIV/0! 0 #DIV/0! OTAL LONG-TERM DEBT 9,866,618 12,574,209 27.4% 16,168,095 28.6% 14,764,483 -8.7% 5,347,484 -66.9% 2,971,930 -44.4% 2,870,257 -3.4% 2,987,816 4.1% OTAL LIABILITIES 42,131,358 47,066,349 11.7% 49,816,589 5.8% 66,992,202 34.5% 60,822,772 22.1% 75,164,332 23.6% 72,676,864 -3.3% 83,914,130 15.5% FUND BALANCE	CURRENT PORTION OF LONG-TERM DEBT	428,528	404,160	-5.7%	412,043	2.0%	375,945	-8.8%	821,762	99.4%	3,755,000	356.9%	3,398,560	-9.5%	5,486,747	61.4%
BONDS & MORTGAGES PAYABLE 9,568,084 9,377,032 -2.0% 9,277,545 -1.1% 8,974,176 -3.3% 6,226,344 -32.9% 29,759,939 378.0% 26,821,379 -9.9% 35,000,404 30.5% CAPITAL LEASE OBLIGATIONS #DIV/0! - #DI	TOTAL CURRENT LIABILITIES	22,696,656	25,115,108	10.7%	24,370,949	-3.0%	36,698,543	50.6%	46,653,379	91.4%	38,844,463	-16.7%	39,807,228	2.5%	43,146,910	8.4%
BONDS & MORTGAGES PAYABLE 9,568,084 9,377,032 -2.0% 9,277,545 -1.1% 8,974,176 -3.3% 6,226,344 -32.9% 29,759,939 378.0% 26,821,379 -9.9% 35,000,404 30.5% CAPITAL LEASE OBLIGATIONS #DIV/0! - #DI	LONG-TERM DEBT															ļ
OTHER LONG-TERM DEBT - + #DIV/0! - #DIV/0! - #DIV/0! 0 #		9,568,084	9,377,032		9,277,545		8,974,176									
OTAL LONG-TERM DEBT 9,568,084 9,377,032 -2.0% 9,277,545 -1.1% 15,529,176 67.4% 8,821,909 -4.9% 33,347,939 278.0% 29,999,379 -10.0% 37,779,404 25.9% OTHER NONCURRENT LIABILITIES 9,866,618 12,574,209 27.4% 16,168,095 28.6% 14,764,483 -8.7% 5,347,484 -66.9% 2,971,930 -44.4% 2,870,257 -3.4% 2,987,816 4.1% OTAL LIABILITIES 42,131,358 47,066,349 11.7% 49,816,589 5.8% 66,992,202 34.5% 60,822,772 22.1% 75,164,332 23.6% 72,676,864 -3.3% 83,914,130 15.5% FUND BALANCE 38,874,070 44,978,606 15.7% 35,856,215 -20.3% 29,946,561 -16.5% 38,330,320 6.9% 56,265,681 46.8% 60,396,297 7.3% 52,125,402 -13.7%			-		-		-									
OTHER NONCURRENT LIABILITIES 9,866,618 12,574,209 27.4% 16,168,095 28.6% 14,764,483 -8.7% 5,347,484 -66.9% 2,971,930 -44.4% 2,870,257 -3.4% 2,987,816 4.1% OTAL LIABILITIES 42,131,358 47,066,349 11.7% 49,816,589 5.8% 66,992,202 34.5% 60,822,772 22.1% 75,164,332 23.6% 72,676,864 -3.3% 83,914,130 15.5% FUND BALANCE 38,874,070 44,978,606 15.7% 35,856,215 -20.3% 29,946,561 -16.5% 38,330,320 6.9% 56,265,681 46.8% 60,396,297 7.3% 52,125,402 -13.7%		-	-	#DIV/0!		#DIV/0!	6,555,000	#DIV/0!	-	#DIV/0!		#DIV/0!		#DIV/0!		
OTAL LIABILITIES 42,131,358 47,066,349 11.7% 49,816,589 5.8% 66,992,202 34.5% 60,822,772 22.1% 75,164,332 23.6% 72,676,864 -3.3% 83,914,130 15.5% FUND BALANCE 38,874,070 44,978,606 15.7% 35,856,215 -20.3% 29,946,561 -16.5% 38,330,320 6.9% 56,265,681 46.8% 60,396,297 7.3% 52,125,402 -13.7%	TOTAL LONG-TERM DEBT	9,568,084	9,377,032	-2.0%	9,277,545	-1.1%	15,529,176	67.4%	8,821,909	-4.9%	33,347,939	278.0%	29,999,379	-10.0%	37,779,404	25.9%
FUND BALANCE 38,874,070 44,978,606 15.7% 35,856,215 -20.3% 29,946,561 -16.5% 38,330,320 6.9% 56,265,681 46.8% 60,396,297 7.3% 52,125,402 -13.7%	OTHER NONCURRENT LIABILITIES	9,866,618	12,574,209	27.4%	16,168,095	28.6%	14,764,483	-8.7%	5,347,484	-66.9%	2,971,930	-44.4%	2,870,257	-3.4%	2,987,816	4.1%
	TOTAL LIABILITIES	42,131,358	47,066,349	11.7%	49,816,589	5.8%	66,992,202	34.5%	60,822,772	22.1%	75,164,332	23.6%	72,676,864	-3.3%	83,914,130	15.5%
OTAL LIABILITIES AND FUND BALANCE 81.005.428 92.044.955 13.6% 85.672.804 -6.9% 96.938.763 13.1% 99.153.092 15.7% 131.430.013 32.6% 133.073.161 1.3% 136.039.532 2.2%	FUND BALANCE	38,874,070	44,978,606	15.7%	35,856,215	-20.3%	29,946,561	-16.5%	38,330,320	6.9%	56,265,681	46.8%	60,396,297	7.3%	52,125,402	-13.7%
	TOTAL LIABILITIES AND FUND BALANCE	81,005,428	92,044,955	13.6%	85,672,804	-6.9%	96.938.763	13.1%	99,153,092	15.7%	131,430,013	32.6%	133,073,161	1.3%	136,039,532	2.2%