

Agenda

Estes Park Health Board of Directors' Finance Committee Meeting

Thursday, September 24

3:00 - 4:00 p.m.

Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Timberline Conference Room / Teams Online / 1-719-300-6108 Conference ID: 407 682 744#

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome	1	Action	Dr. Steve Alper
2	Public Comments	2	Information	Public
3	Approval of the Agenda	1	Action	Dr. Steve Alper
4	Approval of Finance Meeting Minutes August 26, 2020	1	Action	Dr. Steve Alper
5	Month End Financials - August 2020	45	Discussion	Mr. Tim Cashman
6	Adjourn	1	Action	Dr. Steve Alper
<i>Total Regular Session Mins.</i>		51		

Next Regular Finance Subcommittee Meeting: Thursday, October 22, 2020 2:00 - 3:00 p.m.



ESTES PARK HEALTH BOARD OF DIRECTORS'

Finance Committee Meeting Minutes – August 26, 2020

Board Members in Attendance

Dr. David Batey
Ms. Diane Muno (via web)
Mr. William Pinkham
Dr. Steve Alper
Ms. Sandy Begley (via web)

Board Members Absent

None

Other Attendees

Mr. Vern Carda, CEO
Mr. Tim Cashman, CFO

Community Attendees

Dr. Larry Leaming (via phone)
Christine Kraft, Bank of Colorado

1. Call to Order

The Finance Committee meeting was called to order at 2:05 p.m. by Dr. Alper, Chair; there was a quorum present. Notice of the Finance Committee meeting was posted in accordance with the SUNSHINE Law Regulation.

2. Public Comments

No comments were submitted.

3. Approval of the Agenda

Dr. Batey motioned to approve the agenda as submitted. Ms. Begley seconded the motion, which carried unanimously.

4. Approval of the Meeting Minutes – June 25, 2020

Dr. Batey motioned to approve the minutes from the June 25 meeting as presented. Ms. Muno seconded the motion, which carried unanimously.

5. Presentations

5.1 Renewal of the Line of Credit from Bank of Colorado and Note Purchase and Repurchase Agreement for the My Loans Program with Bank of Colorado

EPH is seeking approval to incur a line of credit with Bank of Colorado. Pursuant to Section 32-1-1001(1)(e), C.R.S, the Board is authorized to borrow money on behalf of the District, subject to the limitations of Article X, Section 20 of the Constitution of the State of Colorado. The Bank has previously issued its commitment to extend a line of credit to the District in the maximum amount of \$3,000,000; which the Board previously determined that such terms and conditions of the line of credit were acceptable, reasonable and in the best interests of the District.

The incurrence of such short-term indebtedness does not constitute a multi-year financial obligation under the provisions of Article X, Section 20 of the Constitution of the State of Colorado because such a line of credit will be due and payable in full within the same fiscal year in which the funds shall be drawn.

The District's President/Chairman of the Board and other officials of the District are hereby authorized to execute and deliver on behalf of the District such instruments and documents that may be required to:

- Effectuate the line of credit with the Bank in an amount not to exceed \$3,000,000 and at an interest rate not to exceed the then current prime rate as established and reported by the *Wall Street Journal* with a maturity or repayment date occurring within the same fiscal year in which the draw on the line of credit occurs.
- Perform all other acts that they may deem necessary or appropriate in order to implement and carry out matters.

The following individuals will be legally permissible signers as necessary for accessing the line of credit funds:

- Dr. David Batey, President of the Park Hospital District Board of Directors
- Vern Carda, Chief Executive Officer of Estes Park Health
- Tim Cashman, Chief Financial Officer of Estes Park Health

Mr. Pinkham motioned to approve the renewal of the line of credit from Bank of Colorado as presented. Ms. Muno seconded the motion, which carried unanimously.

Provider Note Purchase and Repurchase Agreement for the My Loans Program with Bank of Colorado

EPH is seeking approval to continue the "My Loans" program with Bank of Colorado (the "Bank"). The Bank has previously provided this program with a limit of \$400,000.00; and EPH and the Bank wish to increase the limit to \$500,000.00. The Board determined previously that such terms and conditions of the program were acceptable and should continue to encourage further utilization by our patients.

The District's President/Chairman of the Board and other officials of the District are hereby authorized to execute and deliver on behalf of the District such instruments and documents that may be required to:

- Effectuate the credit limit for the My Loans program; and
- Perform all other acts that they may deem necessary or appropriate in order to implement and carry out matters.

Dr. Alper motioned to approve the Note Purchase and Repurchase Agreement for the My Loans Program with the Bank of Colorado as presented. Ms. Begley seconded the motion, which carried unanimously.

5.2 Month End Financials – July 2020

For the month, Operating Revenues are 10% down from Budget and 19% down from last year. Year to date shows 17% less than Budget. Year-to-date Operating Revenues are 17% under Budget and 9% under last year. Due to the Covid-19 pandemic the hospital had anticipated a 20% drop for the month. Year to date, expectations indicated an 80% recovery.

Expenses for the year are 3% under budget. Currently, wage only area above budgeted Expense is Supplies. The 10% rollback of wages for the highest earners was initiated June 1, resulting in a 13% drop in salary expense. For the month, Expenses are 7% under budget.

Stimulus funds received to date are a total of \$14.5M. Expectations for retainage include \$10.1M, with the remainder of \$4.4M currently held as a "loan" and identified for repayment.

Days in Accounts Receivable continue to rebound from the Epic conversion in November; from a high of 64 to a current 46. And, Days Cash on Hand are up significantly to 234, due specifically to the Stimulus and Loan funds. While the Net Income (Change in Net Assets) is reporting (\$8.0M) loss before a projected recognition of Stimulus of \$10.1M in Cash, to cover this shortfall, for 2020.

The challenge, going forward, is to effectively manage the hospital with a likely decrease of 20% in volumes and revenues.

Revenues

Year to Date Revenues are substantially below budget by 19% or \$10.6M. Outpatient visits are also reporting significant losses, for the year-to-date. Initial expectations for the 2nd Quarter were 35% less, thus "only" a loss of 20% is deemed "pretty good". Looking forward, the prevailing thought suggests continued recovery through the remaining summer and the rest of the year with the expected economic recovery ceiling at 80% of projected revenues.

Statistics

	YTD	Budget	2019
Inpatient Days	371	555	576
Swing Bed	189	277	160
Births	29	49	42
ER Visits	2,491	3,121	3,399
Urgent Care Visits	496	1,442	0
Ambulance Trips	1,031	1,262	1,262
Clinic Visits	10,576	13,740	15,580
Surgeries (not incl GI)	207	216	218
GI Procedures	221	259	215

Pain Procedures	133	286	212
Lab Tests	39,296	44,784	44,784
Radiology Exams	5,062	6,683	6,683
Rehab Visits	4,090	6,223	6,277
Home Health/Hospice	5,721	5,304	5,679
Living Center Days	6,298	8,056	7,399

Balance Sheet

Numerous fiscal challenges remain for the hospital. However, the Stimulus Funds are helping. Days Cash on Hand are artificially high at 234. It is expected, however, that EPH will continue to slowly burn through these funds until the hospital can settle either increasing revenues or reduce expenses.

As a note, the Accrued Liabilities, the Estimated Third-Party Settlement and Short-Term Notes Payable does reflect the recording of Stimulus Funds, the Advanced Payment from Medicare and the Payroll Protection Program, totaling \$14.5M. When there is confirmation that any of these advances are forgivable, those will be recognized as Other Non-Operating Income.

Forecast for 2020

EPH has developed a forecast for the remainder of the year. Some assumptions were made regarding recovery of Revenues and some Expense reductions. However, given the dramatic and sudden loss of patient visits earlier in the year, and the current recovery period, it is anticipated that Revenues will recover to 80% of Budget. The challenge will be managing expenses with less Revenues, going forward.

The good news is, while this Forecast does indicate the recognition of most of the Stimulus funds (\$10.1M) and the projection of a modest recovery of business volumes and revenues, the year should report modestly favorable.

Funding Support

The District was successful in obtaining outside funding opportunities. However, it is anticipated that the \$4.4M Advanced Payment Program are designated as a loan and due to be repaid later this year. There is some hope that the Federal Government will designate those funds as forgivable. But that is not confirmed.

As a result of the recent support from the Federal Government, via several programs have provided funding in April:

- Advance Payment Program
\$4.4M
-currently scheduled for repayment; possibility of forgiveness
- HHS Stimulus
\$5.3M
-forgivable
- Payroll Protection Program
\$4.8M (approved; pending receipt)
-eligible for forgiveness assuming compliance with stipulations.
- Other Grants
\$82K
-forgivable

Summary

Obviously, the remainder of the year does not look optimistic for full recovery. The good news is that we do have some funding completed to help navigate the next few difficult months. EPH does believe sufficient funds exist, for the short-term, given a modest economic growth and good cash management. It is highly unlikely the District will accomplish the budgetary goals for the year, due specifically to the COVID-19 pandemic. However, the Stimulus funds will aid the recovery period. The goal for the remainder of the year is to maintain enough cash flow in order to stay compliant with our covenants.

Estes Park Health

Financial Overview Month Ended July 31, 2020

	June	July	RED	YELLOW	Green
Days in Accounts Receivable	55.3	46.3	>60	50-60	<50
Days Cash on Hand	233	234	< 125	125 - 224	>225
Debt Service Coverage Ratio	-1.40	-1.40	<1.25	1.25 - 2.0	>2.0
Operating Margin (12 Mo. Rolling)	-18.7%	-18.9%	<2.0%	2%-4.99%	>5%
Total Margin (12 Mo. Rolling)	-11.0%	-11.3%	<5.0%	5%-9.99%	> 10.0%

OTHER INDICATORS

	June	July	Budget	YTD	YTD Budget
Total Deductions from Revenue %	47.8%	45.2%	46.0%	45.2%	46.0%
Operating Margin	\$34,869	\$921,419	\$1,163,923	(\$6,768,687)	(\$2,217,235)
Operating Margin %	0.8%	17.4%	19.7%	-26.3%	-7.1%
Increase (decrease) in Net Assets	\$544,483	\$1,195,548	\$1,461,583	(\$4,689,092)	(\$113,381)
Total Margin %	12.6%	22.5%	24.8%	-18.2%	-0.4%

Summary

Statistics: IP Days are at 100 compared to 101 in June and 93 in July 2019.

Physicians Clinic Visits are at 2096 compared to 1645 in June and 2182 in July 2019. Surgeries are at 48 compared to 42 in June and 42 in July 2019.

Revenue: July's Gross Patient Revenue is \$9,531,427 compared to a budget level of \$10,805,278.

Other Operating Revenue: YTD Other Revenues are \$154,655 below budget.

Expenses: Total Operating Expenses in July are \$346,579 under budget. Salaries and benefits are under budget by \$531,168.

Excess Revenues (Expenses): July's increase in Net Assets is \$1,195,548 compared to a budget of \$1,461,583. July's Total Margin is 22.5% compared to a budgeted level of 24.8%.

Ratio Analysis: Day's in AIR is at 46.3 which is lower than the industry average of fifty. Day's Cash on Hand is at 234 compared to June's level of 233 and July 2019 of 172.

Debt Coverage Ratio: July's rolling 12-month ratio is -1.4%. The loan end of year minimum required ratio is 1.25.

ESTES PARK HEALTH
Statement of Revenues and Expenses (Unaudited)
July 31, 2020

REVENUE	MONTH Jul-20			YEAR TO DATE FY 2020			PRIOR YEAR TO DATE FY 2019	
	Actual	Budget	Var	Actual	Budget	Var	Actual	Var
Patient Revenue								
In-Patient	\$ 1,443,800	\$2,044,917	-29%	\$ 7,047,775	\$ 12,052,225	-42%	\$ 11,140,994	-37%
Out-Patient	8,087,627	8,760,361	-8%	39,419,371	44,851,380	-12%	42,339,751	-7%
TOTAL PATIENT REVENUE	9,531,427	10,805,278	-12%	46,467,146	56,903,605	-18%	53,480,745	-13%
Less Contractual Adjustments	(4,002,351)	(4,862,375)	18%	(20,134,511)	(25,606,624)	21%	(24,457,839)	18%
Less Bad Debt Adjustments	(308,834)	(108,053)	-186%	(877,567)	(569,038)	-54%	(991,122)	11%
TOTAL REVENUE DEDUCTIONS	(4,311,185)	(4,970,428)	13%	(21,012,078)	(26,175,662)	20%	(25,448,961)	17%
NET PATIENT REVENUE	5,220,242	5,834,850	-11%	25,455,068	30,727,943	-17%	28,031,783	-9%
Other Operating Revenue	87,306	61,781	41%	321,849	476,501	-32%	430,465	-25%
TOTAL OPERATING REVENUE	5,307,548	5,896,631	-10%	25,776,917	31,204,444	-17%	28,462,249	-9%
EXPENSES								
Wages	1,850,423	2,130,438	13%	14,091,705	14,589,686	3%	12,900,098	-9%
Benefits	328,308	579,461	43%	3,688,334	3,866,564	5%	3,776,988	2%
Contract Labor	597,888	537,018	-11%	3,748,599	3,705,626	-1%	3,755,533	0%
Medical Supplies	527,390	378,938	-39%	2,637,742	2,625,845	0%	2,502,792	-5%
Non-Medical Supplies	70,768	82,903	15%	662,764	587,641	-13%	739,987	10%
Purchased Services	416,869	417,771	0%	3,434,394	3,661,810	6%	2,987,151	-15%
Other Operating Expenses	304,855	308,061	1%	2,257,808	2,337,677	3%	2,005,724	-13%
Depreciation & Amortization	256,224	263,852	3%	1,779,657	1,806,968	2%	1,173,490	-52%
Interest	33,404	34,266	3%	244,602	239,862	-2%	229,198	-7%
TOTAL OPERATING EXPENSE	4,386,129	4,732,708	7%	32,545,604	33,421,679	3%	30,070,962	-8%
OPERATING INCOME (LOSS)	921,419	1,163,923	-21%	(6,768,687)	(2,217,235)	-205%	(1,608,713)	-321%
Operating Margin	17.4%	19.7%		-26.3%	-7.1%		-5.7%	
Non-Operating Revenue	279,829	302,060	-7%	1,979,156	2,034,704	-3%	1,848,559	7%
Non-Operating Expense	(5,700)	(4,400)	-30%	(32,465)	(30,850)	-5%	(29,366)	-11%
EXCESS REVENUES (EXPENSES)	1,195,548	1,461,583	-18%	(4,821,996)	(213,381)	-2160%	210,480	2391%
Gift to Purchase Capital Assets	0	0		132,905	100,000		102,095	
INCREASE (DECREASE) IN NET ASSETS	1,195,548	1,461,583	-18%	(4,689,092)	(113,381)	-4036%	312,575	1600%
Total Margin	22.5%	24.8%		-18.2%	-0.4%		1.1%	

ESTES PARK HEALTH
Balance Sheet (Unaudited)
July 31, 2020

ASSETS	2020 July	2020 June	2019 July
CASH & CASH EQUIVALENTS	\$ 22,028,163	\$ 21,587,026	\$ 17,084,604
PATIENT ACCOUNTS RECEIVABLE	11,581,546	10,711,059	15,365,170
LESS: ALLOWANCES	(5,457,673)	(5,184,155)	(7,603,829)
NET ACCOUNTS RECEIVABLE	6,123,873	5,526,904	7,761,341
RECEIVABLES FROM OTHER PAYORS	2,079,061	2,442,015	1,783,127
INVENTORY	1,080,086	1,070,357	1,110,435
PREPAID EXPENSES	394,954	414,783	434,540
TOTAL CURRENT ASSETS	<u>31,706,137</u>	<u>31,041,084</u>	<u>28,174,047</u>
NET PROPERTY, EQUIPMENT & INTANGIBLE ASSETS	<u>33,199,865</u>	<u>33,413,267</u>	<u>30,623,792</u>
RESTRICTED ASSETS	<u>3,915,039</u>	<u>3,914,799</u>	<u>1,409,330</u>
OTHER ASSETS	0	0	0
LONG TERM INVESTMENTS	8,253,706	8,253,706	4,773,001
TOTAL OTHER ASSETS	<u>8,253,706</u>	<u>8,253,706</u>	<u>4,773,001</u>
TOTAL ASSETS	\$ 77,074,747	76,622,856	64,980,171
LIABILITIES			
ACCOUNTS PAYABLE	565,920	671,136	1,019,759
ACCRUED EXPENSES	10,324,812	10,829,909	4,737,058
ACCRUED COMP PAYABLE	1,028,279	1,192,146	1,100,966
ACCRUED INTEREST PAYABLE	30,524	0	32,213
EST THIRD-PARTY SETTLEMENT	5,811,882	5,811,882	611,650
SHORT TERM NOTES PAYABLE	5,116,581	5,116,581	0
OTHER CURRENT LIABILITIES	0	0	0
CURRENT MATURITIES OF OTHER LONG TERM DEBT	1,085,000	1,085,000	1,060,000
TOTAL CURRENT LIABILITIES	<u>23,962,998</u>	<u>24,706,655</u>	<u>8,561,647</u>
DEPOSITS AND DEFERRED INCOME			
LOANS PAYABLE	15,426,208	15,426,208	13,485,000
LEASES PAYABLE	0	0	0
TOTAL LONG-TERM LIABILITIES	<u>15,426,208</u>	<u>15,426,208</u>	<u>13,485,000</u>
TOTAL LIABILITIES	39,389,207	40,132,864	22,046,647
INVESTED IN CAPITAL ASSETS, NET OF RELATED DEBT UNRESTRICTED	42,374,632	42,374,632	42,620,949
TOTAL NET ASSETS	42,374,632	42,374,632	42,620,949
EXCESS REVENUES YTD	<u>(4,689,092)</u>	<u>(5,884,640)</u>	<u>312,575</u>
TOTAL LIABILITIES & NET ASSETS	\$ 77,074,747	76,622,856	64,980,171

ESTES PARK HEALTH
Statistical and Consolidated Financial Summary
Month Ended July 31, 2020

Utilization

	Month			Year To Date		
	Actual	Budget	Variance To Budget	Actual	Budget	Variance To Budget
Hospital						
In-Patient Days	100	149	-32.9%	678	1023	-33.7%
Out Patient Visits	9765	10703	-8.8%	49732	58065	-14.4%
Living Center						
Resident Days	806	1178	-31.6%	6298	8056	-21.8%
Clinic						
Physicians Clinic Visits	2096	2228	-5.9%	10576	13740	-23.0%

Income Statement

	Month				Year To Date			
	Actual	Bud2et	To Budget	% Variance	Actual	Bud2et	To Budget	% Variance
Hospital								
Operating Revenue (Net)	\$ 4)27,554	\$ 4,418,788	(291,234)	-6.6%	\$ 19,048,550	\$ 21,884,059	(2,835,509)	-13.0%
Operating Expenses	3,324,318	3,443,005	118,687	3.4%	23,675,169	24,435,434	760,265	3.1%
Net Operating Income (Loss)	803,236	975,783	(172,547)	-17.7%	(4,626,619)	(2,551,375)	(2,075,244)	-81.3%
Living Center								
Operating Revenue (Net)	244,224	388,846	(144,622)	-37.2%	1,974,194	2,660,999	(686,805)	-25.8%
Operating Expenses	310,051	410,622	100,571	24.5%	2,648,504	2,869,201	220,697	7.7%
Net Operating Income (Loss)	(65,827)	(21,776)	(44,051)	202.3%	(674,310)	(208,202)	(466,108)	223.9%
Clinic								
Operating Revenue (Net)	935,770	1,088,997	(153,227)	-14.1%	4,754,173	6,659,386	(1,905,213)	-28.6%
Operating Expenses	751,760	879,081	127,321	14.5%	6,221,931	6,117,044	(104,887)	-1.7%
Net Operating Income (Loss)	184,010	209,916	(25,906)	-12.3%	(1,467,758)	542,342	(2,010,100)	-370.6%
Total								
Operating Revenue (Net)	5,307,548	5,896,631	(589,083)	-10.0%	25,776,917	31,204,444	(5,427,527)	-17.4%
Operating Expenses	4,386,129	4,732,708	34,6579	7.3%	32,545,604	33,421,679	876,075	2.6%
Net Operating Income (Loss)	921,419	1,163,923	(242,504)	-20.8%	(6,768,687)	(2,217,235)	(4,551,452)	-205.3%
Total								
Non Operating Revenue (Net)	279,829	302,060	(22,231)	-7.4%	1,979,156	2,034,704	(55,548)	-2.7%
Non Operating Expenses (Net)	(5,700)	(4,400)	(1,300)	-29.5%	(32,465)	(30,850)	(1,615)	-5.2%
Excess of Rev over Exp Before Cap gifts	\$ 1,195,548	\$ 1,461,583	\$ (266,035)	-18.2%	\$ (4,821,996)	\$ (213,381)	\$ (4,608,615)	-2159.8%
Gifts to Purchase Capital Assets			#DIV/0!		132,905	100,000	32,905	32.9%
Increase (Decrease) in Net Assets	\$ 1,195,548	\$ 1,461,583	\$ (266,035)	-18.2%	\$ (4,689,092)	\$ (13,381)	\$ (4,575,710)	-4035.7%

ESTES PARK HEALTH
Statement of Cash Flows
(Unaudited) 1/1/20 through 7/31/20

Cash Flows From Operating Activities	
(Deficiency) Excess of Revenues over Expenses	\$ (4,689,092)
Interest expense (considered financing activity)	244,602
County tax subsidy, net (considered financing activity)	(1,782,664)
Interest income (considered investing activity)	<u>(78,496)</u>
Net income (loss) from operating activities	(6,305,650)
Assets released from restrictions	(140,636)
Depreciation & amortization	1,779,657
Changes in working capital:	
Decrease (Increase) in Accounts receivable, net	2,233,954
Decrease (Increase) in Inventory	16,320
Decrease (Increase) in Prepaid expenses	285,541
Decrease (Increase) in Other Assets	
Decrease (Increase) in Long Term Investment	(7,499,726)
Increase (Decrease) in Accounts payable	(2,307,070)
Increase (Decrease) in Accrued wages & related liabilities	108,078
Increase (Decrease) in Other current liabilities	139,037
Increase (Decrease) in Deposits and Deferred Income	5,302,214
Increase (Decrease) in Payable to 3rd party payors	4,407,877
Net (gain) loss on sale of equipment	<u> </u>
Net cash provided by (used in) operating activities	<u>(1,980,404)</u>
Cash Flows From Financing Activities	
Restricted contributions	140,636
County tax subsidy, net	1,782,664
Interest expense	(244,602)
Sale of equipment	
Purchase of property, equipment & intangible assets	(2,947,880)
Increase (Decrease) in capital lease commitments, net	
Loan Activity	<u>8,142,789</u>
Net cash provided by (used in) financing activities	<u>6,873,607</u>
Cash Flows From Investing Activities	
Interest income	<u>78,496</u>
Net cash provided by (used in) investing activities	<u>78,496</u>
Net Increase (Decrease) in Cash and Cash Equivalents	4,971,699
Cash and Cash Equivalents, 01/01/2020	<u>20,971,503</u>
Cash and Cash Equivalents, 7/31/20	<u>\$ 25,943,202</u>
Restricted Cash and Cash Equivalents, 7/31/20	\$ 3,915,039
Unrestricted Cash and Cash Equivalents, 7/31/20	<u>22,028,163</u>
	<u>\$ 25,943,202</u>

Statement of Revenues and Expenses
(Unaudited) Forecast 2020

	FORECAST			
	FY 2020			
	FY:2020 Forecast	Budget 2020	Variance	%
				Variance
Patient Revenue				
In-Patient	13,529,854	19,985,112	(6,455,258)	-32.3%
Out-Patient	64,810,439	77,722,701	(12,912,262)	-16.6%
TOTAL PATIENT REVENUE	78,340,293	97,707,813	(19,367,520)	-19.8%
Less Contractual Allowances	(33,979,728)	(43,968,516)	9,988,788	-22.7%
Less Bad Debt Adjustments	(939,668)	(977,078)	37,410	-3.8%
Total Revenue Deductions	(34,919,395)	(44,945,594)	10,026,199	-22.3%
	44.6%	46.0%		0.0%
NET PATIENT REVENUE	43,420,898	52,762,219	(9,341,321)	-17.7%
Other Operating Revenue	734,543	988,559	(254,016)	-25.7%
TOTAL OPERATING REVENUE	44,155,441	53,750,778	(9,595,337)	-17.9%
EXPENSES				
Wages	23,654,909	24,027,256	(372,347)	-1.5%
Benefits	7,489,993	8,759,908	(1,269,915)	-14.5%
Contract Labor	6,110,342	6,398,715	(288,374)	-4.5%
Medical Supplies	4,245,403	4,257,478	(12,075)	-0.3%
Non-Medical Supplies	1,168,403	1,064,370	104,033	9.8%
Purchased Services	4,749,073	3,405,478	1,343,595	39.5%
Other Operating Expenses	4,766,178	5,584,814	(818,636)	-14.7%
Depreciation & Amortization	3,108,548	3,170,229	(61,682)	-1.9%
Interest/Bank Fees	416,792	411,187	5,605	1.4%
TOTAL OPERATING EXPENSE	55,709,640	57,079,435	(1,369,796)	-2.4%
OPERATING INCOME (LOSS)	(11,554,199)	(3,328,657)	(8,225,542)	-247.1 %
<i>Operating Margin</i>	-26.2%			
Non-Operating Revenue	3,441,583	3,484,512	(42,929)	-1.2%
Non-Operating Expense	(55,125)	(72,840)	17,715	-24.3%
NON-OPERATING	3,386,458	3,411,672	(25,214)	
EXCESS REVENUES (EXPENSES)	(8,167,741)	83,015	(8,250,756)	
Gift to Purchase Capital Assets	132,905	300,000	(167,095)	-55.7%
Stimulus Funds	10,160,520			
INCREASE (DECREASE) IN NET ASSETS	2,125,684	383,015	1,742,669	
<i>Total Margin</i>	4.8%	0.7%		
EBIDA	5,651,023	3,964,431		

6 **Adjournment**

Ms. Begley motioned to adjourn the Finance Committee meeting at 3:00 p.m. Dr. Batey seconded the motion, which carried unanimously.

Steve Alper

Estes Park Health Board Finance Committee Chair



555 Prospect Ave. | P.O. Box 2740 | Estes Park, CO 80517

CFO Report August 2020

Executive Summary

The month of August continues to show slightly promising return to busy months. For the month, Operating Revenues YTD are down 16% from Budget and 7% down from last year. Due to the Covid-19 pandemic the hospital had anticipated a recovery to a 20% drop in Revenues. Year to date, expectations indicate a potential recovery of slightly higher than 80%.

Expenses for the year are 3% under budget. The 10% rollback of wages for the highest earners was initiated June 1, resulting in a drop in Salary expense. This is expected to continue. For the YTD, Expenses are 3% under budget.

Operating Income YTD is a loss of \$6.1M compared to a budgeted loss of \$1.2M, obviously due to the impact of COVID-19.

Days in Accounts Receivable continue to rebound from the Epic conversion in November; from a high of 64 to a remarkable 44.3. And, Days Cash on Hand are up significantly to 242, due specifically to the Stimulus and Loan funds. The last few months have shown significant progress with Accounts Receivable management. The YTD Net Income (Change in Net Assets) is reporting (\$3.4M) loss before a projected recognition of Stimulus of \$10.1M in Cash, to cover this shortfall, for 2020.

Revenues

Year to Date Revenues are slowly rebounding. Gross billed charges are below budget by 18% or \$11.9M. Outpatient visits are also reporting significant losses, for the year-to-date. Initial expectations for the 3rd Quarter were 20% less. There is reason for slight optimism for better results than initial Forecast. Looking forward, the prevailing thought suggests a potential continued recovery through the remaining summer and the rest of the year.

Statistics

Mission Statement: To make a positive difference in the health and well-being of all we serve.

	YTD	Budget	2019
Inpatient Days	434	636	657
Swing Bed	231	317	175
Births	36	56	52
ER Visits	2,992	3,781	4,175
Urgent Care Visits	835	2,000	0
Ambulance Trips	1,251	1,495	1,495
Clinic Visits	12,350	16,059	17,727
Surgeries (not incl GI)	241	261	260
GI Procedures	262	294	264
Pain Procedures	163	331	243
Lab Tests	46,376	52,602	52,602
Radiology Exams	6,163	7,887	7,887
Rehab Visits	4,837	7,266	7,280
Home Health/Hospice	6,662	6,126	6,5001
Living Center Days	7,149	9,234	8,379

Balance Sheet

The Balance Sheet has certainly looked better than it does now. Unfortunately, there remain numerous challenges for the hospital. However, the Stimulus funds are helping. Days Cash on Hand are artificially high at 242. It is expected, however, that we will continue to slowly burn through these funds until the hospital can settle either increasing revenues or reduce expenses.

As a note, the Accrued Liabilities, the Est Third-Party Settlement and Short-Term Notes Payable does reflect the recording of Stimulus Funds, the Advanced Payment from Medicare and the Payroll Protection Program, totaling \$14.5M. When there is confirmation that any of these advances are forgivable, those will be recognized as Other Non-Operating Income

Forecast for 2020

Please note an attached Forecast. The numbers are indeed staggering. We have tried to develop a realistic look at the remainder of the year. Some assumptions were made regarding recovery of Revenues and some Expense reductions. However, given the dramatic and sudden loss of patient visits earlier in the year, and the current recovery period, it is anticipated that Revenues will recover to 80% of Budget. The challenge will be managing expenses with less Revenues, going forward.

The good news is, while this Forecast does indicate the recognition of most of the Stimulus funds (\$10.1M) and the projection of a modest recovery of business volumes and revenues, the year should report modestly favorable.

Summary

Obviously, the remainder of the year does not look overly optimistic for a full recovery. The good news is that we do have some funding completed to help navigate the next few difficult months. We do believe sufficient funds exist, for the short-term, given a modest economic growth and good cash management. It is highly unlikely the District will accomplish the budgetary goals for the year, due specifically to the COVID-19 pandemic. However, the Stimulus funds will aid the recovery period. The goal for the remainder of the year is to maintain enough cash flow in order to stay compliant with our covenants.

Estes Park Health
 Financial Overview
 Month Ended August 31, 2020

FINANCIAL RATIOS

	July	Aug	RED	YELLOW	GREEN
Days in Accounts Receivable	46.3	44.3	> 60	50 - 60	< 50
Days Cash on Hand	234	242	< 125	125 - 224	> 225
Debt Service Coverage Ratio	-1.40	-0.91	< 1.25	1.25 - 2.0	> 2.0
Operating Margin (12 Mo. Rolling)	-18.9%	-18.4%	< 2.0%	2% - 4.99%	> 5%
Total Margin (12 Mo. Rolling)	-11.3%	-9.9%	< 5.0%	5% - 9.99%	> 10.0%

OTHER INDICATORS

	July	Aug	Budget	YTD	YTD Budget
Total Deductions from Revenue %	47.8%	40.8%	46.0%	44.5%	46.0%
Operating Margin	\$34,869	\$642,499	\$976,175	(\$6,126,188)	(\$1,241,060)
Operating Margin %	0.8%	12.0%	16.9%	-19.7%	-3.4%
Increase (decrease) in Net Assets	\$544,483	\$1,310,568	\$1,394,372	(\$3,378,524)	\$1,280,991
Total Margin %	12.6%	24.4%	24.1%	-10.8%	3.5%

SUMMARY

Statistics: IP Days are at 127 compared to 100 in July and 124 in August 2019.
 Physicians Clinic Visits are at 1774 compared to 2096 in July and 2147 in August 2019.
 Surgeries are at 34 compared to 48 in July and 42 in August 2019.

Revenue: August's Gross Patient Revenue is \$9,059,425 compared to a budget level of \$10,589,251.

Other Operating Revenue: YTD Other Revenues are \$217,788 below budget.

Expenses: Total Operating Expenses in August are \$93,036 under budget. Salaries and benefits are under budget by \$68,478.

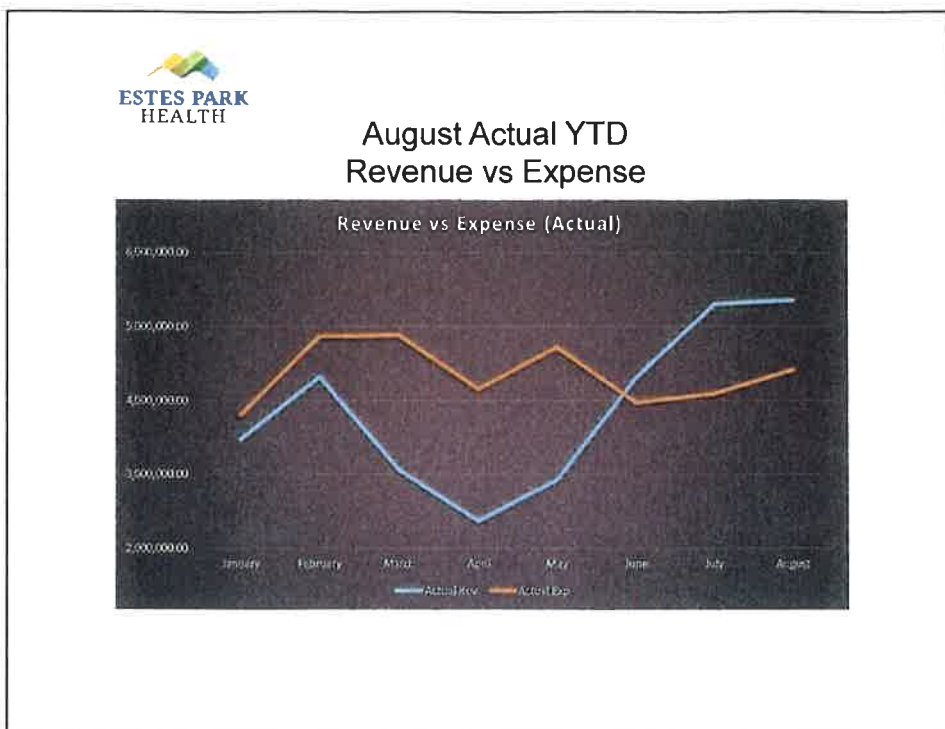
Excess Revenues (Expenses): August's increase in Net Assets is \$1,310,568 compared to a budget of \$1,394,372. August's Total Margin is 24.4% compared to a budgeted level of 24.1%.

Ratio Analysis: Day's in A/R is at 44.3 which is lower than the industry average of fifty.
 Day's Cash on Hand is at 242 compared to July's level of 234 and August 2019 of 161.

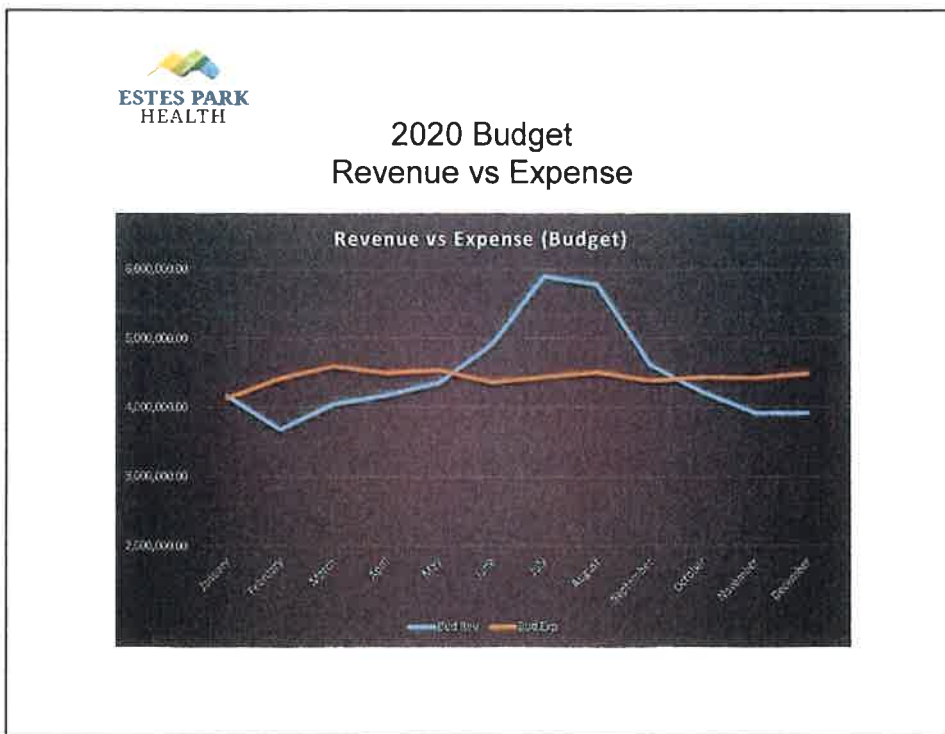
Debt Coverage Ratio: August's rolling 12 month ratio is -0.91%. The loan end of year minimum required ratio is 1.25.

ESTES PARK HEALTH
Statement of Revenues and Expenses (Unaudited)
August 31, 2020

	MONTH Aug-20			YEAR TO DATE FY 2020			PRIOR YEAR TO DATE FY 2019	
	Actual	Budget	Var	Actual	Budget	Var	Actual	Var
REVENUE								
Patient Revenue								
In-Patient	\$ 1,507,980	\$ 1,956,408	-23%	\$ 8,555,755	\$ 14,008,633	-39%	\$ 12,658,651	-32%
Out-Patient	7,551,445	8,632,843	-13%	46,970,816	53,484,223	-12%	49,773,562	-6%
TOTAL PATIENT REVENUE	9,059,425	10,589,251	-14%	55,526,571	67,492,856	-18%	62,432,213	-11%
Less Contractual Adjustments	(3,580,154)	(4,765,163)	25%	(23,714,666)	(30,371,787)	22%	(28,113,815)	16%
Less Bad Debt Adjustments	(115,939)	(105,893)	-9%	(993,506)	(674,931)	-47%	(1,264,189)	21%
TOTAL REVENUE DEDUCTIONS	(3,696,093)	(4,871,056)	24%	(24,708,172)	(31,046,718)	20%	(29,378,004)	16%
	<i>10.8%</i>	<i>16.0%</i>		<i>11.5%</i>	<i>16.0%</i>		<i>17.1%</i>	
NET PATIENT REVENUE	5,363,332	5,718,195	-6%	30,818,399	36,446,138	-15%	33,054,209	-7%
Other Operating Revenue	794	63,921	-99%	322,644	540,422	-40%	518,593	-38%
TOTAL OPERATING REVENUE	5,364,126	5,782,116	-7%	31,141,043	36,986,560	-16%	33,572,803	-7%
EXPENSES								
Wages	1,973,958	2,130,444	7%	16,065,662	16,720,130	4%	14,895,869	-8%
Benefits	684,491	596,483	-15%	4,372,825	4,463,047	2%	4,328,319	-1%
Contract Labor	429,601	537,018	20%	4,178,199	4,242,644	2%	4,284,740	2%
Medical Supplies	434,054	377,993	-15%	3,071,796	3,003,838	-2%	2,925,431	-5%
Non-Medical Supplies	51,426	88,086	42%	714,190	675,727	-6%	891,831	20%
Purchased Services	475,972	454,744	-5%	3,910,367	4,116,554	5%	3,527,097	-11%
Other Operating Expenses	365,285	323,055	-13%	2,623,093	2,660,732	1%	2,287,680	-15%
Depreciation & Amortization	273,252	263,852	-4%	2,052,909	2,070,820	1%	1,347,193	-52%
Interest	33,588	34,266	2%	278,190	274,128	-1%	265,710	-5%
TOTAL OPERATING EXPENSE	4,721,627	4,805,941	2%	37,267,231	38,227,620	3%	34,753,870	-7%
OPERATING INCOME (LOSS)	642,499	976,175	-34%	(6,126,188)	(1,241,060)	-394%	(1,181,067)	-419%
<i>Operating Margin</i>	<i>12.0%</i>	<i>16.9%</i>		<i>-19.7%</i>	<i>-3.4%</i>		<i>-3.5%</i>	
Non-Operating Revenue	283,084	422,597	-33%	2,262,241	2,457,301	-8%	2,096,724	8%
Non-Operating Expense	(5,880)	(4,400)	-34%	(38,345)	(35,250)	-9%	(33,564)	-14%
EXCESS REVENUES (EXPENSES)	919,703	1,394,372	-34%	(3,902,292)	1,180,991	430%	882,093	-542%
Gift to Purchase Capital Assets	390,865	0		523,769	100,000		102,095	
INCREASE (DECREASE) IN NET ASSETS	1,310,568	1,394,372	-6%	(3,378,524)	1,280,991	-364%	984,188	-443%
<i>Total Margin</i>	<i>24.4%</i>	<i>24.1%</i>		<i>-10.8%</i>	<i>3.5%</i>		<i>2.9%</i>	
EBDITA	\$ 1,617,408	\$ 1,692,490	-4%	\$ (1,047,425)	\$ 3,625,939	-129%	\$ 2,597,091	



3



4

ESTES PARK HEALTH
Balance Sheet (Unaudited)
August 31, 2020

ASSETS	2020 Aug	2020 July	2019 Aug
CASH & CASH EQUIVALENTS	\$ 22,718,781	\$ 22,028,163	\$ 16,172,602
PATIENT ACCOUNTS RECEIVABLE	12,922,671	11,581,546	16,601,424
LESS: ALLOWANCES	(6,405,112)	(5,457,673)	(8,047,856)
NET ACCOUNTS RECEIVABLE	<u>6,517,559</u>	<u>6,123,873</u>	<u>8,553,568</u>
RECEIVABLES FROM OTHER PAYORS	2,263,798	2,079,061	1,893,934
INVENTORY	1,095,184	1,080,086	1,116,672
PREPAID EXPENSES	<u>676,188</u>	<u>394,954</u>	<u>483,994</u>
TOTAL CURRENT ASSETS	<u>33,271,510</u>	<u>31,706,137</u>	<u>28,220,770</u>
NET PROPERTY, EQUIPMENT & INTANGIBLE ASSETS	<u>33,451,970</u>	<u>33,199,865</u>	<u>30,776,120</u>
RESTRICTED ASSETS	<u>3,915,280</u>	<u>3,915,039</u>	<u>1,410,083</u>
OTHER ASSETS	0	0	0
LONG TERM INVESTMENTS	8,253,706	8,253,706	4,782,650
TOTAL OTHER ASSETS	<u>8,253,706</u>	<u>8,253,706</u>	<u>4,782,650</u>
TOTAL ASSETS	\$ <u>78,892,466</u>	\$ <u>77,074,747</u>	\$ <u>65,189,623</u>
LIABILITIES			
ACCOUNTS PAYABLE	867,290	565,920	668,832
ACCRUED EXPENSES	10,588,282	10,324,812	4,250,675
ACCRUED COMP PAYABLE	940,067	1,028,279	1,105,293
ACCRUED INTEREST PAYABLE	61,048	30,524	64,425
EST THIRD-PARTY SETTLEMENT	5,811,882	5,811,882	950,261
SHORT TERM NOTES PAYABLE	5,116,581	5,116,581	
OTHER CURRENT LIABILITIES		0	
CURRENT MATURITIES OF OTHER LONG TERM DEBT	<u>1,085,000</u>	<u>1,085,000</u>	<u>1,060,000</u>
TOTAL CURRENT LIABILITIES	<u>24,470,150</u>	<u>23,962,998</u>	<u>8,099,486</u>
DEPOSITS AND DEFERRED INCOME			
LOANS PAYABLE	15,426,208	15,426,208	13,485,000
LEASES PAYABLE	0	0	0
TOTAL LONG-TERM LIABILITIES	<u>15,426,208</u>	<u>15,426,208</u>	<u>13,485,000</u>
TOTAL LIABILITIES	<u>39,896,358</u>	<u>39,389,207</u>	<u>21,584,486</u>
INVESTED IN CAPITAL ASSETS, NET OF RELATED DEBT UNRESTRICTED		42,374,632	42,620,949
TOTAL NET ASSETS	<u>42,374,632</u>	<u>42,374,632</u>	<u>42,620,949</u>
EXCESS REVENUES YTD	<u>(3,378,524)</u>	<u>(4,689,092)</u>	<u>984,188</u>
TOTAL LIABILITIES & NET ASSETS	\$ <u>78,892,466</u>	\$ <u>77,074,747</u>	\$ <u>65,189,623</u>

ESTES PARK HEALTH
Statistical and Consolidated Financial Summary
Month Ended August 31, 2020

	Month			Year To Date		
	Actual	Budget	Variance To Budget	Actual	Budget	Variance To Budget
Utilization						
Hospital						
In-Patient Days	127	138	-8.0%	805	1171	-31.3%
Out Patient Visits	9534	10616	-10.2%	59266	68681	-13.7%
Living Center						
Resident Days	851	1178	-27.8%	7149	9234	-22.6%
Clinic						
Physicians Clinic Visits	1774	2319	-23.5%	12350	16059	-23.1%
	Month			Year To Date		
	Actual	Budget	To Budget % Variance	Actual	Budget	To Budget % Variance
Income Statement						
Hospital						
Operating Revenue (Net)	\$ 4,162,558	\$ 4,350,554	(187,996) -4.3%	\$ 23,211,109	\$ 26,234,614	(3,023,505) -11.5%
Operating Expenses	3,577,696	3,499,804	(77,892) -2.2%	27,252,865	27,935,238	(682,373) 2.4%
Net Operating Income (Loss)	584,862	850,750	(265,888) -31.3%	(4,041,756)	(1,700,624)	(2,341,132) -137.7%
Living Center						
Operating Revenue (Net)	269,604	388,798	(119,194) -30.7%	2,243,798	3,049,796	(805,998) -26.4%
Operating Expenses	353,320	417,100	(63,780) 15.3%	3,001,824	3,286,301	(284,477) 8.7%
Net Operating Income (Loss)	(83,716)	(28,302)	(55,414) -195.8%	(758,026)	(236,505)	(521,521) -220.5%
Clinic						
Operating Revenue (Net)	931,964	1,042,764	(110,800) -10.6%	5,686,136	7,702,150	(2,016,014) -26.2%
Operating Expenses	790,611	889,037	(98,426) 11.1%	7,012,542	7,006,081	(6,461) -0.1%
Net Operating Income (Loss)	141,353	153,727	(12,374) -8.0%	(1,326,406)	696,069	(2,022,475) -290.6%
Total						
Operating Revenue (Net)	5,364,126	5,782,116	(417,990) -7.2%	31,141,043	36,986,560	(5,845,517) -15.8%
Operating Expenses	4,721,627	4,805,941	(84,314) 1.8%	37,267,231	38,227,620	(960,389) 2.5%
Net Operating Income (Loss)	642,499	976,175	(333,676) -34.2%	(6,126,188)	(1,241,060)	(4,885,128) -393.6%
Total						
Non Operating Revenue (Net)	283,084	422,597	(139,513) -33.0%	2,262,240	2,457,301	(195,061) -7.9%
Non Operating Expenses (Net)	(5,880)	(4,400)	(1,480) -33.6%	(38,345)	(35,250)	(3,095) -8.8%
Excess of Rev over Exp Before Cap gifts	\$ 919,703	\$ 1,394,372	\$ (474,669) -34.0%	\$ (3,902,293)	\$ 1,180,991	\$ (5,083,284) -430.4%
Gifts to Purchase Capital Assets	390,865	-	390,865 #DIV/0!	523,769	100,000	423,769 423.8%
Increase (Decrease) in Net Assets	\$ 1,310,568	\$ 1,394,372	\$ (83,804) -6.0%	\$ (3,378,524)	\$ 1,280,991	\$ (4,659,515) -363.7%

ESTES PARK HEALTH
Statement of Cash Flows (Unaudited)
1/1/20 through 8/31/20

Cash Flows From Operating Activities

(Deficiency) Excess of Revenues over Expenses	\$ (3,378,524)
Interest expense (considered financing activity)	278,190
County tax subsidy, net (considered financing activity)	(2,053,684)
Interest income (considered investing activity)	(79,710)
Net income (loss) from operating activities	(5,233,728)
Assets released from restrictions	(536,470)
Depreciation & amortization	2,052,909
Changes in working capital:	
Decrease (Increase) in Accounts receivable, net	1,655,531
Decrease (Increase) in Inventory	1,222
Decrease (Increase) in Prepaid expenses	4,307
Decrease (Increase) in Other Assets	-
Decrease (Increase) in Long Term Investment	(7,499,726)
Increase (Decrease) in Accounts payable	(2,005,700)
Increase (Decrease) in Accrued wages & related liabilities	296,523
Increase (Decrease) in Other current liabilities	165,995
Increase (Decrease) in Deposits and Deferred Income	5,292,593
Increase (Decrease) in Payable to 3rd party payors	4,407,877
Net (gain) loss on sale of equipment	-
Net cash provided by (used in) operating activities	<u>(1,398,667)</u>

Cash Flows From Financing Activities

Restricted contributions	536,470
County tax subsidy, net	2,053,684
Interest expense	(278,190)
Sale of equipment	-
Purchase of property, equipment & intangible assets	(3,473,238)
Increase (Decrease) in capital lease commitments, net	-
Loan Activity	<u>8,142,789</u>
Net cash provided by (used in) financing activities	<u>6,981,515</u>

Cash Flows From Investing Activities

Interest income	<u>79,710</u>
Net cash provided by (used in) investing activities	<u>79,710</u>

Net Increase (Decrease) in Cash and Cash Equivalents 5,662,558

Cash and Cash Equivalents, 01/01/2020 20,971,503

Cash and Cash Equivalents, 8/31/20 \$ 26,634,061

Restricted Cash and Cash Equivalents, 8/31/20 \$ 3,915,280

Unrestricted Cash and Cash Equivalents, 8/31/20 22,718,781

\$ 26,634,061

EPH Days in AR (Gross)



Calculation:
$$\frac{\text{Gross Accounts Receivable}}{\text{Average Daily Revenue}}$$

Definition: Considered a key "liquidity ratio" that calculates how quickly accounts are paid.

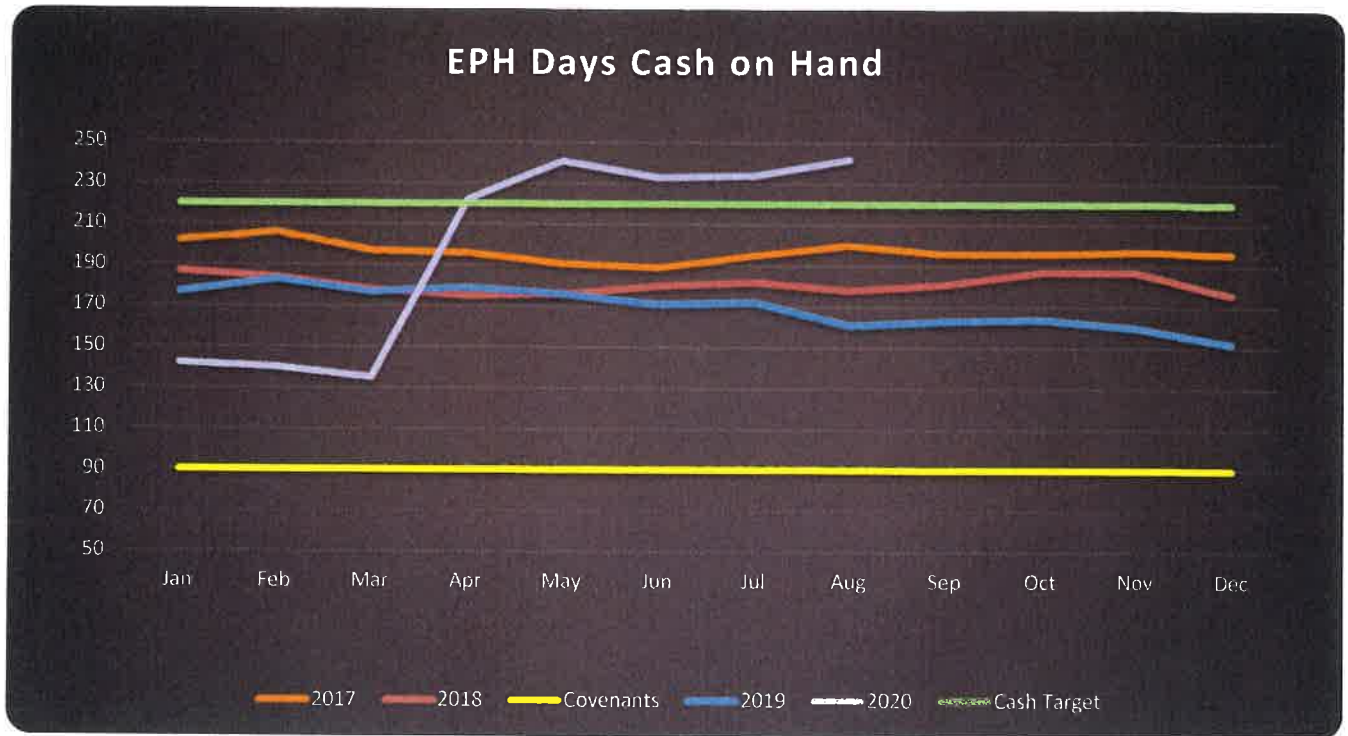
Desired Position: Downward trend below the median, and below average.

How ratio is used: Used to determine timing required to collect accounts. Usually, organizations below the average Days in AR are likely to have higher levels of Days Cash on Hand.

	Sep-19	Oct	Nov	Dec	Jan	Feb
A/R (Gross)	15,378,349	14,173,824	13,806,401	14,575,357	14,237,980	13,759,900
Days in Month	30	31	30	31	31	29
Monthly Revenue	7,200,698	7,808,340	6,340,531	7,414,874	6,857,233	7,238,504
Daily Revenue	288,141	260,440	234,611	234,389	224,050	236,380
Days in AR	53.4	54.4	58.8	62.2	63.5	58.2

	Mar	Apr	May	Jun	Jul	Aug-20
A/R (Gross)	11,257,627	9,310,952	9,099,346	10,711,059	11,581,546	12,922,671
Days in Month	31	30	31	30	31	31
Monthly Revenue	5,214,133	4,148,662	5,254,518	8,222,669	9,531,427	9,059,425
Daily Revenue	212,196	184,459	158,884	193,691	250,094	291,451
Days in AR	53.1	50.5	57.3	55.3	46.3	44.3

ESTES PARK HEALTH
Days Cash on Hand
August 31, 2020



Calculation:
$$\frac{\text{Total Unrestricted Cash on Hand}}{\text{Daily Operating Cash Needs}}$$

Definition: This ratio quantifies the amount of cash on hand in terms of how many "days" an organization can survive with existing cash reserves.

Desired Position: Upward trend, above the median--AND above Bond Covenant Minimums

How ratio is used: This ratio is frequently used by bankers, bondholders and analysts to gauge an organization's liquidity--and ability to meet short term obligations as they mature.

Note: At EPH, the Bond Refunding/Loan documents require a minimum level of 90 days cash be maintained. It changed to 90 effective March 1, 2016.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2020	142	140	135	222	241	233	234	242				
2019	177	183	177	179	176	171	172	161	163	164	160	152
2018	187	184	178	175	176	180	182	178	181	187	187	176
2017	202	206	197	196	191	189	195	200	196	196	197	196
Bond Covenant MIN	90	90	90	90	90	90	90	90	90	90	90	90
Cash Target	220	220	220	220	220	220	220	220	220	220	220	220

ESTES PARK HEALTH
Statement of Revenues and Expenses (Unaudited)
Forecast 2020

	FY 2020 Forecast	Budget 2020	Variance
Patient Revenue			
In-Patient	13,398,570	19,985,112	(6,586,542)
Out-Patient	67,354,287	77,722,701	(10,368,414)
TOTAL PATIENT REVENUE	80,752,857	97,707,813	(16,954,956)
Less Contractual Allowances	(34,730,431)	(43,968,516)	9,238,085
Less Bad Debt Adjustments	(741,634)	(977,078)	235,444
Total Revenue Deductions	(35,472,065)	(44,945,594)	9,473,529
	<i>43.9%</i>	<i>46.0%</i>	
NET PATIENT REVENUE	45,280,792	52,762,219	(7,481,427)
Other Operating Revenue	616,693	988,559	(371,866)
TOTAL OPERATING REVENUE	45,897,485	53,750,778	(7,853,293)
EXPENSES			
Wages	22,984,667	24,027,256	(1,042,590)
Benefits	7,169,215	8,759,908	(1,590,694)
Contract Labor	6,201,896	6,398,715	(196,819)
Medical Supplies	4,773,200	4,257,478	515,721
Non-Medical Supplies	1,085,601	1,064,370	21,232
Purchased Services	5,236,965	3,405,478	1,831,487
Other Operating Expenses	4,375,185	5,584,814	(1,209,630)
Depreciation & Amortization	3,110,203	3,170,229	(60,026)
Interest/Bank Fees	414,483	411,187	3,296
TOTAL OPERATING EXPENSE	55,351,414	57,079,435	(1,728,021)
OPERATING INCOME (LOSS)	(9,453,929)	(3,328,657)	(6,125,272)
<i>Operating Margin</i>	<i>-20.6%</i>		
Non-Operating Revenue	3,688,066	3,484,512	203,554
Non-Operating Expense	(61,505)	(72,840)	11,335
NON-OPERATING	3,626,561	3,411,672	214,889
EXCESS REVENUES (EXPENSES)	(5,827,368)	83,015	(5,910,383)
Gift to Purchase Capital Assets	523,771	300,000	223,771
Stimulus Funds	0		
INCREASE (DECREASE) IN NET ASSETS	(5,303,597)	383,015	(5,686,612)
<i>Total Margin</i>	<i>-11.6%</i>	<i>0.7%</i>	
EBIDA	(1,778,911)	3,964,431	