Workload or Space Category ADC Baseline Wkld (bed, stops) Inpatient Medicine 580 Inpatient Surgery 162 Inpatient Psych 57.08 20,851 Inpatient Psych 57.08 20,851 Inpatient Dom 37.70 13,762 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872	2012 Projected Wkld (beds, stops) 4.50 0.52 48.95 48.95 35.82 114.19	2022 Projected Wkld (beds, stops) 3.12 0.36 43.19	Dom workload to with some worklo outpatient worklo with a small amo outpatient worklo with a better worklo with a small amo outpatient worklows with the worklood with the wor	Bath, and the pad going to E pad will be ma punt to Bath, E	e majority Batavis, a Inaged at Batavia, E	acuse and Buffalo, or yof the NHCU work and Buffalo. The mate Rochester, starting Buffalo and Syracus in the Canandaigua	kload to Bath, ajority of the g in 2004/2005 se. Some
ADC	Projected Wkld (beds, stops) 4.50 0.52 48.95 48.95 35.82	Projected Wkld (beds, stops) 3.12 0.36	transferred	begin		Receiving	_
Inpatient Surgery 162 Inpatient Psych 57.08 20,851 Inpatient Psych 57.08 20,851 Inpatient Dom 37.70 13,762 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872	0.52 48.95 48.95 35.82	0.36	40			Facility Name	contracted out
Inpatient Psych 57.08 20,851 Inpatient Psych 57.08 20,851 Inpatient Dom 37.70 13,762 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872	48.95 48.95 35.82		100%	2002		New CBOC	100%
Inpatient Psych 57.08 20,851 Inpatient Dom 37.70 13,762 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872	48.95 35.82	43 19	100%	2002		New CBOC	100%
Inpatient Dom 37.70 13,762 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872	35.82	10.10	50%	2004		Syracuse	0%
Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872		43.19	50%	2005		Buffalo	0%
Inpatient NHCU 101.71 43,872 Inpatient NHCU 101.71 43,872	114.19	35.82	100%	2004		Bath	0%
Inpatient NHCU 101.71 43,872		114.19	18%	2004		Bath	
	114.19	114.19	18%	2004		Batavia	
	114.19	114.19	18%	2004		Buffalo	
111 PG1011 TO1012	114.19	114.19	10%	2005	2006	New CBOC *	
Inpatient NHCU 101.71 43,872	114.19	114.19	18%	2005		Bath	
Inpatient NHCU 101.71 43,872	114.19	114.19	18%	2006		Bath	
Inpatient PRRTP 21.91 7,998	20.82	20.82	100%	2005		Batavia	
	81,530.26	63,634.41	10%	2004		Bath	
	81,530.26	63,634.41	4%	2004		Buffalo	
	81,530.26	63,634.41	4%	2004		Batavia Div	
	81,530.26	63,634.41	4%	2004		Syracuse	
	81,530.26	63,634.41	25%	2005		New CBOC	
	81,530.26	63,634.41	52%	2005		Rochester	
	68,118.84	54,562.66	10%	2004		Bath	
	68,118.84	54,562.66	4%	2004		Buffalo	
	68,118.84	54,562.66	4%	2004		Batavia Div	
Outpatient Specialty Care 25,752	68,118.84	54,562.66	4%	2004		Syracuse	
Outpatient Specialty Care 25,752	68,118.84	54,562.66	13%	2005		New CBOC	
Outpatient Specialty Care 25,752	68,118.84	54,562.66	65%	2005		Rochester	
,	87,011.16	86,782.49	19%	2004		Bath	
	87,011.16	86,782.49	7%	2004		Buffalo	
	87,011.16	86,782.49	7%	2004		Batavia Div	
	87,011.16	86,782.49	7%	2004		Syracuse	
	87,011.16	86,782.49	20%	2005		New CBOC	
	87.011.16	86,782.49	40%	2005		Rochester	
7	73,149.20	61,431.70	9%	2004		Bath	
	73,149.20	61,431.70	3%	2004		Buffalo	
	73,149.20	61,431.70	3%	2004		Batavia Div	
	73,149.20	61,431.70	7%	2004		Syracuse	
	73,149.20	61,431.70	68%	2005		New CBOC	
	73,149.20	61,431.70	14%	2005		Rochester	
Research SPACE N/A	N/A	N/A	1170				
Admin SPACE N/A	N/A	N/A					
Other SPACE N/A		N/A					

^{*} BDOC that we anticipate providing by a contract that would be administered by the new CBOC

Alternate # 1	Receiving Fa	Receiving Facility: Batavia							
Vacant Space in 2007 =	12,456		EU out space in 2022 =	U	Outleased space in 2022 =	48,700			
Workload or Space Category	Additional SF Needed for 2022	75% of Additional SF Needed for Peak	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N			
Inpatient NHCU	14,098	10,574							
Inpatient PRRTP	16,468	12,351		12,351					
Outpatient Primary Care	825	618		618					
Outpatient Specialty Care	488	366		1,400					
Outpatient Mental Health	757	568		4,750		•			
Ancilliary & Diagnostics	282	211		211		·			

	= VSSC completed		= VISN completed
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Alternate # 1	Receiving Fa	cility: Bath				
Vacant Space in 2009 =	8,7	81	EU out space in 2022 =	0	Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed for 2022	75% of Additional SF Needed for Peak	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Dom	20,322	15,242	Existing space a	available will han	dle additional wo	orkload
Inpatient NHCU	42,295	31,721			31,721	
Outpatient Primary Care	1,752	1,314		2,741		
Outpatient Specialty Care	1,176	882				_
Outpatient Mental Health	1,370	1,027		2,000		_
Ancilliary & Diagnostics	703	528	Existing space a	available will han	dle additional wo	orkload

= VSSC completed = VISN completed

Alternate # 1	Receiving Fa	Receiving Facility Name: Buffalo						
Vacant Space in 2010 =	10)2	EU out space in 2022 =	1 50.000	Outleased space in 2022 =			
Workload or Space Category	Additional SF Needed	75% of Additional SF Needed for Peak	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N		
Inpatient Psych	28,108	21,728						
Inpatient NHCU	14,098	10,574						
Outpatient Primary Care	885	664		1,463				
Outpatient Specialty Care	415	312	Existing space available will handle additional workload					
Outpatient Mental Health	725	544		1250				
Ancilliary & Diagnostics	199	150	Existing space a	available will han	dle additional wo	orkload		

= VSSC comple	ted	= VISN comp	letec
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Alternate # 1	Receiving Fa	eceiving Facility Name: Syracuse						
Vacant Space in 2012 =	9,9)25	EU out space in 2022 =	()	Outleased space in 2022 =			
Workload or Space Category	Additional SF Needed	75% of Additional SF Needed for Peak	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N		
Inpatient Psych	19,983	14,987			22,000			
Outpatient Primary Care	701	526		526				
Outpatient Specialty Care	438	328	Existing space a	available will han	dle additional wo	orkload		
Outpatient Mental Health	757	568	_	568				
Ancilliary & Diagnostics	438	328	Existing space a	available will han	dle additional wo	orkload		

	= VSSC completed = VISN completed					ted		
Alternate # 1	Receiving Fa	eceiving Facility Name: Rochester						
Vacant Space in 2022 =	n/	/a	EU out space in 2022 =	ı n/a i	Outleased space in 2022 =			
Workload or Space Category	Additional SF Needed	75% of Additional SF Needed for Peak	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N		
Outpatient Primary Care	9,119	6,839						
Outpatient Specialty Care	6,750	5,062						
Outpatient Mental Health	2,882	2,162						
Ancilliary & Diagnostics	1,056	792	·		·			

= VSSC completed	= VISN completed
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Alternate # 1	Receiving Fa	Receiving Facility Name: New CBOC							
Vacant Space in 2022 =	n/a		EU out space in 2022 =	ı n/a	Outleased space in 2022 =				
Workload or Space Category	Additional SF Needed	75% of Additional SF Needed for Peak	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N			
Inpatient Medicine	4,509	3,382							
Inpatient Surgery	431	323							
Inpatient NHCU	7,831	5,873							
Outpatient Primary Care	4,384	3,288							
Outpatient Specialty Care	1,350	1,012			· ·				
Outpatient Mental Health	1,441	1,081							
Ancilliary & Diagnostics	5,132	3,849			·				

= VSSC completed	= VISN completed

Donate10,574

3,500 5,000

Donate21,728

10574

Step 3, Vacant Space

Alternate # 1	Canandaigua	ı, NY				
	Vacant SF	SF to be Demolished	SF to be for Enhanced Use	SF to be divested	SF to be outleased	Remaining Vacant
Existing MP 2022	34,031	0	-23,000	0	-116,000	
Newly vacated	527,526	0	0	-527,526	0	0

Newly vacaled	327,320	U	U	-327,320	U	U
	= VSSC com	pleted			= VISN comp	oleted
100% contract option	Canandaigua	, NY				
	Vacant SF	SF to be Demolished	SF to be for Enhanced Use	SF to be divested	SF to be outleased	Remaining Vacant
Existing MP 2022	34,031	0	23,000	0	116,000	
Newly vacated	527,526	0	0	-527,526	0	0
	= VSSC com	pleted			= VISN comp	oleted

Alternate # 1	Canandaigua, NY											
CARES Category (Dom, Specialty Care or NHCU)	County Name	FY 2012 Workload (BDOC)	Travel time from County to Canandaigua (14424)		Workload to be transferred to Bath	Travel Time from County to Bath (14810)		Workload to be transferred to Batavia	Travel Time from County to Batavia (14020)		Travel Time from County to Buffalo (14215)	
Dom	MONROE (36055)	4,080	52	212160		84	342,720		46Min		1Hr 11Min	
Dom	ONTARIO (36069)	1,884	5	9420		70	131,880		1Hr 09Min		1Hr 38Min	
Dom	ONONDAGA (36067)	1,418	88	124784	100%	241	341,738		2Hr 02Min		2Hrs 26Min	
		7,382		46.92			110.58					
NHCU	MONROE (36055)	18,288	52	950976	54%	84	1,536,192	18	46Min	18	1Hr 11Min	
NHCU	ONTARIO (36069)	6,700	5	33500		70	469,000		1Hr 09Min		1Hr 38Min	
NHCU	WAYNE (36117)	4,555	60	273300		112	510,160		1Hr 34Min		1Hr 58Min	
		29,543		54.30			112.78					
Specialty	MONROE (36055)	38,716	52Min			1Hr 24Min			46Min		1Hr 11Min	
Specialty	ONTARIO (36069)	9,197	5Min			1Hr 10Min			1Hr 09Min		1Hr 38Min	
Specialty	WAYNE (36117)	5,968	1Hr 0Min			1Hr 52Min			1Hr 34Min		1Hr 58Min	
Specialty	SENECA (36099)	2,643	52Min			1Hr 43Min			1Hr 33Min		1Hr 58Min	
Specialty	LIVINGSTON (36051)	2,208	53Min			51Min			1Hr 03Min		1Hr 30Min	

Туре	Current Access %	New Access %
Primary Care	80	
Acute Care	98	

= VSSC completed = VISN completed

Step 4, Infrastructure

2001 Baseline Data	Canandaigua	a, NY						
Facility Name	Campus Acreage	Original Bed Capacity (Beds)	Number of Vacant Bldgs	Number of Occupied Bldgs	Vacant Space (SF)	Average Condition Score	Annual Capital Costs 2004	Valuation of Campus (AEW)
Canandaigua, NY	144		0	48	118,193	3.8	\$5,831,511	\$2,100,000
Bath, NY	181		0	45	6,503	4.2	\$4,180,133	\$0
Batavia, NY	44		6	25	26,592	3.5	\$1,676,543	\$1,100,000
Syracuse, NY	14		0	6	45,424	3.7	\$3,810,681	\$15,000,000
Buffalo, NY	14		0	8	7,904	3.8	\$6,977,177	\$0

Status Quo (New)

Facility being Reviewed: Canandaigua

Recurring	Costs
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	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	33,312,503	33,260,392	33,179,489	33,082,894	32,968,270	32,832,648	32,682,084	32,503,951	32,275,297
Outpatient Op Cost	32,323,081	32,942,295	33,330,361	33,573,778	33,649,896	33,577,018	33,374,466	33,025,946	32,472,587
Non Clinical Categories	3,144,791	3,141,798	3,138,808	3,135,822	3,132,839	3,129,858	3,126,880	3,123,905	3,120,932
Vacant Space Op Cost	1,528,868	1,527,413	1,525,960	1,524,508	1,523,057	1,521,608	1,520,160	1,518,714	1,517,269

Non-Recurring Costs									
Estimated Capital Costs	5,831,511	5,731,638	5,633,475	5,536,993	5,442,163	5,348,958	5,257,349	5,167,308	5,078,810

Receiving Facility 1: Batavia

Recurring Costs

reculting obses									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	13,843,866	13,829,744	13,815,638	13,801,549	13,786,525	13,770,578	13,754,647	13,738,731	13,720,952
Outpatient Op Cost	4,959,721	4,990,979	4,998,909	4,998,260	4,983,283	4,954,781	4,915,462	4,865,301	4,795,552
Non Clinical Categories	1,122,123	1,121,055	1,119,988	1,118,923	1,117,858	1,116,794	1,115,732	1,114,670	1,113,610
Vacant Space Op Cost	369,987	369,635	369,284	368,932	368,581	368,231	367,880	367,530	367,180

Non-Recurring Costs									
Estimated Capital Costs	1,676,543	1,647,830	1,619,608	1,591,870	1,564,607	1,537,811	1,511,473	1,485,587	1,460,144

Status Quo (New) Receiving Facility 2: Bath

Recurring	Costs
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resouring socie									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	17,885,854	17,841,897	17,785,355	17,719,165	17,643,249	17,556,108	17,464,324	17,367,563	17,251,830
Outpatient Op Cost	22,369,047	22,438,585	22,390,463	22,273,262	22,083,587	21,824,504	21,515,270	21,166,863	20,742,144
Non Clinical Categories	3,209,054	3,206,000	3,202,951	3,199,904	3,196,858	3,193,817	3,190,777	3,187,742	3,184,708
Vacant Space Op Cost	78,796	78,721	78,646	78,572	78,497	78,422	78,347	78,273	78,198

Non-Recurring Costs									
Estimated Capital Costs	4,180,133	4,108,542	4,038,177	3,969,017	3,901,041	3,834,230	3,768,563	3,704,020	3,640,583

Receiving Facility 3: Buffalo

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	80,488,898	80,079,968	79,353,175	78,474,157	77,320,253	76,000,055	74,401,209	72,685,825	70,509,599
Outpatient Op Cost	62,290,286	62,975,170	63,329,941	63,468,470	63,338,339	63,003,755	62,437,886	61,711,685	60,696,838
Non Clinical Categories	5,420,611	5,415,453	5,410,300	5,405,152	5,400,009	5,394,871	5,389,738	5,384,610	5,379,487
Vacant Space Op Cost	109,972	109,868	109,763	109,659	109,554	109,450	109,346	109,242	109,138

Non-Recurring Costs									
Estimated Capital Costs	6,977,177	6,857,682	6,740,234	6,624,797	6,511,337	6,399,820	6,290,213	6,182,484	6,076,599

Status Quo (New) Receiving Facility 4: Syracuse

Recurring Costs	R	e	Cl	ır	ri	n	g (C	05	sts
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g												
	2004	2005	2006	2007	2008	2009	2010	2011	2012			
Inpatient Op Cost	64,107,876	63,920,210	63,461,969	62,896,492	62,193,643	61,280,556	60,278,802	59,128,046	57,657,782			
Outpatient Op Cost	68,434,631	69,551,655	70,073,345	70,261,197	70,060,284	69,472,500	68,596,100	67,455,882	65,983,571			
Non Clinical Categories	2,091,755	2,089,765	2,087,776	2,085,790	2,083,806	2,081,823	2,079,842	2,077,863	2,075,886			
Vacant Space Op Cost	550,852	550,328	549,804	549,281	548,758	548,236	547,715	547,193	546,673			

Non-Recurring Costs									
Estimated Capital Costs	3,810,681	3,745,417	3,681,271	3,618,224	3,556,256	3,495,350	3,435,486	3,376,648	3,318,818

Status Quo (Nev

Facility being Reviewed: C

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	32,048,367	31,840,538	31,641,111	31,471,779	31,330,866	31,195,496	31,066,491	30,926,551	30,786,891	30,657,923
Outpatient Op Cost	31,890,381	31,330,185	30,771,836	30,293,439	29,869,111	29,442,288	29,005,436	28,542,422	28,053,633	27,577,382
Non Clinical Categories	3,117,963	3,114,996	3,112,033	3,109,071	3,106,113	3,103,157	3,100,205	3,097,255	3,094,308	3,091,364
Vacant Space Op Cost	1,515,825	1,514,383	1,512,942	1,511,503	1,510,065	1,508,628	1,507,192	1,505,758	1,504,326	1,502,894

Non-Recurring Costs										
Estimated Capital Costs	4,991,828	4,906,335	4,822,306	4,739,717	4,658,542	4,578,757	4,500,339	4,423,264	4,347,508	4,273,051

Receiving Facility 1: Batavi

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	13,704,135	13,687,337	13,669,620	13,653,800	13,637,999	13,623,151	13,607,384	13,591,632	13,575,902	13,560,187
Outpatient Op Cost	4,721,687	4,651,209	4,583,447	4,529,306	4,478,416	4,432,894	4,385,161	4,336,752	4,285,317	4,236,540
Non Clinical Categories	1,112,550	1,111,491	1,110,434	1,109,377	1,108,322	1,107,267	1,106,213	1,105,161	1,104,110	1,103,059
Vacant Space Op Cost	366,831	366,482	366,133	365,785	365,437	365,089	364,742	364,395	364,048	363,702

١	Non-Recurring Costs										
E	Estimated Capital Costs	1,435,137	1,410,558	1,386,400	1,362,656	1,339,318	1,316,380	1,293,835	1,271,676	1,249,897	1,228,490

Status Quo (Nev

Receiving Facility 2: Bath

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	17,139,862	17,034,799	16,934,648	16,844,917	16,766,710	16,696,427	16,625,037	16,555,343	16,486,700	16,424,089
Outpatient Op Cost	20,317,364	19,896,417	19,492,753	19,125,314	18,796,234	18,482,169	18,164,621	17,852,073	17,535,761	17,239,736
Non Clinical Categories	3,181,678	3,178,651	3,175,627	3,172,605	3,169,587	3,166,570	3,163,558	3,160,548	3,157,541	3,154,536
Vacant Space Op Cost	78,124	78,050	77,975	77,901	77,827	77,753	77,679	77,605	77,531	77,458

Non-Recurring Costs										
Estimated Capital Costs	3,578,233	3,516,950	3,456,717	3,397,515	3,339,327	3,282,136	3,225,925	3,170,676	3,116,373	3,063,000

Receiving Facility 3: Buffal

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	68,328,874	66,194,247	64,253,970	62,564,398	61,215,613	59,930,024	58,616,480	57,319,520	55,942,638	54,655,704
Outpatient Op Cost	59,618,898	58,528,824	57,472,524	56,519,347	55,691,831	54,877,079	54,026,503	53,171,081	52,267,026	51,383,566
Non Clinical Categories	5,374,369	5,369,255	5,364,146	5,359,042	5,353,943	5,348,849	5,343,760	5,338,675	5,333,596	5,328,521
Vacant Space Op Cost	109,034	108,930	108,827	108,723	108,620	108,516	108,413	108,310	108,207	108,104

Non-Recurring Costs										
Estimated Capital Costs	5,972,528	5,870,239	5,769,702	5,670,887	5,573,765	5,478,305	5,384,481	5,292,263	5,201,625	5,112,539

Status Quo (Nev Receiving Facility 4: Syraci

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	56,200,068	54,842,470	53,610,419	52,537,924	51,659,820	50,814,168	50,012,430	49,184,627	48,358,808	47,579,156
Outpatient Op Cost	64,436,056	62,874,034	61,332,152	59,887,867	58,605,600	57,324,620	56,046,550	54,745,693	53,419,641	52,159,954
Non Clinical Categories	2,073,912	2,071,937	2,069,966	2,067,997	2,066,029	2,064,064	2,062,100	2,060,138	2,058,178	2,056,219
Vacant Space Op Cost	546,153	545,633	545,114	544,595	544,077	543,559	543,042	542,525	542,009	541,494

Non-Recurring Costs										
Estimated Capital Costs	3,261,978	3,206,112	3,151,202	3,097,233	3,044,188	2,992,051	2,940,808	2,890,442	2,840,939	2,792,283

Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	42,992,216	42,995,414	42,871,952	42,708,903	42,466,735	42,115,124	41,704,292	41,189,620	40,508,649
Outpatient Op Cost	29,940,301	30,427,932	30,742,454	30,942,548	31,013,560	30,973,548	30,835,960	30,582,687	30,196,245
Non Clinical Op Cost	3,144,791	3,141,798	3,138,808	3,135,822	3,132,839	3,129,858	3,126,880	3,123,905	3,120,932
Vacant Space Op Cost	212,419	208,967	205,332	201,801	198,516	195,002	191,537	188,328	188,102
Savings/Cost/Profit	0	0	0	0	0	0	0	0	C
Recurring Savings Savings/Cost/Profit	0	0	0	0	0	0	0	0	С
Non Recurring Costs									
NOU RECUITING COSIS									
Non Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012
•	2004	2005	2006 0	2007	2008	2009 0	2010	2011	2012
New Construction	2004 0	_	2006 0	2007 0 0	2008 0	2009 0	2010 0	2011 0	2012
New Construction	2004 0 0	_	2006 0 0	2007 0 0	2008 0 0	2009 0 0 0	2010 0 0 0	2011 0 0	2012
New Construction Renovate	2004 0 0 0	0 0 0	0 0 0	2007 0 0 0	0	2009 0 0 0	0	0	2012
New Construction Renovate Leases Vacant Space Demolition	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	2012 0 0 0
New Construction Renovate Leases	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	2012 (C

Market Plan (New) Receiving Facility 1: Batavia

	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	13,121,777	13,109,292	13,096,819	13,084,358	13,071,908	13,059,472	13,047,046	13,034,632	13,022,228
Outpatient Op Cost	4,630,475	4,657,644	4,666,492	4,669,295	4,659,964	4,640,214	4,612,093	4,575,344	4,520,821
Non Clinical Op Cost	1,122,123	1,121,055	1,119,988	1,118,923	1,117,858	1,116,794	1,115,732	1,114,670	1,113,610
Vacant Space Op Cost	49,679	46,232	44,180	42,616	41,927	41,982	42,592	43,730	45,988
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
									_

Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	262,763	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	8,167	7,918	7,677	7,444	7,217	6,997	6,784	6,578	6,377

Market	Plan	(New)
Receiving F	acility 2	: Bath

Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	23,170,883	22,986,695	22,777,074	22,548,814	22,292,687	22,011,032	21,716,260	21,414,115	21,050,008
Outpatient Op Cost	22,786,640	22,855,206	22,804,159	22,703,910	22,488,211	22,222,989	21,906,911	21,551,104	21,118,899
Non Clinical Op Cost	3,209,054	3,206,000	3,202,951	3,199,904	3,196,858	3,193,817	3,190,777	3,187,742	3,184,708
Vacant Space Op Cost	60,143	59,113	58,101	57,106	56,128	55,166	58,513	63,325	68,868
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
•									

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	(
Renovate	128,966	0	0	0	0	0	0	0	(
Leases	0	0	0	0	0	0	0	0	
Vacant Space Demolition	0	0	0	0	0	0	0	0	

Non Recurring Revenue									
Savings/Cost/Profit	46,577	45,159	43,784	42,451	41,158	39,905	38,690	37,512	36,370

•	1								
Receiving Facility 3: Buffalo)								
Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	70,334,753	70,003,080	69,428,126	68,731,886	67,835,059	66,984,668	65,794,814	64,561,475	63,003,721
Outpatient Op Cost	66,977,986	68,004,250	68,436,774	68,691,136	68,569,416	68,278,363	67,561,532	66,604,183	65,254,974
Non Clinical Op Cost	5,420,611	5,415,453	5,410,300	5,405,152	5,400,009	5,394,871	5,389,738	5,384,610	5,379,487
Vacant Space Op Cost	32,382	26,541	20,731	14,963	9,217	3,505	723	4,578	20,518
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0
	-						-		
Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
	•							-	-

Market Plan (New) Receiving Facility 4: Syracuse

Non Recurring Revenue Savings/Cost/Profit

Receiving Facility 4: Syracu	ise								
Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	66,934,064	66,775,709	66,191,222	65,559,623	64,828,787	63,783,723	62,592,420	61,099,073	59,254,184
Outpatient Op Cost	62,405,677	62,377,845	62,842,545	63,045,250	62,930,020	62,542,460	61,875,402	60,952,587	59,810,199
Non Clinical Op Cost	2,091,755	2,089,765	2,087,776	2,085,790	2,083,806	2,081,823	2,079,842	2,077,863	2,075,886
Vacant Space Op Cost	57,242	48,439	40,803	37,722	34,665	32,902	32,339	31,785	27,139
Savings/Cost/Profit	0	5,754,651	0	0	0	0	0	0	0
Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	8,515,645	0	0	0	0	0	0	0	0
Renovate	449,247	142,902	6,405	0	0	0	0	0	87,080
Leases	476,065	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

0

Market Plan (New Facility being Reviewed: Ca

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	39,832,221	39,193,792	38,570,456	38,036,004	37,605,244	37,189,476	36,782,461	36,348,596	35,894,029	35,477,62
Outpatient Op Cost	29,781,661	29,375,148	28,964,338	28,598,826	28,273,866	27,941,439	27,596,946	27,244,986	26,864,486	26,488,80
Non Clinical Op Cost	3,117,963	3,114,996	3,112,033	3,109,071	3,106,113	3,103,157	3,100,205	3,097,255	3,094,308	3,091,36
Vacant Space Op Cost	189,657	190,365	190,727	190,165	189,000	187,836	186,583	184,985	183,681	182,35
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	
	-									
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	(
New Construction Renovate	0	0	0	0 0	0	0	0	0 0	0 0	(
	0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	(
Renovate	0 0 0	0 0 0	0 0 0			0 0 0	0 0 0		0 0 0	(
Renovate Leases	0 0 0	0 0 0	0 0 0	0	0	0 0 0 0	0 0 0 0	0	0 0 0 0	(
Renovate Leases	0 0 0	0 0 0	0 0 0	0	0	0 0 0	0 0 0	0	0 0 0	(

Receiving Facility 1: Batavia

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	13,009,840	12,997,460	12,985,094	12,972,739	12,960,396	12,948,065	12,935,745	12,923,436	12,911,141	12,898,855
Outpatient Op Cost	4,461,754	4,407,075	4,354,941	4,315,508	4,278,587	4,245,536	4,211,053	4,175,775	4,138,095	4,102,298
Non Clinical Op Cost	1,112,550	1,111,491	1,110,434	1,109,377	1,108,322	1,107,267	1,106,213	1,105,161	1,104,110	1,103,059
Vacant Space Op Cost	48,457	50,580	52,497	53,592	54,482	55,128	55,824	56,533	57,343	58,008
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0
Non Recurring Revenue										
Savings/Cost/Profit	6,183	5,995	5,812	5,635	5,464	5,297	5,136	4,980	4,828	4,681

Receiving Facility 2: Bath

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	20,701,597	20,391,965	20,105,772	19,854,863	19,650,080	19,468,698	19,281,660	19,104,669	18,928,070	18,772,122
Outpatient Op Cost	20,686,557	20,257,877	19,846,556	19,331,642	18,995,696	18,674,960	18,350,526	18,031,387	17,708,451	17,406,157
Non Clinical Op Cost	3,181,678	3,178,651	3,175,627	3,172,605	3,169,587	3,166,570	3,163,558	3,160,548	3,157,541	3,154,536
Vacant Space Op Cost	73,891	78,285	82,194	85,006	88,081	92,951	97,712	102,174	106,455	113,670
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	(
	-									
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	(
Non Recurring Costs										
-	2013	2014	2015	2016	2047	2040	2042	2222		
	_0.0	2014	2013	2010	2017	2018	2019	2020	2021	2022
New Construction	0	0	2013	2016	2017	2016	2019 0	2020 0	2021 0	2022
New Construction Renovate	0 0	0 0	0	0	0 0	0	2019 0	2020 0	2021 0	2022
	0 0	0	0	0 0	0	0 0	0 0 0	2020 0 0	2021 0 0	2022
Renovate	0 0 0	0	0	0 0 0	0 0 0	0 0	0 0 0 0	2020 0 0 0	2021 0 0 0	2022
Renovate Leases	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0	0 0 0 0	0 0 0	2022
Renovate Leases	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0	0 0 0 0	0 0 0	2022

Receiving Facility 3: Buffalo

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	61,419,253	59,846,769	58,509,998	57,266,545	56,258,799	55,293,745	54,303,170	53,340,904	52,306,584	51,331,83
Outpatient Op Cost	63,814,766	62,987,542	60,913,960	59,628,113	58,505,456	57,407,653	56,252,860	55,090,463	53,858,380	52,656,15
Non Clinical Op Cost	5,374,369	5,369,255	5,364,146	5,359,042	5,353,943	5,348,849	5,343,760	5,338,675	5,333,596	5,328,52
Vacant Space Op Cost	7,674	13,775	15,015	37,063	38,250	84,551	131,384	175,723	229,333	331,43
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	(
	-									
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	(
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	(
Renovate	0	0	0	0	0	0	0	0	0	(
Leases	0	0	0	0	0	0	0	0	0	(
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	(
Non Recurring Revenue Savings/Cost/Profit										

Receiving Facility 4: Syracus

Recurring Costs										
-	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	56,007,376	54,403,662	52,988,204	51,878,305	50,607,327	49,801,741	49,008,912	48,221,698	47,440,007	46,700,79
Outpatient Op Cost	58,620,141	57,324,328	56,143,589	54,991,025	53,977,189	52,969,943	51,933,879	50,891,088	49,789,432	48,744,378
Non Clinical Op Cost	2,073,912	2,071,937	2,129,969	2,127,943	2,125,918	2,123,896	2,121,875	2,119,856	2,117,839	2,115,823
Vacant Space Op Cost	26,674	26,217	25,768	25,327	24,893	24,467	24,048	23,762	24,139	24,45
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	(
Recurring Savings										
Savinge/Coet/Drofit	1	0	0	_	_	_	^	_	_	
Savings/Cost/Profit	0	U	0	0	0	Ü	0	0	0	(
] 0	U	U	0	U	Ü	0	0	0	
Non Recurring Costs						U	0			
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
						2018	2019			
Non Recurring Costs		2014				2018 0 0	2019 0 0			
Non Recurring Costs New Construction	2013	2014			2017 0 0	2018 0 0	2019 0 0			
Non Recurring Costs New Construction Renovate	2013	2014 0 0 0	2015 0 0	2016 0 0 189,070	2017 0 0 0	2018 0 0 0	2019 0 0			2022
Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition	2013 0 85,588 0	2014 0 0 0	2015 0 0	2016 0 0 189,070	2017 0 0 0	0 0 0	0 0 0	2020 0 0 0	2021 0 0	2022
Non Recurring Costs New Construction Renovate Leases	2013 0 85,588 0	2014 0 0 0	2015 0 0	2016 0 0 189,070	2017 0 0 0	0 0 0	0 0 0	2020 0 0 0	2021 0 0	

100% Contract (New) Facility being Reviewed: Canandaigua

Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	32,588,023	31,737,544	31,610,152	31,439,229	31,187,233	30,824,834	30,400,510	29,871,016	29,164,342
Outpatient Op Cost	31,066,202	30,492,149	30,924,516	31,218,628	31,357,634	31,351,776	31,223,170	30,955,568	30,501,096
Non Clinical Op Cost	3,139,280	167,999	167,840	167,680	167,521	167,361	167,202	167,043	166,884
Vacant Space Op Cost	71,221	7	0	7	7	7	7	6	6
Savings/Cost/Profit	0	0	0	0	0	0	0	0	C
Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	C
•	0	0	0	0	0	0	0	0	С
•	0	0	0	0	0	0	0	0	С
•	2004	2005	2006	2007	2008	2009	2010	2011	2012
Non Recurring Costs									
Non Recurring Costs New Construction									
Non Recurring Costs New Construction								2011 0 0	2012
Non Recurring Costs New Construction Renovate		2005 0 0	2006 0 0	2007 0 0		2009 0 0 0	2010 0 0 0	2011 0 0 0	2012 ()
Non Recurring Costs New Construction Renovate Leases	2004 0 0	2005 0 0	2006 0 0	2007 0 0 0	2008 0 0	2009 0 0 0	2010 0 0 0	2011 0 0 0	2012
Non Recurring Costs New Construction Renovate Leases	2004 0 0	2005 0 0	2006 0 0	2007 0 0 0	2008 0 0	2009 0 0 0	2010 0 0 0	2011 0 0 0	2012 ()

100% Contract (New)

Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	13,121,777	13,109,292	13,096,819	13,084,358	13,071,908	13,059,472	13,047,046	13,034,632	13,022,228
Outpatient Op Cost	4,630,475	4,657,644	4,666,492	4,669,295	4,659,964	4,640,214	4,612,093	4,575,344	4,520,821
Non Clinical Op Cost	1,122,123	1,121,055	1,119,988	1,118,923	1,117,858	1,116,794	1,115,732	1,114,670	1,113,610
Vacant Space Op Cost	208,226	202,063	197,343	193,155	189,888	187,409	185,528	184,218	184,070
Savings/Cost/Profit	0	0	0	0	0	0	0	0	(
Recurring Savings Savings/Cost/Profit	0	0	0	0	0	0	0	0	(
Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	C
Renovate	525,526	0	0	0	0	0	0	0	C
Leases	0	0	0	0	0	0	0	0	C
	0	0	0	0	0	0	0	0	C
Vacant Space Demolition	_								
•									
Non Recurring Revenue Savings/Cost/Profit		0							

100% Contract (New) Receiving Facility 2: Bath

Non Recurring Revenue Savings/Cost/Profit

Receiving I acinty 2. Dati									
Recurring Costs									
9	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	23,170,883	22,986,695	22,777,074	22,548,814	22,292,687	22,011,032	21,716,260	21,414,115	21,050,008
Outpatient Op Cost	22,786,640	22,855,206	22,804,159	22,696,834	22,492,925	22,227,698	21,911,615	21,555,804	21,123,594
Non Clinical Op Cost	3,209,054	3,206,000	3,202,951	3,199,904	3,196,858	3,193,817	3,190,777	3,187,742	3,184,708
Vacant Space Op Cost	60,143	59,113	58,101	57,106	56,128	55,166	58,513	63,325	68,868
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	128,966	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

100% Contract (New) Receiving Facility 3: Buffalo

Non Recurring Revenue Savings/Cost/Profit

2008 67,801,947 68,569,416 5,400,009 9,217 0	68,278,363 5,394,871	67,561,532 5,389,738	66,604,183 5,384,610	65,254,974
67,801,947 68,569,416 5,400,009	67,357,407 68,278,363 5,394,871	66,158,346 67,561,532 5,389,738	64,914,048 66,604,183 5,384,610	63,342,411 65,254,974 5,379,487 27,052
5,400,009	68,278,363 5,394,871	67,561,532 5,389,738	66,604,183 5,384,610	65,254,974 5,379,487 27,052
5,400,009	5,394,871	5,389,738	5,384,610	5,379,487 27,052
		, ,		27,052
9,217 0	6,694 0	6,175 0	11,497 0	-
0	0	0	0	
•				
0	0	0	0	0
•				
2008	2009	2010	2011	2012
0	0	0	0	0
0	0	0	0	0
0	0	0	0	C
•	0	0	0	0
	0 0 0	0 0 0 0 0 0	2008 2009 2010 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0

0

100% Contract (New) Receiving Facility 4: Syracuse

se								
2004	2005	2006	2007	2008	2009	2010	2011	2012
66,934,064	66,775,709	66,191,222	65,559,623	64,828,787	63,783,723	62,592,420	61,099,073	59,254,184
62,405,677	63,317,577	63,781,322	63,983,758	63,867,441	63,478,317	62,805,008	61,871,647	60,733,138
2,091,755	2,089,765	2,087,776	2,085,790	2,083,806	2,081,823	2,079,842	2,077,863	2,075,886
57,242	48,439	40,803	37,722	34,665	32,902	32,339	31,785	27,139
0	5,754,651	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
2004	2005	2006	2007	2008	2009	2010	2011	2012
8,515,645	0	0	0	0	0	0	0	0
455,778	6,517	6,405	0	0	0	0	0	87,080
476,065	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
	66,934,064 62,405,677 2,091,755 57,242 0 2004 8,515,645 455,778 476,065	2004 2005 66,934,064 66,775,709 62,405,677 63,317,577 2,091,755 2,089,765 57,242 48,439 0 5,754,651 0 0 2004 2005 8,515,645 0 455,778 6,517 476,065 0	2004 2005 2006 66,934,064 66,775,709 66,191,222 62,405,677 63,317,577 63,781,322 2,091,755 2,089,765 2,087,776 57,242 48,439 40,803 0 5,754,651 0 0 0 0 2004 2005 2006 8,515,645 0 0 455,778 6,517 6,405 476,065 0 0	2004 2005 2006 2007 66,934,064 66,775,709 66,191,222 65,559,623 62,405,677 63,317,577 63,781,322 63,983,758 2,091,755 2,089,765 2,087,776 2,085,790 57,242 48,439 40,803 37,722 0 5,754,651 0 0 0 0 0 0 2004 2005 2006 2007 8,515,645 0 0 0 455,778 6,517 6,405 0 476,065 0 0 0	2004 2005 2006 2007 2008 66,934,064 66,775,709 66,191,222 65,559,623 64,828,787 62,405,677 63,317,577 63,781,322 63,983,758 63,867,441 2,091,755 2,089,765 2,087,776 2,085,790 2,083,806 57,242 48,439 40,803 37,722 34,665 0 5,754,651 0 0 0 0 2004 2005 2006 2007 2008 8,515,645 0 0 0 0 455,778 6,517 6,405 0 0 476,065 0 0 0 0	2004 2005 2006 2007 2008 2009 66,934,064 66,775,709 66,191,222 65,559,623 64,828,787 63,783,723 62,405,677 63,317,577 63,781,322 63,983,758 63,867,441 63,478,317 2,091,755 2,089,765 2,087,776 2,085,790 2,083,806 2,081,823 57,242 48,439 40,803 37,722 34,665 32,902 0 5,754,651 0 0 0 0 0 2004 2005 2006 2007 2008 2009 8,515,645 0 0 0 0 0 455,778 6,517 6,405 0 0 0 0 476,065 0 0 0 0 0 0 0	2004 2005 2006 2007 2008 2009 2010	2004 2005 2006 2007 2008 2009 2010 2011

100% Contract (N Facility being Reviewed: Ca

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost			27,165,274							24,034,47
Outpatient Op Cost	30,013,486	29,536,118	29,051,411	28,633,623	28,264,688	27,891,782	27,506,284	27,095,590	26,658,151	26,231,29
Non Clinical Op Cost	166,725	166,566	166,407	166,250	166,091	165,933	165,776	165,617	165,460	165,302
Vacant Space Op Cost	6	6	6	6	6	6	6	6	5	;
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	
	-									
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	
Renovate	0	0	0	0	0	0	0	0	0	(
Leases	0	0	0	0	0	0	0	0	0	
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	
Non Recurring Revenue										
Non Necurring Nevenue										

100% Contract (N Receiving Facility 1: Batavia

Recurring Costs										
-	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	13,009,840	12,997,460	12,985,094	12,972,739	12,960,396	12,948,065	12,935,745	12,923,436	12,911,141	12,898,855
Outpatient Op Cost	4,461,754	4,407,075	4,354,941	4,315,508	4,278,587	4,245,536	4,211,053	4,175,775	4,138,095	4,102,298
Non Clinical Op Cost	1,112,550	1,111,491	1,110,434	1,109,377	1,108,322	1,107,267	1,106,213	1,105,161	1,104,110	1,103,059
Vacant Space Op Cost	184,175	183,973	183,605	182,455	181,138	179,615	178,179	176,792	175,543	174,184
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
	-									
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	2013 0	2014 0	2015 0	2016 0	2017 0	2018 0	2019 0	2020 0	2021 0	
	2013 0	2014 0 0	2015 0 0	2016 0	2017 0 0	2018 0 0	2019 0	2020 0	2021 0 0	0
	2013 0 0	2014 0 0	2015 0 0	2016 0 0	2017 0 0 0	2018 0 0 0	2019 0 0	2020 0 0	2021 0 0 0	0
Renovate Leases	2013 0 0 0 0	2014 0 0 0	0 0 0	2016 0 0 0	2017 0 0 0 0	2018 0 0 0	0 0	2020 0 0 0 0	2021 0 0 0 0	0 0 0
Renovate Leases Vacant Space Demolition	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	2021 0 0 0	0 0 0
New Construction Renovate Leases Vacant Space Demolition Non Recurring Revenue	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	2021 0 0 0 0	2022 0 0 0

100% Contract (N Receiving Facility 2: Bath

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	20,701,597	20,391,965	20,105,772	19,854,863	19,650,080	19,468,698	19,281,660	19,104,669	18,928,070	18,772,122
Outpatient Op Cost	20,691,247	20,262,563	19,851,238	19,331,642	18,995,696	18,674,960	18,350,526	18,031,387	17,708,451	17,406,157
Non Clinical Op Cost	3,181,678	3,178,651	3,175,627	3,172,605	3,169,587	3,166,570	3,163,558	3,160,548	3,157,541	3,154,536
Vacant Space Op Cost	73,891	78,285	82,194	85,006	88,081	92,951	97,712	102,174	106,455	113,670
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
	- -									
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0
Non Beauties Beauties						•	•		•	
Non Recurring Revenue										

100% Contract (N Receiving Facility 3: Buffalo

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	61,743,499	60,157,183	58,807,194	57,552,898	56,536,672	55,563,153	54,563,546	53,592,264	52,548,944	51,565,79
Outpatient Op Cost	63,814,766	62,987,542	60,913,960	59,628,113	58,505,456	57,407,653	56,252,860	55,090,463	53,858,380	52,656,15
Non Clinical Op Cost	5,374,369	5,369,255	5,364,146	5,359,042	5,353,943	5,348,849	5,343,760	5,338,675	5,333,596	5,328,52
Vacant Space Op Cost	13,826	19,577	20,477	42,240	43,194	89,268	135,862	179,982	233,372	335,27
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	
	-									
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	_0.0									
New Construction	0	0	0	0	0	0	0	0	0	(
New Construction Renovate	0	0	0	0	0	0	0	0	0	(
	0 0	0 0	0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	
Renovate	0 0 0	0 0 0	0 0			0 0 0	0 0		0 0 0	
Renovate Leases	0 0	0 0 0	0 0 0	0	0	0 0 0 0	0 0 0 0	0	0 0 0 0	
Renovate Leases	0 0	0 0 0	0 0 0	0	0	0 0 0 0	0 0 0	0	0 0 0 0	

100% Contract (N Receiving Facility 4: Syracus

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	56,007,376	54,403,662				49,801,741				46,700,79
Outpatient Op Cost	59,558,210	58,243,124	57,063,204	55,909,368	54,891,652	53,880,516	52,829,247	51,776,650	50,652,762	49,586,37
Non Clinical Op Cost	2,073,912	2,071,937	2,129,969	2,127,943	2,125,918	2,123,896	2,121,875	2,119,856	2,117,839	2,115,82
Vacant Space Op Cost	26,674	26,217	25,768	25,327	24,893	24,467	24,048	23,762	24,139	24,45
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	
	-									
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	
Non Recurring Costs										
	0010	0044	204E	2016	0047	2018	2019	2020	2024	
	2013	2014	2015	2016	2017	2010	2019	2020	2021	2022
New Construction	2013	2014 0	2015	2016	2017 0	2016	2019	0	2021	2022
New Construction Renovate	2013 0 85,588	0	0	0	0 0	0	0 0	0	0 0	2022
	0	0	0 0	0	0 0	0 0	0 0	0	0 0	2022
Renovate	0	0 0 0	0 0	0 0	0 0	0 0 0	0 0	0 0	0 0	
Renovate Leases Vacant Space Demolition	0 85,588 0	0 0 0	0 0 0	0 0 189,070	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	
Renovate Leases	0 85,588 0	0 0 0	0 0 0	0 0 189,070	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	2022

Alternative #1 (REV)

Savings/Cost/Profit

Facility being Reviewed: Canandaigua

410,366

596,808

	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	25,520,357	15,311,372	11,979,230	11,910,184	11,768,745	11,521,133	11,223,637	10,826,861	10,301,536
Outpatient Op Cost	23,889,950	22,132,813	22,403,444	22,573,896	22,630,592	22,591,097	22,466,106	22,239,727	21,894,910
Non Clinical Op Cost	3,139,280	167,999	167,840	167,680	167,521	167,361	167,202	167,043	166,884
Vacant Space Op Cost	63,381	309	134	62	218	94	0	97	172
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
Recurring Savings Savings/Cost/Profit		1,386,257	1,344,049	1,303,126	1,263,450	1,224,981	1,187,684	1,151,522	1,116,462
		4 000 057	4 0 4 4 0 4 0	4 000 400	4 000 450	4 004 004	4 407 004	4 454 500	4 440 400
Cavinge, Coot, 1011		1,000,201	1,011,010	1,000,120	1,200,100	1,22 1,001	1,101,001	1,101,022	1,110,102
Non Recurring Costs									
Non Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012
Non Recurring Costs New Construction	2004	2005	2006	2007	2008 0	2009	2010 0	2011	2012
•	2004 0 0	2005 0	2006 0	2007 0 0	2008 0 0	2009 0 0	2010 0		0
New Construction	0	0	0	0	0	2009 0 0	2010 0 0	0	0

Alternative #1 (REV)

Receiving Facility 1: Batavia

Recurring Costs									
Resulting Seste	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	18,049,675	17,831,489	17,814,523	17,797,572	17,780,639	17,763,721	17,746,819	17,729,934	17,713,062
Outpatient Op Cost	4,771,592	5,095,360	5,030,756	5,032,891	5,023,599	5,004,456	4,977,402	4,942,215	
Non Clinical Op Cost	1,122,123	1,121,055	1,119,988	1,118,923	1,117,858	1,116,794	1,115,732	1,114,670	1,113,610
Vacant Space Op Cost	220,455	211,102	206,919	202,568	199,142	196,505	194,465	193,002	192,706
Savings/Cost/Profit	0	0	0	0	0	0	0	0	C
Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	C
	-								
Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	C
Renovate	1,185,382	1,278,267	0	0	0	0	0	0	C
Leases	0	0	0	0	0	0	0	0	C
Vacant Space Demolition	0	0	0	0	0	0	0	0	C
Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	C

Alternative #1 (REV) Receiving Facility 2: Bath

Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	26,681,506	28,340,665	29,971,040	29,726,545	29,454,360	29,156,818	28,846,333	28,528,642	28,149,150
Outpatient Op Cost	25,091,631	25,820,813	26,066,007	25,941,244	25,680,598	25,353,053	24,961,749	24,519,618	23,969,369
Non Clinical Op Cost	3,209,054	3,206,000	3,202,951	3,199,904	3,196,858	3,193,817	3,190,777	3,187,742	3,184,708
Vacant Space Op Cost	244,935	240,740	236,617	232,565	228,582	224,667	225,111	227,070	229,808
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	477,046	0	0	0	0	0	0	0	0
Leases	3,922,402	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0
Non Recurring Revenue	_	_	_	_	_		_	_	_
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Alternative #1 (REV) Receiving Facility 3: Buffalo

2004	2005	2006	2007	2008	2009	2010	2011	2012
76,653,848	84,367,217	83,632,838	82,744,439	81,205,662	80,941,159			
66,523,108	67,878,830	68,264,408	68,517,387	68,401,108	68,077,483	67,366,779	66,422,051	65,091,372
5,420,611	5,415,453	5,410,300	5,405,152	5,400,009	5,394,871	5,389,738	5,384,610	5,379,487
94,410	87,507	80,652	73,858	67,104	63,589	61,656	53,221	68,061
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
2004	2005	2006	2007	2008	2009	2010	2011	2012
0	0	0	0	0	0	0	0	C
228,341	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	C
0	0	0	0	0	0	0	0	0
-								
0	0	0	0	0	0	0	0	C
	76,653,848 66,523,108 5,420,611 94,410 0 2004 0 228,341 0	76,653,848 84,367,217 66,523,108 67,878,830 5,420,611 5,415,453 94,410 87,507 0 0 0 2004 2005 0 0 228,341 0 0 0	76,653,848 84,367,217 83,632,838 66,523,108 67,878,830 68,264,408 5,420,611 5,415,453 5,410,300 94,410 87,507 80,652 0 0 0 0 0 0 2004 2005 2006 0 0 0 228,341 0 0 0 0 0	76,653,848 84,367,217 83,632,838 82,744,439 66,523,108 67,878,830 68,264,408 68,517,387 5,420,611 5,415,453 5,410,300 5,405,152 94,410 87,507 80,652 73,858 0 0 0 0 0 0 0 0 2004 2005 2006 2007 0 0 0 0 228,341 0 0 0 0 0 0 0 0 0 0 0	76,653,848 84,367,217 83,632,838 82,744,439 81,205,662 66,523,108 67,878,830 68,264,408 68,517,387 68,401,108 5,420,611 5,415,453 5,410,300 5,405,152 5,400,009 94,410 87,507 80,652 73,858 67,104 0 0 0 0 0 0 2004 2005 2006 2007 2008 0 0 0 0 0 0 228,341 0 0 0 0 0 0 0 0 0 0 0 0 0 0	76,653,848 84,367,217 83,632,838 82,744,439 81,205,662 80,941,159 66,523,108 67,878,830 68,264,408 68,517,387 68,401,108 68,077,483 5,420,611 5,415,453 5,410,300 5,405,152 5,400,009 5,394,871 94,410 87,507 80,652 73,858 67,104 63,589 0 0 0 0 0 0 0 2004 2005 2006 2007 2008 2009 0 0 0 0 0 0 228,341 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	76,653,848 84,367,217 83,632,838 82,744,439 81,205,662 80,941,159 79,494,998 66,523,108 67,878,830 68,264,408 68,517,387 68,401,108 68,077,483 67,366,779 5,420,611 5,415,453 5,410,300 5,405,152 5,400,009 5,394,871 5,389,738 94,410 87,507 80,652 73,858 67,104 63,589 61,656 0 0 0 0 0 0 0 0 2004 2005 2006 2007 2008 2009 2010 0 0 0 0 0 0 0 0 228,341 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2004 2005 2006 2007 2008 2009 2010 0 0 0 0 0 0 0	76,653,848 84,367,217 83,632,838 82,744,439 81,205,662 80,941,159 79,494,998 78,000,282 66,523,108 67,878,830 68,264,408 68,517,387 68,401,108 68,077,483 67,366,779 66,422,051 5,420,611 5,415,453 5,410,300 5,405,152 5,400,009 5,394,871 5,389,738 5,384,610 94,410 87,507 80,652 73,858 67,104 63,589 61,656 53,221 0 0 0 0 0 0 0 0 0 2004 2005 2006 2007 2008 2009 2010 2011 0 0 0 0 0 0 0 0 0 228,341 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2004 2005 2006 2007 2008 2009 <t< td=""></t<>

Receiving Facility 4: Syracuse

Recurring Costs									
Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost		74,962,003		73,438,814					
Outpatient Op Cost	69,607,533	70,749,258	71,136,855			70,511,480	69,458,584	68,334,490	
Non Clinical Op Cost	2,091,755	2,089,765	2,087,776	2,085,790	2,083,806	2,081,823	2,079,842	2,077,863	2,075,886
Vacant Space Op Cost	72,017	62,961	55,076	51,751	48,454	46,455	45,659	44,877	40,007
Savings/Cost/Profit	0	5,754,651	0	0	0	0	0	0	C
	•	•				•		•	
Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	C
		•				•		•	•
Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	8,515,645	0	0	0	0	0	0	0	C
Renovate	177,890	6,517	6,405	0	0	0	0	0	87,080
Leases	14,565,955	0	0	0	0	0	0	0	C
Vacant Space Demolition	0	0	0	0	0	0	0	0	C
	•			•					
Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Facility being Reviewed: Ca

Recurring Costs									
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
9,776,010	9,270,603	8,773,490	8,340,635	7,997,405	7,664,833	7,338,265	6,985,768	6,613,749	6,273,755
21,525,609	21,165,208	20,802,264	20,480,348	20,194,689	19,902,219	19,599,822	19,291,870	18,962,397	18,628,339
166,725	166,566	166,407	166,250	166,091	165,933	165,776	165,617	165,460	165,302
369	455	508	588	578	746	926	732	6,564	0
0	0	0	0	0	0	0	0	0	0
	9,776,010 21,525,609 166,725	9,776,010 9,270,603 21,525,609 21,165,208 166,725 166,566	9,776,010 9,270,603 8,773,490 21,525,609 21,165,208 20,802,264 166,725 166,566 166,407	9,776,010 9,270,603 8,773,490 8,340,635 21,525,609 21,165,208 20,802,264 20,480,348 166,725 166,566 166,407 166,250	9,776,010 9,270,603 8,773,490 8,340,635 7,997,405 21,525,609 21,165,208 20,802,264 20,480,348 20,194,689 166,725 166,566 166,407 166,250 166,091 369 455 508 588 578	9,776,010 9,270,603 8,773,490 8,340,635 7,997,405 7,664,833 21,525,609 21,165,208 20,802,264 20,480,348 20,194,689 19,902,219 166,725 166,566 166,407 166,250 166,091 165,933	9,776,010 9,270,603 8,773,490 8,340,635 7,997,405 7,664,833 7,338,265 21,525,609 21,165,208 20,802,264 20,480,348 20,194,689 19,902,219 19,599,822 166,725 166,566 166,407 166,250 166,091 165,933 165,776 369 455 508 588 578 746 926	9,776,010 9,270,603 8,773,490 8,340,635 7,997,405 7,664,833 7,338,265 6,985,768 21,525,609 21,165,208 20,802,264 20,480,348 20,194,689 19,902,219 19,599,822 19,291,870 166,725 166,566 166,407 166,250 166,091 165,933 165,776 165,617 369 455 508 588 578 746 926 732	9,776,010 9,270,603 8,773,490 8,340,635 7,997,405 7,664,833 7,338,265 6,985,768 6,613,749 21,525,609 21,165,208 20,802,264 20,480,348 20,194,689 19,902,219 19,599,822 19,291,870 18,962,397 166,725 166,566 166,407 166,250 166,091 165,933 165,776 165,617 165,460 369 455 508 588 578 746 926 732 6,564

Recurring Savings										
Savings/Cost/Profit	1,082,469	1,049,511	1,017,556	986,574	956,536	927,412	899,175	871,798	845,254	819,518

Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	3 1 / 5

Receiving Facility 1: Batavia

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	17,696,211	17,679,373	17,662,552	17,645,746	17,628,957	17,612,183	17,595,426	17,578,684	17,561,959	17,545,248
Outpatient Op Cost	4,834,203	4,782,146	4,732,456	4,694,651	4,659,223	4,627,423	4,594,267	4,560,359	4,524,181	4,489,787
Non Clinical Op Cost	1,112,550	1,111,491	1,110,434	1,109,377	1,108,322	1,107,267	1,106,213	1,105,161	1,104,110	1,103,059
Vacant Space Op Cost	192,660	192,313	191,803	190,512	189,057	187,398	185,829	184,311	182,933	181,450
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
	-									
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0
-										
Non Recurring Revenue										

Receiving Facility 2: Bath

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	27,785,521	27,460,827	27,159,732	26,894,072	26,674,691	26,478,861	26,277,521	26,086,372	25,895,757	25,725,93
Outpatient Op Cost	23,420,183	22,880,497	22,365,503	21,762,621	21,349,186	20,955,176	20,557,178	20,165,254	19,768,027	19,395,99
Non Clinical Op Cost	3,181,678	3,178,651	3,175,627	3,172,605	3,169,587	3,166,570	3,163,558	3,160,548	3,157,541	3,154,53
Vacant Space Op Cost	232,075	233,759	235,006	235,201	234,489	233,275	235,554	237,655	239,610	244,55
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	
	-				_	_				
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	
					U					
Renovate	0	0	0	0	0	0	0	0	0	
Renovate Leases	0	0	0	0	0	0	0	0	0	
_	0 0	0 0	-	0		0 0	0 0 0		0 0 0	
Leases	0 0		-	0	0		0 0 0	0	0 0 0	
Leases	0, 0		-	0	0		0 0	0	0 0	

Receiving Facility 3: Buffalo

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	74,153,539	72,265,505	70,912,932	69,450,777	68,271,005	67,136,125	65,983,293	64,862,505	63,660,016	62,528,083
Outpatient Op Cost	63,671,101	62,882,131	60,809,333	59,536,732	58,426,670	57,339,953	56,198,168	55,048,729	53,830,955	52,642,768
Non Clinical Op Cost	5,374,369	5,369,255	5,364,146	5,359,042	5,353,943	5,348,849	5,343,760	5,338,675	5,333,596	5,328,521
Vacant Space Op Cost	54,126	42,673	59,415	80,505	80,446	121,325	163,153	206,011	257,496	360,301
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
	•							•		
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0
Non Recurring Revenue										
Savings/Cost/Profit	0	0	0		0	0	0	0	0	0

Receiving Facility 4: Syracus

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	62,830,713	61,092,646	59,550,603	58,377,822	57,025,458	56,143,956	55,309,611	54,448,226	53,591,348	52,783,660
Outpatient Op Cost	65,507,981	63,644,801	62,177,024	60,781,434	59,529,051	58,284,275	57,010,744	55,731,017	54,392,675	53,114,245
Non Clinical Op Cost	2,073,912	2,071,937	2,129,969	2,127,943	2,125,918	2,123,896	2,121,875	2,119,856	2,117,839	2,115,823
Vacant Space Op Cost	39,322	38,648	38,069	39,449	40,366	41,166	41,793	42,592	43,983	46,985
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
	- -				-				-	
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	0	Λ	0	0	0	٥	0	0	0	
New Construction	U	U	U	U	U	U	U	J	U	U
	85,588	0	0	0	0	0	0	0	0	
Renovate	85,588 0	0	0	0	0	0	0	0	0	0
New Construction Renovate Leases Vacant Space Demolition	85,588 0	0 0	0 0	0 0	0 0	0 0	0	·	0 0	0 0 0
Renovate Leases	0	0	0 0	0	0 0	0 0	0	0	0 0	0
Renovate Leases	0	0	0 0	0 0	0 0	0 0	0	0	0 0	0

Alternative #1 (REV 11.14.03)

Facility being Reviewed: Canandaigua

	Irrina	(*AC+C
RELL		Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	25,520,357	15,311,372	11,979,230	11,910,184	11,768,745	11,521,133	11,223,637	10,826,861	10,301,536
Outpatient Op Cost	23,889,950	22,132,813	22,403,444	22,573,896	22,630,592	22,591,097	22,466,106	22,239,727	21,894,910
Non Clinical Op Cost	3,139,280	167,999	167,840	167,680	167,521	167,361	167,202	167,043	166,884
Vacant Space Op Cost	63,381	309	134	62	218	94	0	97	172
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	0	1,386,257	1,344,049	1,303,126	1,263,450	1,224,981	1,187,684	1,151,522	1,116,462

Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	1,372,401	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue								
Savings/Cost/Profit	410,366	596,808	0	0	0	0	0	0

Alternative #1 (REV 11.14.03)

Receiving Facility 1: Batavia

Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	18,049,675	17,831,489	17,814,523	17,797,572	17,780,639	17,763,721	17,746,819	17,729,934	17,713,062
Outpatient Op Cost	4,771,592	5,095,360	5,030,756	5,032,891	5,023,599	5,004,456	4,977,402	4,942,215	4,890,346
Non Clinical Op Cost	1,122,123	1,121,055	1,119,988	1,118,923	1,117,858	1,116,794	1,115,732	1,114,670	1,113,610
Vacant Space Op Cost	220,455	185,885	182,134	178,208	175,199	172,972	171,335	170,269	170,362
Savings/Cost/Profit	0	0	0	0	0	0	0	0	(

Recurring Savings									
Savings/Cost/Profit	0	1,225,569	1,188,254	1,152,075	1,116,998	1,082,988	1,050,014	1,018,044	987,048

Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	1,185,382	1,278,267	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Alternative #1 (REV 11.14.03) Receiving Facility 2: Bath

Savings/Cost/Profit

Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	26,681,506	28,340,665	29,971,040	29,726,545	29,454,360	29,156,818	28,846,333	28,528,642	28,149,150
Outpatient Op Cost	25,091,631	25,820,813	26,066,007	25,941,244	25,680,598	25,353,053	24,961,749	24,519,618	23,969,369
Non Clinical Op Cost	3,209,054	3,206,000	3,202,951	3,199,904	3,196,858	3,193,817	3,190,777	3,187,742	3,184,70
Vacant Space Op Cost	244,935	240,740	236,617	232,565	228,582	224,667	225,111	227,070	229,80
Savings/Cost/Profit	0	0	0	0	0	0	0	0	(
Recurring Savings									
Recurring Savings Savings/Cost/Profit	l ol	ol	o	ol	ol	ol	ol	0	
<u> </u>									
						•			
Non Recurring Costs							,		
Non Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012
Non Recurring Costs New Construction	2004 0	2005 0	2006 0	2007 0	2008 0	2009 0	2010 0	2011 0	2012
	2004 0 477,046	2005 0 0	2006 0 0	2007 0 0	2008 0 0	2009 0 0	2010 0 0	2011 0 0	2012
New Construction	0	2005 0 0	0	2007 0 0 0	2008 0 0	2009 0 0	0	2011 0 0 0	2012

Alternative #1 (REV 11.14.03)

Receiving Facility 3: Buffalo

	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	76,653,848	84,367,217	83,632,838	82,744,439	81,205,662	80,941,159	79,494,998	78,000,282	76,089,683
Outpatient Op Cost	66,523,108	67,878,830	68,264,408	68,517,387	68,401,108	68,077,483	67,366,779	66,422,051	65,091,372
Non Clinical Op Cost	5,420,611	5,415,453	5,410,300	5,405,152	5,400,009	5,394,871	5,389,738	5,384,610	5,379,487
Vacant Space Op Cost	94,410	87,507	80,652	73,858	67,104	63,589	61,656	53,221	68,06 ⁻
Savings/Cost/Profit	0	0	0	0	0	0	0	0	(

Recurring Savings									
Savings/Cost/Profit	0	5,555,395	5,386,248	5,222,252	5,063,249	4,909,088	4,759,620	4,614,703	4,474,198

Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	228,341	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue								
Savings/Cost/Profit	0	0	0	0	0	0	0	0

Alternative #1 (REV 11.14.03)

14,565,955

Receiving Facility 4: Syracuse

Leases

Vacant Space Demolition

Non Recurring Revenue
Savings/Cost/Profit

Decumina Costs									
Recurring Costs	1				Ī		Ī		
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	75,210,498	74,962,003	74,246,521	73,438,814	72,524,750	71,263,715	69,850,078	68,240,050	66,233,353
Outpatient Op Cost	69,607,533	70,749,258	71,136,855	71,299,366	71,090,421	70,511,480	69,458,584	68,334,490	66,945,543
Non Clinical Op Cost	2,091,755	2,089,765	2,087,776	2,085,790	2,083,806	2,081,823	2,079,842	2,077,863	2,075,886
Vacant Space Op Cost	72,017	62,961	55,076	51,751	48,454	46,455	45,659	44,877	40,007
Savings/Cost/Profit	0	5,754,651	0	0	0	0	0	0	0
			_			-			
Recurring Savings									
Savings/Cost/Profit	0	4,024,450	3,901,917	3,783,115	3,667,930	3,556,251	3,447,974	3,342,992	3,241,208
			_			•			
Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	8,515,645	0	0	0	0	0	0	0	0
Renovate	177.890	6,517	6,405	0	0	0	0	0	87,080

Facility being Reviewed: Car

r donity being reviewed. Oa	ı									
Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	9,776,010	9,270,603	8,773,490	8,340,635	7,997,405	7,664,833	7,338,265	6,985,768	6,613,749	6,273,755
Outpatient Op Cost	21,525,609	21,165,208	20,802,264	20,480,348	20,194,689	19,902,219	19,599,822	19,291,870	18,962,397	18,628,339
Non Clinical Op Cost	166,725	166,566	166,407	166,250	166,091	165,933	165,776	165,617	165,460	165,302
Vacant Space Op Cost	369	455	508	588	578	746	926	732	6,564	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
	-				-				<u>-</u>	
Recurring Savings										
Savings/Cost/Profit	1,082,469	1,049,511	1,017,556	986,574	956,536	927,412	899,175	871,798	845,254	819,518
			_							
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0
-		•	•	•	•	•		•	•	
Non Recurring Revenue										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	3,175

3,175

Receiving Facility 1: Batavia

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	17,696,211	17,679,373	17,662,552	17,645,746	17,628,957	17,612,183	17,595,426	17,578,684	17,561,959	17,545,248
Outpatient Op Cost	4,834,203	4,782,146	4,732,456	4,694,651	4,659,223	4,627,423	4,594,267	4,560,359	4,524,181	4,489,787
Non Clinical Op Cost	1,112,550	1,111,491	1,110,434	1,109,377	1,108,322	1,107,267	1,106,213	1,105,161	1,104,110	1,103,059
Vacant Space Op Cost	170,698	170,728	170,587	169,660	168,562	167,254	166,030	164,851	163,806	162,651
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
	-									
Recurring Savings										
Savings/Cost/Profit	956,995	927,857	899,606	872,216	845,659	819,911	794,947	770,744	747,277	724,524
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0
	_	_	_			_			_	
Non Recurring Revenue										
Savings/Cost/Profit	0	0	0	0	0	0	0	_	_	0

Receiving Facility 2: Bath

Recurring Costs	1		T	T	-	,				
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	27,785,521	27,460,827	27,159,732	26,894,072	26,674,691	26,478,861	26,277,521	26,086,372	25,895,757	25,725,934
Outpatient Op Cost	23,420,183	22,880,497	22,365,503	21,762,621	21,349,186	20,955,176	20,557,178	20,165,254	19,768,027	19,395,998
Non Clinical Op Cost	3,181,678	3,178,651	3,175,627	3,172,605	3,169,587	3,166,570	3,163,558	3,160,548	3,157,541	3,154,536
Vacant Space Op Cost	232,075	233,759	235,006	235,201	234,489	233,275	235,554	237,655	239,610	244,555
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
	-									
Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	C
	-	-					-	<u>.</u>		
Non Recurring Revenue										

Receiving Facility 3: Buffalo

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	74,153,539	72,265,505	70,912,932	69,450,777	68,271,005	67,136,125	65,983,293	64,862,505	63,660,016	62,528,083
Outpatient Op Cost	63,671,101	62,882,131	60,809,333	59,536,732	58,426,670	57,339,953	56,198,168	55,048,729	53,830,955	52,642,768
Non Clinical Op Cost	5,374,369	5,369,255	5,364,146	5,359,042	5,353,943	5,348,849	5,343,760	5,338,675	5,333,596	5,328,521
Vacant Space Op Cost	54,126	42,673	59,415	80,505	80,446	121,325	163,153	206,011	257,496	360,301
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
	-									
Recurring Savings										
Savings/Cost/Profit	4,337,971	4,205,892	4,077,834	3,953,676	3,833,297	3,716,584	3,603,425	3,493,711	3,387,337	3,284,202
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0
Non Recurring Revenue										
Savings/Cost/Profit	0	0	0	0	0	0	0			0

Receiving Facility 4: Syracus

Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	62,830,713	61,092,646	59,550,603	58,377,822	57,025,458	56,143,956	55,309,611	54,448,226	53,591,348	52,783,660
Outpatient Op Cost	65,507,981	63,644,801	62,177,024	60,781,434	59,529,051	58,284,275	57,010,744	55,731,017	54,392,675	53,114,245
Non Clinical Op Cost	2,073,912	2,071,937	2,129,969	2,127,943	2,125,918	2,123,896	2,121,875	2,119,856	2,117,839	2,115,823
Vacant Space Op Cost	39,322	38,648	38,069	39,449	40,366	41,166	41,793	42,592	43,983	46,985
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	(
Recurring Savings										
Savings/Cost/Profit	3,142,522	3,046,841	2,954,073	2,864,130	2,776,925	2,692,376	2,610,400	2,530,921	2,453,862	2,379,148
Non Recurring Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0	C
Renovate	85,588	0	0	0	0	0	0	0	0	C
Leases	0	0	0	0	0	0	0	0	0	C
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	C
-		•	•	•	•	•	•	•	•	
Non Recurring Revenue										
Savings/Cost/Profit	0	0	n	0	٥	0	0	٥	٥	(

Capital Cost Summary

Years 2004-2022

	Original Market Plan	100% Contract	Alt 1
Canandaigua	Plan		
Capital Costs (Status Quo)		T	
New Construction	\$0	\$0	\$0
Renovation	\$0	\$0 \$0	\$0
TOTAL	\$ 0	\$ 0	\$0
Batavia	ΨΟ	ΨΟΙ	ΨΟ
Capital Costs (Status Quo)			
New Construction	\$0	\$0	\$0
Renovation	\$262,763	\$525,526	\$2,463,649
TOTAL	\$262,763	\$525,526	\$2,463,649
Bath		· · · · ·	
Capital Costs (Status Quo)			
New Construction	\$0	\$0	\$0
Renovation	\$128,966	\$128,966	\$477,046
TOTAL	\$128,966	\$128,966	\$477,046
Buffalo			
Capital Costs (Status Quo)			
New Construction	\$0	\$0	\$0
Renovation	\$0	\$0	\$228,341
TOTAL	\$0	\$0	\$228,341
Syracuse			
Capital Costs (Status Quo)			
New Construction	\$8,515,645	\$8,515,645	\$8,515,645
Renovation	т /	\$641,368	\$363,480
TOTAL	\$9,286,867	\$9,157,013	\$8,879,125
	40.000.000	40.044	A 12.212
Total All Facilities	\$9,678,596	\$9,811,505	\$12,048,161

NEW Operating Cost Summary VISN 2 - Canandaigua Years 2004-2022

Operating Costs	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1
Canandaigua	\$1,292,152,253	\$1,374,176,005	\$1,105,761,727	\$608,859,941
Batavia	\$377,584,975	\$353,593,374	\$356,183,563	\$452,141,469
Bath	\$771,667,131	\$847,864,496	\$847,895,000	\$1,030,222,038
Buffalo	\$2,519,329,719	\$2,459,360,899	\$2,465,154,606	\$2,693,472,868
Syracuse	\$2,320,228,485	\$2,224,474,520	\$2,240,942,534	\$2,482,948,157
TOTAL	\$7,280,962,563	\$7,259,469,294	\$7,015,937,430	\$7,267,644,473

Original Operating Cost Summar	y VISN 2 - Canandaigua	Years 2004-2022
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Operating Costs	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1
Canandaigua	\$1,292,152,263	\$1,339,470,014	\$968,964,257	\$505,815,130
Batavia	\$377,584,978	\$339,360,978	\$339,360,978	\$435,101,065
Bath	\$771,667,124	\$825,328,536	\$845,096,168	\$1,022,295,998
Buffalo	\$2,519,329,722	\$2,441,025,460	\$2,446,697,643	\$2,673,633,584
Syracuse	\$2,320,228,483	\$2,796,738,980	\$2,226,879,843	\$2,467,112,719
TOTAL	\$7,280,962,570	\$7,741,923,968	\$6,826,998,889	\$7,103,958,496

NEW Life Cycle Costs Summary VISN 2	- Canandaigua Ye	ars 2004-2022			
			The state of the s		
	Status Quo	Original Market Plan	100% Contract	Alternate 1	Alternate 1 11.20.03
Facility Being Reviewed: Canandaigua					
Recurring	\$1,292,152,253	\$1,374,176,005	\$1,105,761,727	\$589,554,404	\$589,554,404
Non Recurring	\$95,269,852	\$0	-\$1,270,433	\$362,052	\$362,052
Total	\$1,387,422,105	\$1,374,176,005	\$1,104,491,294	\$589,916,456	\$589,916,456
Receiving Facility 1: Bath					
Recurring	\$771,667,131	\$847,864,496	\$847,895,000	\$1,030,222,038	\$1,030,222,038
Non Recurring	\$68,291,158	-\$550,672	\$128,966	\$4,399,448	\$4,399,448
Total	\$839,958,289	\$847,313,824	\$848,023,966	\$1,034,621,486	\$1,034,621,486
Receiving Facility 2: Buffalo					
Recurring	\$2,519,329,719	\$2,459,360,899	\$2,465,154,606	\$2,693,472,868	\$2,615,594,186
Non Recurring	\$113,986,677	\$0	\$0	\$228,341	\$228,341
Total	\$2,633,316,396	\$2,459,360,899	\$2,465,154,606	\$2,693,701,209	\$2,615,822,527
Receiving Facility 3: Batavia					
Recurring	\$377,584,975	\$353,593,374	\$356,183,563	\$452,534,953	\$434,960,743
Non Recurring	\$27,389,820		\$525,526	\$2,463,649	\$2,463,649
Total	\$404,974,795	\$353,736,967	\$356,709,089	\$454,998,602	\$437,424,392
Receiving Facility 4: Syracuse					
Recurring	\$2,320,228,485	\$2,224,474,520	\$2,240,942,534	\$2,477,193,506	\$2,420,776,471
Non Recurring	\$62,255,387	\$9,952,002	\$9,822,148	\$23,445,080	\$23,445,080
Total	\$2,382,483,872	\$2,234,426,522	\$2,250,764,682	\$2,500,638,586	\$2,444,221,551
Total All Facilities	\$7,648,155,457	\$7,269,014,217	\$7,025,143,637	\$7,273,876,339	\$7,122,006,412

Original Life Cycle Costs Summary VISN 2 - Canandaigua Years 2004-2022				
	Status Quo	Original Market Plan	100% Contract	Alternate 1
Facility Being Reviewed: Canandaigua				
Recurring	\$1,292,152,262	\$1,339,470,014	\$968,964,257	\$505,815,130
Non Recurring	\$95,269,852	\$0	-\$1,271,015	\$361,537
Total	\$1,387,422,114	\$1,339,470,014	\$967,693,242	\$506,176,667
Receiving Facility 1: Bath				
Recurring	\$771,667,125	\$845,065,668	\$845,096,168	\$1,022,295,998
Non Recurring	\$68,291,158	-\$550,672	\$128,966	\$4,399,448
Total	\$839,958,283	\$844,514,996	\$845,225,134	\$1,026,695,446
Receiving Facility 2: Buffalo				
Recurring	\$2,519,329,722	\$2,441,025,460	\$2,446,697,643	\$2,673,633,584
Non Recurring	\$113,986,677	\$0	\$0	\$228,341
Total	\$2,633,316,399	\$2,441,025,460	\$2,446,697,643	\$2,673,861,925
Receiving Facility 3: Batavia				
Recurring	\$377,584,977	\$339,360,976	\$339,360,978	\$435,101,065
Non Recurring	\$27,389,820	\$143,593	\$525,526	\$2,463,649
Total	\$404,974,797	\$339,504,569	\$339,886,504	\$437,564,714
Receiving Facility 4: Syracuse				
Recurring	\$2,320,228,486	\$2,215,466,083	\$2,232,634,494	\$2,472,867,370
Non Recurring	\$62,255,387	\$9,952,002	\$9,822,148	\$23,445,080
Total	\$2,382,483,873	\$2,225,418,085	\$2,242,456,642	\$2,496,312,450
Total All Facilities	\$7,648,155,466	\$7,189,933,124	\$6,841,959,165	\$7,140,611,202
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NEW SUMMARY VISN 2 - Canandaigua Years 2004-2022

Net Present Value FY2004-2022	Original Market Plan	100% Contract	Alt 1 (Revised)
Canandaigua	\$13,246,109	\$282,930,820	\$797,505,649
Batavia	\$51,237,830	\$48,265,708	-\$50,023,807
Bath	-\$7,355,541	-\$8,065,683	-\$194,663,203
Buffalo	\$173,955,500	\$168,161,793	-\$60,384,810
Syracuse	\$148,057,350	\$131,719,188	-\$118,154,716
TOTAL Net Present Value	\$379,141,248	\$623,011,826	\$374,279,113

NPV = Status Quo - Alternative Original SUMMARY VISN 2 - Canandaigua Years 2004-2022

Original SUMMARY VISN 2 - Canandalgua Years 2004-2022			
Net Present Value FY2004-2022	Original Market Plan	100% Contract	Alt 1
Canandaigua	\$47,952,101	\$419,728,873	\$881,227,777
Batavia	\$65,351,057	\$65,088,294	-\$32,589,916
Bath	\$15,180,418	-\$5,266,852	-\$186,737,164
Buffalo	\$192,290,939	\$186,618,756	-\$40,545,526
Syracuse	\$157,065,788	\$145,781,879	-\$108,073,929
TOTAL Net Present Value	\$477,840,303	\$811,950,950	\$513,281,242

VISN 2 - Canandaigua, New York

Preferred alternative description and rationale:

Alternative 1 - Realignment contained in D Canandaigua inpatient beds to other VISN 2 \ Outpatient Clinic in the Canandaigua area, offe Care, Specialty Care, Ambulatory Surgery observation unit. Alternative would result overhead costs each year that would I

	Status Quo	Original Market Plan
Short Description:	Maintain inpatient beds for NHCU, Res Rehab, Dom and Psych. Provide primary care and some specialty services	Maintain base line workload at Medical Center; contract for projected growth in workload, acute services and expanded specialty care in the Rochester area
Total Construction Costs		\$9,678,596
NEW Total Construction Costs		\$9,678,596
Life Cycle Costs	\$7,648,155,466	\$7,189,933,124
NEW Life Cycle Costs	\$7,648,155,457	\$7,269,014,217
Impact on Access	No change in current practice	Access improved
Impact on Quality	None	None
Impact on Staffing & Community	None	None

Impact on Research and Education	None	None
Optimizing Use of Resources	Resources would continue to be spent to maintain excess infrastructure; most expensive alternative	Some savings from contracting out of services; costs of maintaining vacant/underutilized infrastructure remain
Support other Missions of VA	N/A	N/A
Other significant considerations	Age of current facilities; continued expenditures to maintain unnecessary infrastructure	Age of current facilities; continued expenditures to maintain unnecessary infrastructure

raft National CARES Plan. Realignment of /AMCs. Opening of a new Community Based ring a full range of services including Primary, Mental Health, and a 24 hour psychiatric in the savings of several million dollars in be used to support direct patient care.

100% Contract	Alternate # 1
Divest campus; contract out all inpatient and outpatient workload	Realign inpatient services with other VISN VAMCs. Open new CBOC in Canandaigua area; expand Rochester CBOC. Divest campus.
\$9,811,505	\$12,048,161
\$9,811,505	\$12,048,161
\$6,841,959,165	\$7,140,611,202
\$7,025,143,637	\$7,273,876,339
Access Improved	Access improved
None	None
All services provided through contract; no VA staff. Community would absorb workload into existing healthcare system	Reduction of current FTEE by approximately 300 positions

Loss of all VA Research and Education	Opportunity for Research and Education in full service CBOC
Most cost effective alternative IF community has capacity to absorb workload	Savings of several million per year in overhead costs that will be redirected to direct patient care
N/A	N/A
Public perception of contracting out services; lack of capacity in community	Maintaining VA presence in area; expansion of access to specialty services in both Canandaigua and Rochester areas