

Step 1 Livermore Workload

Workload or Space Category	2001 Wkld (ADC for IP)	2001 Baseline Wkld (beds, stops)	2012 Projected Wkld (beds, stops)	Short description: (Preferred Alternative) - New East Bay Clinic est at 45,000 GSF - Expanded Central Valley Clinic est at 35,000 GSF - Relocate 30 subacute beds to Palo Alto - Relocate 80 NHCU beds to Menlo Park - Contract 52 NHCU beds to community					
				2022 Projected Wkld (beds, stops)	% to be transferred	Year to begin transfer	Receiving Facility Name	Receiving Facility % contracted out	Based on 2001 Beds/Stops
Inpatient Medicine									
Inpatient Surgery									
Inpatient Psych									
Inpatient Dom									
Inpatient NHCU	121	162	162	162	81%	2007	Menlo Park	32%	132
					19%	2007	Palo Alto	0	30
								Total beds	162
Inpatient PR RTP									
Inpatient SCI									
Inpatient BRC									
Outpatient Primary Care	17,073	17,073	26,456	20,150	66%	2007	East Bay	none	11,268
					34%	2007	Central Valley	none	5,800
Outpatient Specialty Care	25,072	25,072	34,106	28,014	50%	2007	East Bay	none	12,536
					40%	2007	Central Valley	none	10,028
					10%	2007	Palo Alto	none	2,508
Outpatient Mental Health	6,512	6,512	6,635	6,583	66%	2007	East Bay	none	4,298
					34%	2007	Central Valley	none	2,214
Ancillary & Diagnostics	7,844	7,844	11,863	9,823	50%	2007	East Bay	none	3,920
					50%	2007	Central Valley	none	3,920
								Total Stops	56,492
Research SPACE	N/A	N/A	N/A	N/A					
Admin SPACE	N/A	N/A	N/A	N/A					
Other SPACE	N/A	N/A	N/A	N/A					

Central Valley County	Vet Pop	Enrollees	Penetration Rate
San Joaquin	42,446	7,141	17%
Stanislaus	31,339	6,334	20%
Tuolumne	8,027	2,240	28%
Central Valley Catchment Total	81,812	15,715	19%
Alameda (South)*	55,161	10,334	19%
East Bay Catchment Total	55,161	10,334	19%
Alameda (North)*	45,416	6,262	14%

*Total Alameda County 2001 est at 100,577 based on Actuarial analysis

Proposed East Bay CBOC	FY01
Primary Care	11,268 stops
Specialty Care	12,536 stops
Mental Health	4,298 stops
Ancillary/Diagnostic	3,920 stops
Total	32,022 stops

Expanded Central Valley CBOC	FY01	Modesto FY01	Combined Clinics
Primary Care	5,800 stops	12,033 stops	17,833 stops
Specialty Care	10,028 stops		10,028 stops
Mental Health	2,214 stops	3,008 stops	5,222 stops
Ancillary/Diagnostic	3,920 stops		3,920 stops
Total	21,962 stops	15,042 stops	37,004 stops

Step 1 Livermore Workload

Alternate # 2				Short description: (Maintain LVD NHCU and Bldg 88 [Primary Care/Admin Building]) - New East Bay Clinic est at 45,000 GSF - Expanded Central Valley Clinic est at 35,000 GSF - Maintain Bldg 88 for primary care clinic - 120 NHCU remain at LVD as stand alone facility					
Workload or Space Category	Baseline Wkld	2001 Baseline Wkld (beds, stops)	2012 projected Wkld	2022 Projected Wkld	% to be transferred	Year to begin transfer	Receiving Facility Name	Receiving Facility % contracted out	Based on 2001 Beds/Stops
Inpatient Medicine									
Inpatient Surgery									
Inpatient Psych									
Inpatient Dom									
Inpatient NHCU	121	162	162	162	81%		Livermore	7%	132
					19%		Palo Alto	0	30
								Total beds	162
Inpatient PR RTP									
Inpatient SCI									
Inpatient BRC									
Outpatient Primary Care	17,073	17,073	26,456	20,150	45%	2007	East Bay	none	7,670
					34%	2007	Central Valley	none	5,800
					21%	2007	Livermore Clinic	none	3,600
Outpatient Specialty Care	25,072	25,072	34,106	28,014	50%	2007	East Bay	none	12,536
					40%	2007	Central Valley	none	10,028
					10%	2007	Palo Alto	none	2,508
Outpatient Mental Health	6,512	6,512	6,635	6,583	45%	2007	East Bay	none	2,930
					34%	2007	Central Valley	none	2,214
					21%	2007	Livermore	none	1,368
Ancillary & Diagnostics	7,844	7,844	11,863	9,823	50%	2007	East Bay	none	3,920
					50%	2007	Central Valley	none	3,920
								Total Stops	56,494
Research SPACE	N/A		N/A	N/A					
Admin SPACE	N/A		N/A	N/A					
Other SPACE	N/A		N/A	N/A					

Central Valley County	Vet Pop	Enrollees	Penetration Rate
San Joaquin	42,446	7,141	17%
Stanislaus	31,339	6,334	20%
Tuolumne	8,027	2,240	28%
Central Valley Catchment Total	81,812	15,715	19%
Alameda (South)*	55,161	10,334	19%
East Bay Catchment Total	55,161	10,334	19%
Alameda (North)*	45,416	6,262	14%

*Total Alameda County 2001 est at 100,577 based on Actuarial analysis

Proposed East Bay CBOC	FY01
Primary Care	7,670 stops
Specialty Care	12,536 stops
Mental Health	2,930 stops
Ancillary/Diagnostic	3,920 stops
Total	27,056 stops

LVD CBOC (Bldg 88)	FY01
Primary Care	3,600 stops
Mental Health	1,368 stops
Total	4,968 stops

Expanded Central Valley CBOC	FY01	Modesto FY01	Combined Clinics
Primary Care	5,800 stops	12,033 stops	17,833 stops
Specialty Care	10,028 stops		10,028 stops
Mental Health	2,214 stops	3,008 stops	5,222 stops
Ancillary/Diagnostic	3,920 stops		3,920 stops
Total	21,962 stops	15,042 stops	37,003 stops

Appendix 4 Alternate # 1		Receiving Facility Menlo Park			
Vacant Space in 2022 =	11,465	EU out space in 2022 =	0	Outleased space in 2022 =	205,600
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych					
Inpatient Dom					
Inpatient NHCU	52,928	52,928			
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care					
Outpatient Specialty Care					
Outpatient Mental Health					
Ancillary & Diagnostics					
Research SPACE					
Admin SPACE					
Other SPACE					

= VSSC completed = VISN completed

Alternate # 1		Receiving Facility Palo Alto			
Vacant Space in 2022 =	11,465	EU out space in 2022 =	0	Outleased space in 2022 =	205,600
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych					
Inpatient Dom					
Inpatient NHCU	27,858		27,858		
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care					
Outpatient Specialty Care	3,647		3,647		
Outpatient Mental Health					
Ancillary & Diagnostics					
Research SPACE					
Admin SPACE					
Other SPACE					

= VSSC completed = VISN completed

Step 2, Space

Alternate # 1		Receiving Facility Central Valley CBOC			
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych					
Inpatient Dom					
Inpatient NHCU					
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care	4,344			4,344	
Outpatient Specialty Care	26,855			26,855	
Outpatient Mental Health	1,315			1,315	
Ancillary & Diagnostics	3,089			3,089	
Research SPACE					
Admin SPACE					
Other SPACE					

= VSSC completed = VISN completed

Alternate # 1		Receiving Facility New East Bay CBOC			
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych					
Inpatient Dom					
Inpatient NHCU					
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care	8,440			8,440	
Outpatient Specialty Care	18,227			18,227	
Outpatient Mental Health	2,553			2,553	
Ancillary & Diagnostics	3,089			3,089	
Research SPACE					
Admin SPACE					
Other SPACE					

= VSSC completed = VISN completed

Step 2, Space

Alternate # 2		Receiving Facility Palo Alto			
Vacant Space in 2022 =	11,465	EU out space in 2022 =	0	Outleased space in 2022 =	205,600
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych					
Inpatient Dom					
Inpatient NHCU	27,858		27,858		
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care					
Outpatient Specialty Care	3,647		3,647		
Outpatient Mental Health					
Ancillary & Diagnostics					
Research SPACE					
Admin SPACE					
Other SPACE					

= VSSC completed = VISN completed

Alternate # 2		Receiving Facility Central Valley CBOC			
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych					
Inpatient Dom					
Inpatient NHCU					
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care	4,344			4,344	
Outpatient Specialty Care	26,855			26,855	
Outpatient Mental Health	1,315			1,315	
Ancillary & Diagnostics	3,089			3,089	
Research SPACE					
Admin SPACE					
Other SPACE					

= VSSC completed = VISN completed

Step 2, Space

Alternate # 2	Receiving Facility New East Bay CBOC				
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych					
Inpatient Dom					
Inpatient NHCU					
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care	8,440			8,440	
Outpatient Specialty Care	18,227			18,227	
Outpatient Mental Health	2,553			2,553	
Ancillary & Diagnostics	3,089			3,089	
Research SPACE					
Admin SPACE					
Other SPACE					

= VSSC completed
 = VISN completed

Step 3, Vacant Space


Appendix 4 Alternate # 1	Livermore VAMC					
	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	42,690	6,000			23,000	
Newly vacated	163,733		200,423			0
Note: converted vacant (- demolished) & newly vacated to arrive at E-U Total						
	= VSSC completed			= VISN completed		

Alternate # 2	Livermore VAMC					
	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	42,690	6,000			23,000	
Newly vacated	77,020		113,710			0
Note: converted vacant (- demolished) & newly vacated to arrive at E-U Total						
	= VSSC completed			= VISN completed		

100% Contract	Livermore VAMC					
	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	42,690	6,000			23,000	
Newly vacated	163,733		200,423			0
Note: converted vacant (- demolished) & newly vacated to arrive at E-U Total						
	= VSSC completed			= VISN completed		

Appendix 4 Alternate # 1											
Name of Facility Being Studied: Livermore											
CARES Category (Dom, Specialty Care or NHCU)	Counties (With Bulk of the workload)	FY 2012 Workload (BDOC/ Stops)	Travel time from County to Livermore	Current weighted Travel Time (calculated)	Workload to be transferred to Menlo Park	Travel Time from County to Menlo Park	Workload to be transferred to Pal Alto	Travel Time from County to Palo Alto	Workload to be transferred to Contract	Travel Time from County to Contract Facilities	New weighted Travel Time (calculated)
NHCU	Alameda	15,729	30		10,635	45	4,231	40	878	30	43
	San Joaquin	14,100	50		3,850	100	4,399	95	5,850	30	69
	Santa Clara	5,842	50		4,593	35	987	30	256	30	34
	Stanislaus	8,651	55		881	115	2,976	110	4,794	30	66
			44,321		44						
	Counties (With Bulk of the workload)	FY 2012 Workload (BDOC/ Stops)	Travel time from County to Livermore	Current weighted Travel Time (calculated)	Workload to be transferred to Pal Alto	Travel Time from County to Pal alto	Workload to be transferred to New E-Bay CBOC	Travel Time from County to New E-Bay CBOC	Workload to be transferred to New C Valley CBOC	Travel Time from County to New C-Valley CBOC	New weighted Travel Time (calculated)
Primary Care	Alameda	5,818	30				5,818	30			
	San Joaquin	7,958	50						7,958	20	
	Stanislaus	6,133	55						6,133	30	
			19,909		46						
Specialty Care	Alameda	5,743	30		574	40	5,169	30			
	San Joaquin	10,786	50		1,079	95			9,707	20	
	Stanislaus	8,772	55		877	110			7,895	30	
		25,301		47							23
Mental Health	Alameda	1,711	30				1,711	30			
	San Joaquin	1,676	50						1,676	20	
	Stanislaus	1,636	55						1,636	30	
		5,023		45							27

Type	Baseline Access % 2001	Current Market Plan Access % 2012	New Access % 2012
Primary Care	92	93	93
Acute Care	53	79	79


 = VSSC completed

 = VISN completed

Step 4, Access

Alternate # 2 Name of Facility Being Studied: Livermore											
CARES Category (Dom, Specialty Care or NHCU)	Counties (With Bulk of the workload)	FY 2012 Workload (BDOC/ Stops)	Travel time from County to Livermore	Current weighted Travel Time (calculated)	Workload to be transferred to Menlo Park	Travel Time from County to Menlo Park	Workload to be transferred to Pal Alto	Travel Time from County to Palo Alto	Workload to be transferred to Contract	Travel Time from County to Contract Facilities	New weighted Travel Time (calculated)
NHCU	Alameda	15,729	30								
	San Joaquin	14,100	50								
	Santa Clara	5,842	50								
	Stanislaus	8,651	55								
		44,321		44							No change
CARES Category	Counties (With Bulk of the workload)	FY 2012 Workload (BDOC/ Stops)	Travel time from County to Livermore	Current weighted Travel Time (calculated)	Workload to be transferred to Pal Alto	Travel Time from County to Pal Alto	Workload to be transferred to New E-Bay CBOC	Travel Time from County to New E-Bay CBOC	Workload to be transferred to New C Valley CBOC	Travel Time from County to New C-Valley CBOC	New weighted Travel Time (calculated)
Primary Care	Alameda	5,818	30				2,233	30			
	San Joaquin	7,958	50						7,958	20	
	Stanislaus	6,133	55						6,133	30	
		19,909		46							26
Specialty Care	Alameda	5,743	30		574	40	5,169	30			
	San Joaquin	10,786	50		1,079	95			9,707	20	
	Stanislaus	8,772	55		877	110			7,895	30	
		25,301		47							23
Mental Health	Alameda	1,711	30				343	30			
	San Joaquin	1,676	50						1,676	20	
	Stanislaus	1,636	55						1,636	30	
		5,023		45							27

Type	Baseline Access % 2001	Current Market Plan Access % 2012	New Access % 2012
Primary Care	92	93	93
Acute Care	53	79	79

 = VSSC completed

 = VISN completed

**Appendix 4
Status Quo**

Facility Being Reviewed: Livermore

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	22,705,867	22,684,807	22,657,790	22,632,908	22,603,040	22,569,458	22,532,787	22,492,000	22,444,444	22,398,538	22,353,660	22,310,383	22,272,275	22,238,612	22,203,800	22,168,853	22,135,703	22,098,990	22,064,364
Outpatient Op Cost	13,036,198	13,139,291	13,188,567	13,208,586	13,189,579	13,127,557	13,031,875	12,912,699	12,730,499	12,543,772	12,360,319	12,184,731	12,023,711	11,877,146	11,731,124	11,582,891	11,434,590	11,272,436	11,108,970
Non Clinical Categories	1,275,425	1,274,212	1,273,000	1,271,788	1,270,579	1,269,370	1,268,161	1,266,955	1,265,749	1,264,545	1,263,342	1,262,140	1,260,939	1,259,739	1,258,540	1,257,343	1,256,147	1,254,951	1,253,757
Vacant Space Op Cost	211,360	211,159	210,958	210,757	210,557	210,356	210,156	209,956	209,756	209,557	209,357	209,158	208,959	208,760	208,562	208,363	208,165	207,967	207,769
Non-Recurring Costs																			
Estimated Capital Costs	1,819,682	1,788,517	1,757,886	1,727,779	1,698,188	1,669,104	1,640,518	1,612,422	1,584,807	1,557,664	1,530,987	1,504,766	1,478,995	1,453,665	1,428,769	1,404,299	1,380,248	1,356,609	1,333,375

Receiving Facility 1: Palo Alto

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	106,632,115	106,442,758	106,044,954	105,606,926	104,954,295	104,097,977	103,051,991	101,881,546	100,159,220	98,451,250	92,207,830	90,582,890	89,255,933	88,217,007	85,720,988	84,617,041	83,505,393	82,294,097	81,142,292
Outpatient Op Cost	106,427,515	108,011,051	108,943,016	109,578,057	109,676,128	109,259,677	108,396,510	107,153,323	105,127,462	102,976,296	100,912,019	98,882,282	97,094,555	95,593,454	94,045,157	92,452,148	90,804,342	88,975,880	87,155,409
Non Clinical Categories	7,565,173	7,557,974	7,550,782	7,543,599	7,536,422	7,529,251	7,522,086	7,514,930	7,507,779	7,500,636	7,493,499	7,486,369	7,479,247	7,472,130	7,465,020	7,457,918	7,450,822	7,443,732	7,436,650
Vacant Space Op Cost	753,548	848,146	700,749	1,219,304	1,110,674	1,145,349	1,223,980	1,325,026	1,437,488	1,550,394	1,664,731	1,754,066	1,823,605	1,876,155	1,940,834	1,991,624	2,055,101	2,160,758	2,279,035
Non-Recurring Costs																			
Estimated Capital Costs	9,762,484	9,595,286	9,430,952	9,269,432	9,110,679	8,954,645	8,801,282	8,650,547	8,502,393	8,356,776	8,213,653	8,072,982	7,934,720	7,798,825	7,665,258	7,533,979	7,404,948	7,278,127	7,153,478

Receiving Facility 2: Menlo Park

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	63,480,144	63,314,954	63,152,895	62,983,356	62,808,529	62,635,998	62,459,778	62,285,178	62,069,174	61,858,566	61,675,281	61,506,168	61,362,225	61,233,550	61,111,133	60,994,701	60,878,664	60,759,523	60,644,584
Outpatient Op Cost	11,536,101	11,572,370	11,587,157	11,589,134	11,571,490	11,536,680	11,487,156	11,424,077	11,328,952	11,230,594	11,140,620	11,053,523	10,978,047	10,913,137	10,846,188	10,779,150	10,709,912	10,634,378	10,558,276
Non Clinical Categories	3,769,368	3,765,782	3,762,199	3,758,620	3,755,043	3,751,470	3,747,901	3,744,335	3,740,772	3,737,213	3,733,658	3,730,105	3,726,556	3,723,009	3,719,467	3,715,929	3,712,393	3,708,860	3,705,332
Vacant Space Op Cost	377,288	376,929	376,571	376,212	375,854	375,497	375,139	374,783	374,426	374,070	373,714	373,358	373,003	372,648	372,293	371,939	371,585	371,232	370,879
Non-Recurring Costs																			
Estimated Capital Costs	6,184,937	6,079,011	5,974,898	5,872,569	5,771,992	5,673,138	5,575,976	5,480,479	5,386,618	5,294,363	5,203,689	5,114,568	5,026,973	4,940,878	4,856,258	4,773,087	4,691,341	4,610,994	4,532,024

Receiving Facility 3: Palo Alto Clinics

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non Clinical Categories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Recurring Costs																			
Estimated Capital Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix 4
Market Plan
New Data Run 10/30/03

Facility being Reviewed: Livermore

Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	20,346,222	20,326,863	20,307,522	20,288,200	20,268,896	20,249,611	20,230,344	20,211,095	20,191,865	20,172,653	20,153,460	20,134,284	20,115,127	20,095,987	20,098,919	20,057,764	20,038,680	20,019,613	20,000,565
Outpatient Op Cost	11,594,565	11,457,121	11,507,999	11,529,616	11,512,207	11,451,781	11,357,693	11,240,110	11,059,501	10,874,364	10,692,501	10,518,499	10,359,066	10,214,083	10,069,644	9,922,991	9,776,271	9,615,693	9,453,805
Non Clinical Op Cost	1,275,425	1,274,212	1,273,000	1,271,788	1,270,579	1,269,370	1,268,161	1,266,955	1,265,749	1,264,545	1,263,342	1,262,140	1,260,939	1,259,739	1,258,540	1,257,343	1,256,147	1,254,951	1,253,757
Vacant Space Op Cost	102,970	9,421	7,605	6,487	6,227	6,759	7,936	9,491	12,553	15,624	18,385	20,787	22,638	24,096	27,141	30,583	33,921	37,539	41,089
Savings/Cost/Profit	1,510,585	1,464,592	1,420,000	1,376,765	1,334,846	1,294,204	1,254,799	1,216,594	1,179,552	1,143,638	1,108,817	1,075,057	1,042,324	1,010,589	979,819	949,986	921,062	893,018	865,828

Recurring Savings	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	78,481	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Receiving Facility 1: Menlo Park

Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	57,066,803	54,781,030	54,616,620	54,440,417	54,261,355	54,090,960	53,918,313	53,749,514	53,542,378	53,340,369	53,165,164	53,003,768	52,870,700	52,750,387	52,637,428	52,531,373	52,423,920	52,317,992	52,212,582
Outpatient Op Cost	10,072,351	10,087,619	10,091,334	10,087,201	10,073,206	10,049,560	10,018,565	9,980,013	9,924,853	9,867,370	9,814,267	9,762,624	9,717,026	9,676,924	9,635,715	9,594,735	9,552,238	9,506,442	9,460,752
Non Clinical Op Cost	3,769,368	3,765,782	3,762,199	3,758,620	3,755,043	3,751,470	3,747,901	3,744,335	3,740,772	3,737,213	3,733,658	3,730,105	3,726,556	3,723,009	3,719,467	3,715,929	3,712,393	3,708,860	3,705,332
Vacant Space Op Cost	506,611	454,761	91,080	91,523	92,452	93,611	2,744	5,967	10,474	14,821	18,409	21,596	23,957	25,791	27,488	29,009	30,516	16,224	34,411
Savings/Cost/Profit	7,509,157	7,280,524	7,058,852	6,843,930	6,635,552	6,433,518	6,237,635	6,047,717	5,863,581	5,685,051	5,511,957	5,344,134	5,181,420	5,023,660	4,870,704	4,722,404	4,578,620	4,439,214	4,304,053

Recurring Savings	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	18,913,136	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	943,081	1,143,672	126,360	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Savings/Cost/Profit	445,872	432,296	419,134	987,742	957,668	928,510	900,240	872,830	846,255	820,489	795,507	771,286	747,803	725,034	702,959	681,556	660,804	640,685	621,178

Receiving Facility 2: Palo Alto Clinics

Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	1,366,029	14,089,242	14,301,253	14,513,231	14,725,166	14,937,052	15,148,886	15,360,656	15,077,217	14,794,647	14,512,940	14,232,086	13,952,079	13,672,915	13,394,584	13,117,080	13,086,090	12,809,987	12,534,692
Non Clinical Op Cost	248,369	402,263	397,931	393,672	389,483	385,364	381,312	377,327	373,408	369,554	365,764	362,035	358,368	354,762	351,216	347,727	344,296	340,921	337,602
Vacant Space Op Cost	0	62,426	54,875	47,565	40,489	33,642	27,017	20,609	26,099	31,396	36,503	41,426	46,169	15,007	20,018	24,853	24,427	29,010	33,430
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	9,672,961	691,707	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Step 5, Market Plan costs

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

Receiving Facility 3: Palo Alto

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	128,642,257	128,253,261	130,156,567	129,237,519	128,188,481	126,846,334	125,228,300	123,187,977	120,542,176	117,926,860	115,244,417	113,147,826	111,439,112	110,102,856	108,513,487	107,244,036	105,969,513	102,173,128	103,260,258
Outpatient Op Cost	108,827,422	100,765,011	121,973,039	122,330,331	122,161,225	121,492,093	120,387,168	118,912,407	117,114,618	115,196,823	113,369,462	111,578,053	110,026,929	108,756,591	107,439,582	106,080,093	104,445,124	102,855,947	101,272,793
Non Clinical Op Cost	9,148,156	9,139,451	9,130,754	10,305,920	10,296,114	10,286,318	10,276,530	10,266,753	10,256,984	10,247,224	10,237,474	10,227,734	10,218,004	10,208,281	10,198,567	10,188,865	10,179,170	10,169,483	10,159,808
Vacant Space Op Cost	194,982	215,907	175,497	300,421	269,225	273,135	287,161	305,834	76,708	100,923	4,032	142,172	154,885	163,593	174,476	182,150	192,057	209,866	229,481
Savings/Cost/Profit	11,536,900	0	0	14,307,831	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings																			
Savings/Cost/Profit	31,501,242	28,149,663	27,292,585	26,461,602	25,655,921	8,928,267	8,656,426	23,383,096	22,671,146	21,980,874	21,311,618	20,662,739	20,033,616	19,423,649	18,832,253	18,258,864	17,702,933	17,163,928	16,641,335

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	28,411,243	19,241,522	8,105,135	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renovate	11,287,855	5,956,815	0	1,518,508	1,492,502	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leases	0	5,474,790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	6,982,991	6,905,785	39,646,411	39,717,843	39,264,595	38,816,791	38,374,352	37,937,209	40,621,623	64,193,624	36,656,864	36,240,197	35,828,494	90,693,852	35,019,747	34,622,453	34,229,919	33,842,019	33,462,054

Old Data (Numbers shaded in grey)

Facility being Reviewed: Livermore

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	20,346,222	20,326,863	20,307,522	20,288,200	20,268,896	20,249,611	20,230,344	20,211,095	20,191,865	20,172,653	20,153,460	20,134,284	20,115,127	20,095,987	20,076,859	20,057,764	20,038,680	20,019,613	20,000,565
Outpatient Op Cost	11,594,565	11,457,121	11,507,999	11,529,616	11,512,207	11,451,781	11,357,693	11,240,110	11,059,501	10,874,364	10,692,501	10,518,499	10,359,066	10,214,083	10,069,644	9,922,991	9,776,271	9,615,693	9,453,805
Non Clinical Op Cost	1,275,425	1,274,212	1,273,000	1,271,788	1,270,579	1,269,370	1,268,161	1,266,955	1,265,749	1,264,545	1,263,342	1,262,140	1,260,939	1,259,739	1,258,540	1,257,343	1,256,147	1,254,951	1,253,757
Vacant Space Op Cost	102,970	9,421	7,605	6,487	6,227	6,759	7,936	9,491	12,553	15,624	18,385	20,787	22,638	24,096	27,141	30,583	33,921	37,539	41,089
Savings/Cost/Profit	1,510,585	1,464,592	1,420,000	1,376,765	1,334,846	1,294,204	1,254,799	1,216,594	1,179,552	1,143,638	1,108,817	1,075,057	1,042,324	1,010,589	979,819	949,986	921,062	893,018	865,828

Recurring Savings																			
Savings/Cost/Profit	429,215	430,257	438,784	433,927	445,181	442,600	445,081	445,813	457,291	450,390	471,666	471,949	463,905	477,093	446,146	479,271	457,679	432,836	437,947

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	78,481	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0

Receiving Facility 1: Palo Alto

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	128,642,257	128,253,261	130,156,567	129,237,519	128,188,481	126,846,334	125,228,300	123,187,977	120,542,176	117,926,860	115,244,417	113,147,826	111,439,112	110,102,856	108,513,487	107,244,036	105,969,513	102,173,128	103,260,258
Outpatient Op Cost	108,827,422	100,765,011	121,973,039	122,330,331	122,161,225	121,492,093	120,387,168	118,912,407	117,114,618	115,196,823	113,369,462	111,578,053	110,026,929	108,756,591	107,439,582	106,080,093	104,445,124	102,855,947	101,272,793
Non Clinical Op Cost	9,148,156	9,139,451	9,130,754	10,305,920	10,296,114	10,286,318	10,276,530	10,266,753	10,256,984	10,247,224	10,237,474	10,227,734	10,218,004	10,208,281	10,198,567	10,188,865	10,179,170	10,169,483	10,159,808
Vacant Space Op Cost	194,982	215,907	175,497	300,421	269,225	273,135	287,161	305,834	76,708	100,923	4,032	142,172	154,885	163,593	174,476	182,150	192,057	209,866	229,481
Savings/Cost/Profit	11,536,900	0	0	14,307,831	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings																			
Savings/Cost/Profit	32,230,587	28,957,277	27,949,043	27,585,346	26,662,975	9,949,947	9,730,570	24,527,090	23,892,143	23,276,452	22,680,217	22,081,435	21,484,675	20,892,352	20,326,990	19,767,883	19,234,837	18,748,513	18,285,598

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	28,411,243	19,241,522	8,105,135	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renovate	11,287,855	5,956,815	0	1,518,508	1,492,502	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Step 5, Market Plan costs

Leases	0	5,474,790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non Recurring Revenue																				
Savings/Cost/Profit	6,982,991	6,905,785	39,646,411	39,717,843	39,264,595	38,816,791	38,374,352	37,937,209	40,621,623	64,193,624	36,656,864	36,240,197	35,828,494	90,693,852	35,019,747	34,622,453	34,229,919	33,842,019	33,462,054	
Receiving Facility 2: Menlo Park																				
Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Inpatient Op Cost	57,066,803	54,781,030	54,616,620	54,440,417	54,261,355	54,090,960	53,918,313	53,749,514	53,542,378	53,340,369	53,165,164	53,003,768	52,870,700	52,750,387	52,637,428	52,531,373	52,423,920	55,917,992	52,212,582	
Outpatient Op Cost	10,072,351	10,087,619	10,091,334	10,087,201	10,073,206	10,049,560	10,018,565	9,980,013	9,924,853	9,867,370	9,814,267	9,762,624	9,717,026	9,676,924	9,635,715	9,594,735	9,552,238	9,506,442	9,460,752	
Non Clinical Op Cost	3,769,368	3,765,782	3,762,199	3,758,620	3,755,043	3,751,470	3,747,901	3,744,335	3,740,772	3,737,213	3,733,658	3,730,105	3,726,556	3,723,009	3,719,467	3,715,929	3,712,393	3,708,860	3,705,332	
Vacant Space Op Cost	506,611	454,761	91,080	91,523	92,452	93,611	2,744	5,967	10,474	14,821	18,409	21,696	23,957	25,791	27,488	29,009	30,516	16,224	34,411	
Savings/Cost/Profit	7,509,157	7,280,524	7,058,852	6,843,930	6,635,552	6,433,518	6,237,635	6,047,717	5,863,581	5,685,051	5,511,957	5,344,134	5,181,420	5,023,660	4,870,704	4,722,404	4,578,620	4,439,214	4,304,053	
Recurring Savings																				
Savings/Cost/Profit	4,536,421	5,636,868	5,545,627	5,458,141	5,373,999	5,292,220	5,213,006	5,135,957	5,065,236	4,995,418	4,924,237	4,853,002	4,780,099	4,706,628	4,634,020	4,562,104	4,491,467	4,363,040	4,357,384	
Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	18,913,136	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	0	
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vacant Space Demolition	943,081	1,143,672	126,360	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Non Recurring Revenue																				
Savings/Cost/Profit	445,872	432,296	419,134	987,742	957,668	928,510	900,240	872,830	846,255	820,489	795,507	771,286	747,803	725,034	702,959	681,556	660,804	640,685	621,178	
Receiving Facility 3: Palo Alto Clinics																				
Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Outpatient Op Cost	1,366,029	14,089,242	14,301,253	14,513,231	14,725,166	14,937,052	15,148,886	15,360,656	15,077,217	14,794,647	14,512,940	14,232,086	13,952,079	13,672,915	13,394,584	13,117,080	13,086,090	12,809,987	12,534,692	
Non Clinical Op Cost	248,369	402,263	397,931	393,672	389,483	385,364	381,312	377,327	373,408	369,554	365,764	362,035	358,368	354,762	351,216	347,727	344,296	340,921	337,602	
Vacant Space Op Cost	0	62,426	54,875	47,565	40,489	33,642	27,017	20,609	26,099	31,396	36,503	41,426	46,169	15,007	20,018	24,853	24,427	29,010	33,430	
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Recurring Savings																				
Savings/Cost/Profit	0	257,509	241,998	226,942	212,332	198,155	184,402	171,061	178,140	184,925	191,426	197,650	203,605	209,297	214,735	219,925	216,159	221,024	225,658	
Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	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	0	
Leases	9,672,961	691,707	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0	

Appendix 4
100% contract
 New Data Run 10/30/03
 Facility being Reviewed: Livermore

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	20,346,222	20,326,863	20,307,522	2,585,609	2,583,148	2,580,691	2,578,235	2,575,782	2,573,331	2,570,883	2,568,437	2,565,993	2,563,552	2,561,112	3,180,728	2,556,241	2,553,809	2,551,379	2,548,951
Outpatient Op Cost	11,594,565	11,457,121	11,507,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	1,275,425	1,274,212	1,273,000	1,271,788	1,270,579	1,269,370	1,268,161	1,266,955	1,265,749	1,264,545	1,263,342	1,262,140	1,260,939	1,259,739	1,258,540	1,257,343	1,256,147	1,254,951	1,253,757
Vacant Space Op Cost	102,970	9,421	7,605	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	1,510,585	1,464,592	1,420,000	1,376,765	1,334,846	1,294,204	1,254,799	1,216,594	1,179,552	1,143,638	1,108,817	1,075,057	1,042,324	1,010,589	979,819	949,986	921,062	893,018	865,828

Recurring Savings																			
Savings/Cost/Profit	0	3,554,504	0	5,654,592	5,482,426	5,315,501	5,153,659	4,996,745	4,844,608	4,697,103	4,554,089	4,415,430	4,280,993	4,150,648	4,024,273	3,901,745	3,782,948	3,667,768	3,556,095

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	78,481	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	0	0	0	1,285,135	1,246,006	1,208,068	1,171,286	1,135,624	1,101,047	1,067,523	1,035,020	1,003,507	972,953	943,329	914,607	886,760	859,761	833,584	808,203

Receiving Facility 1: Menlo Park

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	57,066,803	54,781,030	54,616,620	59,038,487	58,855,052	58,680,285	58,503,272	58,330,111	58,118,616	57,912,253	57,732,697	57,566,956	57,429,546	57,304,894	57,187,602	57,077,219	56,965,441	60,896,013	56,745,464
Outpatient Op Cost	10,072,351	10,087,619	10,091,334	10,087,201	10,073,206	10,049,560	10,018,565	9,980,013	9,924,853	9,867,370	9,814,267	9,762,624	9,717,026	9,676,924	9,635,715	9,594,735	9,552,238	9,506,442	9,460,752
Non Clinical Op Cost	3,769,368	3,765,782	3,762,199	3,758,620	3,755,043	3,751,470	3,747,901	3,744,335	3,740,772	3,737,213	3,733,658	3,730,105	3,726,556	3,723,009	3,719,467	3,715,929	3,712,393	3,708,860	3,705,332
Vacant Space Op Cost	506,611	454,761	91,080	89,450	90,414	91,609	93,094	94,769	97,755	100,608	102,727	104,470	105,411	105,850	106,176	106,349	106,531	90,938	107,845
Savings/Cost/Profit	7,509,157	7,280,524	7,058,852	6,843,930	6,635,552	6,433,518	6,237,635	6,047,717	5,863,581	5,685,051	5,511,957	5,344,134	5,181,420	5,023,660	4,870,704	4,722,404	4,578,620	4,439,214	4,304,053

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

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	18,913,136	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	943,081	1,143,672	126,360	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	445,872	432,296	419,134	987,742	957,668	928,510	900,240	872,830	846,255	820,489	795,507	771,286	747,803	725,034	702,959	681,556	660,804	640,685	621,178

Receiving Facility 2: Palo Alto

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	128,642,257	128,253,261	130,156,567	136,110,123	135,054,546	133,705,866	132,081,305	130,034,461	127,382,147	124,760,323	122,071,378	119,968,291	118,253,087	116,910,349	115,314,502	114,038,580	112,757,593	108,472,445	110,035,426
Outpatient Op Cost	108,827,422	100,765,010	121,973,039	122,661,894	122,496,211	121,844,229	120,713,741	119,232,456	117,426,601	115,500,601	113,664,275	111,863,610	110,302,781	109,023,066	107,696,557	106,327,559	104,682,496	103,082,476	101,488,189
Non Clinical Op Cost	9,148,156	9,139,451	9,130,754	10,305,920	10,296,114	10,286,318	10,276,530	10,266,753	10,256,984	10,247,224	10,237,474	10,227,734	10,218,004	10,208,281	10,198,567	10,188,865	10,179,170	10,169,483	10,159,808
Vacant Space Op Cost	194,982	215,907	175,497	211,328	181,658	187,068	202,568	222,690	102,007	90,727	80,165	81,515	78,621	88,635	100,802	109,737	120,885	139,912	160,726
Savings/Cost/Profit	11,536,900	0	0	14,307,831	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings																			
Savings/Cost/Profit	31,501,242	28,149,663	27,292,585	26,944,813	26,124,419	9,382,501	9,096,830	23,810,091	23,085,140	22,382,263	21,700,786	21,040,058	20,399,446	19,778,341	19,176,145	18,592,286	18,026,203	17,477,355	16,945,219

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	28,411,243	19,241,522	8,105,135	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Step 5, 100% contract

Renovate	11,287,855	5,956,815	0	4,133,399	1,492,502	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leases	0	5,474,790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	6,982,991	6,905,785	39,646,411	39,717,843	39,264,595	38,816,791	38,374,352	37,937,209	39,286,052	64,625,259	37,075,357	36,443,073	36,025,193	90,693,852	35,019,747	34,622,453	34,229,919	33,842,019	33,462,054

Receiving Facility 3: Palo Alto Clinics

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	1,366,029	14,089,242	14,301,253	23,029,738	23,237,545	23,382,951	23,486,082	23,559,649	23,060,510	22,556,175	22,055,946	21,565,182	21,092,380	21,329,056	20,122,899	19,718,531	18,821,782	18,350,575	17,878,278
Non Clinical Op Cost	248,369	402,263	397,931	393,672	389,483	385,364	381,312	377,327	373,408	369,554	365,764	362,035	358,368	354,762	351,216	347,727	344,296	340,921	337,602
Vacant Space Op Cost	0	0	0	67,950	60,525	53,334	46,372	39,633	44,798	49,773	54,566	59,179	63,619	41,091	74,368	72,991	36,220	32,085	24,056
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	9,672,961	691,707	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0

Old Data (Numbers Shaded in Grey)

Facility being Reviewed: Livermore

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	20,346,222	20,326,863	20,307,522	2,585,609	2,583,148	2,580,691	2,578,235	2,575,782	2,573,331	2,570,883	2,568,437	2,565,993	2,563,552	2,561,112	3,180,728	2,556,241	2,553,809	2,551,379	2,548,951
Outpatient Op Cost	11,594,565	11,457,121	11,507,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	1,275,425	1,274,212	1,273,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	102,970	9,421	7,605	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	1,510,585	1,464,592	1,420,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings																			
Savings/Cost/Profit	477,093	4,026,453	457,679	8,672,229	8,446,994	8,228,973	8,017,910	7,813,191	7,616,487	7,425,365	7,239,158	7,057,655	6,880,357	6,707,366	6,539,068	6,375,173	6,215,642	6,060,797	5,910,194

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	78,481	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	0	0	0	1,285,135	1,246,006	1,208,068	1,171,286	1,135,624	1,101,047	1,067,523	1,035,020	1,003,507	972,953	943,329	914,607	886,760	859,761	833,584	808,203

Receiving Facility 1: Menlo Park

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	57,066,803	54,781,030	54,616,620	59,038,487	58,855,052	58,680,285	58,503,272	58,330,111	58,118,616	57,912,253	57,732,697	57,566,956	57,429,546	57,304,894	57,187,602	57,077,219	56,965,441	60,896,013	56,745,464
Outpatient Op Cost	10,072,351	10,087,619	10,091,334	10,087,201	10,073,206	10,049,560	10,018,565	9,980,013	9,924,853	9,867,370	9,814,267	9,762,624	9,717,026	9,676,924	9,635,715	9,594,735	9,552,238	9,506,442	9,460,752
Non Clinical Op Cost	3,769,368	3,765,782	3,762,199	3,758,620	3,755,043	3,751,470	3,747,901	3,744,335	3,740,772	3,737,213	3,733,658	3,730,105	3,726,556	3,723,009	3,719,467	3,715,929	3,712,393	3,708,860	3,705,332
Vacant Space Op Cost	506,611	454,761	91,080	89,450	90,414	91,609	93,094	94,769	97,755	100,608	102,727	104,470	105,411	105,850	106,176	106,349	106,531	90,938	107,845
Savings/Cost/Profit	7,509,157	7,280,524	7,058,852	6,843,930	6,635,552	6,433,518	6,237,635	6,047,717	5,863,581	5,685,051	5,511,957	5,344,134	5,181,420	5,023,660	4,870,704	4,722,404	4,578,620	4,439,214	4,304,053

Recurring Savings																			
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Step 5, 100% contract

Savings/Cost/Profit	4,536,421	5,636,868	5,545,627	5,458,141	5,373,999	5,292,220	5,213,006	5,135,957	5,065,236	4,995,418	4,924,237	4,853,002	4,780,099	4,706,628	4,634,020	4,562,104	4,491,467	4,363,040	4,357,384
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	18,913,136	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	0	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	943,081	1,143,672	126,360	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	445,872	432,296	419,134	987,742	957,668	928,510	900,240	872,830	846,255	820,489	795,507	771,286	747,803	725,034	702,959	681,556	660,804	640,685	621,178
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Receiving Facility 2: Palo Alto

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	128,642,257	128,253,261	130,156,567	136,110,123	135,054,546	133,705,866	132,081,305	130,034,461	127,382,147	124,760,323	122,071,378	119,968,291	118,253,087	116,910,349	115,314,502	114,038,580	112,757,593	108,472,445	110,035,426
Outpatient Op Cost	108,827,422	100,765,010	121,973,039	122,661,894	122,496,211	121,844,229	120,713,741	119,232,456	117,426,601	115,500,601	113,664,275	111,863,610	110,302,781	109,023,066	107,696,557	106,327,559	104,682,496	103,082,476	101,488,189
Non Clinical Op Cost	9,148,156	9,139,451	9,130,754	10,305,920	10,296,114	10,286,318	10,276,530	10,266,753	10,256,984	10,247,224	10,237,474	10,227,734	10,218,004	10,208,281	10,198,567	10,188,865	10,179,170	10,169,483	10,159,808
Vacant Space Op Cost	194,982	215,907	175,497	211,328	181,658	187,068	202,568	222,690	102,007	90,727	80,165	81,515	78,621	88,635	100,802	109,737	120,885	139,912	160,726
Savings/Cost/Profit	11,536,900	0	0	14,307,831	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	32,230,587	28,957,277	27,949,043	27,252,089	26,335,426	9,628,008	9,414,145	24,216,084	23,586,463	22,976,007	22,384,918	21,791,193	21,199,404	20,611,967	20,051,407	19,497,020	18,968,613	18,486,849	18,028,415
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	28,411,243	19,241,522	8,105,135	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renovate	11,287,855	5,956,815	0	4,133,399	1,492,502	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leases	0	5,474,790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	6,982,991	6,905,785	39,646,411	39,717,843	39,264,595	38,816,791	38,374,352	37,937,209	39,286,052	64,625,259	37,075,357	36,443,073	36,025,193	90,693,852	35,019,747	34,622,453	34,229,919	33,842,019	33,462,054
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Receiving Facility 3: Palo Alto Clinics

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	1,366,029	14,089,242	14,301,253	23,029,738	23,237,545	23,382,951	23,486,082	23,559,649	23,060,510	22,556,175	22,055,946	21,565,182	21,092,380	21,329,056	20,122,899	19,718,531	18,821,782	18,350,575	17,878,278
Non Clinical Op Cost	248,369	402,263	397,931	393,672	389,483	385,364	381,312	377,327	373,408	369,554	365,764	362,035	358,368	354,762	351,216	347,727	344,296	340,921	337,602
Vacant Space Op Cost	0	0	0	67,950	60,525	53,334	46,372	39,633	44,798	49,773	54,566	59,179	63,619	41,091	74,368	72,991	36,220	32,085	24,056
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	0	144,566	130,990	117,836	105,094	92,754	80,805	69,239	78,061	86,561	94,746	102,626	110,208	71,602	128,576	128,857	183,619	189,041	194,223
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	9,672,961	691,707	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0
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**Appendix 4
Alternative #1**

New Data Run 10/30/03

Facility being Reviewed: Livermore

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	20,346,222	20,326,863	20,307,522	2,585,609	2,583,148	2,580,691	2,578,235	2,575,782	2,573,331	2,570,883	2,568,437	2,565,993	2,563,552	2,561,112	3,180,728	2,556,241	2,553,809	2,551,379	2,548,951
Outpatient Op Cost	11,594,565	11,457,121	11,507,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	1,275,425	1,274,212	1,273,000	1,271,788	1,270,579	1,269,370	1,268,161	1,266,955	1,265,749	1,264,545	1,263,342	1,262,140	1,260,939	1,259,739	1,258,540	1,257,343	1,256,147	1,254,951	1,253,757
Vacant Space Op Cost	102,970	9,421	7,605	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	1,510,585	1,464,592	1,420,000	1,376,765	1,334,846	1,294,204	1,254,799	1,216,594	1,179,552	1,143,638	1,108,817	1,075,057	1,042,324	1,010,589	979,819	949,986	921,062	893,018	865,828

Recurring Savings																			
Savings/Cost/Profit	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	0	3,554,504	0	5,654,592	5,482,426	5,315,501	5,153,659	4,996,745	4,844,608	4,697,103	4,554,089	4,415,430	4,280,993	4,150,648	4,024,273	3,901,745	3,782,948	3,667,768	3,556,095

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	78,481	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	0	0	0	1,285,135	1,246,006	1,208,068	1,171,286	1,135,624	1,101,047	1,067,523	1,035,020	1,003,507	972,953	943,329	914,607	886,760	859,761	833,584	808,203

Receiving Facility 1: Menlo Park

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	57,066,803	54,781,030	54,616,620	65,791,656	65,601,795	65,420,608	65,237,182	65,057,613	64,839,718	64,626,959	64,441,016	64,268,891	64,125,104	63,994,083	63,870,425	63,753,682	63,635,553	67,559,779	63,402,889
Outpatient Op Cost	10,072,351	10,087,619	10,091,334	10,087,201	10,073,206	10,049,560	10,018,565	9,980,013	9,924,853	9,867,370	9,814,267	9,762,624	9,717,026	9,676,924	9,635,715	9,594,735	9,552,238	9,506,442	9,460,752
Non Clinical Op Cost	3,769,368	3,765,782	3,762,199	3,758,620	3,755,043	3,751,470	3,747,901	3,744,335	3,740,772	3,737,213	3,733,658	3,730,105	3,726,556	3,723,009	3,719,467	3,715,929	3,712,393	3,708,860	3,705,332
Vacant Space Op Cost	506,611	140,744	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	7,509,157	7,280,524	7,058,852	6,843,930	6,635,552	6,433,518	6,237,635	6,047,717	5,863,581	5,685,051	5,511,957	5,344,134	5,181,420	5,023,660	4,870,704	4,722,404	4,578,620	4,439,214	4,304,053

Recurring Savings																			
Savings/Cost/Profit	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	12,608,757	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	943,081	1,143,672	126,360	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	445,872	432,296	419,134	987,742	957,668	928,510	900,240	872,830	846,255	820,489	795,507	771,286	747,803	725,034	702,959	681,556	660,804	640,685	621,178

Receiving Facility 2: Palo Alto Clinics

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	1,425,638	14,147,830	14,358,838	31,792,976	31,952,438	32,013,921	31,995,510	31,921,517	31,201,137	30,470,869	29,750,808	29,051,003	28,388,230	27,760,350	27,136,428	26,397,656	26,126,822	25,467,539	24,806,453
Non Clinical Op Cost	248,369	402,263	397,931	393,672	389,483	385,364	381,312	377,327	373,408	369,554	365,764	362,035	358,368	354,762	351,216	347,727	344,296	340,921	337,602
Vacant Space Op Cost	21,469	0	0	0	0	0	0	0	0	0	0	4,816	14,294	22,925	31,298	40,040	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings																			
Savings/Cost/Profit	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	0	0	0	2,138,464	2,073,354	2,010,226	1,949,020	1,889,678	1,832,143	1,776,359	1,722,274	1,669,835	1,618,994	1,569,700	1,521,907	1,475,569	1,430,642	1,387,083	1,344,850

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	10,032,328	691,707	0	5,530,563	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0

Receiving Facility 3: Palo Alto

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	128,642,257	128,253,261	130,156,567	136,110,123	135,054,546	133,705,866	132,081,305	130,034,461	127,382,147	124,760,323	122,071,378	119,968,291	118,253,087	116,910,349	115,314,502	114,038,580	112,757,593	108,472,445	110,035,426
Outpatient Op Cost	108,827,422	100,765,010	121,973,039	122,823,643	122,658,941	121,982,293	120,865,582	119,375,395	117,558,841	115,621,410	113,773,073	111,959,968	110,386,498	109,095,291	107,757,687	106,375,668	104,717,832	103,103,792	101,495,587
Non Clinical Op Cost	9,148,156	9,139,451	9,130,754	10,305,920	10,296,114	10,286,318	10,276,530	10,266,753	10,256,984	10,247,224	10,237,474	10,227,734	10,218,004	10,208,281	10,198,567	10,188,865	10,179,170	10,169,483	10,159,808
Vacant Space Op Cost	194,982	215,907	175,497	211,328	181,658	187,068	202,568	222,690	102,007	90,727	80,165	81,515	78,621	88,635	100,802	109,737	120,885	138,648	160,294
Savings/Cost/Profit	11,536,900	0	0	14,307,831	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings																			
Savings/Cost/Profit	31,501,242	28,149,663	27,292,585	27,532,548	26,694,259	9,934,990	9,632,498	24,329,449	23,588,686	22,870,476	22,174,134	21,498,994	20,844,410	20,209,757	19,594,426	18,997,831	18,419,400	17,858,581	17,314,838

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	28,411,243	19,241,522	8,105,135	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renovate	11,287,855	5,956,815	0	4,133,399	1,492,502	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leases	0	5,474,790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	6,982,991	6,905,785	39,646,411	39,717,843	39,264,595	38,816,791	38,374,352	37,937,209	39,286,052	64,625,259	37,075,357	36,443,073	36,025,193	90,693,852	35,019,747	34,622,453	34,229,919	33,842,019	33,462,054

Old Data (Numbers shaded in grey)

Facility being Reviewed: Livermore

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	20,346,222	20,326,863	20,307,522	2,585,609	2,583,148	2,580,691	2,578,235	2,575,782	2,573,331	2,570,883	2,568,437	2,565,993	2,563,552	2,561,112	3,180,728	2,556,241	2,553,809	2,551,379	2,548,951
Outpatient Op Cost	11,594,565	11,457,121	11,507,999	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	1,275,425	1,274,212	1,273,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	102,970	9,421	7,605	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	1,510,585	1,464,592	1,420,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings																			
Savings/Cost/Profit	477,093	4,026,453	457,679	8,672,229	8,446,994	8,228,973	8,017,910	7,813,191	7,616,487	7,425,365	7,239,158	7,057,655	6,880,357	6,707,366	6,539,068	6,375,173	6,215,642	6,060,797	5,910,194

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	78,481	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	0	0	0	1,285,135	1,246,006	1,208,068	1,171,286	1,135,624	1,101,047	1,067,523	1,035,020	1,003,507	972,953	943,329	914,607	886,760	859,761	833,584	808,203

Receiving Facility 1: Menlo Park

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	57,066,803	54,781,030	54,616,620	65,852,924	65,663,003	65,481,759	65,298,274	65,118,648	64,900,694	64,687,877	64,501,875	64,329,693	64,185,848	64,054,769	63,931,054	63,814,254	63,696,066	67,620,234	63,463,288
Outpatient Op Cost	10,072,351	10,087,619	10,091,334	10,087,201	10,073,206	10,049,560	10,018,565	9,980,013	9,924,853	9,867,370	9,814,267	9,762,624	9,717,026	9,676,924	9,635,715	9,594,735	9,552,238	9,506,442	9,460,752
Non Clinical Op Cost	3,769,368	3,765,782	3,762,199	3,758,620	3,755,043	3,751,470	3,747,901	3,744,335	3,740,772	3,737,213	3,733,658	3,730,105	3,726,556	3,723,009	3,719,467	3,715,929	3,712,393	3,708,860	3,705,332
Vacant Space Op Cost	506,611	454,761	91,080	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	7,509,157	18,946,589	7,058,852	6,843,930	6,635,552	6,433,518	6,237,635	6,047,717	5,863,581	5,685,051	5,511,957	5,344,134	5,181,420	5,023,660	4,870,704	4,722,404	4,578,620	4,439,214	4,304,053

Recurring Savings																			
Savings/Cost/Profit	4,536,421	5,636,868	5,545,627	4,687,119	4,616,182	4,547,381	4,480,924	4,416,413	4,358,015	4,300,310	4,241,033	4,181,500	4,120,096	4,057,930	3,996,431	3,935,435	3,875,531	3,757,653	3,762,364

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	18,913,136	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Step 5, Alt 1 costs

Vacant Space Demolition	943,081	1,143,672	126,360	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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Non Recurring Revenue																				
Savings/Cost/Profit	445,872	432,296	419,134	987,742	957,668	928,510	900,240	872,830	846,255	820,489	795,507	771,286	747,803	725,034	702,959	681,556	660,804	640,685	621,178	

Receiving Facility 2: Palo Alto

Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Inpatient Op Cost	128,642,257	128,253,261	130,156,567	136,110,123	135,054,546	133,705,866	132,081,305	130,034,461	127,382,147	124,760,323	122,071,378	119,968,291	118,253,087	116,910,349	115,314,502	114,038,580	112,757,593	108,472,445	110,035,426	
Outpatient Op Cost	108,827,422	100,765,010	121,973,039	122,823,036	122,659,019	121,985,018	120,872,461	119,388,003	117,578,228	115,648,240	113,807,558	112,002,393	110,436,848	109,152,575	107,822,118	106,447,830	104,797,862	103,192,571	101,592,875	
Non Clinical Op Cost	9,148,156	9,139,451	9,130,754	10,305,920	10,296,114	10,286,318	10,276,530	10,266,753	10,256,984	10,247,224	10,237,474	10,227,734	10,218,004	10,208,281	10,198,567	10,188,865	10,179,170	10,169,483	10,159,808	
Vacant Space Op Cost	194,982	215,907	175,497	211,328	181,658	187,068	202,568	222,690	102,007	90,727	80,165	81,515	78,621	88,635	100,802	109,737	120,885	133,393	154,627	
Savings/Cost/Profit	11,536,900	0	0	14,307,831	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Recurring Savings																				
Savings/Cost/Profit	32,230,587	28,957,277	27,949,043	27,252,089	26,335,426	9,628,008	9,414,145	24,216,084	23,586,463	22,976,007	22,384,918	21,791,193	21,199,404	20,611,967	20,051,407	19,497,020	18,968,613	18,462,462	18,005,602	

Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	28,411,243	19,241,522	8,105,135	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Renovate	11,287,855	5,956,815	0	4,133,399	1,492,502	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Leases	0	5,474,790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Non Recurring Revenue																				
Savings/Cost/Profit	6,982,991	6,905,785	39,646,411	39,717,843	39,264,595	38,816,791	38,374,352	37,937,209	39,286,052	64,625,259	37,075,357	36,443,073	36,025,193	90,693,852	35,019,747	34,622,453	34,229,919	33,842,019	33,462,054	

Receiving Facility 3: Palo Alto Clinics

Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Outpatient Op Cost	1,366,029	14,089,242	14,301,253	31,809,484	31,968,663	32,029,869	32,011,184	31,936,922	31,216,278	30,485,751	29,765,436	29,065,380	28,402,361	27,774,239	27,150,079	26,411,073	26,140,009	25,480,500	24,819,193	
Non Clinical Op Cost	248,369	402,263	397,931	393,672	389,483	385,364	381,312	377,327	373,408	369,554	365,764	362,035	358,368	354,762	351,216	347,727	344,296	340,921	337,602	
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Recurring Savings																				
Savings/Cost/Profit	0	144,566	130,990	1,455	1,430	1,405	1,381	1,358	1,334	1,312	1,289	1,267	1,245	1,224	1,203	3,843	121,584	134,088	153,021	

Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	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	0	
Leases	9,672,961	691,707	0	6,221,528	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0	

**Appendix 4
Alternative #2**

New Data Run 10/30/03

Facility being Reviewed: Livermore

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	20,346,222	20,326,863	20,307,522	16,355,736	16,340,173	16,324,626	16,309,093	16,293,576	16,278,073	16,262,585	16,247,112	16,231,653	16,216,209	16,200,779	16,807,417	16,169,965	16,154,579	16,139,209	16,123,852
Outpatient Op Cost	11,594,565	11,457,121	11,507,999	2,984,344	2,979,314	2,969,914	2,956,522	2,940,727	2,915,990	2,890,453	2,866,652	2,844,587	2,825,458	2,808,535	2,791,520	2,775,017	2,758,545	2,740,658	2,722,803
Non Clinical Op Cost	1,275,425	1,274,212	1,273,000	1,271,788	1,270,579	1,269,370	1,268,161	1,266,955	1,265,749	1,264,545	1,263,342	1,262,140	1,260,939	1,259,739	1,258,540	1,257,343	1,256,147	1,254,951	1,253,757
Vacant Space Op Cost	102,970	9,421	7,605	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	1,510,585	1,464,592	8,400,925	1,376,765	1,334,846	1,294,204	1,254,799	1,216,594	1,179,552	1,143,638	1,108,817	1,075,057	1,042,324	1,010,589	979,819	949,986	921,062	893,018	865,828

Recurring Savings																			
Savings/Cost/Profit	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	78,481	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	0	0	0	856,756	830,671	805,379	780,857	757,083	734,031	711,682	690,014	669,005	648,635	628,886	609,738	591,173	573,174	555,722	538,802

Receiving Facility 1: Palo Alto

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	128,642,257	128,253,261	130,156,567	136,110,123	135,054,546	133,705,866	132,081,305	130,034,461	127,382,147	124,760,323	122,071,378	119,968,291	118,253,087	116,910,349	115,314,502	114,038,580	112,757,593	108,472,445	110,035,426
Outpatient Op Cost	108,827,422	100,765,010	121,973,039	122,823,643	122,658,941	121,982,293	120,865,582	119,375,395	117,558,841	115,621,410	113,773,073	111,959,968	110,386,498	109,095,291	107,757,687	106,375,668	104,717,832	103,103,792	101,495,587
Non Clinical Op Cost	9,148,156	9,139,451	9,130,754	10,305,920	10,296,114	10,286,318	10,276,530	10,266,753	10,256,984	10,247,224	10,237,474	10,227,734	10,218,004	10,208,281	10,198,567	10,188,865	10,179,170	10,169,483	10,159,808
Vacant Space Op Cost	194,982	215,907	175,497	211,328	181,658	187,068	202,568	222,690	102,007	90,727	80,165	81,515	78,621	88,635	100,802	109,737	120,885	138,648	160,294
Savings/Cost/Profit	11,536,900	0	0	14,307,831	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings																			
Savings/Cost/Profit	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	31,501,242	28,149,663	27,292,585	27,532,548	26,694,259	9,934,990	9,632,498	24,329,449	23,588,686	22,870,476	22,174,134	21,498,994	20,844,410	20,209,757	19,594,426	18,997,831	18,419,400	17,858,581	17,314,838

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	28,411,243	19,241,522	8,105,135	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renovate	11,287,855	5,956,815	0	4,133,399	1,492,502	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leases	0	5,474,790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	6,982,991	6,905,785	39,646,411	39,717,843	39,264,595	38,816,791	38,374,352	37,937,209	39,286,052	64,625,259	37,075,357	36,443,073	36,025,193	90,693,852	35,019,747	34,622,453	34,229,919	33,842,019	33,462,054

Receiving Facility 2: Palo Alto Clinics

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	1,425,638	14,147,830	14,358,838	28,484,875	28,727,883	28,823,521	28,854,897	28,840,441	28,214,853	27,581,994	26,952,770	26,336,951	25,746,400	25,182,941	24,621,812	24,055,317	23,734,952	23,142,520	22,548,100
Non Clinical Op Cost	248,369	402,263	397,931	393,672	389,483	385,364	381,312	377,327	373,408	369,554	365,764	362,035	358,368	354,762	351,216	347,727	344,296	340,921	337,602
Vacant Space Op Cost	21,469	0	0	0	0	0	0	0	0	0	0	0	0	0	0	966	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings																			
Savings/Cost/Profit	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	0	0	0	1,940,193	1,881,120	1,823,845	1,768,314	1,714,474	1,662,273	1,611,661	1,562,591	1,515,014	1,468,886	1,424,163	1,380,801	1,338,760	1,297,998	1,258,478	1,220,161

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	10,032,328	691,707	0	3,796,042	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0

Receiving Facility 3: Menlo Park

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	57,066,803	56,896,432	56,730,010	56,551,796	56,370,725	56,198,323	56,023,671	55,852,868	55,643,731	55,439,723	55,262,520	55,099,129	54,964,067	54,841,762	54,726,813	54,618,770	54,509,331	58,718,630	54,294,027
Outpatient Op Cost	10,072,351	10,087,619	10,091,334	10,087,201	10,073,206	10,049,560	10,018,565	9,980,013	9,924,853	9,867,370	9,814,267	9,762,624	9,717,026	9,676,924	9,635,715	9,594,735	9,552,238	9,506,442	9,460,752
Non Clinical Op Cost	3,769,368	3,765,782	3,762,199	3,758,620	3,755,043	3,751,470	3,747,901	3,744,335	3,740,772	3,737,213	3,733,658	3,730,105	3,726,556	3,723,009	3,719,467	3,715,929	3,712,393	3,708,860	3,705,332
Vacant Space Op Cost	506,611	140,744	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	7,509,157	7,280,524	7,058,852	6,843,930	6,635,552	6,433,518	6,237,635	6,047,717	5,863,581	5,685,051	5,511,957	5,344,134	5,181,420	5,023,660	4,870,704	4,722,404	4,578,620	4,439,214	4,304,053

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

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	943,081	1,143,672	126,360	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	445,872	432,296	419,134	987,742	957,668	928,510	900,240	872,830	846,255	820,489	795,507	771,286	747,803	725,034	702,959	681,556	660,804	640,685	621,178

Old Data (Number shaded in grey)

Facility being Reviewed: Livermore

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	20,346,222	20,326,863	20,307,522	16,355,736	16,340,173	16,324,626	16,309,093	16,293,576	16,278,073	16,262,585	16,247,112	16,231,653	16,216,209	16,200,779	16,807,417	16,169,965	16,154,579	16,139,209	16,123,852
Outpatient Op Cost	11,594,565	11,457,121	11,507,999	2,960,617	2,922,868	2,913,644	2,900,546	2,885,044	2,861,081	2,836,436	2,813,407	2,791,872	2,773,272	2,757,354	2,740,269	2,724,173	2,708,226	2,690,864	2,673,532
Non Clinical Op Cost	1,275,425	1,274,212	1,273,000	423,505	423,103	422,700	422,298	421,896	421,494	421,093	420,693	420,293	419,893	419,493	419,094	418,695	418,297	417,899	417,501
Vacant Space Op Cost	102,970	9,421	7,605	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	1,510,585	4,198,826	1,420,000	1,376,765	1,334,846	1,294,204	1,254,799	1,216,594	1,179,552	1,143,638	1,108,817	1,075,057	1,042,324	1,010,589	979,819	949,986	921,062	893,018	865,828

Recurring Savings																			
Savings/Cost/Profit	477,093	471,949	457,679	2,170,865	2,135,387	2,099,054	2,064,652	2,031,613	2,002,249	1,973,597	1,944,940	1,916,267	1,887,071	1,857,641	1,828,773	1,800,149	1,771,910	1,744,613	1,717,932

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	4,900,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renovate	3,000,000	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	0	0	0	0	0	0	0	0
Vacant Space Demolition	78,481	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue																			
Savings/Cost/Profit	0	0	0	856,756	830,671	805,379	780,857	757,083	734,031	711,682	690,014	669,005	648,635	628,886	609,738	591,173	573,174	555,722	538,802

Receiving Facility 1: Palo Alto

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	128,642,257	128,253,261	130,156,567	136,110,123	135,054,546	133,705,866	132,081,305	130,034,461	127,382,147	124,760,323	122,071,378	119,968,291	118,253,087	116,910,349	115,314,502	114,038,580	112,757,593	108,472,445	110,035,426
Outpatient Op Cost	108,827,422	100,765,010	121,973,039	122,823,036	122,659,019	121,985,018	120,872,461	119,388,003	117,578,228	115,648,240	113,807,558	112,002,393	110,436,848	109,152,575	107,822,118	106,447,830	104,797,862	103,192,571	101,592,875
Non Clinical Op Cost	9,148,156	9,139,451	9,130,754	10,305,920	10,296,114	10,286,318	10,276,530	10,266,753	10,256,984	10,247,224	10,237,474	10,227,734	10,218,004	10,208,281	10,198,567	10,188,865	10,179,170	10,169,483	10,159,808
Vacant Space Op Cost	194,982	215,907	175,497	211,328	181,658	187,068	202,568	222,690	102,007	90,727	80,165	81,515	78,621	88,635	100,802	109,737	120,885	133,393	154,627
Savings/Cost/Profit	11,536,900	0	0	14,307,831	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings																			
Savings/Cost/Profit	32,230,587	28,957,277	27,949,043	27,252,089	26,335,426	9,628,008	9,414,145	24,216,084	23,586,463	22,976,007	22,384,918	21,791,193	21,199,404	20,611,967	20,051,407	19,497,020	18,968,613	18,462,462	18,005,602

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	28,411,243	19,241,522	8,105,135	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renovate	11,287,855	5,956,815	0	4,133,399	1,492,502	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leases	0	5,474,790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Step 5, Alt 2 costs

Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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Non Recurring Revenue																			
Savings/Cost/Profit	6,982,991	6,905,785	39,646,411	39,717,843	39,264,595	38,816,791	38,374,352	37,937,209	39,286,052	64,625,259	37,075,357	36,443,073	36,025,193	90,693,852	35,019,747	34,622,453	34,229,919	33,842,019	33,462,054

Receiving Facility 2: Palo Alto Clinics

Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	1,366,029	14,089,242	14,301,253	29,950,653	30,183,383	30,259,895	30,264,368	30,218,170	29,542,859	28,859,008	28,182,112	27,522,375	26,893,725	26,295,714	25,701,656	25,102,565	24,749,775	24,122,093	23,492,549
Non Clinical Op Cost	248,369	402,263	397,931	393,672	389,483	385,364	381,312	377,327	373,408	369,554	365,764	362,035	358,368	354,762	351,216	347,727	344,296	340,921	337,602
Vacant Space Op Cost	0	62,426	54,875	849	835	821	806	793	779	766	753	740	727	715	7,572	15,367	17,764	25,369	36,727
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Recurring Savings																			
Savings/Cost/Profit	0	257,509	241,998	146,931	144,414	141,941	139,510	137,121	134,772	132,464	130,195	127,966	125,774	123,620	133,268	144,560	146,639	157,675	175,171

Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	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	0
Leases	9,672,961	691,707	0	6,050,919	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0

Step 6, Capital Cost Summary

Appendix 4
SUMMARY

New Data Run 10/30/03

Capital Cost Summary	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Reviewed: Livermore					
New Construction	-	-	\$ 0	\$ 0	\$4,900,000
Renovation	-	-	\$ 0	\$ 0	\$3,000,000
Total	-	-	\$ 0	\$ 0	\$7,900,000
Receiving Facility 1: Menlo Park					
New Construction	-	\$ 18,913,136	\$ 18,913,136	\$31,522,514	\$ 18,913,136
Renovation	-	-	\$ 0	\$ 0	\$ 0
Total	-	\$ 18,913,136	\$ 18,913,136	\$31,522,514	\$ 18,913,136
Receiving Facility 2: Palo Alto					
New Construction	-	\$ 55,757,900	\$ 55,757,900	\$ 55,757,900	\$ 55,757,900
Renovation	-	\$ 20,255,680	\$ 22,870,571	\$ 22,870,571	\$ 22,870,571
Total	-	\$ 76,013,580	\$ 78,628,471	\$ 78,628,471	\$ 78,628,471
Receiving Facility 3: Palo Alto Clinics					
New Construction	-	-	\$ 0	\$ 0	\$ 0
Renovation	-	-	\$ 0	\$ 0	\$ 0
Total	-	-	\$ 0	\$ 0	\$ 0

Old Data (Numbers shaded in Grey)

Capital Cost Summary	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Reviewed: Livermore					
New Construction	\$0	\$0	\$0	\$0	\$4,900,000
Renovation	\$0	\$0	\$0	\$0	\$3,000,000
Total	\$0	\$0	\$0	\$0	\$7,900,000
Receiving Facility 1: Palo Alto					
New Construction	\$0	\$55,757,900	\$55,757,900	\$55,757,900	\$55,757,900
Renovation	\$0	\$20,255,680	\$20,255,680	\$22,870,571	\$22,870,571
Total	\$0	\$76,013,580	\$76,013,580	\$78,628,471	\$78,628,471
Receiving Facility 2: Menlo Park					
New Construction	\$0	\$18,913,136	\$18,913,136	\$31,713,136	\$18,913,136
Renovation	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$18,913,136	\$18,913,136	\$31,713,136	\$18,913,136
Receiving Facility 3: Palo Alto Clinics					
New Construction	\$0	\$0	\$0	\$0	\$0
Renovation	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0

Step 6, Operating Cost Summar

Appendix 4
SUMMARY

New Data Run 10/30/03

Operating Cost Summary	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Reviewed: Livermore					
Operating Costs	\$ 689,261,130	\$ 634,625,189	\$ 159,400,244	\$ 159,400,244	\$ 454,935,646
Receiving Facility 1: Menlo Park					
Operating Costs	\$ 1,467,806,778	\$ 1,390,465,008	\$ 1,465,007,299	\$ 1,570,291,251	\$ 1,428,008,976
Receiving Facility 2: Palo Alto Clinics					
Operating Costs	-	\$ 263,122,168	\$ 380,705,737	\$ 503,182,179	\$ 458,686,342
Receiving Facility 3: Palo Alto					
Operating Costs	\$ 3,904,481,203	\$ 4,590,927,903	\$ 4,703,306,471	\$ 4,704,849,534	\$ 4,704,849,534
Grand Total	\$ 6,061,549,111	\$ 6,879,140,268	\$ 6,708,419,784	\$ 6,937,723,208	\$ 7,049,480,498

Old Data (Numbers shaded in grey)

Operating Cost Summary	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Reviewed: Livermore					
Operating Costs	\$718,989,414	\$634,625,189	(\$89,981,091)	(\$89,981,091)	\$436,395,023
Receiving Facility 1: Menlo Park					
Operating Costs	\$1,568,850,568	\$1,390,465,008	\$1,465,007,299	\$1,583,335,720	\$1,390,465,008
Receiving Facility 2: Palo Alto Clinics					
Operating Costs	\$0	\$263,122,168	\$380,705,737	\$503,104,319	\$478,207,482
Receiving Facility 3: Palo Alto					
Operating Costs	\$4,067,195,816	\$4,590,927,903	\$4,703,306,471	\$4,705,493,746	\$4,705,493,746

Step 6, Life Cycle Costs

Appendix 4
SUMMARY

New Data Run (10/30/03)

Life Cycle Costs	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Reviewed: Livermore					
Recurring	\$ 689,261,130	\$ 634,625,189	\$ 83,367,117	\$ 83,367,117	\$ 454,935,646
Non Recurring	\$ 29,728,280	\$ 78,481	\$ -16,393,932	\$ -16,393,932	\$ -10,903,127
Total	\$ 718,989,410	\$ 634,703,670	\$ 66,973,185	\$ 66,973,185	\$ 444,032,519
Receiving Facility 1: Menlo Park					
Recurring	\$ 1,467,806,778	\$ 1,390,465,008	\$ 1,465,007,299	\$ 1,570,291,251	\$ 1,428,008,976
Non Recurring	\$ 101,043,793	\$ 7,168,401	\$ 7,168,401	\$ 864,022	\$ -11,744,735
Total	\$ 1,568,850,571	\$ 1,397,633,409	\$ 1,472,175,700	\$ 1,571,155,273	\$ 1,416,264,241
Receiving Facility 2: Palo Alto Clinics					
Recurring	-	\$ 263,122,168	\$ 380,705,737	\$ 475,772,081	\$ 433,817,610
Non Recurring	-	\$ 10,364,668	\$ 10,364,668	\$ 16,254,598	\$ 14,520,077
Total	-	\$ 273,486,836	\$ 391,070,405	\$ 492,026,679	\$ 448,337,687
Receiving Facility 3: Palo Alto					
Recurring	\$ 3,904,481,203	\$ 4,196,216,146	\$ 4,302,401,085	\$ 4,296,410,767	\$ 4,296,410,767
Non Recurring	\$ 159,490,446	\$ -641,568,453	\$ -638,867,694	\$ -638,867,694	\$ -638,867,694
Total	\$ 4,063,971,649	\$ 3,554,647,693	\$ 3,663,533,391	\$ 3,657,543,073	\$ 3,657,543,073
Grand Total	\$ 6,351,811,630	\$ 5,860,471,608	\$ 5,593,752,681	\$ 5,787,698,210	\$ 5,966,177,520

Old Data (Numbers shaded in grey)

Life Cycle Costs	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Reviewed: Livermore					
Recurring	\$689,261,134	\$626,068,158	\$25,408,199	\$25,408,199	\$404,041,689
Non Recurring	\$29,728,280	\$78,481	(\$16,393,932)	(\$16,393,932)	(\$3,003,127)
Total	\$718,989,414	\$626,146,639	\$9,044,267	\$9,044,267	\$401,038,562
Receiving Facility 1: Palo Alto					
Recurring	\$3,904,481,199	\$4,172,663,973	\$4,172,663,973	\$4,291,976,031	\$4,291,976,031
Non Recurring	\$159,490,446	(\$641,568,453)	(\$641,568,453)	(\$638,867,694)	(\$638,867,694)
Total	\$4,063,971,645	\$3,531,095,520	\$3,531,095,520	\$3,653,108,337	\$3,653,108,337
Receiving Facility 2: Menlo Park					
Recurring	\$1,467,806,777	\$1,296,540,134	\$1,371,082,425	\$1,500,282,487	\$1,296,540,134
Non Recurring	\$101,043,793	\$7,168,401	\$7,168,401	\$19,968,401	\$7,168,401
Total	\$1,568,850,570	\$1,303,708,535	\$1,378,250,826	\$1,520,250,888	\$1,303,708,535
Receiving Facility 3: Palo Alto Clinics					
Recurring	\$0	\$259,367,225	\$378,596,333	\$502,400,324	\$475,465,954
Non Recurring	\$0	\$10,364,668	\$10,364,668	\$16,586,196	\$16,415,587
Total	\$0	\$269,731,893	\$388,961,001	\$518,986,520	\$491,881,541
Grand Total	\$ 6,351,811,629	\$ 5,730,682,587	\$ 5,307,351,614	\$ 5,701,390,012	\$ 5,849,736,975

Step 6, Net Present Value

Appendix 4
SUMMARY

New Data Run 10/30/03

Net Present Value	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Reviewed: Livermore					
Recurring	-	\$ 54,635,941	\$ 605,894,013	\$ 605,894,013	\$ 234,325,484
Non Recurring	-	\$ 29,649,799	\$ 46,122,212	\$ 46,122,212	\$ 40,631,407
Total	-	\$ 84,285,740	\$ 652,016,225	\$ 652,016,225	\$ 274,956,891
Receiving Facility 1: Menlo Park					
Recurring	-	\$ 77,341,770	\$ 2,799,479	\$ -102,484,473	\$ 39,797,802
Non Recurring	-	\$ 93,875,392	\$ 93,875,392	\$ 100,179,771	\$ 112,788,528
Total	-	\$ 171,217,162	\$ 96,674,871	\$ -2,304,702	\$ 152,586,330
Receiving Facility 2: Palo Alto Clinics					
Recurring	-	\$ -263,122,168	\$ -380,705,737	\$ -475,772,081	\$ -433,817,610
Non Recurring	-	\$ -10,364,668	\$ -10,364,668	\$ -16,254,598	\$ -14,520,077
Total	-	\$ -273,486,836	\$ -391,070,405	\$ -492,026,679	\$ -448,337,687
Receiving Facility 3: Palo Alto					
Recurring	-	\$ -291,734,943	\$ -397,919,882	\$ -391,929,564	\$ -391,929,564
Non Recurring	-	\$ 815,259,958	\$ 798,358,140	\$ 798,358,140	\$ 798,358,140
Total	-	\$ 523,525,015	\$ 400,438,258	\$ 406,428,576	\$ 406,428,576
Grand Total		\$ 505,541,081	\$ 758,058,949	\$ 564,113,420	\$ 385,634,200

Old Data (Numbers shaded in grey)

Net Present Value	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Reviewed: Livermore					
Recurring	\$0	\$ 63,192,976	\$663,852,935	\$663,852,935	\$285,219,445
Non Recurring	\$0	\$29,649,799	\$46,122,212	\$46,122,212	\$32,731,407
Total	\$0	\$ 92,842,775	\$709,975,147	\$709,975,147	\$317,950,852
Receiving Facility 1: Menlo Park					
Recurring	\$0	\$ 171,266,643	\$ 96,724,352	(\$32,475,710)	\$ 171,266,643
Non Recurring	\$0	\$ 93,875,392	\$ 93,875,392	\$81,075,392	\$ 93,875,392
Total	\$0	\$ 265,142,035	\$ 190,599,744	\$48,599,682	\$ 265,142,035
Receiving Facility 2: Palo Alto Clinics					
Recurring	\$0	(\$259,367,225)	(\$378,596,333)	(\$502,400,324)	(\$475,465,954)
Non Recurring	\$0	(\$10,364,668)	(\$10,364,668)	(\$16,586,196)	(\$16,415,587)
Total	\$0	(\$269,731,893)	(\$388,961,001)	(\$518,986,520)	(\$491,881,541)
Receiving Facility 3: Palo Alto					
Recurring	\$0	-\$268,182,774	(\$268,182,774)	(\$387,494,832)	(\$387,494,832)
Non Recurring	\$0	\$801,058,899	\$801,058,899	\$798,358,140	\$798,358,140
Total	\$0	\$ 532,876,125	\$532,876,125	\$410,863,308	\$410,863,308
Grand Total	\$0	\$621,129,042	\$1,044,490,015	\$650,451,617	\$502,074,654