

KEY INDICATORS REPORT

HumanGood NorCal & Foundation

A. M. W.

Chief Financial Officer Signature

Please attach an explanatory memo that summarizes significant trends or variances in the key operational indicators.

	Projected				Forecast				Preferred Trend Indicator
	2017	2018	2019	2020	2021	2022	2023	2024	
OPERATIONAL STATISTICS									
1. Average Annual Occupancy by Site (%)	88.70%	90.65%	92.19%	88.17%	89.35%	90.29%	90.77%	91.32%	N/A
MARGIN (PROFITABILITY) INDICATORS									
2. Net Operating Margin (%)	7.21%	7.81%	10.84%	11.44%	10.31%	10.69%	10.90%	11.06%	↑
3. Net Operating Margin - Adjusted (%)	21.88%	19.73%	23.51%	20.71%	21.68%	21.95%	22.09%	22.11%	↑
LIQUIDITY INDICATORS									
4. Unrestricted Cash and Investments (\$000)	\$137,739	\$182,220	\$214,200	\$217,705	\$228,506	\$239,497	\$255,183	\$272,535	↑
5. Days Cash on Hand (Unrestricted)	377.91	464.45	531.50	546.48	546.79	551.96	568.09	584.54	↑
CAPITAL STRUCTURE INDICATORS									
6. Deferred Revenue from Entrance Fees (\$000)	\$112,309	\$106,364	\$110,649	\$106,952	\$106,389	\$105,914	\$105,431	\$104,848	N/A
7. Net Annual E/F proceeds (\$000)	\$24,980	\$21,465	\$25,809	\$18,267	\$23,737	\$24,673	\$25,545	\$26,320	N/A
8. Unrestricted Net Assets (\$000)	\$64,690	\$54,906	\$77,699	\$86,321	\$101,993	\$119,635	\$138,973	\$160,033	N/A
9. Annual Capital Asset Expenditure (\$000)	\$22,610	\$19,715	\$15,988	\$13,342	\$15,887	\$18,198	\$19,108	\$20,013	N/A
10. Annual Debt Service Coverage Revenue Basis (x)	0.97	1.44	1.94	1.73	1.77	1.91	2.01	2.23	↑
11. Annual Debt Service Coverage (x)	3.04	2.94	4.09	3.19	3.82	4.04	4.22	4.61	↑
12. Annual Debt Service/Revenue (%)	9.45%	8.30%	6.48%	6.81%	6.05%	5.78%	5.57%	5.10%	↓
13. Average Annual Effective Interest Rate (%)	5.61%	5.32%	4.21%	3.75%	3.26%	3.23%	3.22%	3.20%	↓
14. Unrestricted Cash & Investments/ Long-Term Debt (%)	72.18%	97.87%	110.69%	115.75%	125.25%	135.63%	149.68%	165.45%	↑
15. Average Age of Facility (years)	9.00	9.23	9.60	10.55	11.31	11.98	12.63	13.26	↓