

# 2008 SFGH Improvement Bonds

QUARTERLY STATUS REPORT  
PRESENTED TO THE

Citizens' General Obligation Bond Oversight Committee

**April 2012**



## PREPARED BY

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## EXECUTIVE SUMMARY

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The San Francisco General Hospital Rebuild Program is comprised of eight (8) components: Site Utilities Relocation, Service Building Modification, Increment 1 – Shoring & Excavation, Increment 2 – Steel Framing, Increment 3 – Foundation, Increment 4 – Build out (New Hospital), Increment 5 – Medical Equipment, and Increment 6 – Building Enclosure. Five of the eight components have been permitted by the Office of Statewide Health Planning & Development (OSHPD). The remaining components that are currently in the permitting process are Increments 4 and 6. Increment 5 is planned to be submitted for plan review this year.

### **HIGHLIGHTS/CHALLENGES:**

The SFGH Rebuild Project activities since the March 2012 Quarterly Report and Presentation continue to advance the Project as planned. The Projects and associated Increments have achieved the following milestones between the March 15, 2012 to April 30, 2012 Quarter end.

#### **Design, Permitting & Buy-out**

- Increment 4 – Build-Out (New Hospital) The SFGH Rebuild Team met with OSHPD plan reviewers on April 5, 2012 in Sacramento to receive and discuss remaining OSHPD comments to be resolved to clear issuance of the Increment 4 permit. Majority of issues being “housekeeping” items on the drawings with a few code issues requiring relatively minor plan revisions in the Neonatal Intensive Care Unit isolation room, Labor and Delivery area and Post Operative areas. The majority of technical issues around mechanical, electrical, and plumbing systems for the most part have been resolved. The current goal is to resubmit the documents for review mid-May 2012 with an anticipation of plan approval by end of July 2012 to meet our Project Schedule.
- Increment 5 – Medical Equipment is tracking to budget and schedule. This will address the design and permitting of 18 imaging rooms. The design and construction documentation has been wrapping up since the January Report. The Increment 5 submittal for OSHPD plan review occurred as planned in March 2012. The anticipated permit date is August 2013. Reading the update I wouldn't know if this represents good news or bad news.
- Increment 6 – Building Enclosure As of March 2, 2012, OSHPD has approved Increment 6. OSHPD is currently processing the issuance of the Building Permit for Increment 6. OSHPD informed the team on March 8, 2012 that prior to issuing the Permit recent state law requires certification from the appropriate school district that any fee, charge, dedication, or other requirement levied by the governing board of that school district has been complied with, as specified. The SFGH team fulfilled this requirement as anticipated the March 2012 update. OSHPD has since withheld issuance of Increment 6 permit until we submit for approval an additional Inspector of Record (IOR) to focus on Increment 6. We are currently awaiting approval for our proposed addition to the IOR team. We anticipate this to occur by May

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2012. OSHPD of late has elevated its requirements for numbers of IOR's covering major projects. The elevated participation of IORs is a concern with regard to original forecasted inspection cost to complete the Project. Albeit not in direct control of the team, we will need to balance out overall expenditures to manage within budget.

- The Low Voltage Trade Package rebid with reduced scope to maintain budget has occurred as noted in the March 2012 update. We received three competitive bids in April 2012 but will open and review the bid early May 2012 after completing the value engineering review period established in the bid process. The Low Voltage Trade Package represents the last of the large scope defining trade packages to be bid. Remaining scope buy-out represents less than 5% of the overall construction budget and will be procured through the remainder of the project.

### **Fabrication & Construction**

- Service Building Modifications Advancement of construction associated with the Emergency Generators has continued to improve since the January Report and March Update. The Design-Build Contractor and the Rebuild Team are successfully addressing the issues brought up by the OSHPD Area Compliance Officer and the Fire and Life Safety Officers noted in the January Report. The Design-Build Team is currently showing start-up of the two Campus Generators in July 2012 which is about a month later than required. We are continuing to work the Design-Build team to improve on this.
- Increment 2 – Steel Framing Installation of steel framing on site has advanced better than schedule with a gain of about 43 calendar days on the schedule for substantial completion. This Increment is expected to continue through 2012. The team is seeing the benefits of the Building Information Modeling as well as employed some of the CM/GC contingency budget for overtime work. Deployment of overtime workforces to increase our schedule float at this time is more economic than later in the Project when much larger numbers of crew are involved.

Since the March Update, the steel framing and elevated concrete on metal decks had encountered a few design, construction and OSHPD inspection issues as the work progressed that had the potential to severely delay the Project. We are pleased to report the SFGH Team successfully addressed the OSHPD field concerns regarding concrete on steel deck details and implementation; as to not affect the overall schedule.

### **Financial Update**

The overall program budget remains constant with executed subcontracts, forecasted future procurements, and identified contingency risk. The Project remains within budget.

The current Program Budget allocations review is just being initiated to account for construction costs under contract and historical trending of soft costs now that the last major Trade Package (Low Voltage Trade Package) We anticipate a significant reduction in available project contingency, as we reallocate budget amounts to adjust for revised forecasted costs. Currently, the Project team has managed to the overall budget and schedule successfully but future unforeseen issues or delays always remain a risk.

The third bond sale preparation has been initiated with current target of July 2012 The SFGH Rebuild Team is working with the Controller's Office of Finance to finalize sale schedule and

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amount. We currently have an estimated amount of \$252 million anticipated to address forecasted cash flow needs through the 2<sup>nd</sup> quarter of 2013.

### **Issues and Concerns**

Permit approvals from OSHPD continue to be one of the most significant concern as it can cause project delays if approval of Increment 4 is not obtained by August 2012.

Historically, design & permitting advancement through OSHPD has impacted our schedule negatively. The SFGH Rebuild team continues its effort with OSHPD advance through the review and permitting process. This includes frequent communications and meetings with OSHPD office personnel in an effort to assist OSHPD to better meet forecasted permit dates. This strategy has been successful with respect to achieving Increment 6 plan approval since January.

Since the SFGH Rebuild is being delivered by way of an integrated team of owner/user, designers and contractors from early design through construction, the construction contract sum is established incrementally as the design, permitting and bidding progressed. As various trade packages, project increments and sub-projects have been defined contract modifications have been executed to capture that scope of work, managing within targeted budgets. As such, the SFGH Rebuild team monitors seven categories of contract modification scope and cost drivers: preconstruction, base scope, errors & omissions, owner initiated changes, unforeseen conditions, code issues, and CM/GC contingency. Preconstruction, Base scope, and CM/GC contingency categories are unique to the integrated delivery method whereas the remaining categories are the traditional change order categories commonly associated with design –bid – build projects. As of March 2012, the in-progress tally of traditional change orders are trending at less than a half percent.

The largest threat to Schedule and Budget traditionally are the change order categories of unforeseen conditions and owner initiated changes. The risks of unforeseen conditions are at their highest while doing site improvements or remodel work in the existing hospital. The majority of the site improvement work for the SFGH Rebuild has been completed thus putting majority of the risk behind us. We do have a measure of work tie-in work within the existing hospital (Bldg. 5) remaining which represents some risk towards the end of the Project.

Owner Requested Changes to the approved Project represents the largest remaining risk of delays and budget overruns to the Program. The SFGH Team has instituted procedures towards change management as the Project advances. Thus far, the contract modifications to date have been primarily for the purpose of capturing planned scope of work as it becomes defined in the integrated design delivery method. Now that the Project is nearly completely defined, contracted, and being implemented, any significant changes to the scope represents a risk to budget and schedule. The SFGH team has received the request for incorporation of a Hybrid Operating Room into the project from the Medical Center. The SFGH Rebuild Team is carefully working with the Medical Center to evaluate and review this request as it represents the first significant Owner Requested Change to date. The SFGH Rebuild Oversight Committee and Steering Committee is fully engaged in the Change Management process to ensure fidelity to Program scope is maintained while balancing SFGH needs and requirements for the new hospital operations.

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## PROGRAM SUMMARY

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### PROGRAM BACKGROUND

- The San Francisco General Hospital Rebuild Program consists of new facility construction consisting of a 284 bed acute care facility, Service Building modifications, site utilities relocation & site improvements that is in full compliance with Senate Bill (SB) 1953 & OSHPD standards/ requirements. The majority of the beds will be single rooms. The building will be constructed on base isolators to withstand a major seismic event. The new facility will reside within the existing campus. The building gross size is programmed to be 453,495 square feet. The building will be a total of 9 levels with 2 levels below grade. The Project will strive to meet silver LEED certification or better.
- The Project is being executed in an integrated delivery model with design and construction partners involved throughout the design phase into construction in a collaborative approach. Building Information Modeling (BIM) is also being utilized on this project to verify potential conflicts in design & construction. The Project is being funded by Proposition A General Obligation Bonds for \$887.4 million and was approved on November 4, 2008, with 84% approval. The dollar amount reflects the total Project budget.
- The San Francisco General Hospital Rebuild Program is also managing the Emergency Generator Project, which is a leased financed funded project to address the emergency generator replacement of SFGH

Campus obsolete steam turbine power generation plant concurrently with the SFGH Rebuild required Service Building modifications and generator installations.

- Mission Statement: "Working collaboratively, we commit to design and build the San Francisco General Hospital and Trauma Center" within budget, on schedule and to the highest standards of quality and sustainability, for the benefit of the community."

### PROGRAM BUDGETS AND FUNDING

- Budgets

#### Program Budgets and Funding (in millions):

Construction	
Site Utilities Relocation	42.4
Service Bldg. Modifications	16.6
Increment #1-Shoring and Excavation	35.2
Increment #2 – Steel Framing	81.6
Increment #3 – Mat Foundation	16.3
Increment #4 - New SFGH Hospital	599.3
Increment #5 - Medical Equipment	25.4
Increment #6 - Curtain Wall & Exterior	50.6
Precast Panel	
<b>Project Components</b>	<b>867.5</b>
<b>Program wide Contingency</b>	<b>\$10.7</b>
<b>Finance Costs</b>	<b>\$9.2</b>
<b>GRAND TOTAL</b>	<b>887.4</b>

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- Funding

Based on budget projections, a plan has been developed to break funding into four bond sales. The sale forecast for the SFGH Rebuild Program is as follows:

Sale	Date	Direct Project Costs	Bond Oversight/ Cost of Issuance	Total
1st Sale*	3/2009	131,650,000	869,606	132,519,606
2nd Sale*	3/2010	294,000,137	817,725	294,817,862
3rd Sale	7/2012	252,193,312	TBD	252,193,312
4th Sale	TBD	207,869,220	TBD	207,869,220
<b>Total Bond Program</b>				<b>887,400,000</b>

\*1st & 2nd Bond Sale figures are based on actual amounts.

- Bond Sale 3 is planned for July 2012. The Third Bond Sale currently estimated at \$252 million, will go towards funding: (1) continued technical service consultant contracts; (2) continued construction of the Service Building Modifications and Increment 2 (Steel Framing); (3) permitting and construction of the New SFGH Hospital (Increments 4 & 6); and (4) project management and construction management costs.
- Bond Sale 1 was completed in March 2009 to fund the following: (1) repayment of pre-bond funding in the amount of \$28.8 million; (2) permitting fees; (3) technical service consultant contracts, including architectural and engineering services; (4) construction costs, including but not limited to, site preparation and logistics setup, dewatering operations, site utilities relocation; and (5) project management and construction management costs.
- Bond Sale 2 was completed in March 2010 to fund: (1) continued technical service consultant contracts; (2) construction costs, including, but not limited to continued site utilities relocation, construction of the Service Building Modifications, Increment 1 Shoring and Mass Excavation, construction of Increment 2&3 Steel Framing and Mat Foundation; and (4) project management and construction management costs.



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## PROJECT STATUS SUMMARIES

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### SITE UTILITIES RELOCATION

**Project Location:** 1001 Potrero Avenue

**Project Manager:** Joe Chin

[Joe.Chin@sfdpw.org](mailto:Joe.Chin@sfdpw.org); (415) 695-3862

**Project Description:** Site Utilities Project is the relocation or removal of all campus utilities traversing the project site including an existing utility tunnel between Building 30 & 40 serving the existing hospital and other campus building to remain in operations. Complete reconfiguration of Campus pedestrian and vehicular traffic provisions and flow for continual operations of Medical Center is addressed in this project

#### **Project Schedule**

	Start	Finish
Baseline/Original	Jan 2008	Dec 2010
Actual	Jan 2008	Sept 2011

#### **Project Budget**

Original Budget	\$42,429,450
Current Budget	\$42,429,450
Current Projected	\$42,429,450
Actual	
Expenditures	\$30,767,208



### SERVICE BUILDING MODIFICATION

**Project Location:** 1001 Potrero Avenue

**Project Manager:** Christine Tang

[Christine.Tang@sfdpw.org](mailto:Christine.Tang@sfdpw.org); (415) 695-3865

**Project Description:** Service Building Modifications for the Rebuild have been incorporated in the Emergency Generator Project which originally included the replacement of the Campus Steam Generator System with two new diesel generators. The addition of the required three emergency generators and associated work for the new acute care hospital has been incorporated in this Project to achieve both needs concurrently and in a coordinated manner.



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## Project Schedule

	Start	Finish
Baseline/Original	Jan 2008	Nov 2012
Actual	Jan 2008	TBD

## Project Budget

Original Budget	\$16,640,512
Current Budget	\$16,640,512
Current Projected	\$16,640,512
Actual	
Expenditures	\$8,581,161



## INCREMENT 1 – SHORING & EXCAVATION

**Project Location:** 1001 Potrero Avenue

**Project Manager:** Joe Chin

[Joe.Chin@sfdpw.org](mailto:Joe.Chin@sfdpw.org); (415) 695-3862

**Project Description:** Increment 1 - Shoring & Excavation is an approved OSHPD permitted Project which establishes the perimeter of the building including the moat wall for the base isolation system of the new hospital. The excavation will establish the required grades for the two basement levels and crawl space of the base isolation system.

## Project Schedule

	Start	Finish
Baseline/Original	Jun 2007	June 2011
Actual	Jun 2007	Aug 2011

## Project Budget

Original Budget	\$35,243,622
Current Budget	\$35,243,622
Current Projected	\$35,243,622
Actual	
Expenditures	\$22,065,959



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## INCREMENT 2 & 3 – STEEL FRAMING & MAT FOUNDATION

**Project Location:** 1001 Potrero Avenue

**Project Manager:** Joe Chin

[Joe.Chin@sfdpw.org](mailto:Joe.Chin@sfdpw.org); (415) 695-3862

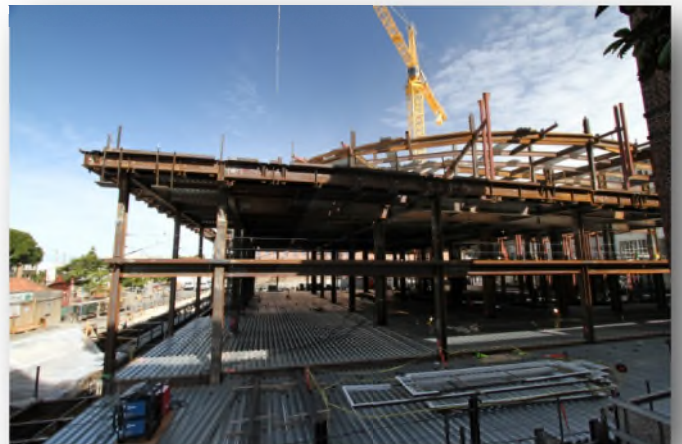
**Project Description:** Increment 2 & 3 – Steel Framing & Mat Foundation is an approved OSHPD permitted Project which includes creating the mat foundation and base isolator installation for the new hospital as well as fabrication and erection of the structural steel frame.

### **Project Schedule**

	Start	Finish
Baseline/Original	Jun 2007	Aug 2012
Actual	Jun 2007	TBD

### **Project Budget**

Original Budget	\$97,910,286
Current Budget	\$97,910,286
Current Projected	\$97,910,286
Actual	
Expenditures	\$ 46,697,533



## INCREMENT 4 – CORE & BUILDOUT

**Project Location:** 1001 Potrero Avenue

**Project Manager:** Ronald Alameida

[Ronald.Alameida@sfdpw.org](mailto:Ronald.Alameida@sfdpw.org); (415) 695-3861

**Project Description:** Increment 4 – Core & Buildout is an OSHPD permitted Project currently in plan review which includes the entire build-out of the new 284 Bed Hospital.

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- Height: Nine stories -- with two floors underground and seven above
- Size: 453,495 square feet
- Beds: 284 beds (32 more than current hospital)
- Emergency: The emergency department's size will increase from 27 to 60 beds
- Surgery: The number of operating rooms will increase from 10 to 14
- Future Location of Services:
  - o Basement 2: Dietary, Pharmacy, Cardiology, Pulmonary, Diagnostic Imaging X-Ray), Sterile Processing
  - o Basement 1: Operating Rooms (14), Pre-op and Post-op, Endoscopy, Blood Bank
  - o First Floor: Emergency Department and Trauma Center
  - o Second Floor: Labor & Delivery, Postpartum, Pediatrics, Neonatal Intensive Care
  - o Third Floor: Intensive Care Units (ICU)
  - o Fourth Floor: Step Down Medical/Surgical, Step Down ICU, Dialysis
  - o Fifth Floor: Medical/Surgical Unit, Forensic Unit
  - o Sixth Floor: Medical/Surgical Unit
  - o Seventh Floor: Medical/Surgical Unit - Acute Care for the Elderly, Palliative Care, Department of Public Health Operations Center (for citywide emergencies), Roof Garden

## Project Schedule

	Start	Finish
Baseline/Original	Jun 2007	Oct 2014
Actual	Jun 2007	TBD

## Project Budget

Original Budget	\$599,321,442
Current Budget	\$599,321,442
Current Projected	\$599,321,442
Actual	
Expenditures	\$134,672,248



## INCREMENT 5 - MEDICAL EQUIPMENT

**Project Location: 1001 Potrero Avenue**



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**Project Manager: Christine Tang**

[Christine.Tang@sfdpw.org](mailto:Christine.Tang@sfdpw.org); (415) 695-3865

**Project Description:** Increment 5 – Medical Equipment is an OSHPD permitted Project to be submitted for plan review which includes selected rooms in the new hospital with major medical equipment build-outs requiring the latest responsible design & permitting to support the 2015 opening of the hospital with the most state of the art imaging equipment including MRI, CT, and Radiology rooms.

## Project Schedule

	Start	Finish
Baseline/Original	Jun 2007	Mar 2015
Actual	Jun 2007	TBD

## Project Budget

Original Budget	\$25,390,803
Current Budget	\$25,390,803
Current Projected	\$25,390,803
Actual	
Expenditures	\$5,323,953



## INCREMENT 6 - CURTAIN WALL & EXTERIOR PRECAST PANELS

**Project Location: 1001 Potrero Avenue**

**Project Manager: Ronald Alameida**

[Ronald.Alameida@sfdpw.org](mailto:Ronald.Alameida@sfdpw.org); (415) 695-3861

**Project Description:** Increment 6 – Curtainwall and Exterior Precast Panel is an OSHPD permitted Project currently in plan review which includes the exterior enclosure work required for the completion of the new hospital building.

## Project Schedule

	Start	Finish
Baseline/Original	Jun 2007	Jan 2013
Actual	Jun 2007	TBD

## Project Budget

Original Budget	\$50,573,884
Current Budget	\$50,573,884
Current Projected	\$50,573,884
Actual	
Expenditures	\$13,223,524

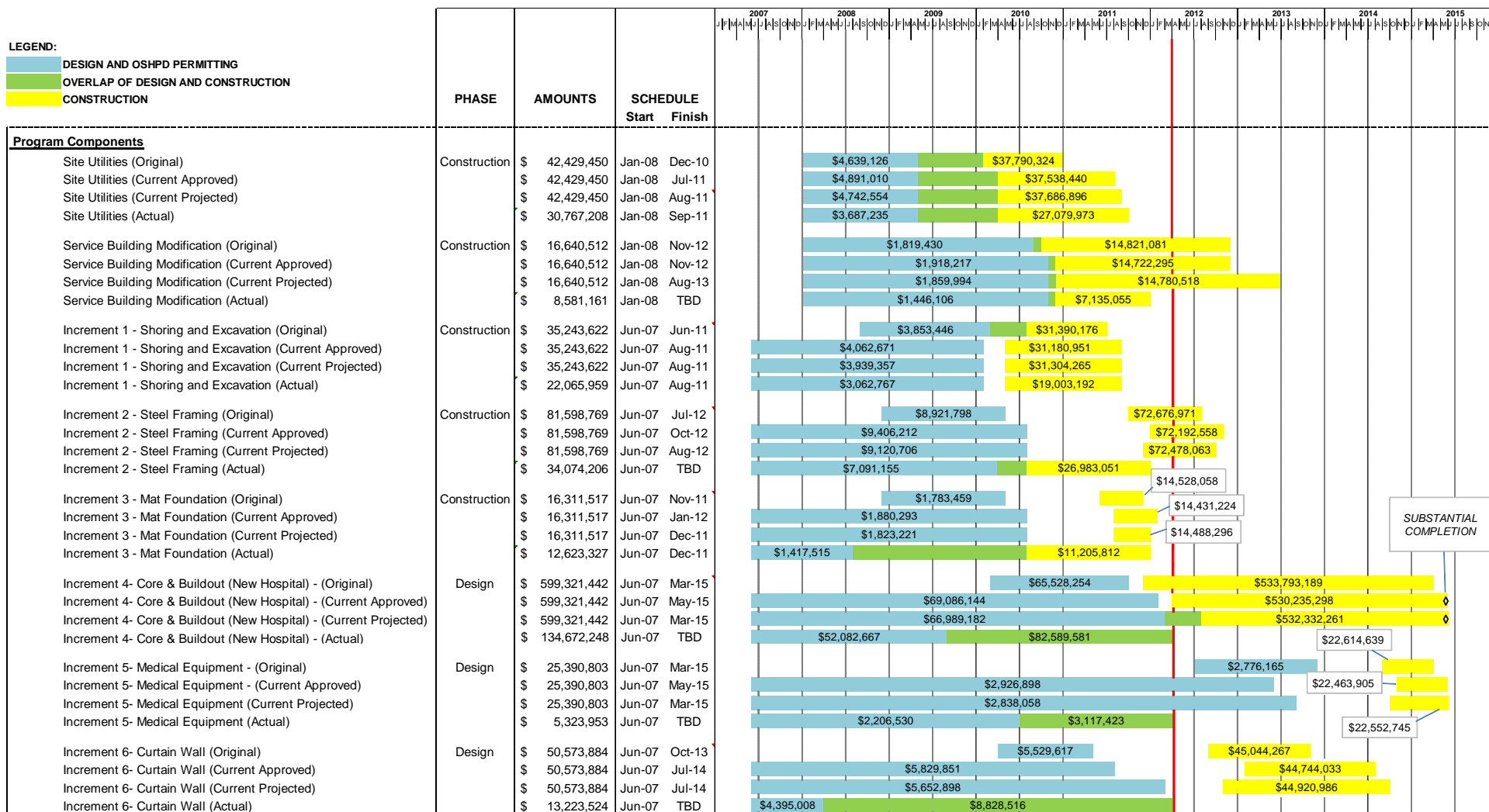


# **PROGRAM TIMELINE AND SCHEDULE** **SFGH Rebuild Program – as of March 31, 2012**

**LEGEND:**

<span style="background-color: #0070C0; width: 20px; height: 10px; display: inline-block;"></span> DESIGN AND OSHPD PERMITTING
<span style="background-color: #92D050; width: 20px; height: 10px; display: inline-block;"></span> OVERLAP OF DESIGN AND CONSTRUCTION
<span style="background-color: #FFD700; width: 20px; height: 10px; display: inline-block;"></span> CONSTRUCTION

**Program Components**



SUBSTANTIAL  
COMPLETION

GRAND TOTAL	AMOUNTS
Original/Baseline	867,510,000
Current Approved	867,510,000
Current Projected	867,510,000
Actual Expended	261,331,586

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**Program Budget Reports – Revenues as of March 31, 2012**

<b>SFGH REBUILD PROGRAM</b>	<b>CURRENT BUDGET</b>	<b>PROP A GENERAL OBLIGATION BONDS</b>	<b>OTHER</b>	<b>TOTAL SOURCES</b>
<b><u>PROJECT COMPONENTS</u></b>				
Site Utilities	42,429,450	20,734,956		20,734,956
Service Building Modifications	16,640,512	8,132,094		8,132,094
Increment 1 - Shoring & Excavation	35,243,622	17,223,296		17,223,296
Increment 2 - Steel Framing	81,598,769	39,876,712		39,876,712
Increment 3 - Mat Foundation	16,311,517	7,971,317		7,971,317
Increment 4 - Core & Buildout (New SFGH Hospital)	599,321,442	292,883,931		292,883,931
Increment 5 - Medical Equipment	25,390,803	12,408,297		12,408,297
Increment 6 - Curtain Wall	50,573,884	24,715,081		24,715,081
<b>SUBTOTAL FOR PROJECT COMPONENTS</b>	<b>867,510,000</b>	<b>423,945,684</b>	<b>0</b>	<b>423,945,684</b>
<b><u>PROGRAM SERVICES</u></b>				
Controller's Audit & Bond Issuance Cost	9,239,023	1,687,331		1,687,331
Program Contingency	10,650,977	2,399,316		2,399,316
<b>SUBTOTAL FOR PROGRAM SERVICES</b>	<b>19,890,000</b>	<b>4,086,647</b>	<b>0</b>	<b>4,086,647</b>
<b>GRAND TOTAL</b>	<b>887,400,000</b>	<b>428,032,331</b>	<b>0</b>	<b>428,032,331</b>



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**Program Budget Reports – Expenditures as of March 31, 2012**

ProjectPhaseCategory			BASED ON PROJECT COST REPORT									
			Baseline Budget		Budget (Appropriated)		Reserve	Expended		Encumbered		Balance
			All Sources	2008 G.O. Bonds	All Sources	2008 G.O. Bonds		All Sources	2008 G.O. Bonds	All Sources	2008 G.O. Bonds	2008 G.O. Bonds
PROJECT COMPONENTS												
Site Utilities	CONSTRUCTION	Soft Costs	6,810,643	6,810,643								
		Construction Costs	34,624,967	34,624,967								
		Project Contingency	993,840	993,840								
		SUBTOTAL	42,429,450	42,429,450				30,767,208	30,767,208			
Service Building Modifications	CONSTRUCTION	Soft Costs	2,671,083	2,671,083								
		Construction Costs	13,579,652	13,579,652								
		Project Contingency	389,777	389,777								
		SUBTOTAL	16,640,512	16,640,512				8,581,161	8,581,161			
Increment 1 - Shoring & Excavation	CONSTRUCTION	Soft Costs	5,657,196	5,657,196								
		Construction Costs	28,760,902	28,760,902								
		Project Contingency	825,524	825,524								
		SUBTOTAL	35,243,622	35,243,622				22,065,959	22,065,959			
Increment 2 - Steel Framing	CONSTRUCTION	Soft Costs	13,097,980	13,097,980								
		Construction Costs	66,589,472	66,589,472								
		Project Contingency	1,911,317	1,911,317								
		SUBTOTAL	81,598,769	81,598,769				34,074,206	34,074,206			
Increment 3 - Mat Foundation	CONSTRUCTION	Soft Costs	2,618,274	2,618,274								
		Construction Costs	13,311,173	13,311,173								
		Project Contingency	382,070	382,070								
		SUBTOTAL	16,311,517	16,311,517				12,623,327	12,623,327			
Increment 4 - Core & Buildout (New SFGH Hospital)	DESIGN	Soft Costs	96,201,209	96,201,209								
		Construction Costs	489,082,115	489,082,115								
		Project Contingency	14,038,118	14,038,118								
		SUBTOTAL	599,321,442	599,321,442				134,672,248	134,672,248			
Increment 5 - Medical Equipment	DESIGN	Soft Costs	4,075,653	4,075,653								
		Construction Costs	20,720,413	20,720,413								
		Project Contingency	594,738	594,738								
		SUBTOTAL	25,390,803	25,390,803				5,323,953	5,323,953			
Increment 6 - Curtain Wall	DESIGN	Soft Costs	8,117,962	8,117,962								
		Construction Costs	41,271,312	41,271,312								
		Project Contingency	1,184,610	1,184,610								
		SUBTOTAL	50,573,884	50,573,884				13,223,524	13,223,524			

Project			Phase			Category			FAMIS									
									Baseline Budget		Budget (Appropriated)		Reserve	Expended		Encumbered		Balance
									All Sources	2008 G.O. Bonds	All Sources	2008 G.O. Bonds		All Sources	2008 G.O. Bonds	All Sources	2008 G.O. Bonds	2008 G.O. Bonds
All Phases and Increments			-			Soft Costs			139,250,000	139,250,000	133,604,018	133,604,018		114,865,026	114,865,026	8,998,169	8,998,169	9,740,822
						Construction Costs			707,940,006	707,940,006	270,486,456	270,486,456		146,466,557	146,466,557	87,826,998	87,826,998	36,192,901
						Project Contingency			20,319,994	20,319,994	15,219,684	15,219,684		-	-	-	-	15,219,684
						SUBTOTAL			867,510,000	867,510,000	419,310,158	419,310,158	0	261,331,583	261,331,583	96,825,167	96,825,167	61,153,407
SUBTOTAL FOR PROJECT COMPONENTS									867,510,000	867,510,000	419,310,158	419,310,158	0	261,331,583	261,331,583	96,825,167	96,825,167	61,153,407
PROGRAM SERVICES																		-
Controller's Audit & Bond Issuance Cost			Program Contingency			Unallocated as of December 31, 2011			9,239,023	9,239,023	1,687,332	1,687,332		1,118,774	1,118,774	38,844	38,844	529,714
									10,650,977	10,650,977	2,399,316	2,399,316		165,312	165,312	-	-	2,234,004
														0	0			-
SUBTOTAL FOR PROGRAM SERVICES									19,890,000	19,890,000	4,086,648	4,086,648	0	1,284,086	1,284,086	38,844	38,844	2,763,718
GRAND TOTAL									887,400,000	887,400,000	423,396,805	423,396,805	0	262,615,669	262,615,669	96,864,011	96,864,011	63,917,125