

AGENDA ITEM NO:**UNIVERSITY HOSPITAL BIRMINGHAM NHS FOUNDATION TRUST****BOARD OF DIRECTORS****THURSDAY 28 APRIL 2011**

Title:	TRUST CAPITAL PROGRAMME REPORT
Responsible Director:	Morag Jackson, New Hospitals Project Director
Contact:	Steve Clarke, Finance Department, ext. 53854

Purpose:	To update the Board of Directors on 2010/11 capital expenditure and gain approval for the 2011/12 capital programme.
Confidentiality Level & Reason:	None
Medium Term Plan Ref:	Relevant to all strategic aims
Key Issues Summary:	Capital expenditure in 2010/11 was £23.21 million compared to the budget of £23.79 million. The proposed capital programme for 2011/12 is £14.99 million across a range of projects.
Recommendations:	The Board of Directors are requested to: <ol style="list-style-type: none">1. Note the expenditure against the 2010/11 capital programme.2. Approve the 2011/12 capital expenditure budget of £14.99 million.3. Note the provisional capital programme for the two years following 2011/12 and the overall impact of this on the Trusts cash balance.

Signed:	Date: 19 April 2011
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UNIVERSITY HOSPITAL BIRMINGHAM NHS FOUNDATION TRUST

BOARD OF DIRECTORS
THURSDAY 28 APRIL 2011

TRUST CAPITAL PROGRAMME REPORT

PRESENTED BY NEW HOSPITALS PROJECT DIRECTOR

1. Purpose of the Report

This report summarises the Trust's 2010/11 capital expenditure and provides an update on the major projects. The report contains a proposed capital programme for 2011/12 financial year subject to Board of Directors approval. Finally, for planning purposes an indicative capital programme for the next three years is attached.

2. 2010/11 Expenditure Summary

The 2010/11 capital programme budget is £23.79 million. At the end of the year actual expenditure was £23.21 million, as summarised below:

Table 1: Summary 2010/11 Capital Programme Budget & Expenditure

		Annual Budget £'000	Apr – Mar Expenditure £'000
1	Brought Forward from 2009/10	1,588	670
2	Estates Development Works	5,275	1,424
3	Equipment	14,032	14,817
4	ICT Trust Works Retained & PACS	925	529
5	Modernisation and Discretionary	600	652
6	IMT Replacement & Modernisation	770	784
7	Pharmacy Automation	1,600	106
8	Laboratory Automation	1,000	61
9	New Hospital Works (Variations)	0	4,166
10	Assumed slippage	-2,000	0
	TOTAL	23,789	23,210

3. 2010/11 Programme Update

3.1 Brought Forward from 2009/10 (Budget: £1.59 million)

£670,000 was incurred with some items not required resulting in an under spend at the financial year end.

3.2 Estate Development Works (Budget: £5.27 million)

In total expenditure of £1.42 million has been incurred against the following programmes:

3.2.1 Plaza Re-development

Funding for this work was contained in the 2010/11 capital budget based on the Section 106 Agreement requiring the Trust to pay this money over to Birmingham City Council (BCC) in 2010. The work is now scheduled to start in September 2011 and will be undertaken by the Trust and its contractors. Meetings continue with BCC to discuss the transfer of funds between the two organisations which may now take place in 2011/12.

The lead Quantity Surveyor has been appointed and the main contractor will be appointed through the "Procure21" process by the end of April 2011. This work to develop the area between the new hospital main entrance and the railway station was a pre-requisite of the planning approval for the new hospital. Some advanced works to the value of £165,351 have been incurred in 2010/11.

3.2.2 Wolfson Building

This project has been completed and the building is fully occupied. The final accounts have been settled with the contractor - £1.1 million has been incurred in 2010/11. This project was completed below budget as previously reported.

3.2.3 Other Estates Works

Small works have been undertaken as required. However as the QE site strategy is still under development, there has been a significant under spend on this budget which has offset the new hospital post completion works expenditure.

3.3 Equipment (Budget: £14.03 million)

In total expenditure of £14.8 million has been incurred on new and replacement equipment in 2010/11 as follows:

3.3.1 New Hospital Major Medical Equipment

The planned £9.1m has been incurred for the major medical imaging equipment (CT, MRI, cardiac catheter rooms, etc.) in the new hospital as planned.

3.3.2 New Hospital Catering Equipment

A £550,000 budget was set aside for this in 2010/11 along with a further £500,000 for 2011/12. Slippage on other schemes has enabled the catering project to be delivered ahead of the original schedule. A total of £922,768 was incurred in 2010/11 for the new staff and visitor restaurant kitchens along with the fitting out of other kitchens in the building. 2011/12 funding has

been reduced to reflect this.

3.3.3 Breast Screening Equipment

The installation of the digital breast screening expansion has been completed on plan and the payments have been made to the relevant suppliers in line with the approved scheme.

3.3.4 Ophthalmology Strategy

£391,477 was the value of equipment delivered for the new approved Vitreoretinal surgery service.

3.3.5 Rolling Replacement Programme

The full budget of £1.75 million has been incurred for these items including replacement dialysis machines, patient monitors, defibrillators and ventilators.

3.3.6 Replacement Scopes

The agreed £850,000 of replacement scopes have been delivered as planned.

3.3.7 Other Medical & Replacement Equipment

This covers ad hoc replacement equipment and capital equipment items approved at the regular New Hospital Star Chamber meetings as required for the New Hospital moves. Equipment purchased in 2010/11 included new washer disinfectors, anaesthetic machines, echo machines and operating tables.

3.4 ICT Trust Works Retained & PACS (£0.92 million)

The ICT partner (KCOM) undertook the agreed ICT works across retained estate buildings on schedule and on plan. The other element of this budget (PACS refresh) was not required this year resulting in an under spend against the above budget.

3.5 Modernisation & Chief Operating Officer's Capital Fund (£0.60 million)

This budget was fully utilised in 2010/11 for items including new dialysis machines, haemodynamic monitoring and an ultrasound machine.

3.6 IMT Replacement & Modernisation (£0.77 million)

The full £770,000 budget was incurred in 2010/11 with the major projects including the replacement and upgrading of the Trust's Storage Area Network (SAN) costing £440,000.

3.7 Pharmacy (£1.60 million) & Laboratory Automation (£1 million)

These two projects did not proceed as planned. Limited expenditure was incurred on the Melchett Road Pharmacy Store (£106,503) and Labs Formalin Cabinets (£60,936). The under spend on these projects offsets the approved new hospital works as detailed below.

3.8 New Hospital Additional Works

Several schemes were approved early in 2010 relating to the New Hospital including the £3 million post completion variation works and installation of the new hospital patient entertainment system. To date £4.166 million has been incurred; these projects are coming to an end with a small balance due in 2011/12. This cost was not in the original capital plan but has been covered by the under spends on retained Estate, Pharmacy and Laboratories capital budgets as set out above.

3.9 2010/11 Expenditure Summary

Capital expenditure was £23.21 million in 2010/11. This is a £580,000 under spend (2%) compared to the approved budget of £23.79 million. A more detailed breakdown of expenditure is included in **Appendix A**. 2010/11 represented a significant investment for the Trust in terms of new equipment (£15 million), IMT (£1.3 million) and works to buildings including the new hospital (£5.6 million).

4. **2011/12 Proposed Capital Budget**

The proposed capital budget for 2011/12 is £14.99 million, the key projects are summarised in Table 2 below:

Table 2: Proposed 2011/12 Capital Programme Budget

		Annual Budget £'000
1	Brought Forward from 2010/11	495
2	Estates Works	4,225
3	New Hospital Works	1,309
4	Equipment – Replacement	2,300
5	Equipment – Other	1,368
6	Tomotherapy Equipment & Works	4,200
7	IMT Replacement & specific projects	1,295
8	Modernisation and Discretionary	300
9	Assumed slippage	-500
	TOTAL	£14,992

A more detailed breakdown of the 2011/12 projects is contained in **Appendix B** and short explanation is set out below. The proposed 2011/12 capital programme includes expenditure already approved in recent business cases along with anticipated expenditure relating to business cases in preparation and subject to approval during 2011/12.

4.1 Brought Forward

The £495,470 budget contains nine items of equipment planned for 2010/11 but not delivered; this includes an operating microscope, an MRI scanner add-on and some IT equipment.

4.2 Estates Works

The proposed £4.23 million budget includes the following schemes of work:

- £1.50 million plaza works deferred from 2010/11.
- £200,000 statutory and minor works across Trust sites as required.
- £1.70 million for works to the retained estate buildings on the QE site such as Nuffield House. This will be used to increase the provision of offices for Trust staff, address contractual requirements such as the provision of offices for Consort Healthcare and work required as part of the overall QE site strategy subject to appropriate approvals.
- £400,000 for work on the road infrastructure required on the QE site which will be subject to a binding Section 278 agreement with Birmingham City Council.
- £425,000 relating work to be undertaken on the CRF2 development within the Wellcome building.

4.3 New Hospital Works

This £1.31 million budget includes funding for the works being undertaken on previously approved variations up to £500,000. It also covers anticipated works and equipping within laboratories and the Out Patient Pharmacy (combined £600,000), along with £209,000 relating to lifecycle costs payable to the PFI operator as part of the annual unitary payment.

4.4 Equipment (Replacement)

The proposed £2.30 million budget includes the following projects:

- £75,000 Catering New Hospital – the balance of expected costs.
- £550,000 for the rolling replacement of endoscopy scopes as approved business case.
- £500,000 for dental chairs, slit lamps and the electron microscope to be installed into the new hospital. The Trust was required to place orders for these items during the new hospital construction as they have design implications on the building. The items will be installed as the remaining new hospital departments are handed over.

- £1.17 million rolling replacement programme for replacement of existing equipment that is over its useful economic life. This includes;
 - Equipment no longer supported by the original manufacturers.
 - Items at the end of their given asset life and incurring high cost maintenance.
 - Items identified by the divisions as potentially needing replacement in the year such as the lithotripter machine.

The current value of items proposed for replacement is higher than the proposed budget; therefore risk assessments are being undertaken on the list to prioritise the equipment. A full list of items for replacement will be taken to a future Chief Operating Officer's Group meeting for discussion and approval.

4.5 Equipment – Other

The proposed £1.37 million budget includes;

- Major Medical Equipment £795,000 relating to four digital imaging rooms to be installed into the new hospital Outpatients Department. These were approved and ordered as part of the NHS Supply Chain package in 2008.
- PACS refresh – the £250,000 is an estimated part year budget for a potential PACS refresh totalling £475,000 which may be required over the next two financial years.
- Spinal Therapy – This £323,000 budget relates to equipping and works potentially required to under take additional spinal work within the retained estate as set out in the recent business case.

4.6 Tomotherapy

The £4.20 million budget covers the purchase of two machines (one NHS, one private patient) along with the associated works required to develop the Tomotherapy service. This was set out in the June 2010 and February 2011 Board of Directors reports. The total cost of this development is £6.2 million, therefore the £4.2 million budget is shown after an assumed £2 million contribution towards to the purchase of one machine from QEHB charities.

4.7. IMT

The £1.29 million budget includes £625,000 for the general replacement of IT servers and hardware and £350,000 for contractual payments due to Consort relating to IT infrastructure being installed in the new hospital. The final element of £320,000 relates to specific projects expected in 2011/12. These projects include a new Informatics server, finance systems developments and further disaster recovery works. These will only proceed once

the projects have been agreed in line with Standing Financial Instructions and Scheme of Delegation.

4.8 Chief Operating Officer Discretionary

An annual budget of £300,000 is proposed for unplanned replacement of capital assets and for the purchase of new equipment to improve service delivery or release revenue cost savings.

4.9 Cash Management

Experience of previous years capital expenditure programmes shows that schemes often begin later than expected and take longer to gain approval than expected. This leads to cost being incurred later than planned; a small budget reduction of £500,000 (4%) is built into the budget to allow for this.

5. **Three Year Capital Programme**

An indicative three year capital programme (including 2011/12) is included in **Appendix C**; this will form the basis of the Trust's long term financial plans and submissions to Monitor. It shows capital expenditure reducing over the next few years compared to recent years, reflecting the shift from traditional capital expenditure on Trust buildings and equipment towards the payment for new hospital lifecycle and maintenance as part of the annual PFI unitary payment.

6. **Other Capitalised Payments and Funding**

In addition to the traditional capital expenditure outlined above, the Trust will incur two other capitalised payments in relation to the new hospital which are not shown in the monthly Income and Expenditure report to the Board of Directors. In 2011/12 the two other capitalised payments are;

- A. **£10.9 million** for the repayment of the finance lease creditor (effectively the annual repayment of the outstanding credit to ensure a zero balance at the of the PFI contract term).
- B. **£1.5 million** for new hospital lifecycle payments.

With the exception of the £2m Tomotherapy contribution from QEHB Charities (excluded from the table above) all these costs are funded from Trust cash balances. The projected total capital expenditure and projected funding for the next three years is set out below:

Table 3: Capital Expenditure & Funding Draft Projection

Capital Funding & Expenditure	2011/12	2012/13	2013/14
Estimated Expenditure (capital programme and other capital payments detailed above)	-27.42	-20.25	-22.09
Estimated Funding (depreciation and annual surplus)	18.90	19.71	20.93
Net Cash Outflow	-8.52	-0.54	-1.17

Table 3 above shows a net cash reduction of £10.2 million over the three year period relating to capital expenditure. The Trust's cash balance as at the end of March 2011 was £62 million. However this was projected to fall to £33 million by the end of March 2014 based on the projections contained in the Downside Plan presented to the Board of Directors in October 2010.

Although the capital expenditure outlined above is slightly lower than that contained in the Downside Plan, it is clear that this level of cash outflow cannot be sustained over the longer term. Therefore the Trust's future financial plans need to ensure that total capital expenditure (capital programme plus other new hospital capital payments) is broadly in line with the internally generated funds. This allows for a capital programme of only £6 - £8 million per year after new hospital commitments. Whilst 2011/12 sees a significant cash outflow (£8.52 million) the following years move closer to a sustainable funded capital programme.

Should higher capital expenditure be required in future years, this will need to be funded by an increase in internally generated cash e.g. delivery of higher annual surpluses or the sale of assets such as the Selly Oak site. Other methods of financing for future developments could to be considered including charitable donations, leasing or external borrowing, noting that the latter two are subject Monitor constraints. This combined with greater scrutiny and more prioritisation of potential investments should ensure the overall cash impact on the Trust of the capital investments is sustainable.

These projections exclude potential developments such as cyber knife or significant QE site redevelopment as these costs are uncertain and approval to proceed is not definite. The plans also exclude any income from the disposal of the Selly Oak site.

7. Conclusion

The Trust incurred £23.21 million of capital expenditure in 2010/11 compared to the £23.79 million budget. A proposed capital budget for 2011/12 is £14.99 million, of which £4.2m relates the Tomotherapy machines.

Capital expenditure updates will be included in the monthly finance and activity reports presented to each Board of Directors meeting. More detailed quarterly basis capital reports will continue in 2011/12 as in previous years.

8. Recommendations

The Board of Directors is requested to:

- 8.1 **Note** the expenditure against the 2010/11 capital programme.
- 8.2 **Approve** the 2011/12 capital expenditure budget of £14.99 million.
- 8.3 **Note** the provisional capital programme for the two years following 2011/12 and the overall impact of this on the Trusts cash balance.

Morag Jackson
New Hospitals Project Director
19 April 2011

Manager / Contact	Scheme code	Description	Budget 2010/11	Current Months Expenditure [Cumulative]
BROUGHT FORWARD SCHEMES;				
		Retained Estate Schemes B/Forward		-12,727
		Equipment Schemes B/Forward		663,256
		IT Scheme B/Forward		-2,688
		Other Schemes B/Forward		22,275
TOTAL B/FWD SCHEMES			1,588,045	670,116
2010/11 SCHEMES				
		Various Works	2,091,260	0
	I69	Nuffield House refurb	100,000	136,952
	I31	Nuffield House 5th & 6th Floor Extra Work	25,000	28,077
G Hackett	G22	Hospital Drive	8,740	0
	I29	Plaza Re-development	1,600,000	165,351
	H47	Wolfson Building Refurb	1,450,000	1,093,502
RETAINED ESTATE 2010/11			5,275,000	1,423,882
	G65	NHS Supply Chain Package	9,032,029	9,095,163
N Arrowsmith	H23	Catering New Hospital	550,000	922,768
	I35	Breast Screen Equipment	500,000	803,334
	I27	Ophthalmology Strategy (Vitreoretinal Sur	400,000	391,477
EQUIPMENT 2010/11			10,482,029	11,212,742
S Chilton	H37	Trust Works Retained	674,515	528,740
P Brettle		PACS	250,000	0
ICT 2010/11			924,515	528,740
	I13	Embletta System	32,900	32,918
	I28	Portable Bladder Scanner	6,000	12,884
	I54	Cryogenic Drystore		9,106
	I55	ENT Microscope	13,000	12,994
	I56	Replacement kit for radiotherapy	67,563	67,563
	I73	Mortuary cooling system	12,000	40,386
	I75	Mini C-Arm	65,000	62,568
	I76	Haemodialysis machines x5	84,000	82,500
	I77	Haemodynamic monitoring	200,000	199,750
	I80	Sonosite ultrasound machine	42,000	131,150
CHIEF OPERATING OFFICER DISCRETIONARY & MODERNISATION			600,000	651,819
C Godfrey	H84	Dialysis Machines x20	295,000	302,563
	I62	Operating Microscope x4	150,000	56,375
N Arrows'	I34	Patient Monitoring x57	696,331	719,888
	I74	24hr ECG Analysis System	25,000	0
N Arrows'	I47	Diathermy x3	21,000	39,210
		Electro Surgical Motor x2	14,000	0
	I48	Defibrillator x16	130,000	115,636
		Lithotripter	30,000	0
	I59	Intra Aortic Balloon Pump	41,000	43,475
	I71	Lap Stack System	65,000	73,541
N Arrows'	I33	ECG Machines x4	32,242	28,294
		Centrifugal Blood Pump Console	9,000	0
		C02 Insufflators	7,500	0
	I58	EMG System	35,000	12,866
	I63	Fluid Warmer x3	21,000	21,655
	I51	Ultrasound x4	60,000	48,645
	I52	Syringe Pump x10	54,000	53,726
N Arrows'	I32	Ventilators x7	125,790	148,840
	I50	Cordless Drivers x6	44,757	44,245
	I64	Tissue Processing System x2	49,500	50,013
N Arrows'	I37	Temperature & Pressure Monitoring	10,000	11,562
		Mammography System	210,000	0
EQUIPMENT - ROLLING REPLACEMENT PROGRAMME			1,750,000	1,770,534
	I65	Replacement Scopes	850,000	849,447

Manager / Contact	Scheme code	Description	Budget 2010/11	Current Months Expenditure [Cumulative]
EQUIPMENT - OTHER REPLACEMENT (SCOPES)			850,000	849,447
M Hubbard	I30	Washing Machines for Mop Washers x2	18,000	22,805
	I39	Scope Storage Cabinets	71,000	71,299
	I40	Tracking & Tracing Software for Endosc	18,000	0
N Arrows'	I23	Ride On Floor Equipment	50,000	47,804
N Arrows'	I24	Blood Fridge	9,000	10,388
N Arrows'	I25	Racking Theatre Store Room	40,000	48,356
	I45	Library Shelving	0	0
N Arrows'	I49	Anaesthetic Machines x2	88,125	177,043
	I53	Operating tables x2	60,000	60,734
EQUIPMENT - REPLACEMENT ITEMS OTHER				438,429
C Godfrey	H08	Electron Microscope	199,180	-87,382
N Arrows'	I11	Washer Disinfecter x6	431,814	441,028
	I66	Echocardiogram machine (5th)	122,000	192,700
EQUIPMENT - OTHER MAJOR MEDICAL			950,000	546,346
	I41	IMT - Replacement & Modernisation	570,000	766,236
	I60	IMT - Additional Capacity	200,000	17,949
MODERNISATION [IMT]			770,000	784,185
		Modernisation - Pharmacy Automation	1,400,000	0
I01		Pharmacy automation - Mezzemine Floori	200,000	106,480
PHARMACY AUTOMATION			1,600,000	106,480
		Modernisation - Laboratory Automation	940,000	0
I67		Formalin Cabinets	60,000	60,936
LABORATORY AUTOMATION			1,000,000	60,936
	I61	New Hospital additional works		3,845,188
	I83	ICT Infrastructure		321,298
NEW HOSPITAL ADDITIONAL WORKS				4,166,487
ASSUMED SLIPPAGE (CASH MANAGEMENT EXP PROJ SLIPPAGE)			-2,000,000	0
TOTAL CAPITAL EXPENDITURE			23,789,589	23,210,140
SUMMARY				
		Bfwd Schemes 09-10	1,588,045	670,116
		Retained Estate	5,275,000	1,423,882
		New Equipment 2010/11	14,032,029	14,817,497
		ICT Trust Works 10/11	924,515	528,740
		Modernisation and Chief Operating Officer	600,000	651,819
		IMT	770,000	784,185
		Pharmacy Automation	1,600,000	106,480
		Laboratory Automation	1,000,000	60,936
		New Hospital additional works	0	4,166,487
		Slippage	-2,000,000	0
Total			23,789,589	23,210,140

2011/12 Proposed Trust Capital Programme

APPENDIX B

Key Category	Description	2011/12 £	2011/12 £ Sub Total	Lead
Brought Forward	Brought Forward	495,470	495,470	Various
Estates Works	Plaza	1,500,000		NHP Team
Estates Works	Minor Works & Statutory Standards	200,000		NHP Team
Estates Works	Nuffield House & QE Offices Fund	1,700,000		NHP Team
Estates Works	Roads Section 278 Agreement	400,000		NHP Team
Estates Works	CRF2 Development Wellcome	425,000	4,225,000	NHP Team
New Hospital	New Hospital Variations	500,000		NHP Team
New Hospital	Pharmacy Works New Hospital	350,000		Div 4 / NHP
New Hospital	Laboratory Works New Hospital	250,000		Div 4 / NHP
New Hospital	New Hospital Lifecycle Costs	209,000	1,309,000	Finance
Equipment Replacement	Catering Equipment New Hospital	75,000		NHP Team
Equipment Replacement	Replacement Scopes	550,000		Division 2
Equipment Replacement	Other Replacement Items	500,000		NHP Team
Equipment Replacement	Rolling Replacement Programme	1,175,000	2,300,000	Amanda Hill
Equipment Other	Major Medical Equipment (NH Imaging Rooms)	795,000		NHP Team / Imaging
Equipment Other	Spinal Therapy Equipment & Works	323,000		Division 3
Equipment Other	PACS Refresh and works	250,000	1,368,000	Division 4 (Paul Brettle)
Tomotherapy	Tomotherapy Machines	4,200,000	4,200,000	Division 4
IMT	PFI Active Infrastructure Payments	350,000		NHP Team / Director of IT
IMT	Replacement & Modernisation Specific projects (Informatics Server, Emergency IMT	625,000		Director of IT
IMT	Solution, Finance Disaster Recovery	320,000	1,295,000	Director of IT
Discretionary	Chief Operating Officer Discretionary	300,000	300,000	Chief Operating Officer
Cash Management	Potential Slippage	-500,000	-500,000	Finance
	Sub Total	14,992,470	14,992,470	

2011/12 Proposed Trust Three Year Capital Programme

APPENDIX C

Programme	Description	2011/12	2012/13	2013/14
Brought Forward	Brought Forward	495,470	500,000	300,000
Estates Works	Plaza	1,500,000	300,000	0
Estates Works	Minor Works & Statutory Standards	200,000	200,000	200,000
Estates Works	Nuffield House & QE Offices Fund	1,700,000	0	0
Estates Works	Other QE Building Refurbishment	0	2,500,000	1,900,000
Estates Works	Roads Section 278 Agreement	400,000	0	0
Estates Works	CRF2 Development Wellcome	425,000	0	0
New Hospital	New Hospital Variations	500,000	250,000	250,000
New Hospital	Pharmacy Works New Hospital	350,000	0	0
New Hospital	Laboratory Works New Hospital	250,000	0	0
New Hospital	New Hospital Lifecycle Costs	209,000	250,000	350,000
Equipment Replacement	Catering New Hospital	75,000	0	0
Equipment Replacement	Replacement Scopes	550,000	550,000	500,000
Equipment Replacement	Other Replacement Items	500,000	0	0
Equipment Replacement	Rolling Replacement Programme	1,175,000	850,000	850,000
Equipment Other	Major Medical Equipment	795,000	0	1,300,000
Equipment Other	Spinal Therapy Equipment & Works	323,000	0	0
Equipment Other	PACS Refresh and works	250,000	226,000	1,250,000
Tomotherapy	Tomotherapy Machines	4,200,000	0	0
IMT	PFI Active Infrastructure Payments	350,000	0	0
IMT	Replacement & Modernisation	625,000	750,000	850,000
IMT	Specific IT Projects (Informatics Server, Emergency IMT System, Disaster Recovery (Finance))	320,000	0	0
Other	Chief Operating Officer Discretionary	300,000	500,000	500,000
Cash Management	Potential Slippage	-500,000	-300,000	-300,000
Sub Total		14,992,470	6,576,000	7,950,000