



**BOARD OF DIRECTORS MEETING
AGENDA
Thursday, February 23, 2012**

#	Item	Action Needed	Person Presenting
I.	Call to Order (6 pm) A. Roll Call		Don McQuary Ronda Vantrease
II.	Education: Government update	No	Don Wee
	B. <i>Consent Agenda</i> 1) <i>Board Minutes (January 26, 2012)</i> 2) <i>MEC minutes (February 15, 2012)</i> 3) <i>Finance Committee minutes (February 21, 2012)</i> 4) <i>2012 Physician committees approval (amended)</i>	Yes	<i>Don McQuary</i>
III.	Committee Reports		
	A. Medical Staff update	No	Alan Peterson, MD
IV.	Updates/Action Items		
	A. KDF update	No	Dave Franklund
	B. Prior year review	No	Don Wee
	C. Press Ganey update	No	Rhonda Mason
	D. GI clinic/physician recruitment update	No	Don Wee
	E. Lab analysis/proposal	Yes	Don Wee
	F. Home Health & Hospice proposal	Yes	Don Wee
	G. Hospitalist program update	No	Don Wee
	H. City Limits Change/annexation	No	Don Wee
V.	Other Business		
VI.	Announcements		
	A. Next board meeting, March 22, 2012 , Tri-State Memorial Hospital Conference Rooms		Don McQuary

TRI-STATE MEMORIAL HOSPITAL
MEDICAL EXECUTIVE COMMITTEE MEETING
February 15, 2012
MINUTES

Present:

Alan Peterson, Chief of Staff
Lee Gould, M.D.
Marni Herres, Med. Staff Coord.

Jayme Mackay, M.D.
Don Wee, CEO

John Mannschreck, M.D.
Rhonda Mason, DPCS

Richard Weiland, M.D.
Joleen Carper, Dir. Of QA/Risk Mgmt.

#	SUBJECT	ASSESSMENT	ACTION	FLW UP
I.	Call to Order	The meeting was called to order at 7:07 a.m. The minutes of the January 15, 2012 meeting were approved.	APPROVED	Board 02/12
II.	Committee Reports			
	Medicine/ICU/ED Committee	Dr. Gould reviewed the Medicine/ICU/ED Committee minutes from the 01/25/12 meeting. Several quarterly reports were reviewed. The majority of the indicators were above the 90% goal. There were no trends or issues identified with the indicators that were below goal. Staff will be educated on those particular areas. Dr. Gould also stated that there was discussion regarding Interventional Cardiology. Spokane Cardiology is not participating in the new program at St. Joseph Regional Medical Center. Joleen Carper stated that two physician's from Spokane were on site and spoke to some of the family practice practitioners. They stated that although there is no official transfer agreement, that they would not refuse an acute transfer, if necessary.	APPROVAL of the minutes.	Board 2/12
	Tissue Surgery Committee	Dr. Peterson reviewed the Tissue Surgery Committee minutes from the 01/24/12 meeting. The committee received one of the pending letters and that particular issue has been resolved. There were no discordant diagnoses during 2011. The Surgical Care Infection Prevention (SCIP) data looked good. There was an issue with an on-call provider. A letter of explanation was requested and it was received yesterday. This will be discussed at the next Tissue Surgery Committee meeting. The Bladder Scan Protocol was approved. Dr. Hoffmann has agreed to become a member of the Tissue Surgery Committee.	APPROVAL of the minutes.	Board 02/12
	Dialysis QAPI Committee	Rhonda Mason reviewed the Dialysis QAPI Committee minutes from the 01/10/12 meeting. The 2011 year to date data was reviewed. The committee tracks a significant amount of data. No major issues were identified. There was one patient satisfaction issue regarding transportation. There were no access related infections. The Water and Dialysate Quality and Safety continues to be monitored, but has been doing well since the loop was replaced in the Lewiston Unit. Brenda is also researching a machine dedicated to plasmapheresis.	APPROVAL of the minutes.	Board 02/12

	Quality/Risk Management	Joleen Carper reviewed the Quality/Risk Management minutes from the 01/19/12 meeting. The Incident Reports are reviewed and there were 2 temporary minor and one temporary major injury reported. The patient/family complaints were reviewed. These will now be tracked in the new software and reported on a quarterly basis. The hospital changed medical malpractice carriers and is now with Physician's Insurance. They have excellent resources and education available. The hospital will be participating in some upcoming webinars for Joint Commission and fall prevention. There are several new modules going live in the next couple of months including ED order entry.	APPROVAL of minutes	Board 02/12
III.	Old Business			
	Incomplete Chart Update	Joleen Carper reported that there were 4 charts over 30 days. One chart needs a signature only and the other three charts need discharge summaries. Practitioners have been notified. The discharge summaries are from one particular practitioner, who may be suspended if he has not finished his chart as of today.	Informational.	None.
IV.	New Business			
	Medical Records Study	Joleen reviewed the Medical Records Study for the 4 th Quarter 2011. Joleen stated that 8 out of the 11 indicators are above the goal of 90%. Discharge summaries within 30 days of discharge were at 85%. The Progress Notes and orders are timed have both dropped. Joleen has spoken to a few of the providers with lower percentages. Hopefully this will help increase compliance with these indicators.	APPROVAL of the study.	Board 02/12
	Approved Abbreviation Policy	Rhonda stated that the hospital is required to keep an approved abbreviation list and an unapproved abbreviation list. Our physical therapists have requested that a few abbreviations be added to the approved list. The Medical Executive Committee approved the addition of the requested abbreviations.	APPROVAL to add abbreviations to the approved abbreviation list.	Board 02/12
	Proposed Medical Staff Bylaws and Rules & Regulations Revision	Joleen stated that the Bylaws Committee has finished revising the Medical Staff Bylaws and Rules & Regulations. Legal council is in the process of reviewing the documents. Once that is finished the Bylaws Committee will meet one more time to discuss any suggested/needed changes. The next steps will be to send them out the Medical Executive Committee (goal is prior to the March MEC meeting) and then once the MEC approves the documents, they will be sent to the General Medical Staff for their discussion and approval (goal is the April General Medical Staff meeting). Once the General Medical Staff approves them they will be taken to the Board of Directors for approval.	Informational.	MEC 03/12
	Other	Don Wee updated the MEC on several legislative and federal issues.	Informational	None.
IV.	Adjournment	There being no further business, the meeting was adjourned at 7:39 a.m.	None	CLSD

Respectfully Submitted,

Marni Herres, Medical Staff Coordinator

**TRI-STATE MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
Tuesday, February 21, 2012**

The Finance Committee meeting was called to order at 7:06am in Tri-State Memorial Hospital's Conference Room A.

Attendance:

Dave Hagen LaRae Merrill Jack Seeh
Dan Klaveano Don McQuary

Also in attendance were Donald Wee, Chief Executive Officer, Alex Town, Chief Financial Officer, and Ronda Vantrease, Administrative Assistant.

I. The January financials were distributed for review—a copy of which by reference here become a permanent attachment to these minutes. The following reports were discussed:

- January 2012 Actual vs. January 2012 Budget were reviewed by CFO, Alex Town and the narrative on page two provides specific detail.
- January 2012 TSMH Clinic Financials
- January 2012 TSMH Consolidated Financials (*Includes addition of a line item for 'estimated overhead allocation.' This will be finalized with the cost report.*)
- Current Year 2012 vs. Prior Year 2011 Statistics
- 2012 TSMH Investments
- Balance Sheet for January 2012
- Cash Flow Transactions for January 2012
- January 2012 vs. January 2011
- Evergreen Estates (Management LLC), January 2012 vs. January 2011
- Evergreen Estates (Management LLC) Balance Sheet for January 2012
- Evergreen Estates (Property LLC), January 2012 vs. January 2011
- Evergreen Estates (Property LLC), Balance Sheet for January 2012

Alex reported that options for cost accounting software are being explored. He and Don are reviewing demos for two programs and the goal is to have one selected and implemented by summer's end.

Dave Hagen moved that the January 2012 financial reports be approved for presentation to the Board of Directors. Dan Klaveano seconded and the motion carried.

II. The quarterly Performance Measures dashboard was distributed and reviewed (attached.)

Alex was asked to further research whether EMR training is an allowable cost when the hospital is being reimbursed for the purchase and implementation of the EMRs (for hospital and clinic) from CMS for meeting the "Meaningful Use" requirements.

The meeting was adjourned at 7:45 am.

TRI-STATE MEMORIAL HOSPITAL

JANUARY 2012 ACTUAL vs. 2012 BUDGET

	JAN 2012	BUDGET	VARIANCE	VARIANCE
Total In-Patient Revenue	3,009,260	2,461,668	547,592	22%
Total Out-Patient Revenue	6,038,021	6,130,494	(92,473)	-2%
Total Gross Patient Revenue	9,047,281	8,592,162	455,119	5%
DEDUCTION FROM REVENUE				
Contractual Allowances	3,956,101	3,548,085	408,016	11%
Charity Care	78,641	141,667	(63,026)	-44%
Total Deductions From Revenue	4,034,742	3,689,752	344,990	9%
Net Patient Revenue	5,012,539	4,902,410	110,129	2%
Other Operating Revenues	134,085	160,372	(26,287)	-16%
TOTAL OPERATING REVENUES	5,146,624	5,062,782	83,842	2%
EXPENSES				
Salaries	1,746,020	1,774,630	(28,610)	-2%
Benefits	403,243	404,980	(1,737)	0%
Professional Fees	476,548	486,498	(9,950)	-2%
Supplies	853,772	847,563	6,209	1%
Drugs	260,951	240,183	20,768	9%
Utilities	60,964	64,704	(3,740)	-6%
Purchased Services	461,621	452,680	8,941	2%
Information Systems	51,527	56,350	(4,823)	-9%
Provision for Bad Debts	167,084	145,833	21,251	15%
Depreciation	246,039	266,667	(20,628)	-8%
Rental/Lease	52,872	58,045	(5,173)	-9%
Insurance	42,701	46,833	(4,132)	-9%
Interest	43,042	40,706	2,336	6%
Other Expenses	105,608	119,637	(14,029)	-12%
Total Expenses	4,971,991	5,005,309	(33,318)	-1%
Total Operating Gain	174,633	57,473	117,160	204%
Non Operating Gain	15,696	31,696	(16,000)	-50%
EXCESS OF REVENUES OVER EXPENSES	190,329	89,169	101,160	113%
	2.10%	1.04%		
OTHER CHANGES IN UNRESTRICTED NET ASSETS				
Evergreen Estates	11,724	5,100	6,624	130%
Changes in net unrealized gains and losses on short term investments.	129,619			
INCREASE IN UNRESTRICTED NET ASSETS	331,672	94,269	237,403	252%
	3.67%	1.10%		

- **Inpatient Revenue** – Jan. 2012 a significant increase in patient days in comparison to what we budgeted for 2012. Please refer to the “Patient Statistics” page.
- **Outpatient Revenue** – Jan. 2012 reflect a decrease in radiology, sleep lab, dialysis and wound care visits. “Patient Statistics” report.
- **Contractuals** – Reflect an increase due the high dollar amount that is outstanding in accounts receivable. Medicare was having difficulty processing our Medicare claims in January.
- **Other Operating Revenue** – Jan. 2012 Budget reflect additional grants/rebates that is expected to come for 2012.
- **Supplies** – Jan. 2012 reflect the increase in patient days.
- **Drugs** – Jan. 2012 reflect the increased inventory that the Pharmacy Department ordered to prevent outages in the coming months for certain medications.
- **Purchased Services** – Jan. 2012 still reflects the old pricing for PRL. In addition, Jan. 2012 reflect increased expense for facility maintenance (snow removal) and marketing.
- **Bad Debt** – Jan. 2012 reflect the increased number of accounts that was sent to collections. Also, increased revenue contributed to this.
- **Non-Operating Gain** – Jan. 2012 Budget reflect contributions from the Foundation yet to come for capital equipment.
- **This leaves us with a gain of \$174,633 for the month of January 2012 and a 2.00% margin from hospital operations. With a contribution from SPORT PT and dividend income from our investments, January 2012 reflect a gain of \$190,329 and a 2.10% margin.**
- **Evergreen Estates** - Detailed report provided later in financial report.
- **Unrealized Gain/Loss** – January 2012 reflect a unrealized gain of \$129,619.
- **With contribution from Evergreen Estates and unrealized gain from our investments, January 2012 reflect a gain of \$331,672 in comparison to a gain of \$94,269 for January 2012 Budget.**

JANUARY 2012 TSMH CLINIC FINANCIALS

TRI STATE MEDICAL CLINICS						
January 2012						
Operations	Primary Care	Nephrology	Wound Care	General Surgery	Pediatrics	Tri-State Medical Clinics
Gross Patient Revenue Inpatient	\$ 273.00	\$ 33,976.00	\$ 58,477.00	\$ 5,890.00	\$ 2,854.00	\$ 101,470.00
Gross Patient Revenue Outpatient	\$ 348,803.00	\$ 112,893.00	\$ 391,912.00	\$ 19,745.00	\$ 69,383.00	\$ 942,736.00
Gross Patient Revenue	\$ 349,076.00	\$ 146,869.00	\$ 450,389.00	\$ 25,635.00	\$ 72,237.00	\$ 1,044,206.00
Contractuals	\$ 115,195.08	\$ 52,872.84	\$ 162,140.04	\$ 9,228.60	\$ 23,838.21	\$ 363,274.77
Net Revenue	\$ 233,880.92	\$ 93,996.16	\$ 288,248.96	\$ 16,406.40	\$ 48,398.79	\$ 680,931.23
Expenses:						
Salaries	\$ 200,179.00	\$ 68,586.00	\$ 92,234.00	\$ 39,333.00	\$ 38,547.00	\$ 438,879.00
Benefits	\$ 31,958.00	\$ 12,556.00	\$ 17,718.00	\$ 4,491.00	\$ 6,612.00	\$ 73,335.00
Pro Fees	\$ -	\$ 27,704.00	\$ -	\$ 848.00	\$ -	\$ 28,552.00
Medical Supplies	\$ 1,005.00	\$ 365.00	\$ 2,301.00	\$ -	\$ 1,397.00	\$ 5,068.00
Office Supplies	\$ 884.00	\$ 214.00	\$ 195.00	\$ 44.00	\$ 1,994.00	\$ 3,331.00
Purchased Services	\$ 4,296.00	\$ -	\$ -	\$ 1,719.00	\$ 731.00	\$ 6,746.00
Continuing Education	\$ 4,377.00	\$ -	\$ 83.00	\$ -	\$ -	\$ 4,460.00
Miscellaneous	\$ 3,294.00	\$ 1,551.00	\$ 1,502.00	\$ 302.00	\$ 122.00	\$ 6,771.00
Total Direct Expenses	\$ 245,993.00	\$ 110,976.00	\$ 114,033.00	\$ 46,737.00	\$ 49,403.00	\$ 567,142.00
Operating Margin	\$ (12,112.08)	\$ (16,979.84)	\$ 174,215.96	\$ (30,330.60)	\$ (1,004.21)	\$ 113,789.23
Assumptions						
<i>Revenue / expenses distribution based on wRVU %</i>						
<i>Contractuals: Specialities = 36%, Primary Care = 33%</i>						
<i>Overhead allocation for maintenance, medical records, business office, ect have not been accounted for</i>						
Downstream Revenue	Primary Care	Nephrology	Wound Care	General Surgery	Pediatrics	Tri-State Medical Clinics
Inpatient Services	\$ -	\$ 310,661.55	\$ 51,706.31	\$ -	\$ -	\$ 362,367.86
Surgery	\$ 37,292.63	\$ 111,309.95	\$ 11,987.23	\$ 77,233.95	\$ 351.85	\$ 238,175.61
Dialysis	\$ -	\$ 1,421,357.00	\$ -	\$ -	\$ -	\$ 1,421,357.00
Emergency Department	\$ 3,996.76	\$ -	\$ -	\$ -	\$ -	\$ 3,996.76
Laboratory	\$ 98,464.16	\$ 25,864.70	\$ -	\$ -	\$ 2,833.15	\$ 127,162.01
Pharmacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Respiratory Therapy	\$ 3,717.55	\$ 152.00	\$ -	\$ -	\$ -	\$ 3,869.55
Radiology	\$ 212,984.10	\$ 17,279.86	\$ 1,153.00	\$ 1,793.00	\$ 5,741.00	\$ 238,950.96
Sleep Lab	\$ -	\$ 2,338.00	\$ -	\$ -	\$ 616.00	\$ 2,954.00
Hospital Total	\$ 356,455.20	\$ 1,888,963.06	\$ 64,846.54	\$ 79,026.95	\$ 9,542.00	\$ 2,398,833.75
Clinics	\$ 349,076.00	\$ 146,869.00	\$ 450,389.00	\$ 25,635.00	\$ 72,237.00	\$ 1,044,206.00
Per Practice Total	\$ 705,531.20	\$ 2,035,832.06	\$ 515,235.54	\$ 104,661.95	\$ 81,779.00	\$ 3,443,039.75

JANUARY 2012 TSMH CONSOLIDATED FINANCIALS

	TSMH HOSPITAL	TSMH CLINICS	TSMH HH/HOSPICE	TSMH Subtotal	EVERGREEN	TSMH
	2012	2012	2012	2012	2012	GRAND TOTAL
Total In-Patient Revenue	2,907,790	101,470	-	3,009,260	-	3,009,260
Total Out-Patient Revenue	4,995,073	942,736	100,212	6,038,021	294,992	6,333,013
Total Gross Patient Revenue	7,902,863	1,044,206	100,212	9,047,281	294,992	9,342,273
DEDUCTION FROM REVENUE						
Contractual Allowances	3,586,813	363,275	6,013	3,956,101	-	3,956,101
Charity Care	78,641	-	-	78,641	-	78,641
Total Deductions From Revenue	3,665,454	363,275	6,013	4,034,742	-	4,034,742
Net Patient Revenue	4,237,409	680,931	94,199	5,012,539	294,992	5,307,531
Other Operating Revenues	134,085	-	-	134,085	-	134,085
TOTAL OPERATING REVENUES	4,371,494	680,931	94,199	5,146,624	294,992	5,441,616
EXPENSES						
Salaries	1,243,116	438,879	64,025	1,746,020	80,062	1,826,082
Benefits	315,741	73,335	14,167	403,243	12,087	415,330
Estimated Overhead Allocation	(99,449)	87,018	12,431	-	-	-
Professional Fees	447,996	28,552	-	476,548	-	476,548
Supplies	836,423	8,399	8,950	853,772	23,463	877,235
Drugs	260,951	-	-	260,951	-	260,951
Utilities	59,658	-	1,306	60,964	13,551	74,515
Purchased Services	438,490	6,746	16,385	461,621	6,289	467,910
Information Systems	51,527	-	-	51,527	-	51,527
Provision for Bad Debts	167,084	-	-	167,084	-	167,084
Depreciation	246,039	-	-	246,039	33,786	279,825
Rental/Lease	48,738	-	4,134	52,872	-	52,872
Insurance	42,701	-	-	42,701	3,916	46,617
Interest	43,042	-	-	43,042	35,368	78,410
Other Expenses	85,236	11,231	9,141	105,608	74,746	180,354
Total Expenses	4,187,292	654,160	130,539	4,971,991	283,268	5,255,259
Total Operating Gain	184,202	26,771	(36,340)	174,633	11,724	186,357
Non Operating Gain	15,696	-	-	15,696	-	15,696
EXCESS OF REVENUES OVER EXPENSES	199,898	26,771	(36,340)	190,329	11,724	202,053
OTHER CHANGES IN UNRESTRICTED NET ASSETS						
Changes in net unrealized gains and losses on short term investments.	129,619	-	-	129,619	-	129,619
INCREASE IN UNRESTRICTED NET ASSETS	329,517	26,771	(36,340)	319,948	11,724	331,672

CURRENT YEAR 2012 vs. PRIOR YEAR 2011 STATISTICS

	JAN 2012	JAN 2011	VARIANCE	VARIANCE
# of Inpatient Surgeries	41	61	(20)	-33%
# of Outpatient Surgeries	104	102	2	2%
# of Total Surgeries	145	163	(18)	-11%
# of Wound Care Visits	568	617	(49)	-8%
# of HBO Treatments	88	60	28	47%
# of Total Wound Care/HBO Visits	656	677	(21)	-3%
# of Radiology Exams	963	1,118	(155)	-14%
# of CTs	287	391	(104)	-27%
# of Ultrasounds	317	310	7	2%
# of Mammography	262	342	(80)	-23%
# of Steriotactics	2	11	(9)	-82%
# of DEXAs	46	55	(9)	-16%
# of MRIs	111	152	(41)	-27%
# of Total X-Rays	1,988	2,379	(391)	-16%
# of ED Visits	786	722	64	9%
# of Care 24 Visits	566	562	4	1%
# of Total ED/Minor Care Visits	1,352	1,284	68	5%
# of Outpatient Visits	9,045	7,070	1,975	28%
# of GI Patients	54	58	(4)	-7%
# of Sleep Lab Visits	19	23	(4)	-17%
# of Home Health Visits	616	584	32	5%
# of Hospice Visits	126	101	25	25%
# of Primary Care - Ellison	288	-		
# of Primary Care - Fisher	298	-		
# of Primary Care - Greggain/MacKay/Bruns	894	-		
# of Primary Care - Molander/Anderson	325	387	(62)	-16%
# of Primary Care Visits - Weiland	290	-		
# of Pediatracs - Parkey	450	-		
# of General Surgery - Hiesterman	37	-		
# of Nephrology Clinic Visits	553	463	90	19%
# of Hemodialysis Treatments (WA)	746	770	(24)	-3%
# of Inpt. Hemodialysis Treatments (WA)	40	37	3	8%
# of CCPD/CAPD Treatment Days (WA)	115	124	(9)	-7%
# of Home Dialysis (WA)	76	152	(76)	-50%
# of Hemodialysis Treatments (ID)	306	373	(67)	-18%
# of CCPD/CAPD Treatment Days (ID)	-	31	(31)	-100%
# of Admissions	116	131	(15)	-11%
# of Observation Patients	16	9	7	78%
# of Swing Bed Days	131	7	124	1771%
Patient Days - Med/Surg	433	392	41	10%
Patient Days - ICU/CCU	138	133	5	4%
Total Patient Days	571	525	46	9%
% Occupancy	74%	68%	6%	8%
Average Patients Per Day	18.42	16.94	1.48	9%
Average Length of Stay (Days)	4.06	3.92	0.14	4%
Average Length of Stay (Hours)	97.48	94.04	3.44	4%

2012 TSMH INVESTMENTS

January 31, 2012								
CLASS	PRICE	FUNDS	SYMBOL	INVESTED	#SHARES	VALUE		
Bond - Balanced	\$ 14.39	Loomis Sayles Bond	LSBRX	\$ 383,572.00	54,690.64	\$ 786,998.37		
Bond - High Yield	\$ 5.89	NorthEast Investors Fund	NTHFX	\$ 341,048.00	80,835.60	\$ 476,121.70		
Foreign	\$ 37.68	Euro Pacific	AEPGX	\$ 370,733.00	18,296.70	\$ 689,419.62		
Foreign	\$ 56.80	Vanguard International	VWIGX	\$ 213,168.00	6,213.09	\$ 352,903.28		
Foreign	\$ 33.79	Capital World Growth	CWGIX	\$ 107,606.00	4,242.85	\$ 143,365.80		
Large Cap Blend	\$ 75.40	Mairs & Power Growth	MPGFX	\$ 150,000.00	3,112.76	\$ 234,701.95		
Large Cap Growth	\$ 30.85	Growth Fund of America	AGTHX	\$ 255,044.00	11,000.24	\$ 339,357.34		
Large Cap Growth	\$ 60.40	Powershares 100 Shares	QQQ	\$ 324,826.00	5,696.32	\$ 344,057.75		
Large Cap Value	\$ 29.13	Washington Mutual	AWSHX	\$ 569,386.00	31,307.44	\$ 911,985.70		
Medium Cap Blend	\$ 38.62	Wells Fargo Opportunity Fund	SOPFX	\$ 225,000.00	8,837.70	\$ 341,311.78		
Medium Cap Growth	\$ 23.87	Brandywine Fund	BRWIX	\$ 99,000.00	6,869.81	\$ 163,982.34		
Small Cap Blend	\$ 31.19	R.S. Partners Micro Cap Fund	RSPFX	\$ 108,267.00	6,872.94	\$ 214,367.09		
Small Cap Growth	\$ 30.13	Columbia Acorn	ACRNX	\$ 157,954.00	18,497.35	\$ 557,325.22		
Small Cap Value	\$ 21.36	Perkins Small Cap	JSCVX	\$ 156,092.00	18,303.17	\$ 390,955.65		
	Value	% of Funds	Goal			\$ 3,461,696.00		\$ 5,946,853.59
Money / Bond	\$ 2,856,033.61	32%	10%		FMV of Funds	CHNGE in FMV	Unrealized Gain	Realized Gain
Bonds	\$ 1,263,120.07	14%	30%	Funds as of 12/31/01	\$ 3,102,920.15			
Large cap growth	\$ 800,766.07	9%	15%	Funds as of 12/31/02	\$ 2,862,698.58			
Large cap value	\$ 1,029,336.67	12%	15%	Funds as of 12/31/03	\$ 3,665,529.15			
Mid/small cap growth	\$ 999,146.99	11%	9%	Funds as of 12/31/04	\$ 4,464,059.57			
Mid/small cap value	\$ 668,795.08	8%	9%	Funds as of 12/31/05	\$ 5,052,184.04			
Foreign	\$ 1,185,688.70	13%	12%	Funds as of 12/31/06	\$ 6,296,377.91			
Sub-Total	\$ 8,802,887.20	100%	100%	Funds as of 12/31/07	\$ 6,839,995.45			
				Funds as of 12/31/08	\$ 4,714,792.52			
Rhap Fund	\$ 188,279.20			Funds as of 12/31/09	\$ 5,020,321.64			
				Funds as of 12/31/10	\$ 5,814,565.43			\$ 132,782.56
				Funds as of 12/31/11	\$ 5,620,469.68	\$ (194,095.75)	\$ (396,052.75)	\$ 201,957.00
Total Funds	\$ 8,991,166.40			Funds as of 01/31/12	\$ 5,946,853.59	\$ 132,288.16	\$ 129,619.16	\$ 2,669.00
*Money/Bonds equals (Goldman Sachs Ultra + Money Market)								
Goldman Sachs	\$ 375,599.60							
Money Market	\$ 2,480,434.01							

BALANCE SHEET FOR JANUARY 2012

Current Assets:		Current Liabilities:	
Cash & Short Term Investments	9,706,713	Accounts Payable	2,640,504
Patient Accounts Receivables	18,150,196	Payroll	2,072,501
Third Party Settlements Receivable	168,432	Third Party Settlements Payable	293,405
Client and other Receivables	21,934	Interest & Other Payables	244,707
Allowance for Uncollectable Accts	(9,220,906)	Total Current Liabilities	5,251,117
Net Patient Accounts Receivable	9,119,656		
Inventories	1,807,587	Long Term Liabilities:	
Pre-Paid Expenses	1,073,590	Mortgage Payable MOB	-
Receivables from Affiliates	-	Mortgages Payable - Hospital	9,459,299
Other Receivables	262,770	Long Term Liabilities	9,459,299
Total Current Assets	21,970,316		
		TOTAL LIABILITIES	14,710,415
Board Designated Assets:			
Property Held for Investments	240,710		
Total Board Designated Assets	240,710		
Fixed Assets:			
Property, Plant & Equipment	48,600,841	Fund Balance:	
Accumulated Depreciation	(23,613,854)	Fund Balance	33,249,054
Net Fixed Assets	24,986,986	Specific Purpose Funds	150,519
		Restricted Funds	74,812
		Net Income	190,329
Other Assets:		TOTAL FUND BALANCE	33,664,714
Other Notes Receivable	337,807		
Other Assets	764,498		
Restricted Funds	74,812		
Total Other Assets	1,177,117		
TOTAL ASSETS	48,375,129	TOTAL LIABILITIES & FUND BAL	48,375,129

Cash & Short Term Investments:

\$3,195,981 in checking/short term investments.

\$3,932,468 in investments

\$2,578,264 in unrealized gains

Long Term Liabilities :

Hospital loan - interest = 5.12% (Fixed). Loan Term 10 years, ends August 2015. Amortization of 20 years.

MOB loan - interest = 6.60% (Fixed). Terms 01/01/2012.

CASH FLOW TRANSACTIONS FOR JANUARY 2012

JANUARY 2012 DAILY BANK BALANCE REPORT

				Balance Forward	\$ 2,092,876.07	
DAY	What	MISC PAID OUT	AP PAID OUT	RECEIPTS	BALANCE	CHARGES
1	MOB LOAN	\$ 41,309.86		\$ -	\$ 2,051,566.21	\$ 50,175
2	HOSPITAL LOAN	\$ 99,990.42		\$ -	\$ 1,951,575.79	\$ 69,968
3				\$ 508,353.35	\$ 2,459,929.14	\$ 478,031
4				\$ 274,510.02	\$ 2,734,439.16	\$ 259,765
5	LINCOLN	\$ 62,337.46		\$ 73,152.03	\$ 2,745,253.73	\$ 454,490
6	PAYROLL	\$ 771,705.70	\$ 832,672.51	\$ 80,328.64	\$ 1,221,204.16	\$ 343,102
7			\$ 216,594.83	\$ -	\$ 1,004,609.33	\$ 52,972
8				\$ -	\$ 1,004,609.33	\$ 53,094
9				\$ 100,703.95	\$ 1,105,313.28	\$ 287,374
10				\$ 174,133.54	\$ 1,279,446.82	\$ 424,442
11				\$ 104,107.19	\$ 1,383,554.01	\$ 227,203
12				\$ 188,733.91	\$ 1,572,287.92	\$ 278,129
13			\$ 408,665.64	\$ 76,057.58	\$ 1,239,679.86	\$ 277,716
14				\$ -	\$ 1,239,679.86	\$ 56,828
15				\$ -	\$ 1,239,679.86	\$ 169,692
16				\$ 41,683.19	\$ 1,281,363.05	\$ 384,571
17			\$ 70.00	\$ 64,448.79	\$ 1,345,741.84	\$ 294,640
18				\$ 167,193.52	\$ 1,512,935.36	\$ 342,747
19	LINCOLN	\$ 63,956.92	\$ 10,320.00	\$ 68,433.12	\$ 1,507,091.56	\$ 305,692
20	PAYROLL	\$ 781,285.05	\$ 634,118.53	\$ 154,737.71	\$ 246,425.69	\$ 315,485
21				\$ -	\$ 246,425.69	\$ 25,961
22				\$ -	\$ 246,425.69	\$ 37,317
23			\$ 47,120.29	\$ 178,325.97	\$ 377,631.37	\$ 248,028
24				\$ 405,066.71	\$ 782,698.08	\$ 325,863
25				\$ 246,558.49	\$ 1,029,256.57	\$ 414,786
26				\$ 58,409.17	\$ 1,087,665.74	\$ 258,924
27			\$ 396,755.41	\$ 77,728.14	\$ 768,638.47	\$ 255,440
28			\$ 522,859.53	\$ -	\$ 245,778.94	\$ 30,520
29				\$ -	\$ 245,778.94	\$ 32,484
30				\$ 430,701.34	\$ 676,480.28	\$ 384,742
31			\$ 52,538.82	\$ 121,922.37	\$ 745,863.83	\$ 1,907,100
		\$ 1,820,585.41	\$ 3,121,715.56	\$ -		
Interest			xxxxxxxxxxxx	\$ -	\$ 745,863.83	
Postage EFT's			\$ 5,000.00	\$ -	\$ 740,863.83	
Bank Charges			\$ 4,721.03	\$ -	\$ 736,142.80	
Voided Checks			\$ -	\$ -	\$ 736,142.80	
Bank Recon Adj			\$ -	\$ -	\$ 736,142.80	
Total			\$ 4,952,022.00	\$ 3,595,288.73	\$ 736,142.80	\$9,047,281.00

TRI-STATE MEMORIAL HOSPITAL

JANUARY 2012 vs. JANUARY 2011

	JAN 2012	JAN 2011	VARIANCE	VARIANCE
Total In-Patient Revenue	3,009,260	2,897,547	111,713	4%
Total Out-Patient Revenue	6,038,021	4,884,273	1,153,748	24%
Total Gross Patient Revenue	9,047,281	7,781,821	1,265,460	16%
DEDUCTION FROM REVENUE				
Contractual Allowances	3,956,101	3,270,184	685,917	21%
Charity Care	78,641	105,408	(26,767)	-25%
Total Deductions From Revenue	4,034,742	3,375,592	659,150	20%
Net Patient Revenue	5,012,539	4,406,229	606,310	14%
Other Operating Revenues	134,085	91,685	42,400	46%
TOTAL OPERATING REVENUES	5,146,624	4,497,914	648,710	14%
EXPENSES				
Salaries	1,746,020	1,441,268	304,752	21%
Benefits	403,243	373,549	29,694	8%
Professional Fees	476,548	371,534	105,014	28%
Supplies	853,772	914,501	(60,729)	-7%
Drugs	260,951	206,886	54,065	26%
Utilities	60,964	55,619	5,345	10%
Purchased Services	461,621	387,566	74,055	19%
Information Systems	51,527	54,403	(2,876)	-5%
Provision for Bad Debts	167,084	113,562	53,522	47%
Depreciation	246,039	245,229	810	0%
Rental/Lease	52,872	53,001	(129)	0%
Insurance	42,701	29,258	13,443	46%
Interest	43,042	48,560	(5,518)	-11%
Other Expenses	105,608	117,972	(12,364)	-10%
Total Expenses	4,971,991	4,412,908	559,083	13%
Total Operating Gain	174,633	85,006	89,627	105%
Non Operating Gain	15,696	5,757	9,939	173%
EXCESS OF REVENUES OVER EXPENSES	190,329	90,763	99,566	110%
	2.10%	1.17%		
OTHER CHANGES IN UNRESTRICTED NET ASSETS				
Evergreen Estates	11,724	22,982	(11,258)	-49%
Changes in net unrealized gains and losses on short term investments.	129,619	41,215	88,404	214%
INCREASE IN UNRESTRICTED NET ASSETS	331,672	154,960	176,712	114%
	3.67%	1.99%		

- **Inpatient Revenue** – Jan. 2012 reflect a significant increase in patient days in comparison to Jan. 2011. Please refer to the “Patient Statistics” page. Also keep in mind that even though there is only a 4% difference between Jan. 2012 vs. Jan. 2011, we did increase charges by 5% for 2012.
- **Outpatient Revenue** – Jan. 2012 reflect an increase for lab, anesthesia, dialysis, ED/Minor Care, primary care physicians, wound healing, etc.... In addition, there is the revenue from Dr. Parkey and Dr. Hiesterman that did not exist in Jan. 2011.
- **Salaries/Benefits** – Jan. 2012 reflect expense for new physicians and staff acquired in 2011.
- **Professional Fees** – Jan. 2012 reflect an increase expense for the ER physicians and the anesthesia services since we contract with ETHOs.
- **Utilities** – Jan. 2012 reflect increased utilization of natural gas / electricity.
- **Purchased Services** – Jan. 2012 reflect an increase for lab, facility maintenance, marketing and HIM services in comparison to Jan. 2011.
- **Bad Debt** – Jan. 2012 reflect the increased number of accounts that was sent to collections. Also, increased revenue contributed to this.
- **Insurance** – Jan. 2012 reflect the malpractice coverage for the primary care physicians, Dr. Parkey and Dr. Hiesterman. In addition, we increased coverage for our HIPPA and Cyberspace.
- **Non-Operating Gain** – Jan. 2012 reflect increased revenue from SPORT PT and there was a \$6,411 contribution from the Foundation (Dietary Capital equipment) in comparison to Jan. 2011.
- **Total hospital operating margin in January 2012 reflect a gain of \$174,633 in comparison to a gain of \$85,006 in January 2011. With contribution from SPORT PT and dividend income, we have a total gain of \$190,329 in comparison to a \$90,763 gain in January 2011.**
- **With contribution from Evergreen Estates and unrealized gain from our investments, January 2012 reflect a gain of \$331,672 in comparison to a gain of \$154,960 in January 2011.**

EVERGREEN ESTATES (Management LLC)

JANUARY 2012 vs. JANUARY 2011

	MONTHLY COMPARISON					YEARLY COMPARISON				
	CURRENT MONTH			BUDGET COMPARISON		YTD			BUDGET COMPARISON	
	2012	2011	VARIANCE	FY12	VARIANCE	2012	2011	VARIANCE	ADJ. BUDGET	VARIANCE
OPERATING REVENUE										
Management LLC	227,232	221,396	5,836	223,943	3,289	227,232	221,396	5,836	223,698	3,534
Resident Refunds	0	(185)	185	828	(828)	0	(185)	185	(828)	828
TOTAL REVENUE:	227,232	221,211	6,021	224,771	2,461	227,232	221,211	6,021	222,870	4,362
EXPENSES										
Salaries	80,062	73,139	6,924	79,012	1,050	80,062	73,139	6,923	79,012	1,050
Benefits	12,087	13,145	(1,058)	13,507	(1,420)	12,087	13,145	(1,058)	13,507	(1,419)
Professional Fees	0	330	(330)	500	(500)	0	330	(330)	500	(500)
Supplies	23,463	20,270	3,193	26,011	(2,548)	23,463	20,270	3,193	26,011	(2,548)
Utilities	13,551	13,212	339	12,180	1,371	13,551	13,212	339	12,180	1,371
Purchased Services	6,289	3,215	3,074	7,250	(961)	6,289	3,215	3,074	725	5,564
Insurance	3,916	3,066	850	3,750	166	3,916	3,066	850	3,750	166
Other Expenses	74,746	82,089	(7,343)	73,610	1,136	74,746	82,089	(7,343)	73,610	1,136
TOTAL EXPENSES:	214,114	208,465	5,649	215,820	(1,706)	214,114	208,466	5,648	209,295	4,820
NET INCOME:	13,118	12,746	372	8,951	4,167	13,118	12,745	373	13,575	(457)

- **Operating Revenue** – January 2012 reflected a census of 41 Assisted and 54 Independent residents vs. 43 Assisted and 49 Independent residents in January 2011. Evergreen Estates is licensed for 46 Assisted Living residents and 50 Independent apartments.
- **Salaries** – Reflects increased census for the facility.
- **Utilities** – Reflects increased utilization. Will be further reduced as the weather changes.
- **Other Expense** – January 2012 reflect the expenses for the lease for the building and equipment from the Property (Asset) LLC. In addition, January 2012 reflect the capital purchase for KDF services for possible remodel project that was paid by the Property LLC and billed to the Management LLC.

EVERGREEN ESTATES (Management LLC) BALANCE SHEET FOR 2012

ASSETS			LIABILITIES		
Current Assets:			Current Liabilities:		
Cash - Money Market Account	\$	286,983	Accounts Payable	\$	63,817
ICB Business Checking	\$	90,842	Payroll Expenses Payable	\$	29,404
Accounts Receivable	\$	12,709	Federal Payroll Tax Payable	\$	(2,682)
Pre-Paid Expense	\$	5,549	B&O Tax - Revenue	\$	808
			Sales Tax - Revenue	\$	448
TOTAL Current Assets		\$ 396,083	Property Tax Payable	\$	6,297
			Labor & Industry Payable	\$	3,532
			Unemployment - WA State	\$	158
			Garnishments Payable	\$	0
			Unemployment - Federal	\$	432
			Vacation Payable	\$	28,745
			TOTAL Current Liabilities		\$ 130,959
			TOTAL LIABILITIES		\$ 130,959
			EQUITY		
			Capital - TSMH	\$	(313,902)
			Retained Earnings	\$	565,908
			Year-to-Date Earnings	\$	13,118
			TOTAL EQUITY		\$ 265,124
TOTAL ASSETS		\$ 396,083	TOTAL LIABILITIES & EQUITY		\$ 396,083

EVERGREEN ESTATES (Property LLC)

JANUARY 2012 vs. JANUARY 2011

	MONTHLY COMPARISON					YEARLY COMPARISON				
	CURRENT MONTH			BUDGET COMPARISON		YTD			BUDGET COMPARISON	
	2012	2011	VARIANCE	FY12	VARIANCE	2012	2011	VARIANCE	MONTHLY ADJ	VARIANCE
OPERATING REVENUE										
Property LLC	67,764	72,328	(4,564)	63,943	3,821	67,764	72,328	(4,564)	63,943	(699,551)
TOTAL REVENUE:	67,764	72,328	(4,564)	63,943	3,821	67,764	72,328	(4,564)	63,943	(699,551)
EXPENSES										
Depreciation	33,786	26,786	7,000	33,786	0	33,786	26,786	7,000	33,786	(371,646)
Interest	35,368	35,302	66	33,029	2,339	35,368	35,302	66	33,029	(360,975)
Other Expenses	4	4	0	4	0	4	4	(1)	4	(39)
TOTAL EXPENSES:	69,158	62,092	7,066	66,819	2,339	69,158	62,092	7,066	66,818	(732,659)
NET INCOME:	(1,394)	10,236	(11,630)	(2,876)	1,482	(1,394)	10,236	(11,630)	(2,875)	33,108

- **Operating Revenue** – Revenue reflects 105% of the expense for the loan from Intermountain Bank, which is reflected as a operational “Other Expense” with the Management LLC.
- **Depreciation** – Reflect the buyout of the Evergreen Estates Joint Venture partners.
- **Interest** – January 2012 reflect the interest on the new loan with Intermountain Bank.

EVERGREEN ESTATES (Property LLC) BALANCE SHEET FOR 2012

ASSETS			LIABILITIES		
Current Assets:			Current Liabilities:		
ICB Checking Account	\$	75,590	Accrued Interest	\$	14,878
TOTAL Current Assets		\$ 75,590	TOTAL Current Liabilities		\$ 14,878
Fixed Assets:			Long-Term Liabilities:		
Construction in Progress	\$	14,807	Mortgage Payable*	\$	4,302,410
			Larrabee Note B*	\$	1,877,030
TOTAL Fixed Assets		\$ 14,807	TOTAL Long-Term Liabilities		\$ 6,179,440
Other Assets:			TOTAL LIABILITIES		
Vehicle	\$	2,508			\$ 6,194,318
Room Improvements	\$	201,509	EQUITY		
Building Improvements	\$	8,141,681	Capital - TSMH	\$	442,942
Grounds Improvements	\$	44,655	Year-to-Date Earnings	\$	(1,394)
Furniture	\$	61,295	TOTAL EQUITY		\$ 441,548
Equipment	\$	174,591			
Carpet & Drapes, prior to 1/17/05	\$	7,231			
Land	\$	758,000			
Accumulated Deprecation	\$	(2,870,366)			
Loan Origination Cost	\$	47,160			
Accumulated Amortization	\$	(22,794)			
TOTAL Current Assets		\$ 6,545,469			
TOTAL ASSETS		\$ 6,635,866	TOTAL LIABILITIES & EQUITY		\$ 6,635,866

Long Term Liabilities :

ICB Loan – Interest is 6.13% (Fixed). Loan term 7 years, ends August 2016. Amortization of 20 years.

Larrabee Loan – Interest is 7.00% (Fixed). Loan term 10 Years, ends August 2019. Amortization of 20 years.

Dashboard Strategy/Performance Measures – Hospital

Class	Measure	Fiscal Year 2010	1 st Qtr 2011	2 nd Qtr 2011	3 rd Qtr 2011	4 th Qtr 2011	Goal	Trend	WA. CAHs
PROFITABILITY	Fixed Charge Coverage Ratio (US Bank Covenant)	1.75	1.62	1.44	1.32	1.54	≥ 1.25	↑	1.25
	Operating Margin	.44%	-0.18%	0.15%	-0.22%	0.34%	≥3.00%	↑	-1.20%
	Total Margin	3.42%	1.04%	0.79%	-1.12%	0.65%	≥ 5.00%	↑	2.89%
LIQUIDITY	Days Cash On Hand (US Bank Covenant)	84	92	80	73	80	≥ 50	↑	56
	Current Ratio	5.70	4.81	5.24	6.11	4.42	≥ 2.13	↓	2.53
	Gross AR Days	46	48	49	45	52	≤ 50	↑	53
CAPITAL STRUCTURE	IBD / EBITDA Ratio (US Bank Covenant)	3.08	2.86	3.53	3.22	2.27	≤ 6.50	↓	6.50
	Debt to Tangible Net Worth Ratio (US Bank Covenant)	0.63	0.64	0.61	0.58	0.41	≤ 1.25	↓	1.25
	Long Term Debt to Capitalization	28.6%	30.3%	29.6%	28.2%	27.6%	≤ 32.5%	↓	32.5%
	Debt Service Coverage	1.49	2.00	2.31	1.87	2.53	≥ 2.00	↑	3.44
REVENUE / COST / OTHER	Salaries/Benefits to Total Expense (Minus Depreciation)	40%	45%	46%	46%	47%	≤50%	↑	55%
	FTEs Per Adjusted Bed	7.12	6.18	6.58	6.72	6.59	≤7.90	↓	7.90
	Average Length of Stay	94.40	99.95	98.44	96.34	95.35	≤ 96.00	↓	73.20
	Charity / Bad Debt % of Total Gross Patient Revenue	2.91%	2.96%	3.17%	3.30%	3.11%	≤ 3.00%	↓	2.60%



Meeting or Exceeding Goal



Caution (5% of meeting/exceeding or below goal)



Below Goal



Trending Up




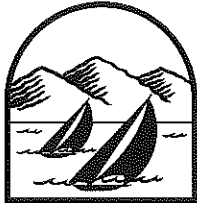
Trending Down



Status Quo

**2012 Medical Staff
Committee Members**

President	Alan Peterson, M.D.	
Past President:	David Martin, M.D.	
President Elect:		
General Medical Staff	All Medical Staff Members	Note: Only Active Staff can vote.
Infection Control	David Tretheway, M.D., Chairman	
Credentials Committee	Colin Doyle, M.D., Chairman Larry Garges, M.D. Katrina Popham, M.D.	Craig Flinders, M.D. R. Todd Parkey, M.D. Donald Norman, M.D.
Medical Executive Committee	Alan Peterson, M.D., President & Chairman of Tissue Surgery President – Elect Colin Doyle, M.D. Lee Gould, M.D. John Mannschreck, M.D.	David Martin, M.D. – Past President Jayme Mackay, M.D. Rich Weiland, M.D. Jose Garcia, M.D.
Medical/ICU/ED Committee	Lee Gould, M.D., Chairman Michael Driver, M.D. (ED) John Morgenstern, M.D.	Dennis Mountjoy, M.D. Allen Ernster, M.D. Michael Minick, M.D. (Hospitalist)
Dialysis QAPI Committee	Jose Garcia, Jr., M.D., Chairman	
Pharmacy & Therapeutics	Jayme Mackay, M.D., Chairman J. Brent Fisher, M.D.	Michael Minick, M.D. (Hospitalist) Michael Driver, M.D. (ED)
Professional Advisory Committee	Rich Weiland, M.D., Chairman	
Radiology QA Committee	John Mannschreck, M.D., Chairman Michael Driver, M.D. (ED) John Whitacker, M.D.	Ajith Kumar, M.D. Elizabeth Black, M.D.
Transfusion Committee	David Tretheway, M.D., Chairman	Note: Rebecca Fulton, M.D. will take over chairman as soon as she moved from Associate Staff to Active Staff.
Tissue Surgery Committee	Alan Peterson, Chairman Sara Berg, M.D. M. Lyndon Dieter, M.D. Timothy Flock, M.D.	Colin Doyle, M.D. Mark Hiesterman, D.O. Bryan Beardsley, M.D. Brian Hoffmann, M.D. 
UR/CAH Physician Advisory Panel	Jane Fore, M.D., Chairperson Dennis Mountjoy, M.D.	Rich Weiland, M.D. Michael Minick, M.D.



City of Clarkston

City Hall: (509) 758-5541 • Police: (509) 758-1684 • Fire: (509) 758-8681 • Fax: (509) 758-1670

829 5th Street • Clarkston, WA 99403

Feb. 9, 2012

Donald J. Wee, CEO
Tri-State Memorial Hospital
1221 Highland Ave.
PO Box 189
Clarkston, WA 99403

RE: City Limits Change / Annexation

Dear Don,

I've spent some time putting together a summary of what must occur to get the Tri-State property accurately located within the City limits of Clarkston. As part of the review, I've discovered an area other than Evergreen Estates that needs correction. The office located at 1233 Highland that was just recently remodeled is indicated as in the County rather than the City. As odd as that seems, nothing surprises me after all these years in this business. A review of Ordinance No. 1132 that annexes that area specifically exempts an area 90 feet wide by 304 feet deep perpendicular to Highland Ave.

That being said, a review of the State Code indicates that we need to accomplish the following...

- 1) You need to provide us with a notice of intent to annex the specific areas of concern. That could be a simple letter to me with a diagram attached that shows the property involved and its' ownership.
- 2) The City would then set a date with you or another representative or representatives of Tri-State to determine acceptance, rejection or possible modifications to the annexation boundary.
- 3) Following that decision, a hearing date would be determined and properly advertised for a hearing with the Planning Commission. The Planning Commission would review the annexation, take comments, and produce a "findings of fact" that would go to Council either as proponents or opponents of the change. The City Council would be the final decision making body.



I think it is important for us to get together to make sure we are on the same page as soon as we can before we actually get to the step of the first submittal. It is our opinion, that in this case, the city would waive the typical expense for the annexation considering it will be better for all involved. Please give me a call or e-mail and I would be happy to provide some preliminary information and go over some of the information compiled so far.

Sincerely,



James E. Martin
Public Works Director