Board of Commissioners Meeting
April 25, 2019
Summit Pacific Medical Center
Grays Harbor County Public Hospital District No. 1

Agenda

1. 6:00 – Call to Order
   a. Introductions as needed
   b. Business from audience

2. 6:05 – Consent Agenda – See separate Consent Agenda – Action (vote)

3. 6:10 – Patient Story - Lauri Bolton – Info

4. 6:15 – WRHC Overview, Holly Greenwood – Info

5. Executive Reports
   a. 6:45 – Quality Report and Dashboard, Dr. Tammy Moore – Info
   b. 7:15 – Finance Report, James Hansen – Info
   c. 7:30 - Executive Report, Josh Martin – Info

6. Commissioner Business
   a. 7:45 – Medical Staff Privileges – Action (vote)
      i. Erin Moran, MD – Initial Appointment – Radiology
      ii. Shari Jackson, MD – Initial Appointment – Radiology
      iii. Sarah Carossino, Registered Dietician – Initial Appointment – Nutrition
      iv. John Rodakowski, MD – Reappointment – Family Medicine
   b. 7:50 - Resolution 2019-04 To Establish Bond Reserve Accounts
   c. 7:55 – Legislative Update – Discussion
   d. 8:00 – Hot Topic Article “Investing in Healthy Cities” – Discussion
   e. 8:10 – Upcoming Events, Andrew Hooper
   f. 8:15 – Meeting Evaluation, Andrew Hooper

7. 8:20 - Executive Session
   a. (h) evaluate qualifications of candidate for appointment to elective office

8. 8:50- Commissioner Business Continued
   a. Commissioner appointment– Action (vote)

9:00 – Adjourn

Upcoming events: - BOLD events indicate desired Commissioner attendance.

- April 29, 2019 | CEO and Trustee Safety Summit | Crown Plaza SeaTac, WA
- May 10, 2019 | 12th Annual Celebrity Golf Tournament | Salish Cliffs
- May 30, 2019 | Prospective Commissioner Educational Meeting | TBD
- May 13-17, 2019 | Hospital Appreciation Week
- June 23-26, 2019 | WSHA 2019 Rural Hospital Leadership | Lake Chelan, WA
- July 26, 2019 | Special Board Meeting | Lake Chelan, WA
- July 30-31, 2019 | Board Strategic Planning Retreat | Alderbrook Resort and Spa Union, WA
Consent Agenda

A very useful technique involves the use of a consent agenda. The board agenda planners (usually the executive or governance committee, but occasionally the board chair with the CEO) divide agenda issues into two groups of items. The first are those items that must be acted on because of legal, regulatory, or other requirements, but are not significant enough to warrant discussion by the full board. Such issues are combined into a single section of the board agenda book; members review these materials prior to the meeting, and if no one has any questions or concerns, the entire block of issues is approved with one board vote and no discussion. This frees up a tremendous amount of time that would otherwise be squandered on minor issues. Any member can request that an item be removed from the consent agenda and discussed by the full board. The success of the consent agenda is predicated upon all board members reading the material in the consent agenda section of the board agenda book. If they do not, then the board becomes a veritable rubber stamp. The second group of agenda items are those important issues that require discussion, deliberation, and action by the board. These are addressed one by one.

Executive Session Justification

Executive Session is convened to discuss the following topics, as permitted by the cited sections of the Revised Code of Washington (RCW):

- Executive session (RCW 42.30.110)
  - (a) national security
  - (b) (c) real estate
  - (d) negotiations of publicly bid contracts
  - (e) export trading
  - (f) complaints against public officers/employees
  - (g) qualifications of applicant or review performance of public employee/elective office
  - (h) evaluate qualifications of candidate for appointment to elective office
  - (i) discuss claims with legal counsel
    - existing or reasonably expected litigation
    - litigation or legal risks expected to result in adverse legal or financial consequences
    - presence of legal counsel alone does not justify executive session
  - OQI/peer review committee documents and discussions

- Final action must be in open meeting
**BOARD OF COMMISSIONERS MEETING MINUTES**  
March 28, 2019

<table>
<thead>
<tr>
<th>AGENDA</th>
<th>DISCUSSION/CONCLUSIONS</th>
<th>ACTIONS/FOLLOW-UP</th>
</tr>
</thead>
</table>
| CALL TO ORDER     | 6:00pm – CALL TO ORDER  
The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order at 6:00 pm by Board Chair Andrew Hooper.  

**Commissioners present:** Andrew Hooper, Gary Thumser, Louie Figueroa and Georgette Hiles  
Brent Meldrum absent and excused  

**Also Present:** Josh Martin, Tammy Moore, Ken Dietrich, Lauri Bolton, Jim Hansen, Jori Stott, Otis Leathers, Ron Hulscher, Renee Smith, Cecelia Tapp, Tracy Smith, Natalie Jensen, Shannon Brear, Nicole Simons, Ron Woodman, John Elsner, Carolyn Westcott, Peggy Harding, Rachel Brown, Melody Warn, Tim Warn, Ron Hulscher and Blake Rose |

<table>
<thead>
<tr>
<th>BUSINESS FROM AUDIENCE</th>
<th>Business from Audience</th>
<th>ACTIONS/FOLLOW-UP</th>
</tr>
</thead>
</table>
|                        | • Ron Woodman, shared patient concern regarding incorrect diagnosis and billing issue. A complaint was filed with billing company, but he had not heard back regarding a resolution.  
  o Commissioner Hooper thanked Ron Woodman for sharing experience.  
  o Cecelia Tapp and Ron Woodman followed up after his public comment.  
• Cecelia Tapp and Nicole Simons shared two babies had been born in the facility last week in the ED. Although this is not a service provided by SPMC, the ED team pulled together and did an outstanding job. |

<table>
<thead>
<tr>
<th>CONSENT AGENDA</th>
<th>CONSENT AGENDA-SEE SEPARATE CONSENT AGENDA</th>
<th>ACTIONS/FOLLOW-UP</th>
</tr>
</thead>
</table>

**Commissioner Thumser made a motion to approve the consent agenda as presented. Commissioner Hiles seconded the motion. The motion was approved unanimously.**
<table>
<thead>
<tr>
<th>PROVIDER STORY</th>
<th>• CXO Bolton shared patient story about integrated care (See patient story for more details)</th>
</tr>
</thead>
</table>
| GUEST PRESENTATION | **Foundation Board**  
• John Elsner presented an update on the Summit Pacific Medical Foundation. (See PowerPoint for more details)  
• Summit Pacific playground will be open to the community coming this Summer 2019.  
• The splash pad is functioning as of today.  
• Discussion regarding the importance of the ponds to our community and how we can celebrate its history. |
| COMMITTEE REPORTS | **Quality Report, Dashboard and Year End Report**—  
• Tammy Moore provided an overview of the Quality report and dashboard  
• Hollie Weiberg hosted a clinical education skills day in March. Another skills day will be held in September.  
**Finance Report – James Hansen, CFO**  
• CFO Hansen presented the Finance Report (See report and dashboards for more details).  
• CFO Hansen shared improvements to our revenue cycle process.  
• Three projects have been identified to improve our billing process for our community.  
  o Changing current statement billing process  
  o Improving design and layout for easier payment remittance experience  
  o Improving online bill pay features  
• The state auditors completed a two-year accountability audit which will be published April 1, 2019 on their website. There were no deficiencies identified.  
**Executive Report**  
• CEO Martin presented the Executive Report (see report for more details)  
• CXO Bolton provided an overview of Wellness Center operations. |
S PMC's first dietician was added to the staff. She is providing outpatient visits as well as consulting in the Acute Care Unit.
- Café menus have been posted to our website.
- The climbing wall is expanding hours to five days a week.
- The lab completed the bi-annual lab survey. Three minor deficiencies were sited. The auditor requested templates to replicate elsewhere.
- CMO Dietrich provided an update on the MAT clinic grant. The clinic has seen 100 patients in the last two months.
- Commissioners shared an overall positive experience of the Mark Reed Evaluation and Treatment Center facility tour.
- CEO Martin shared experience hosting Anne Hazlett. She has expressed interest in continued partnership.
- CMO Dietrich provided an update on the Annual Provider Retreat. Overall the retreat was well-received.
- Jori Stott provided an overview of the Blue Zones project.

<table>
<thead>
<tr>
<th>COMMISSIONER BUSINESS</th>
<th>Medical Staff Privileges</th>
<th>Resolution 2019-03 Surplus property</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Amy Graham, ARNP – Reappointment – Family Medicine</td>
<td>- Resolution to either sell or dispose of surplus items (See resolution for more details)</td>
</tr>
<tr>
<td></td>
<td>- Ryan Fortna, MD – Reappointment – Pathology</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Brenton Dulak, PA – Initial Appointment – Family Medicine/Urgent Care</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Todd McNiesh, PA – Urgent Care – Reappointment</td>
<td></td>
</tr>
</tbody>
</table>

Commissioner Figueroa made a motion to approve the Medical Staff Privileges as presented on the agenda. Commissioner Thumser seconded the motion. The motion was approved unanimously.

Commissioner Thumser made a motion to approve Resolution 2019-03Surplus Property. Commissioner Hiles seconded the motion. The motion was approved unanimously.

Legislative Article
**BOARD OF COMMISSIONERS MEETING MINUTES**  
March 28, 2019

<p>| | | |</p>
<table>
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<tr>
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</thead>
</table>
| | • CEO Martin shared that the WA State Capitol is experiencing the busiest legislative session this year.  
• CEO Martin and Lourdes Schoch, RN advocated today at the Capitol about nurse staffing and breaks | |
| **Hot Topic Article Discussion** | • Discussion regarding "No Insurer Necessary" article (see article for more details)  
• CEO Martin provided context that the industry continues to move towards concierge medicine which removes the payor from the equation.  
• Discussion regarding creating the correct model for wellness services. | |
| **Commissioner Planning meeting** | • Decision made to stay one extra day in Chelan, WA June and move board meeting to Wednesday afternoon and have a working dinner immediately following. | |
| **Upcoming Events** | • Commissioner Hooper reviewed upcoming events (see agenda for more details).  
• CEO Martin shared co-sponsored Community Interest Forum will be held April 3, 2019. AWPHD's Executive Director, Ben Lindekugal will be presenting.  
• Commissioner Hooper facilitated meeting evaluation | |

**ADJOURNMENT**  
The regular session of the Board of Commissioner's meeting adjourned at 9:22 pm.  
**Commissioner Thumser made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. The motion was approved by unanimous vote. Commissioner Figueroa was absent**
For the Period:

**March 2019**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll</td>
<td>$1,642,648</td>
</tr>
<tr>
<td>A/P Operations</td>
<td>$999,999</td>
</tr>
<tr>
<td>A/P Construction</td>
<td>$560,955</td>
</tr>
<tr>
<td>Community Care</td>
<td>$144,489</td>
</tr>
<tr>
<td>Bad Debt</td>
<td>$22,770</td>
</tr>
<tr>
<td>Property Tax Credit</td>
<td>$1,109</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,371,972</strong></td>
</tr>
</tbody>
</table>
March was a busy month, as activity was over budget in many key areas:
Patient Days, both Acute and Swing Bed exceeded budget by 21.5%; Emergency Department visits exceeded budget by 26.6%; Therapy visits exceeded budget by 17.3%; X-ray, CT and Ultrasound (combined) exceeded budget by 11.0%; Wellness Center visits exceeded budget by 10.4%; Lab exceeded budget by 10.0%

The activity produced a favorable month. Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) was $518K, $287K (124.6%) above Budget. YTD EBITDA is approximately $1.15M, or $359K (45.1%) over Budget. Net Income for the month is $199K, $263K (409.7%) over budget, YTD Net Income ended at $374K, or $285K (319.6%) over Budget.

Revenue Summary

March Gross Income was $9.2M, approximately $1.2M (14.9%) over Budget; YTD Gross Income is $25.0M, approximately $1.8M (7.6%) over budget.

March Net Operating Revenue was $3.6M, $333K (10.3%) above Budget; YTD $9.9M, $487K (5.2%) over Budget.

Deductions were 61.4% for the month, (1.6%) over Budget; YTD 60.3% (0.9%) under Budget. Our deduction percentage is greater than budget primarily due our service mix of Emergency Department revenue. Our 2019 YTD Emergency Department revenue is 49.7% of our overall revenue (budgeted at 46.3%). 70% of Emergency Department revenue is non-Medicare, meaning most claims are paid on a fixed-fee basis.

Expense Summary

March Operating Expenses (excluding depreciation and interest) were $3.1M, $45K over budget (1.5%), YTD $9.0M, $87.7K (1.0%) over Budget.

Expense categories to note: Salaries and Wages for March were $1.9M, $127K (7.2%) over budget. Salaries and Wages included about 50% of the 2018 at-risk
payments, April will include the remaining payments. The variance is primarily due to this timing issue, as most of the at-risk payments were budgeted in April.

Supplies for the month of March were $157K, $27.4K (14.9%) under budget due primarily to our final review of transactions related to the Wellness Center and appropriately recording expenses and inventory.
## 2019 Operating Statement

<table>
<thead>
<tr>
<th>Gross Operating Revenue</th>
<th>Actual</th>
<th>MARCH</th>
<th>Variance</th>
<th>Var%</th>
<th>YEAR-TO-DATE</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
<th>Var%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Revenue</td>
<td>$740,484</td>
<td>$791,316</td>
<td>$(50,832)</td>
<td>(6.4%)</td>
<td>$2,246,387</td>
<td>$2,273,890</td>
<td>$(27,502)</td>
<td>(1.2%)</td>
<td></td>
</tr>
<tr>
<td>Outpatient Revenue</td>
<td>$2,657,680</td>
<td>$2,370,234</td>
<td>$287,445</td>
<td>12.1%</td>
<td>$6,955,621</td>
<td>$6,638,459</td>
<td>$317,162</td>
<td>4.8%</td>
<td></td>
</tr>
<tr>
<td>MHC Clinic Revenue</td>
<td>$212,439</td>
<td>$287,660</td>
<td>$(75,221)</td>
<td>(26.1%)</td>
<td>$669,230</td>
<td>$802,835</td>
<td>$(133,605)</td>
<td>(16.6%)</td>
<td></td>
</tr>
<tr>
<td>SPHC Clinic Revenue</td>
<td>$26,661</td>
<td>$7,747</td>
<td>$18,914</td>
<td>244.1%</td>
<td>$367,973</td>
<td>$315,235</td>
<td>$52,738</td>
<td>16.7%</td>
<td></td>
</tr>
<tr>
<td>SPWC Clinic Revenue</td>
<td>$648,710</td>
<td>$590,967</td>
<td>$57,743</td>
<td>9.8%</td>
<td>$1,384,415</td>
<td>$1,416,612</td>
<td>$(32,197)</td>
<td>(2.3%)</td>
<td></td>
</tr>
<tr>
<td>Urgent Care Revenue</td>
<td>$349,981</td>
<td>$367,210</td>
<td>$(17,229)</td>
<td>(4.7%)</td>
<td>$959,693</td>
<td>$1,036,614</td>
<td>$(76,821)</td>
<td>(7.4%)</td>
<td></td>
</tr>
<tr>
<td>Emergency Revenue</td>
<td>$4,594,302</td>
<td>$3,620,428</td>
<td>$973,874</td>
<td>26.9%</td>
<td>$12,414,851</td>
<td>$10,751,041</td>
<td>$1,663,810</td>
<td>15.3%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Gross Operating Revenue</strong></td>
<td><strong>$9,230,257</strong></td>
<td><strong>$8,035,563</strong></td>
<td><strong>$1,194,694</strong></td>
<td><strong>14.9%</strong></td>
<td><strong>$24,998,171</strong></td>
<td><strong>$23,234,585</strong></td>
<td><strong>$1,763,586</strong></td>
<td><strong>7.6%</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue Deductions</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
<th>Var%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare Contractual</td>
<td>$2,164,472</td>
<td>$1,860,027</td>
<td>$304,445</td>
<td>16.4%</td>
</tr>
<tr>
<td>Medicaid Contractual</td>
<td>$2,051,681</td>
<td>$1,675,446</td>
<td>$376,218</td>
<td>22.5%</td>
</tr>
<tr>
<td>Other Contractual</td>
<td>$830,339</td>
<td>$862,379</td>
<td>$(32,040)</td>
<td>(3.7%)</td>
</tr>
<tr>
<td>Bad Debt Expense</td>
<td>$407,450</td>
<td>$242,295</td>
<td>$165,154</td>
<td>68.2%</td>
</tr>
<tr>
<td>Community Care</td>
<td>$144,489</td>
<td>$117,151</td>
<td>$27,338</td>
<td>23.3%</td>
</tr>
<tr>
<td>Administrative Adjustments</td>
<td>$68,625</td>
<td>$48,414</td>
<td>$20,212</td>
<td>41.7%</td>
</tr>
<tr>
<td><strong>Total Revenue Deductions</strong></td>
<td><strong>$5,667,057</strong></td>
<td><strong>$4,805,729</strong></td>
<td><strong>$861,328</strong></td>
<td><strong>17.9%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Patient Revenue</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
<th>Var%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Revenue</td>
<td>$3,563,200</td>
<td>$3,229,834</td>
<td>$333,366</td>
<td>10.3%</td>
</tr>
<tr>
<td>Other Operating Income</td>
<td>$72,911</td>
<td>$73,784</td>
<td>$(873)</td>
<td>(1.2%)</td>
</tr>
<tr>
<td><strong>Total Other Revenue</strong></td>
<td><strong>$72,911</strong></td>
<td><strong>$73,784</strong></td>
<td><strong>$(873)</strong></td>
<td><strong>(1.2%)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Operating Revenue</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
<th>Var%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenses</td>
<td>$3,636,111</td>
<td>$3,303,618</td>
<td>$332,493</td>
<td>10.1%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>$1,893,191</td>
<td>$1,766,180</td>
<td>$(127,011)</td>
<td>(7.2%)</td>
</tr>
<tr>
<td>Benefits</td>
<td>$481,939</td>
<td>$480,067</td>
<td>$(1,872)</td>
<td>(0.4%)</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>$71,757</td>
<td>$43,789</td>
<td>$(27,968)</td>
<td>(63.9%)</td>
</tr>
<tr>
<td>Supplies</td>
<td>$157,104</td>
<td>$184,513</td>
<td>$(27,409)</td>
<td>(14.9%)</td>
</tr>
<tr>
<td>Utilities</td>
<td>$45,422</td>
<td>$57,086</td>
<td>$11,664</td>
<td>20.4%</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>$362,194</td>
<td>$432,163</td>
<td>$(69,969)</td>
<td>(16.2%)</td>
</tr>
<tr>
<td>Insurance</td>
<td>$12,939</td>
<td>$11,056</td>
<td>$(1,883)</td>
<td>(16.7%)</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>$81,553</td>
<td>$88,262</td>
<td>$(6,709)</td>
<td>(7.6%)</td>
</tr>
<tr>
<td>Rentals &amp; Leases</td>
<td>$11,764</td>
<td>$9,735</td>
<td>$(2,029)</td>
<td>(20.8%)</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$3,117,863</strong></td>
<td><strong>$3,072,851</strong></td>
<td><strong>$(45,012)</strong></td>
<td><strong>(1.5%)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EBITDA</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
<th>Var%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest &amp; Depreciation Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>$140,878</td>
<td>$140,876</td>
<td>$(3)</td>
<td>(0.0%)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$323,864</td>
<td>$323,864</td>
<td>$(0)</td>
<td>(0.0%)</td>
</tr>
<tr>
<td><strong>Total Interest &amp; Depreciation Expenses</strong></td>
<td><strong>$464,743</strong></td>
<td><strong>$464,740</strong></td>
<td><strong>$(3)</strong></td>
<td><strong>(0.0%)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Income (Loss) from Operations</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
<th>Var%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Operating Revenue/(Expenses)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tax Revenue</td>
<td>$28,885</td>
<td>$58,221</td>
<td>$(29,336)</td>
<td>(50.4%)</td>
</tr>
<tr>
<td>Misc Revenue/(Expenses)</td>
<td>$116,263</td>
<td>$111,608</td>
<td>$4,656</td>
<td>4.2%</td>
</tr>
<tr>
<td><strong>Total Non-Operating Rev/(Expenses)</strong></td>
<td><strong>$145,149</strong></td>
<td><strong>$169,829</strong></td>
<td><strong>$(24,680)</strong></td>
<td><strong>(14.5%)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Income (Loss)</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
<th>Var%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$198,654</td>
<td>$(64,144)</td>
<td>$262,798</td>
<td>(409.7%)</td>
</tr>
</tbody>
</table>

**Note:** All values are in thousands except for percentages.
## Balance Sheet as of March 2019

### Assets

**Current Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>03/31/2019</th>
<th>02/28/2019</th>
<th>1 Month Variance</th>
<th>02/28/2018</th>
<th>12 Month Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Cash</td>
<td>8,710,980</td>
<td>6,995,054</td>
<td>1,715,926</td>
<td>4,637,674</td>
<td>4,073,306</td>
</tr>
<tr>
<td>Wellness Center Project Fund</td>
<td>5,518,763</td>
<td>5,523,812</td>
<td>(5,049)</td>
<td>27,984,787</td>
<td>(22,466,024)</td>
</tr>
<tr>
<td>Debt Reserve</td>
<td>1,339,443</td>
<td>1,791,393</td>
<td>(451,950)</td>
<td>1,339,442</td>
<td>(451,951)</td>
</tr>
<tr>
<td>Accounts Receivables</td>
<td>15,877,977</td>
<td>15,198,467</td>
<td>679,510</td>
<td>18,120,917</td>
<td>(2,242,940)</td>
</tr>
<tr>
<td>Less Allow for Uncollectibles</td>
<td>(1,638,873)</td>
<td>(1,494,712)</td>
<td>(144,162)</td>
<td>(1,804,445)</td>
<td>165,572</td>
</tr>
<tr>
<td>Less Contractual Adjustments</td>
<td>(9,422,829)</td>
<td>(8,548,031)</td>
<td>(874,798)</td>
<td>(9,202,795)</td>
<td>(220,034)</td>
</tr>
<tr>
<td><strong>Accounts Receivable - Net</strong></td>
<td><strong>4,816,276</strong></td>
<td><strong>5,155,725</strong></td>
<td><strong>(339,450)</strong></td>
<td><strong>7,113,678</strong></td>
<td><strong>(2,297,402)</strong></td>
</tr>
<tr>
<td>Taxes Receivable</td>
<td>74,269</td>
<td>45,383</td>
<td>28,885</td>
<td>138,741</td>
<td>(64,472)</td>
</tr>
<tr>
<td>Other Receivables</td>
<td>496,822</td>
<td>546,155</td>
<td>(49,333)</td>
<td>292,887</td>
<td>203,935</td>
</tr>
<tr>
<td>Inventory</td>
<td>400,462</td>
<td>400,706</td>
<td>(244)</td>
<td>316,752</td>
<td>83,710</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>246,057</td>
<td>211,015</td>
<td>35,042</td>
<td>144,165</td>
<td>101,892</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>21,603,071</strong></td>
<td><strong>20,669,244</strong></td>
<td><strong>933,827</strong></td>
<td><strong>41,968,127</strong></td>
<td><strong>(20,817,008)</strong></td>
</tr>
</tbody>
</table>

**Property, Plant and Equipment**

<table>
<thead>
<tr>
<th>Description</th>
<th>03/31/2019</th>
<th>02/28/2019</th>
<th>1 Month Variance</th>
<th>02/28/2018</th>
<th>12 Month Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>1,652,029</td>
<td>1,652,029</td>
<td>-</td>
<td>1,651,936</td>
<td>93</td>
</tr>
<tr>
<td>Land Improvements</td>
<td>364,672</td>
<td>364,672</td>
<td>-</td>
<td>364,672</td>
<td>-</td>
</tr>
<tr>
<td>Buildings</td>
<td>20,548,798</td>
<td>20,548,798</td>
<td>-</td>
<td>20,548,798</td>
<td>-</td>
</tr>
<tr>
<td>Equipment</td>
<td>8,055,394</td>
<td>8,055,394</td>
<td>-</td>
<td>7,891,501</td>
<td>163,893</td>
</tr>
<tr>
<td>Construction In Progress</td>
<td>29,145,087</td>
<td>28,422,949</td>
<td>722,138</td>
<td>6,745,191</td>
<td>22,399,896</td>
</tr>
<tr>
<td>Less Accumulated Depreciation</td>
<td>(14,299,346)</td>
<td>(13,975,482)</td>
<td>(323,864)</td>
<td>(11,541,290)</td>
<td>(2,758,056)</td>
</tr>
<tr>
<td><strong>Property, Plant and Equipment - Net</strong></td>
<td><strong>45,466,633</strong></td>
<td><strong>45,068,359</strong></td>
<td><strong>398,274</strong></td>
<td><strong>25,660,808</strong></td>
<td><strong>19,805,825</strong></td>
</tr>
</tbody>
</table>

**Total Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>03/31/2019</th>
<th>02/28/2019</th>
<th>1 Month Variance</th>
<th>02/28/2018</th>
<th>12 Month Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>67,069,704</strong></td>
<td><strong>65,737,604</strong></td>
<td><strong>1,332,101</strong></td>
<td><strong>67,628,935</strong></td>
<td><strong>(1,011,183)</strong></td>
</tr>
</tbody>
</table>
## Balance Sheet as of March 2019

### Liabilities

<table>
<thead>
<tr>
<th></th>
<th>03/31/2019</th>
<th>02/28/2019</th>
<th>1 Month Variance</th>
<th>02/28/2018</th>
<th>12 Month Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>263,091</td>
<td>602,470</td>
<td>(339,379)</td>
<td>659,415</td>
<td>(396,324)</td>
</tr>
<tr>
<td>Other Payables</td>
<td>2,460,357</td>
<td>1,408,119</td>
<td>1,052,237</td>
<td>1,091,199</td>
<td>1,369,157</td>
</tr>
<tr>
<td>Payroll and Related Liabilities</td>
<td>2,137,675</td>
<td>1,849,751</td>
<td>287,924</td>
<td>1,867,552</td>
<td>270,123</td>
</tr>
<tr>
<td>Interest Payable</td>
<td>616,502</td>
<td>484,880</td>
<td>131,622</td>
<td>445,998</td>
<td>170,504</td>
</tr>
<tr>
<td>Third Party Settlement Payable</td>
<td>(702,034)</td>
<td>(702,034)</td>
<td>-</td>
<td>561,654</td>
<td>(1,263,688)</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td>96,943</td>
<td>91,066</td>
<td>5,878</td>
<td>36,351</td>
<td>60,592</td>
</tr>
<tr>
<td>Current Maturities of LTD</td>
<td>728,795</td>
<td>728,795</td>
<td>-</td>
<td>702,192</td>
<td>26,603</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>5,601,330</td>
<td>4,463,047</td>
<td>1,138,282</td>
<td>5,364,362</td>
<td>236,968</td>
</tr>
<tr>
<td><strong>Non Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long Term Debt Less Current Maturities</td>
<td>(728,795)</td>
<td>(728,795)</td>
<td>-</td>
<td>(702,192)</td>
<td>(26,603)</td>
</tr>
<tr>
<td>Bond Debt</td>
<td>50,487,127</td>
<td>50,491,963</td>
<td>(4,836)</td>
<td>51,190,093</td>
<td>(702,966)</td>
</tr>
<tr>
<td><strong>Total Non Current Liabilities</strong></td>
<td>49,758,332</td>
<td>49,763,168</td>
<td>(4,836)</td>
<td>50,487,901</td>
<td>(729,569)</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>55,359,662</td>
<td>54,226,215</td>
<td>1,133,446</td>
<td>55,852,262</td>
<td>(492,601)</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted Fund Balance</td>
<td>11,335,904</td>
<td>11,335,904</td>
<td>-</td>
<td>9,275,812</td>
<td>2,060,092</td>
</tr>
<tr>
<td>YTD Excess of Revenues</td>
<td>374,138</td>
<td>175,484</td>
<td>348,654</td>
<td>75,727</td>
<td>448,411</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>11,710,043</td>
<td>11,511,388</td>
<td>348,654</td>
<td>9,351,539</td>
<td>2,508,503</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES &amp; NET ASSETS</strong></td>
<td>67,069,704</td>
<td>65,737,604</td>
<td>1,482,101</td>
<td>65,203,802</td>
<td>2,015,903</td>
</tr>
</tbody>
</table>