



## **BOARD OF DIRECTORS MEETING**

3:30 P.M. on Tuesday, February 12, 2019

Hilton Head Island Library

### **MISSION STATEMENT**

*Our primary mission is to understand and serve the health and wellness needs of the medically underserved population and their households, living and/or working on Hilton Head and Daufuskie Islands.*

### **VISION STATEMENT**

*May we have eyes to see those who are rendered invisible and excluded,  
open arms and hearts to reach out and include them,  
healing hands to touch their lives with love,  
and in the process heal ourselves.*

### **AGENDA**

1. Apologies for Absence
2. Approval of December 11, 2018 Meeting Minutes
3. Management and Standing Committee Reports
  - Executive Director Report (Ray Cox)
  - Development (Ginger Allen)
  - Marketing (Ric Gorman)
  - Finance (Joe Scodari)
  - Governance and Planning (Michael Hall)
  - Executive Committee (Andi Argast)
  - Dental Clinic (Robert Lindsey)
  - Medical Executive (Steven Siegelbaum)
  - Technology (Anderson / Buckingham)
4. New Business
5. Adjournment
6. Executive Session



**Minutes of the Regular Meeting of  
The VIM Board of Directors**

**PSD Community Room  
21 Oak Park Drive, Hilton Head Island, SC  
December 11, 2018**

**Present:**

Ned Allen, Tom Brettingen, Joe Buckingham, Jim Collett, Dedria Cruden, Fred Hack, Ric Gorman, Jim Hicks, Randy Light, Rob Lindsey, Honorary Board Member Mary Ellen McConnell, Linda Meir, Paul Moeri, Marion Payne, Marc Puntereri, Bob Sable, Charles Sampson, Steven Siegelbaum, Lynn Jennings Taylor, Julie Camp-Tome and Andi Argast

**Ex-Officio:**

Raymond Cox, MD, Susan Jones

**Absent:**

John Anderson, Honorary Board Member Kay Bangs, Morris Campbell, Michael Hall, Mike Pasquale, Joe Scodari

**Index of Motions and Board Vote**

- 173 Motion to approve October 9, 2018, Board Regular Meeting Minutes
- 174 Motion to approve the FY 2020-2024 Strategic Framework
- 175 Motion to reflect VIM-HHI's Interest in and Support of the VIM Institute's Possible Relocation to Hilton Head Island
- 176 Motion to adjourn the meeting

**Board Vote 173**

- Resolution motion: Approval of October 9, 2018, Board Regular Meeting Minutes
- Moved by Randy Light, seconded by Bob Sable
- Resolution passes: unanimous

**Board Vote 174**

- Resolution motion: Approval of the FY 2020-2024 Strategic Framework
- Moved by Steve Siegelbaum, seconded by Lynn Jennings Taylor
- Resolution passes: unanimous

**Board Vote 175**

- Resolution motion: Approval of the following statement: "We encourage the Institute to consider relocation to Hilton Head Island where its presence would be enthusiastically welcomed and supported during both the transition and in future endeavors."
- Moved by Jim Hicks, seconded by Bob Sable
- Resolution passes: unanimous

**Board Vote 176**

- Resolution Motion: To adjourn the meeting
- Moved by Randy White, seconded by Fred Hack
- Resolution passes: unanimous

**Opening Comments:** Board Chair, Jim Collett opened the meeting at 1530 and welcomed all attendees. Jim Hicks read the Mission and Vision statements. Jim's tenure as Board Chair will be ending on June 30, 2019, and he has recommended that Lynn Jennings Taylor be elected to succeed him. During the remainder of Jim's term, Lynn will attend the Executive Committee meetings as a non-voting member. Once elected by the Board, she will become Chair on July 1, 2019. Jim provided a brief overview of Lynn's background. Although relatively new to the Board, Lynn is highly qualified and brings a wealth of directly related professional experience including that as an RN, Attorney and Healthcare Risk Manager. In addition, she serves as a VIM volunteer and generously contributes her time and talents.

Jim advised the Board that he is currently seeking election to the Hilton Head Island Town Council. The special election will be held on February 19<sup>th</sup>. Should he be elected, there would be minimal overlap from a time perspective prior to the completion of his term as Board Chair. According to Jim, he does not anticipate any negative impact on his ability to effectively execute his VIM responsibilities.

*(Note: The order of the published agenda was modified to accommodate preview of a Marketing Committee video.)*

### **Management and Standing Committee Reports:**

#### **Marketing Ric Gorman, Chair (please see separate report)**

As Ric has stated on a number of occasions, sharing the VIM story via patient testimonials has tremendous potential. The videos previewed this afternoon completely support the positive and very powerful impact of this marketing tool. Ric updated the Board on the project of creating segments that not only capture patient testimonials, but also highlight messages for reaching out ...and touching....the business community. Lee Edwards (The Greenery) does an excellent job as a business owner / spokesperson relaying how VIM has provided medical care to his employees and how the benefits achieved by maintaining a healthy workforce make sense on many levels. The video also includes Lee's challenge to other businesses to actively engage in the "Companies Who Care" effort. The editing room at WSAV gave generously of its time and expertise to produce the finished product (that will be viewed over multiple venues, in rotating versions, including the updated VIM website and, as of March 1<sup>st</sup>, the TV station itself).

#### **Jim Collett con't**

Jim briefly mentioned the Off-Site October meeting. The session provided an opportunity for the full Board to become familiar with the framework and intricacies of the proposed Strategic Plan. This was deemed to be essential in preparation for the vote to approve at today's meeting. Again, Jim expressed thanks for Joe Scodari's outstanding leadership on this effort. The 2020-2024 Strategic Framework was then formally voted upon and approved.

#### **Executive Director Report Ray Cox, MD (please see separate report)**

Dr. Cox delivered a very encouraging report, using the quote "It was a very good year" to describe the state of the clinic. As he explained to the Board, 2018 was indeed worthy of that distinction in many areas..... those relating to financial stability, process improvements, Staff, Board and Volunteer engagement, community outreach and support. While detail can be found in his month by month written summary, in his presentation Dr. Cox highlighted a number of items for Board awareness. These included 1) the generous donations made to the clinic in Dr. Jack's memory; 2) a request to keep Dr. Luther Strayer, a long serving, dedicated volunteer in our prayers as he is very seriously ill; 3) a special thanks to Jim Hicks for facilitating the Impact Grant from Wexford; 4) 4-star Charity Navigator rating for the 5<sup>th</sup> year in a row, an accomplishment achieved by fewer than 10% of non-profits; 5) increased emphasis on confidentiality and password security; 6) a huge thank you to all those involved in making the November Gala the best ever; 7) the first telepsychiatry consult with MUSC; 8) ongoing recognition of the need to promote conversation / interaction with Hilton Head

Hospital.....perhaps recommending an exchange of sorts whereby a rep from the hospital would serve as a VIM Board member and vice versa.

**Development     Dedria Cruden, Chair (please see separate report)**

While many individuals contributed to the overall success of the 2018 Gala, Dedria began her report by thanking Co-Chairs, Linda Meir and Grace Thomas who did an “absolutely fabulous” job! She also acknowledged Board member spouses, Marcia Collett, Chris Hall and Twyla Sable who generously donated their time and talents to the event planning and execution effort.

Linda commented on the Gala debriefing session. Almost without exception, feedback was positive. The open bar was a huge success and the music of Deas Guyz, was as usual, outstanding. The Gala will return to the Westin next year (11/23/2019), and the location change will eliminate several issues specific to the facility (i.e. sound system, spotty wine and food service, and space constraints associated with parking, the cocktail hour and auction items display). Utilizing technology more fully will help address administrative issues relating to Gala components such as “Fund a Need” and Auction opening / final bid discrepancies.

Dedria thanked the Board for its *monetary support* of Development events and, as importantly, for its *engagement*. Although the 2018 Gala was less than two months ago, a committee for the 2019 event is being assembled. The Development Department, small in size but mighty in output, is always balancing a variety of programs and activities. Nomination of VIM as the Outstanding Organization of the year (nomination letters of support needed) is currently underway and planning for new fundraisers, particularly the Kentucky Derby Benefit Party in May will begin soon. Adopt a Donor, complete with a script for Board members to follow, will be reintroduced for contributions greater than \$1,000. A Legacy Society meeting with Mary Ellen McConnell, David Ekedahl and hopefully Peter Parrott will be held in the near future. The committee will be looking for Board members willing to serve as “Ambassadors”. Lastly Tom Brettingen is assembling a group to help with the 2019 Golf Classic to be held on March 1 at Berkeley Hall.

**Finance Committee     Paul Moeri, Chair (Please see separate reports submitted by Paul and Susan Jones, Accounting Manager)**

Paul reported on the Finance Committee meeting held on December 4, 2018. He complimented Susan and her “team” for their work in preparation for the Auditor’s visit and financial statement review. Results indicated compliance with accounting standards. The 12/4 meeting also included a presentation by the Fiduciary Group which provided an update on the investments it manages for VIM. Although the economy has been somewhat unpredictable, our portfolio has held to benchmarks. Financial metrics to date are encouraging. Paul mentioned, per Susan’s input, having to draw down the Endowment (6.3 million) based on this year’s forecast seems unlikely. Of note, the net proceeds.....\$230,000+..... from the 2018 Gala are well above the estimate included in the budget.

**Governance and Planning     Mike Hall, Chair (please see separate report)**

Andi Argast updated the Board in Mike’s absence. Review and revision of VIM’s “pay policy” (the term “pay” to be replaced with “compensation” to more accurately reflect policy statements) is a top priority. A salary survey has also been completed recently and will serve as a backdrop to the policy formation and next steps. A target date of March 2019 has been set for communication to the Board. The committee has reviewed the feedback from October’s offsite meeting. There is general agreement that the session was worthwhile, and there is support for conducting a similar event on an annual basis. Changes under consideration for the future include reducing meeting length and scheduling a social hour at its completion. In response to concerns from several Board members, the Conflict of Interest form has been minimally modified and will be used beginning in 2019. Governance and Planning’s responsibilities include the identification of potential Board candidates (with input from the entire Board), and discussions have begun on this subject. Diversity remains a goal in selection.

**Executive Committee     Andi Argast (please see separate report)**

No additional information was provided.

**Dental Clinic Rob Lindsey, D.D.S., Director (please see separate report)**

Rob reported the value of services provided by the Dental Clinic is estimated to surpass 1.5 million dollars by the end of 2018! He attributed this very significant figure to factors including more new patients, scheduling efficiency, a greater variety of services provided, upgraded dental equipment and ongoing training for staff and volunteers. As he has done in the past, Rob mentioned the need for more practitioners and specifically the need for oral surgeons. The decreased number of extractions is reflected in the diminished availability of the latter. The appointment no-show rate has steadily declined largely due to the implementation of protocol changes.

**Medical Executive Committee Steven Siegelbaum, M.D.**

The MEC meets quarterly (next mtg scheduled in January 2019) hence Steve's report was brief. He did however mention penmanship (sometimes illegible) and the challenge of "interpreting" handwritten physician notes. Encouraging physicians to use computer generated notes is a solution, but there is resistance since EMR is not especially friendly. Dr. Cox noted the new Dragon software (a speech recognition product) has been introduced on a limited basis and is showing promise as a tool that will be accepted more readily. Additional devices will be arriving early 2019.

Joe Buckingham, Vice-Chair of the Technology Committee, was asked to comment on the acceptance or lack thereof of technology in the workplace. According to Joe, in his experience, technology represents change.....and, as such it is a "human being thing" to resist anything that involves doing things differently (even if it is far better in the long run to do so). Transition takes time.

**New Business:**

**Relocation of the VIM Institute** At Jim's request, Ned Allen and Dr. Cox updated the Board regarding the VIM Institute and its potential relocation from Burlington, Vermont, at some point in 2019. (In addition to serving as a VIM-HHI Board member, Ned is also a member of the Institute's Board.) Hilton Head Island has been identified as one of the top relocation possibilities. The Westchester Clinic in Philadelphia is currently second. A discussion ensued concerning the potential benefits for each organization and why Hilton Head would seem to be a logical selection. It would solidify VIM's flagship status, and the Institute would be returning to its place of origin (and the state that holds its 501 c3 status). Ned asked for a sense of the VIM Board's direction on this issue in order to accurately communicate our position at an upcoming Institute Board meeting. Please see the statement of support, Vote #175.

**Remarks from Lynn Jennings Taylor** Lynn expressed heartfelt thanks to Jim for his recommendation concerning the Board Chair position. She is humbled and would be honored to serve in this capacity.

**Adjournment:**

The general session was adjourned at ~ 1650

**EXECUTIVE SESSION:**

A brief discussion transpired reflecting the Board's general sense of optimism concerning VIM's future.

**Adjournment**

The meeting was adjourned at ~1655.

Approved By:

Jim Collett, Board Chair

Respectfully Submitted By:

Andrea J. Argast, Secretary

December 14, 2018



## **Executive Director Report**

No report



## **Development Committee Report February 2019**

1. Update on Marketing activities with WSAV—
  - Testimonials are being filmed and edited for Facebook campaign and for PSA airing on WSAV
  - Have 3 patient and 2 Companies Who Care testimonials in the works; filming recently occurred with former patient Sterlin Colvin and Michael Anthony's owner Tony Fazzini
  - We have committed to \$6000 in advertising for the year, will be \$2000 in first quarter, \$4000 in second half of year
  - Will additionally commit \$250 for advertising Masters' tournament raffle tickets
2. 2019 gala update
  - Kickoff meeting held on January 16 with approximately 15 in attendance
  - Kaye Black and Dedria Cruden are gala co-chairs; Helen Ryan will chair Live auction; Laurie Yingling will co-chair Communications; Chris Hall and Twyla Sable will co-chair Theme implementation; Lisa Snowman will co-chair silent auction
  - 2019 gala will be held on November 23, 2019 at the Westin Hilton Head
  - Deas Guyz will once more be the band and Sonny Huntley will be auctioneer
3. 2019 Golf Classic update
  - To be held on March 11, 2019, at Berkeley Hall Golf Course
  - Have 12 teams and 7 individual players signed up to date; goal is 28 teams
  - Have 5 sponsors signed up ranging from \$6000-\$1000 sponsorships—Charter One, Evi Core, Greenery, Palmetto Electric, the Cypress
  - Have 14 hole sponsorships signed up at \$300 each—goal is 36
  - Truffles will be providing 170 lunches and \$10 gift cards for tee bags
  - Will be raffling off 2 Masters' tickets to Saturday round with accommodations in Augusta for Friday night. Have sold 50 out of goal of 300.
4. Millennium Club update
  - Will be held from 4-6 at the Atlantic Room of the Sea Pines Beach Club on February 10
  - 120 have registered to attend
  - The Mike Barbera Quartet will provide background music
  - Program will include a special award as well as showing of VIM patient testimonial video, and performance of song written by pianist Bill Peterson and vocalist Betsy Peterson to words of VIM's Vision Statement

5. Adopt a Donor Launch

- We will launch this program by asking 5 board members to each call 5 donors, using script provided and filling out form provided. Based on their feedback, will roll out program to all interested board members.

6. Kentucky Derby party update

- Will be held on May 4, 2019, at Poseidon Rooftop from 4:30 to 7:30
- SERG is underwriting this event as their contribution to our Companies Who Care program; they are covering venue, staffing AV, food, and have secured vodka from Tito's and bourbon from a distiller
- Price of event will be \$100, which includes "VIM money" for placing bets
- Will also be soliciting sponsorship at \$2500, \$1000, and \$500.
- We will be contracting with Meeting Dynamics to run program including betting, payout, DJ, announcing races
- We will need to provide items for raffles
- All funds will go to dental clinic





## **Marketing Committee Report**

The Marketing Committee did not meet since the last BOD meeting.



## Finance Committee Report

### Minutes of the February 5, 2019 Meeting

The meeting was called to order at 3:30 PM February 5, 2019, by Susan Jones, Accounting Manager, who welcomed the attendants and presented the Agenda for the meeting.

**Present:** Executive Director Dr. Raymond Cox, Accounting Manager Susan Jones, members of the Finance Committee, Joe Scodari, Frederick Hack and Marc Puntereri (Mirian Sumner taking notes)

**Approval of the December 4, 2018 minutes:** Susan asked whether there were any questions regarding the minutes of the December 4, 2018 meeting and there was none, so they were approved. It is to note that not all members of the committee are present, therefore there is no quorum to approve further decisions.

**Issuance of Audited Financial Statements June 30, 2018:** The audit is completed.

**Review of December monthly Financial Statements:** This report is attached to the minutes.

The important part of this is that revenues as of December 2018 are 98% of the budget and \$157K above December 2017, and this is due to generous bequests we received. There is a page titled: Monthly Highlights – December 2018 as part of the report that explains special points on revenues and expenses. Also attached is a January Notables page highlighting revenues and expenses incurred in January 2019, and Special Events page details net income on Circle of Caring Gala of \$229.6K and Latinos Unidos \$54K. Both events produced higher income than those of last year.

Circle of Caring Gala will be moved back to the Westin Resort for 2019, although expenses per person were equal to the penny for both venues, it seems that Westin is more adequate for our event. There were some improvements that produced an increase in revenue for the Circle of Caring Gala. We sold 470 tickets vs. 310 from previous year, we had more sponsor tables and the auction items were posted ahead of time. However, we had some difficulties in the auction due to poor lighting and we should pay more attention to Fund a Need and continue to ask donor to pay credit card fee as an elective item. Memorials were higher this year and received unexpected grant revenues.

Susan brought the item that we received stock as donation and between the time we received to the time we sold, we lost \$2K of the value, it is because the donation of stock is done directly to fiduciary and we do not know about it, so it was agreed that we need a policy to state that there must be immediate communication from fiduciary and possibly immediate sale after receipt. It was also discussed transfers of big bequest back to endowment and Fred suggested there is no need for a policy and should be left to Finance Committee at end of FY.

There was no dental appeal this year. Patient support is over budget but there was a decrease in September due to less number of working days due to hurricane threats

**Discussion of Budget Process and approval of budget calendar:** We have attached an “Annual Budget Calendar for Fiscal Year Budget 2019-2020”. As part of the report. Susan suggested to meet to prepare budget and try to meet April 9 deadline to present budget to Board at meeting of June 11.

Dr. Cox wanted to explain how the budget is constructed until now and wants it to be more aggressive in the future. The budget has been based on historical facts, particularly on grants. We need to do more research to obtain new grants, but we lack manpower for this task. There are other items that need attention and need to be included in the budget:

- 1) We have outgrown our buildings
- 2) We have key departments with no leadership
- 3) We have four orthopedic surgeons but no radiologist
- 4) We need salary adjustments
- 5) We need a pharmacy leader

We must also note that some of the expenses are higher. Administration costs are over budget due to the new Website cost; Program costs are increased because of upgrading and improving of our present programs.

**Discussion of spending/purchasing policy:** Susan found a draft of a Purchase Policy and Procedures, which has not been instituted, so there is not a current policy in place. It is suggested that a purchase order policy should be put in place, as well as a policy of volunteers making arrangements with third parties. Susan would like to prepare an Accounting Manual to guide staff in case she is absent from her duties.

**Executive Director Update – Ray Cox:** Dr. Cox said he did not have any update.

**Any Other Business:** Susan is researching a better software for Development and presented a preview of “Donor Perfect” program which has better features than the one we are now using, and it will integrate with QuickBooks. She will discuss this further in future meetings.

The Meeting was adjourned at 5:00 PM.

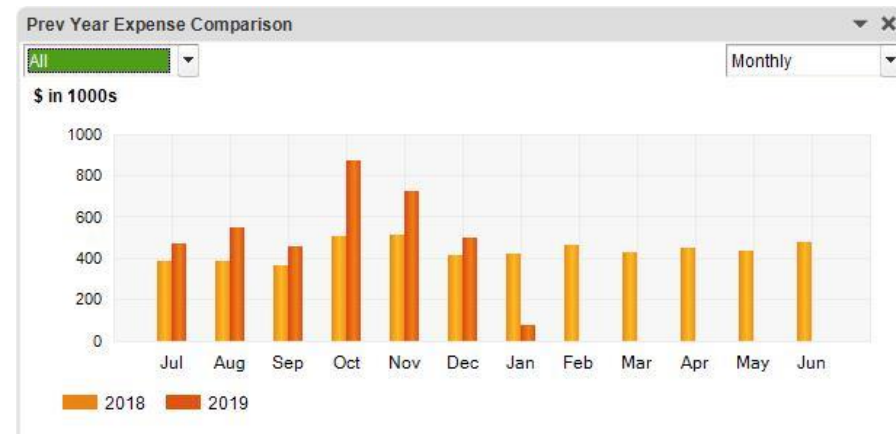
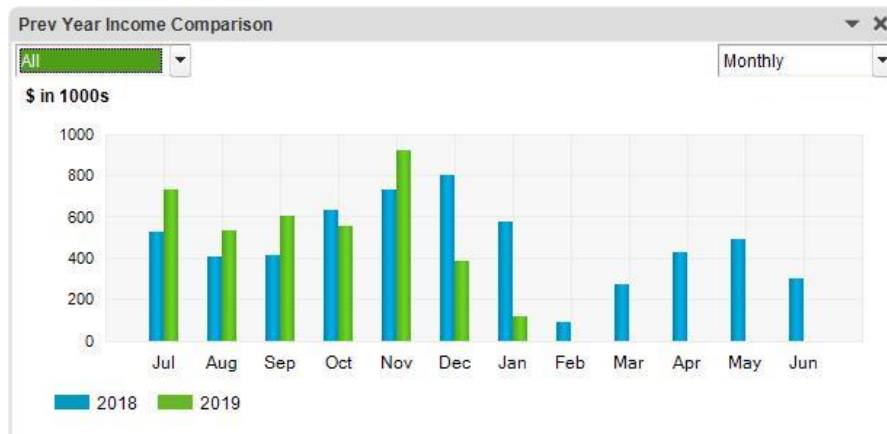


## **Monthly Financial Report**

Presentation to the Finance Committee  
For the Six Months Ended December 31, 2018

Metric		Result	Target	Celebrate	Monitor	Act
Days of Unrestricted Cash on Hand		116.79	90	>90	31-89	<30
Revenues within 5% of YTD Budget	Contributions	50%	±5%	>+5%		
	Patient Fees	11%	±5%	>+5%		
	Benefit Proceeds	70%	±5%	>+5%		
	Miscellaneous	30%	±5%	>+5%		
Expenses within 5% of YTD Budget	Administration Costs	-27%	±5%			<-5%
	Depreciation Expense	2%	±5%		-5%<>5%	
	Employee Costs	6%	±5%	>+5%		
	Occupancy Costs	13%	±5%	>+5%		
	Program Costs	-12%	±5%			<-5%
	Prom & Development	-18%	±5%			<-5%

\*Target is ±5% of FY'19 Approved Budget



Includes In-Kind and Investment Income (Loss) & Expense

### Revenues

- Contributed Support through December is \$1,311,257 which is 98% of Annual Budget and \$157k above December 2017.
  - Annual Appeal through December is \$534,628. This is 77% of AA budget of \$700,000. However, AA is \$143k less than December 2017. With the AA Campaign dwindling out in the next few months, questionable of reaching the \$700,000 budget.
  - Grants received exceed annual budget by \$89,000 due to additional grants being awarded. Awarded grants are \$146k over December 2017. Some of these grants are multi-year commitments.
  - Memorials through December are \$74,460 exceeding annual budget of \$25,000.
  - Bequests through December are \$75,000 exceeding annual budget of \$50,000.
  - Birdies for Charity received in July vs. in prior fiscal year, \$25k.
- Benefit proceeds have exceeded the annual budget by \$96k, and will continue to exceed budget with Golf Tournament and Kentucky Derby still to come.
  - Circle of Caring Gala grossed \$315,434 an increase of \$143k over last year.
  - Fund-A-Need totaled \$72,231 plus a match of \$3,424 from the Heritage Classic Foundation. All of these funds are designated for the Patient Surgical Program.
- Patient Support is exceeding budget by \$8,340.
  - Had fewer visits in December so patient support for month was lower than budget at \$11,709. The monthly budget is \$12,500.
- Miscellaneous revenue will come in under budget for the year due to loss of rent for Suite A.
- Net Investment loss for the month of December was (\$378,988) year to date loss is (\$362,884).

### Expenses

- Administrative Costs exceed by \$20,762k budget
  - New website design costs totaled \$10,902, which was not in the annual budget. This was funded by the allowable draw down from investment at CFLC.
  - Dues to National Association of Free & Charitable Clinics \$1,800
  - Increase of credit card processing fees associated with increase in transactions from the Gala, \$2,200. Have incorporated an option for donors to cover credit card processing fees to cover cost.
  - Additional network service costs in addition to network maintenance agreement, \$3,700. Mostly costs associated with moving server and costs associated with third-party interfaces through network.
- Employee costs are \$41k under budget. Due to the actual time submitted by part-time employees, especially in December.
- Occupancy costs under budget due to the elimination of the apartment for interns, budget was for \$1,250 per month.
- Program costs over budget \$28k
  - Increase in number of outside procedures (including radiology) done through the Patient Surgical Navigation Program.
  - Increase in number of mammogram screenings (62) and other mammography procedures and x-rays for PSNP.

	ACTUAL			YTD BUDGET		FORECAST		ANNUAL BUDGET	
	July-Dec 2018	July-Dec 2017	PY % Variance	July-Dec 2018	% Variance	FY 2019	Actual % of FC	FY 2019	Actual % of Ann Bud
<b>Revenues</b>									
Contributions	1,311,257	1,154,048	14%	872,704	50%	1,610,626	81%	1,335,900	98%
Benefit Proceeds	381,185	228,208	67%	224,500	70%	434,685	88%	284,500	134%
Patient Support (Donations/Fees)	83,339	159,127	-48%	75,000	11%	158,339	53%	150,000	56%
Miscellaneous Inc	9,984	8,291	20%	7,692	30%	11,856	84%	15,375	65%
<b>Total Revenue</b>	<b>1,785,765</b>	<b>1,549,673</b>	<b>15%</b>	<b>1,179,896</b>	<b>51%</b>	<b>2,215,506</b>	<b>81%</b>	<b>1,785,775</b>	<b>100%</b>
<b>Expenses</b>									
Administrative Costs	97,712	50,280	-94%	76,950	-27%	159,262	61%	137,300	71%
Depreciation Expense	83,352	83,252	0%	85,002	2%	168,350	50%	170,000	49%
Employee Costs	670,923	629,992	-6%	712,398	6%	1,383,323	49%	1,424,798	47%
Occupancy Costs	54,644	64,830	16%	62,806	13%	109,538	50%	124,000	44%
Program Costs	253,963	217,582	-17%	225,852	-12%	481,813	53%	451,700	56%
Promotion & Development Costs	94,085	70,568	-33%	80,000	-18%	145,810	65%	130,200	72%
<b>Total Expenses</b>	<b>1,254,679</b>	<b>1,116,505</b>	<b>-12%</b>	<b>1,243,008</b>	<b>-1%</b>	<b>2,448,096</b>	<b>51%</b>	<b>2,437,998</b>	<b>51%</b>
<b>Net Operating Income</b>	<b>531,086</b>	<b>433,169</b>	<b>23%</b>	<b>(63,112)</b>	<b>-941%</b>	<b>(232,590)</b>	<b>228%</b>	<b>(652,223)</b>	<b>81%</b>
<b>Other Income</b>									
Net Contributed Support/Mats	-	-	0%	-	0%	-	0%	-	0%
Net Investment Income	(362,884)	522,993	-169%	112,996	-321%	(254,882)	-142%	226,000	-161%
<b>Net Other Income</b>	<b>(362,884)</b>	<b>522,993</b>	<b>-169%</b>	<b>112,996</b>	<b>-321%</b>	<b>(254,882)</b>	<b>-142%</b>	<b>226,000</b>	<b>-161%</b>
<b>Net Income</b>	<b>168,202</b>	<b>956,161</b>	<b>-82%</b>	<b>49,884</b>	<b>337%</b>	<b>(487,472)</b>	<b>35%</b>	<b>(426,223)</b>	<b>39%</b>

# Reconciliation of Net Income to Operating Cash

December 2018

	ACTUAL	ANNUAL BUDGET	FORECAST
	July-Dec 2018	FY 2019	FY 2019
Net Income	168,202	(426,223)	(487,472)
Recon to Oper Cash			
Change in Assets	2,038	(30,661)	2,038
Change in Liabilities	(117,491)	127,983	(117,491)
Capital Expenditures	(125,092)	(75,000)	(125,092)
Depreciation Expense	83,352	170,000	168,350
Net Investment Income	362,270	(226,000)	254,882
Oper Cash Before Transfers	373,278	(459,901)	(304,786)
Transfer From:			
Fiduciary Group	45,129	331,000	45,129
Wealthstone	-	-	-
CFLC	34,312	-	34,312
McConnell/Imlay	99,137	41,000	99,137
Vanguard IRA	-	-	-
Temp Restricted	383,253	492,595	683,253
Total Transfers From	561,830	864,595	861,830
Transfer To:			
Fiduciary Group	(46,883)	(25,000)	(46,883)
Wealthstone	-	-	-
CFLC	-	-	-
McConnell/Imlay	(101,578)	-	(101,578)
Vanguard IRA	-	-	-
Temp Restricted	(538,969)	(463,500)	(651,469)
Total Transfers To	(687,431)	(488,500)	(799,931)
Net Transfers	(125,601)	376,095	61,899
Change in Oper Cash	247,677	(83,806)	(242,886)
Oper Cash at Begin Per	481,747	250,710	481,747
Oper Cash at End Period	729,424	166,904	238,861
Operating Cash per BS	729,426	166,904	238,861
Discrepancy	1	-	-



# Balance Sheet & Cash Flow Statement

December 2018

	<u>Dec 31, 2018</u>	<u>Jun 30, 18</u>	<u>% Var</u>
<b>ASSETS</b>			
<b>Cash</b>			
Operating Cash	\$ 729,426	\$ 481,747	51%
Imlay Funds	\$ 102,806	\$ 99,801	3%
Temporary Rest Funds	\$ 483,440	\$ 325,198	49%
<b>Total Cash</b>	<u>\$ 1,315,672</u>	<u>\$ 906,745</u>	<u>45%</u>
Accounts Receivable	\$ 3,916	\$ 1,614	143%
Other Current Assets	\$ 72,479	\$ 76,818	-6%
<b>Total Current Assets</b>	<u>\$ 1,392,066</u>	<u>\$ 985,177</u>	<u>41%</u>
<b>Fixed Assets(Net of AD)</b>	<u>\$ 1,676,089</u>	<u>\$ 1,634,349</u>	<u>3%</u>
<b>Endowment Funds</b>	<u>\$ 6,810,114</u>	<u>\$ 7,208,031</u>	<u>-6%</u>
<b>TOTAL ASSETS</b>	<u><b>\$ 9,878,269</b></u>	<u><b>\$ 9,827,557</b></u>	<u><b>1%</b></u>
<b>LIABILITIES &amp; EQUITY</b>			
Current Liabilities	\$ 92,145	\$ 100,839	-9%
Long Term Liabilities	\$ -	\$ 108,750	-100%
Equity	\$ 9,786,125	\$ 9,617,968	2%
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><b>\$ 9,878,269</b></u>	<u><b>\$ 9,827,557</b></u>	<u><b>1%</b></u>

## CURRENT RATIO

	<u>FY 2019</u>	<u>FY 2018</u>
Current Assets	1,392,066	985,177
Current Liabilities	92,145	100,839
	<u>\$ 15.11</u>	<u>\$ 9.77</u>

## Unrestricted Cash On Hand

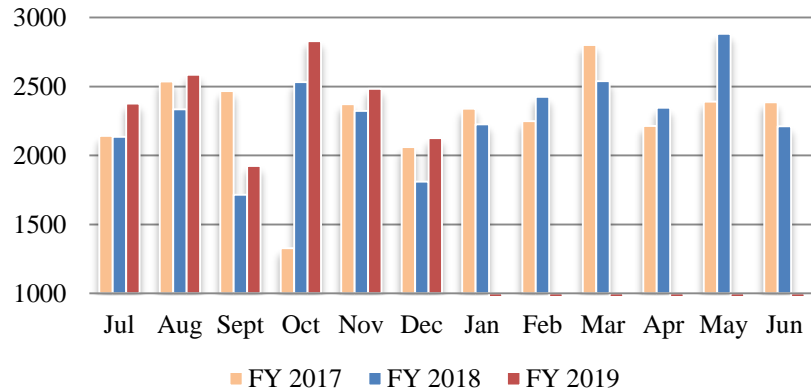
	<u>FY 2019</u>	<u>FY 2018</u>
Operating Cash	729,426	481,747
Exp -Depr/365 days	6,246	5,856
	<u>116.79</u>	<u>82.27</u>

## Operating Cash Flow Statement YTD

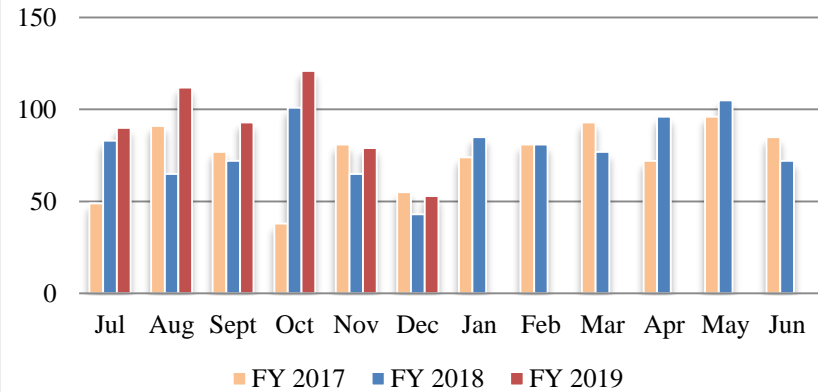
Net Income	\$ 168,202
Adjustments to reconcile NI	
Changes in Assets	\$ 2,038
Changes in Liabilities	\$ (117,491)
Depreciation Expense	\$ 83,352
Capital Expenditures	\$ (125,092)
Investment Income	\$ 362,270
<b>Net Adjustments to Reconcile NI to Oper Cash</b>	<u><b>\$ 205,076</b></u>
<b>Operating Cash before Releases</b>	<u><b>\$ 373,278</b></u>
Net Transfers From Temp Rest (to)	\$ (155,716)
Net Transfers From Imlay Funds (to)	\$ (2,441)
Net Transfers From Fiduciary Group (to)	\$ (1,754)
Net Transfers From Wealthstone (to)	\$ -
Net Transfers From CFLC (to)	\$ 34,312
Net Transfers From Vanguard ITA (to)	\$ -
<b>Net Transfers</b>	<u><b>\$ (125,601)</b></u>
<b>Net Operating Cash increase(decrease) for period</b>	<u><b>\$ 247,677</b></u>
<b>Operating Cash at beginning of period</b>	<u><b>\$ 481,747</b></u>
<b>Operating Cash at end of period</b>	<u><b>\$ 729,424</b></u>

	Circle of Caring Gala	Golf - Clinic Classic	Latinos Unidos	Millenium Club	Robert Pilon Concert	Total
<b>Income</b>						
<b>Benefit Proceeds</b>	315,435	6,375	55,930	0	20	377,760
<b>Expense</b>						
<b>Benefit Expenses</b>	79,328	5,077	2,486	0	0	86,890
<b>Administrative Costs</b>	6,226	0	0	0	0	6,226
<b>Employee Costs</b>	241	0	0	0	0	241
<b>Occupancy Costs</b>	0	0	0	0	0	0
<b>Total Expense</b>	85,795	5,077	2,486	0	0	93,357
<b>Net Ordinary Income</b>	229,640	1,298	53,445	0	20	284,403
<b>Other Income &amp; Expense</b>						
<b>In-Kind Contributions</b>	123,668	0	0	0	0	123,668
<b>In-Kind Expenses</b>	123,668	0	0	0	0	123,668
<b>Net Other Income</b>	0	0	0	0	0	0
<b>Net Income</b>	<b>229,640</b>	<b>1,298</b>	<b>53,445</b>	<b>0</b>	<b>20</b>	<b>284,403</b>
	81%	0%	19%	0%	0%	100%

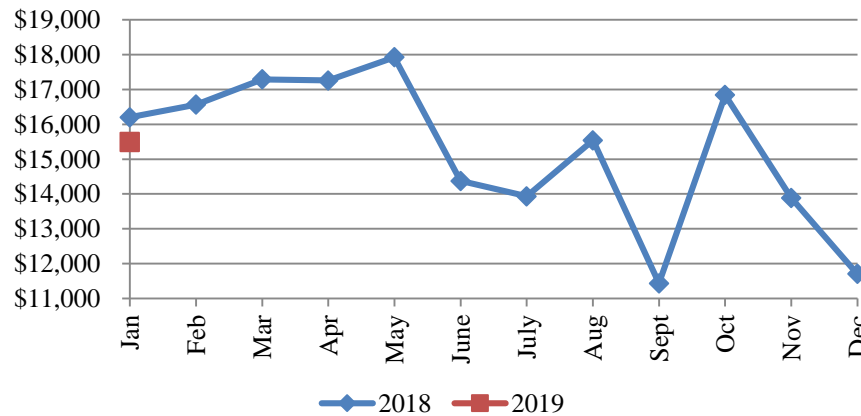
## Patient Visits



## New Patients



## Calendar Year Patient Support



## Revenues

- Sold 49 of 300 raffle tickets to The Masters Tournament, potential of \$15,000.
- Patient support for January \$15,494. Monthly budgeted revenue is \$12,500.
- Received grant from Bargain Box for \$25,000. Funds will be used to cover \$5,000 network maintenance agreement with PTL.
- Received Community Outreach funds from Tenet Health for \$25,000 and HHR Staff of \$5,000. Funds will be used for operations.
- Annual Support is \$597k, or 86% of \$700,000 budget.
- Received \$45,000 grant from Carolina Cups Pledge the Pink (Feb 1<sup>st</sup>) to cover mammography screenings, ultrasounds and biopsies.

## Expenses

- Additional network costs for moving server to new location and associated costs
- \$5,000 for the Masters Tournament passes and hotel accommodations.
- Continue to replace computers on as needed basis.
- Grant requests to CFLC to cover costs of Dragon and cost of consultants. Notification not till March.



## **Planning and Governance Committee Report**

The Marketing Committee did not meet since the last BOD meeting.



## **Executive Committee Report**

The Executive Committee will not meet until Tuesday, February 12, 2019.

*\*Below are the minutes from the Executive Committee Meeting held on December 12, 2018 prior to the December 12, 2018 BOD meeting.\**

### **VIM Executive Committee Meeting December 11, 2018**

The VIM Executive Committee held a meeting at 1 p.m., December 11. Jim Collett chaired the meeting, and other participants included Ray Cox, M.D., Dedria Cruden, Paul Moeri and Andi Argast. EC members Mike Hall and Joe Scodari were unable to attend. At the Chair's request, Board members Ned Allen and Lynn Jennings Taylor were also present. *(Please Note: Lynn joined the meeting following the discussion concerning her candidacy as the next Board Chair.)*

The process of selecting an incoming (July 2019) Board Chair has been an issue of significant importance for the past several months. According to Jim, discussions on this topic have resulted in identifying an outstanding and extremely well qualified individual, Lynn Jennings Taylor. Before seeking the committee's endorsement of his recommendation, Jim provided an overview of Lynn's background. Although she is new to the Board (July 2018), upon hearing about VIM when she arrived on the island, she immediately embraced its mission and vision and began volunteering.....knowing the clinic was where she wanted to direct her considerable energies and talents. She has already made a very positive impact particularly in credentialing and quality control initiatives where her critical thinking skills have been utilized. As a VIM Board member serving on Governance and Planning and Development, she has been rapidly building her understanding and knowledge of the clinic, its challenges and the Board's support and oversight role. Per her resume, Lynn's professional experience is noteworthy *and* relevant.....US Navy, Lieutenant Nurse Corps, St. John's University Law School JD and Certified Professional Healthcare Risk Manager.

The Executive Committee offered its strong support of Lynn to replace Jim at the completion of his term. Lynn would be asked to attend the remaining EC meetings as a non-voting member until the election of officers takes place at the regular Board meeting in May. It is also Jim's recommendation for Joe Scodari to continue in his role as Vice Chair. Joe would be a valuable resource on a wide range of Board related topics and issues. Jim mentioned that the process of selecting a Chair is a difficult one and highlights the need for a well-defined Succession Plan. He will look to Mike and the Governance and Planning Committee to address this issue.

In the interest of full disclosure, Jim mentioned that he is a candidate for a recently vacated seat on the Hilton Head Town Council. A special election is set for February 19<sup>th</sup>. Should he be elected, he does not see a conflict with his current VIM responsibilities.

Dr. Cox is especially pleased with VIM's current professional staff. The energy and engagement are palpable and, for many tangible and well-documented reasons, hopes are high concerning VIM's chances of being named Organization of the Year. Dr. Cox's remarks also included the commitment to explore ways to better work....in partnership..... with Hilton Head Hospital (to ensure the health needs of the community are met).

Dr. Cox and Ned Allen led a discussion concerning the VIM Institute and, in particular, its relocation from Burlington, VT, as well as its "purpose" going forward. Regarding the former, Ned updated the EC on the intention of the Institute's Board (of which Ned is a member) to leave Burlington in 2019. Hilton Head Island has been identified as one of the top destinations. The Westchester Clinic (Philadelphia) ranks second. The Chair of the Institute Board plans to advise the staff that relocation will occur within the next 6-12 months. It is unlikely due to retirement and other personal reasons that any staff would decide to relocate. Ned believes a move to Hilton Head would solidify VIM's flagship status and would be a positive for both the Institute and VIM. He asked for a vote of support from the EC (to be followed by a request of similar intent from the full VIM Board scheduled to meet later this afternoon) to at least enter into discussion requesting to be considered as a potential relocation site. The EC is in agreement that Ned should carry our interest forward.

In addition to the issue of relocation, Ned also remarked that the Institute is re-examining and perhaps expanding its original purpose. There are opportunities for growth.....i.e. enforcing professional standards and naming rights, establishing stronger agreements with new clinics as they come on board. Ned feels the VIM brand nationwide has not been exploited sufficiently. He often uses the example of how "Make a Wish" as an organization has fully capitalized on its brand name.

Dedria provided a short report concerning Development. The work output of the department is commendable. Additional focus will be directed toward donor outreach / enhancement including reinstating the practice of Board member involvement....contact via phone, note, face to face .....with individual donors after donations of a certain amount are received. The impact of tax changes on donation deductions is an unknown at this point.

As the new Finance Chair / Treasurer, Paul's personal goal will be to provide reports that can be readily understood in a minimal amount of time. Taking the mystery out of the numbers has proven to be a successful approach in the past, and he will continue to adhere to the idea of simplicity. With that said, Paul commented on the fine job accomplished by Susan Jones and her "team" in preparation for the recent audit.

In Mike's absence, Andi reported on the Governance and Planning meeting held in early December. In response to feedback from several Board members, the Conflict of Interest form has been very minimally modified and will be used beginning in 2019. A "pay policy" (the term "pay" to be replaced with "compensation" to more accurately reflect package composition) will be communicated to the full Board at the March 2019 meeting. Dr. Cox reinforced the goal to remain competitive within the limitations characteristic of not-for-profit organizations and informed the EC the salary survey has been completed. Potential Board candidates for the two vacancies in July 2019 were discussed. (Diversity remains a goal in selection.). Feedback from the October offsite meeting was reviewed. Changes include reducing the session length and scheduling a social hour at its completion.

Per Dr. Cox, meeting HIPAA guidelines is always front and center. After January 1<sup>st</sup>, a training program for staff and volunteers will be implemented with focus on password security. Dragon use is going well and four additional machines are expected next month. The physical space changes have resulted in a more efficient organization, and medical records can now boast of a much improved, less than 24 hours, turnaround on scanning.

Dr. Cox advised the Board of his interest in arranging for Tom Ralser, author of “Asking Rights” (a follow-up to ROI) to lead a workshop for Sr. management and appropriate Board members. The subject pertains to process management....how to improve process without changing culture. Additional details (i.e. fees) to follow. At the close of the meeting, Dr. Cox commented on the need for a Capital Campaign in the not so distant future.

The meeting was adjourned at 2:15 p.m.

Respectfully submitted by:  
Andrea J. Argast  
December 17, 2018





## **Dental Report**

No report



## Medical Executive Committee Report

January 8, 2019 12:00 PM

Present: Dr. 's Doris Beatty, Robert Brown, C. Patrick Burns, Richard Chalson, Raymond Cox, Chuck Duvall, Larry Gunn, Stephen Keil, Tip Putnam, Gerald Schroeter, Rick Sunderlin, Jack Manfredi, Lissa Brown, Steven Siegelbaum, Julie Copp RN, James Collett, Lisa Drakeman, Demetra Ladson, Doug Walter

The minutes of the September 24, 2018 meeting were approved as written.

Two new Providers were present for today's meeting:

Dr. Lissa Brown (Ophthalmology), Dr. Jack Manfredi (Internal Medicine, Hematology)

### **Executive Director's Report** (*Dr. Raymond Cox*):

Dr. Cox welcomed Dr. Lisa Drakeman, a former VIM Board Chairperson. He explained the impact of the passing of Dr. Jack McConnell on the VIM community. The 5th consecutive 4 Star Charity rating was highlighted, only 10% of charities are able to achieve this rating. A meeting with and contribution from Hilton Head Hospital of \$25,000 occurred recently and what was very significant was a contribution of \$5,000 from the Medical Staff as represented by Dr. Patrick Snowman.

Quality Improvement of our medical records and the impact of Dragon EMD to our records was stressed. Further there is a commitment to obtain more Dragon units and undertake training of the Providers in the use of this dictation system. The Strategic Plan was approved by the Board. The importance of Quality Improvement was noted as a tool to document the excellent care that we provide our patients. Lastly, he stressed the need to communicate to our community the work that we do.

The passing of Dr. Luther Strayer was noted.

### **VIM Board Report** (*Mr. Jim Collett*):

Mr. Collett relayed that we used to think that we were saving Hilton Head Hospital \$2,000,000 but during the research into the Strategic Plan we learned that we were actually saving the hospital \$5 - \$6,000,000 a year. A marketing committee has been formed under Ric Gorman and has already redone our Web page. The Gala was a great success \$240,000 was raised. The Latino community event raised \$50,000. We have benefitted from a Wexford Grant. The major internal improvement was in medical records conversion thanks to Demetra Ladson.

### **Director of Patient Care and Wellness Report** (*Julie Copp RN*):

400 flu injections have been given, there is still vaccine available. It is not too late to be vaccinated. Our Wellness program has been busy. There are 40 active patients. Another cooking class was run this fall. Weight reduction classes stressing exercise and healthy eating has been successful for a group of our patients, primarily female.

### **Quality Improvement Report** (*Dr. Mattison was not present*)

#### **Special Report:**

#### **Quality Improvement and Chart Audits** (*Lynn Jennings Taylor*)

The committee has worked to improve the quality care and documentation of that care for patients and donors. Though we know how good our care is, we need to demonstrate that level of care to outside observers. We have endeavored to improve our chart integrity and legibility vs EMR. Current chart reviews are a baseline of how complete our care documentation and plan is currently. We plan to inform our

providers of the chart reviews and monitor subsequent improvement. A card will be placed in the examination rooms to inform providers of the 12 items on the Audit form. Further, we will communicate by way of the VIM Journal the ongoing audit.

**Department Directors Reports:**

- a) **Urology-** (*Lito Palma, MD*): Dr Palma could not attend.
- b) **Surgery-** (*Larry Gunn, MD*): No new business to report.
- c) **Pediatrics-** (*Tip Putnam, MD*): A dialogue has been reopened on Child Abuse issues with law enforcement.
- d) **Neurology-** (*Gerald Schroeter, MD*): Neurology has functioned smoothly, particularly with the return of Dr. Duff.
- e) **Mental Health-** (*Doug Walter, MA*): Telemedicine with MUSC is working well. Practitioners are being required to document psychiatric medications and dosages used.
- f) **Internal Medicine-** (*Doris Beatty, MD*): No new business to report.
- g) **Infection Control/ Epidemiology-** (*Robert Brown, MD*): Influenza impact in South Carolina is now high. The strains match up well with the vaccine, and appear to be less virulent than last year. It is not too late to be vaccinated. VIM has Quadra-valent vaccine.
- h) **Hypertension-** (*Steven Keil, MD*): Physician coverage of Hypertension clinic has improved. A cardiac ECHO probe is now available for use.
- i) **Gynecology-** (*Richard Chalson, MD*): No new business to report.
- j) **Diabetes/ Endocrinology-** (*Rick Sunderland, MD*):  
Diabetes care has improved with the addition of retinal scanning.
- k) **Dental-** (*Rob Lindsey, DDS*):  
Dr. Lindsey was unable to attend. He submitted a report and it is attached.

**Physician Coordinator Report** (*Mrs. Patty Diggs*):

There was no report this meeting.

**Director of Development Report** (*Ms. Ginger Allen*):

There was no report this meeting.

**Other Old and New Business:**

There was no further business and the meeting was adjourned at 12:57 PM.

Respectfully submitted:

Steven P Siegelbaum, MD



# Technology Committee Report

January 30, 2019

## I. Call to order

Mr. Anderson called to order the regular meeting of the Volunteers in Medicine - Technology Committee at 3:10 on January 30, 2019.

## II. Roll call

Dr. Cox conducted a roll call. The following persons were present:

- John Anderson
- Joe Buckingham
- Demetra Ladson
- Raymond Cox, MD
- Jim Collett
- Scott Burns (Progressive Technology)

## III. Approval of Minutes

- a) Mr. Buckingham made a motion to approve the minutes as written and Dr. Cox seconded the motion. The minutes were approved.

## IV. Discussion Items

Medical Records Update:

- a) Continued discussion on the recent acquisition of the Dragon dictation software. Training continues with staff. Ms. Ladson reported initial feedback has been extremely positive in response to the rollout. She feels the initial rollout has been a success. 4 additional licenses are being worked on. She will update the committee as needed going forward.
  - (1) Mr. Collett requested a brief on the success of the implementation to share with the board.
- b) The committee received an update on the unsuccessful attempts to connect the lab equipment. The McKesson machines used are not compatible with VIM's current patient record numbers. (Current numbers are alphanumeric). Working to switch machines back to Siemens that will accept our account numbers. Ms. Ladson will update committee on progress at the next meeting.
- c) EMD upgrade: Initial response has been mixed. This is mainly attributed to the multitude of changes involved. Progress is being made daily.
  - (1) Most of the initial concerns with the ICD 9 coding converting to ICD10 have been reduced or eliminated due to there not being a complete conversion of all previous data. Since VIM starts new charts on most repeat visits, the need to upgrade the code on the older charts is insignificant.

- (2) There were some concerns brought up about how the charts are not able to be locked or unlocked by anyone other than the attending physician. Due to the need to maintain charts after the initial entries by support staff, locking them at the time of visit, isn't possible. Ms. Ladson is continuing to work on ways to ensure records are updated properly and secured appropriately.
- d) The scanning project started some time ago is going great according to Ms. Ladson. They can review each chart to ensure they are clean prior to scanning which is ensuring all records are clear and concise.

#### IT and Information Security Update:

- a) Robust discussion ensued regarding the recent email spoofing and the resulting spamming campaigns. The committee overwhelmingly agreed additional email security training was needed for staff. It was discussed that only staff had VIM email accounts and that no volunteers had access to the organizations email system. Progressive Technology stated they could provide training material for staff and Mr. Anderson also offered training material used at another organization he would share. A more formalized training program will be discussed and implemented. Discussion will continue among committee members.
- b) Password Rollouts:
  - i) EMD – Ms. Ladson reported to the committee that all staff users now have their own login information. She continues to work on rolling out to the doctors and volunteers. All users are “built” in the EMD software but need to be rolled out. Ms. Ladson stated she plans to rollout to doctors and nurses. Dr. Cox and Ms. Ladson felt that it would take up to 6 weeks to successfully introduce to the doctors and nurses. They will update the committee at our next meeting.
  - ii) Mr. Burns asked if we could piggyback the individualized computer logon rollout with the EMD credential rollout. Dr. Cox felt trying to rollout both together would cause too much confusion.
  - iii) The committee discussed the individual logins for volunteer nurses, the use of multiple exam rooms concurrently and the potential overburdensome need to login into multiple machines and remembering to logout, etc. Dr. Cox agreed to review and assess the situation. He will report back to the committee with his findings and suggestions on how to move forward.
  - iv) Password change frequency was discussed and currently will be set at 120 days. Progressive will not turn on the “change” requirement until after the doctors and nurses have been given their individual credentials.
  - v) As an aside, Mr. Burns is going to work on a high-level overview for the committee on what it would take to implement another type of authentication tool besides username and passwords. (i.e. key card access) This could have significant cost, but the committee felt it would be worth exploring since this could eliminate the need to remember passwords, etc. Especially for volunteer staff.
- c) Recent drafts of the Security Manual, Privacy Manual and Employee User Manual were circulated to the committee for review. Mr. Buckingham had concerns regarding a lot of the content being too vague in nature. The individual roles described are another fulltime job. The staff members assigned to those roles already have fulltime jobs, so do they truly have time to perform the additional tasks described?
  - i) The committee agreed more time to review the document was needed. Members were asked to continue to review and provide suggestions on how we can curtail the existing documents to a more manageable set. Ensuring any task being implemented is truly needed and doable with existing staff workloads. Initial comments are due by February 11<sup>th</sup>.

- d) Staff Training: Dr. Cox reported that the attorneys who helped prepare the aforementioned manuals, will assist in developing online training resources. Dr. Cox stated that Mr. Stolarczyk will be ensuring staff are updated on all security and privacy policies at least every 6 months. All staff will be required to sign employee manuals annually going forward.
- e) Hiring of consultant: Dr. Cox reported that a grant has been submitted to help pay for the consultant. Dr. Cox stated everything is ready to go but is waiting to hear back on whether the grant has been approved.
- f) Audit Reporting on Systems and IT Infrastructure:
  - i) The committee reviewed a system generated report of the overall health of VIMs servers and endpoints (computers/laptops). Most things appeared to be inline except for some patch management reporting on certain machines. Mr. Burns stated this was due to newer patches superseding the older patches that weren't installed. The older patches are contained within the "newer patches", but Mr. Burns will dig further into cleaning up the report so that we don't have these false positives moving forward.
  - ii) Overall, Mr. Burns felt the VIMs systems are in a healthy state.
  - iii) Additional items discussed:
    - (1) Need to encrypt all laptop hard drives for security purposes.
    - (2) Server Move has been completed
    - (3) Mr. Burns has increased the number of 3<sup>rd</sup> party applications being automatically updated.
      - The committee requested additional reports on what other 3<sup>rd</sup> party apps that may be installed on VIMs computers. This is to ensure all applications are appropriate and are being updated as needed. Mr. Burns will report to the committee at our next meeting.

## **V. Adjournment**

Mr. Anderson adjourned the meeting at 4:45PM.