



TAHOE FOREST
HOSPITAL DISTRICT

2025-07-24 Regular Meeting of the Board of Directors

Thursday, July 24, 2025 at 4:00 p.m.

Tahoe Forest Hospital - Eskridge Conference Room

10121 Pine Avenue, Truckee, CA 96161

Meeting Book - 2025-07-24 Regular Meeting of the Board of Directors

Agenda Packet Contents

AGENDA

2025-07-24 Regular Meeting of the Board of Directors_FINAL Agenda.pdf	4
--	---

ITEMS 1 - 11 See Agenda

12. PRESIDENT & CEO - HIGHLIGHTS

12.1. Agenda Cover Sheet - CEO Monthly Highlights July 2025.pdf	7
12.1. President-CEO Monthly Highlights_Roth July 2025.pdf	8

13. MEDICAL STAFF EXECUTIVE COMMITTEE

13.1. Agenda Cover Sheet MEC Consent Agenda.pdf	15
13.1.1. Surgical Case Scheduling DSS-2302.pdf	16

14. CONSENT CALENDAR

14.1. Approval of Meeting Minutes	
14.1.1 2025-06-26 Special Meeting of the Board of Directors_DRAFT Minutes.pdf	17
14.1.2. 2025-06-26 Regular Meeting of the Board of Directors_DRAFT Minutes.pdf	19
14.2. Financial Report	
14.2. Agenda Cover Sheet - Financial Report June 2025.pdf	24
14.2.1. Preliminary June 2025 Financial Statements.pdf	25
14.3. Board Reports	
14.3 Consent Agenda Executive Reports Cover Sheet Template.pdf	54
14.3.1. Combined Exectuve Board Report-July 2025.pdf	55

15. ITEMS FOR BOARD DISCUSSION

15.1. PEAK Nursing Program Update	
15.1. Agenda Cover Sheet-PEAK Program Update.pdf	61
15.1.1. PEAK Nursing Program 2025 Update.pdf	62

16. ITEMS FOR BOARD ACTION

16.1. FY 2025 Service Excellence Report	
16.1. Agenda Cover Sheet - Service Excellence Report .pdf	77
16.1.1. FY 2025 Service Excellence Report.pdf	79
16.2. Resolution 2025-07 Property Tax Rate 2025-2026	
16.2. Property Tax Rate 2025-26 Board Packet Item Agenda Cover Sheet-Resolution 2025-07.pdf	98
16.3. Placer County LAFCO Alternate Special District Representative Selection	
16.3. Agenda Cover Sheet - LAFCO Nomination.pdf	117

ITEMS 17 - 22: See Agenda

23. ADJOURN

REGULAR MEETING OF THE BOARD OF DIRECTORS

AGENDA

Thursday, July 24, 2025 at 4:00 p.m.
Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

1. **CALL TO ORDER**

2. **ROLL CALL**

3. **DELETIONS/CORRECTIONS TO THE POSTED AGENDA**

4. **INPUT AUDIENCE**

This is an opportunity for members of the public to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot act on any item not on the agenda. The Board Chair may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

5. **CLOSED SESSION**

5.1. **Hearing (Health & Safety Code § 32155) ♦**

Subject Matter: Service Recovery Report FY 2025

5.2. **Hearing (Health & Safety Code § 32155) ♦**

Subject Matter: Complaints and Grievance Report FY 2025

5.3. **Liability Claims (Gov. Code § 54956.95) ♦**

Claimant: Scott Baker

Claim Against: Tahoe Forest Hospital District

5.4. **Approval of Closed Session Minutes ♦**

5.4.1. 06/26/2025 Regular Meeting

5.5. **TIMED ITEM – 5:45 PM - Hearing (Health & Safety Code § 32155) ♦**

Subject Matter: Medical Staff Credentials

6. **DINNER BREAK**

APPROXIMATELY 6:00 P.M.

7. **OPEN SESSION – CALL TO ORDER**

8. **REPORT OF ACTIONS TAKEN IN CLOSED SESSION**

Regular Meeting of the Board of Directors of Tahoe Forest Hospital District
July 24, 2025 AGENDA – Continued

9. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

10. INPUT AUDIENCE

This is an opportunity for members of the public to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot act on any item not on the agenda. The Board Chair may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

11. INPUT FROM EMPLOYEE ASSOCIATIONS

This is an opportunity for members of the Employee Associations to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes.

12. PRESIDENT & CEO – MONTHLY HIGHLIGHTS

12.1. Monthly Highlights ATTACHMENT
President & CEO Anna M. Roth will provide an update highlighting key developments, initiatives, and recent activities impacting the District.

13. MEDICAL STAFF EXECUTIVE COMMITTEE ♦

13.1. Medical Executive Committee (MEC) Meeting Consent AgendaATTACHMENT
MEC recommends the following for approval by the Board of Directors:
Policies with Changes (summary attached)
Surgical Case Scheduling, DSS-2302

14. CONSENT CALENDAR ♦

These items are expected to be routine and non-controversial. They will be acted upon by the Board without discussion. Any Board Member, staff member or interested party may request an item to be removed from the Consent Calendar for discussion prior to voting on the Consent Calendar.

14.1. Approval of Minutes of Meetings

14.1.1. 06/26/2025 Special MeetingATTACHMENT

14.1.2. 06/26/2025 Regular MeetingATTACHMENT

14.2. Financial ReportsATTACHMENT

14.2.1. Financial Report – Preliminary June 2025ATTACHMENT

14.3. Board ReportsATTACHMENT

14.3.1. Executive Board Report – July 2025..... ATTACHMENT

15. ITEMS FOR BOARD DISCUSSION

15.1. PEAK Nursing Program PresentationATTACHMENT
The Board of Directors will receive an update on the PEAK Nursing Program.

16. ITEMS FOR BOARD ACTION ♦

16.1. FY 2025 Service Excellence Report ATTACHMENT
The Board of Directors will review and consider for approval the FY 2025 Service Excellence Report.

16.2. Resolution 2025-07 ♦ATTACHMENT
The Board of Directors will review and consider adopting a resolution directing Placer and Nevada Counties, CA to for approval a resolution setting the Tax Rate per \$100,000 of Assessed Value for the 2025-26 Fiscal Year for the debt service requirement of the District’s General Obligation (GO) Bonds.

Regular Meeting of the Board of Directors of Tahoe Forest Hospital District
July 24, 2025 AGENDA – Continued

16.3. Placer County LAFCO Alternate Special District Representative Selection

16.3.1. The Board of Directors will review and consider selection of a candidate for the Placer County Alternate Special District Representation on LAFCOATTACHMENT

17. DISCUSSION OF CONSENT CALENDAR ITEMS PULLED, IF NECESSARY

18. BOARD COMMITTEE REPORTS

19. BOARD MEMBERS' REPORTS/CLOSING REMARKS

20. CLOSED SESSION CONTINUED, IF NECESSARY

21. OPEN SESSION

22. REPORT OF ACTIONS TAKEN IN CLOSED SESSION, IF NECESSARY

23. ADJOURN

The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is August 28, 2025 at Tahoe Forest Hospital – Eskridge Conference Room, 10121 Pine Avenue, Truckee, CA, 96161. A copy of the board meeting agenda is posted on the District's web site (www.tfhd.com) at least 72 hours prior to the meeting or 24 hours prior to a Special Board Meeting. Materials related to an item on this Agenda submitted to the Board of Directors, or a majority of the Board, after distribution of the agenda are available for public inspection in the Administration Office, 10800 Donner Pass Rd, suite 200, Truckee, CA 96161, during normal business hours.

*Denotes material (or a portion thereof) may be distributed later.

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions. Equal Opportunity Employer. The telephonic meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District's public meetings. If particular accommodations for the disabled are needed or a reasonable modification of the teleconference procedures are necessary (i.e., disability-related aids or other services), please contact the Clerk of the Board at 582-3583 at least 24 hours in advance of the meeting.



AGENDA ITEM COVER SHEET

MEETING DATE: July 24, 2025	ITEM: 12.1. President and CEO Monthly Highlights
DEPARTMENT: Administration	TYPE OF AGENDA ITEM: <input type="checkbox"/> Action <input type="checkbox"/> Consent <input checked="" type="checkbox"/> Discussion
RESPONSIBLE PARTY: Anna Roth, RN, MSN, MPH, President and CEO	SUPPORTIVE DOCUMENT ATTACHED <input type="checkbox"/> Agreement <input checked="" type="checkbox"/> Presentation <input type="checkbox"/> Resolution <input type="checkbox"/> Other
BUDGET: ALLOCATED IN THE BUDGET <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A IS A BUDGET TRANSFER REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
BACKGROUND: Monthly report to the Board of Directors reflecting progress on the Strategic Peaks including community, service, quality, people and finance.	
SUMMARY/OBJECTIVES: Informational	
SUGGESTED DISCUSSION POINTS: <ul style="list-style-type: none">• Navigating growth• Collaboration• Resiliency	
SUGGESTED MOTION/ALTERNATIVES: N/A	
LIST OF ATTACHMENTS: Executive Board Report July 2025 Executive Board Presentation July 2025	



President and CEO Monthly Highlights July 2025

Anna M. Roth, RN, MSN, MPH



Executive Summary

- Key efforts
 - Strengthening care
 - Improving access
 - Optimizing operations across the region
- Tracking progress across five strategic priorities
 - Community
 - Service
 - Quality
 - People
 - Finance



TAHOE FOREST
HEALTH SYSTEM

Key Highlights

- 70% Operating room utilization
- Outpatient visit growth
 - FY 2018 91K
 - FY 2025 161k
- 1.16M email threats blocked in June
- Vaginal Birth After Cesarean deliveries launching Fall 2025
- Expanded youth vaping, suicide prevention, and nutrition programs
- New Community Commitment Webpage launched



TAHOE FOREST
HEALTH SYSTEM

Key Highlights



Top 1%
in Obstetrics



Top 3% in
Emergency Care



Top 100 in
Patient Experience



American Heart Association “Get
with the Guidelines” Rural Stroke
Gold Award



TAHOE FOREST
HEALTH SYSTEM

Timeline for Implementation & Expected Impact/Cuts*

2025

- SDP programs capped 100% Medicare (grandfathered gets delay) 5/1/2025
- DSH Cuts begin 10/1/2025
- Rural Health Transformation application due by state 12/31/2025

2026

- Expansion FMAP reduction for undocumented emergency care 10/2026
- Rural Health Transform funds likely start to flow in Q2 or Q3

2027

- 1115 Waiver Budget Neutrality
- Retroactive Eligibility limitation by 1/1/2027
- Redeterminations by 12/31/2026;
\$\$ impact starts 2027
- Work requirements by 12/31/2026;
\$\$ impact starts 2027

2028

- 10% annual Phase-down of SDPs begins
- Phase-down of Provider taxes begins
- \$35 Copayments by 10/1/2028

* Provided by District Hospital Leadership Forum



TAHOE FOREST
HEALTH SYSTEM

Summary

- TFHS is navigating growth and change with strong coordination
- June progress shows collaboration across departments
- Continued board support, community trust, and staff dedication are key to building a stronger, more resilient health system

Questions and Discussion

Anna can be reached at aroth@tfhd.com



TAHOE FOREST
HEALTH SYSTEM



AGENDA ITEM COVER SHEET

MEETING DATE: July 24, 2025	ITEM: 13.1. Medical Executive Committee (MEC) Consent Agenda
DEPARTMENT: Medical Staff	TYPE OF AGENDA ITEM: <input type="checkbox"/> Action <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Discussion
RESPONSIBLE PARTY: Johanna Koch, MD, Chief of Staff	SUPPORTIVE DOCUMENT ATTACHED <input type="checkbox"/> Agreement <input type="checkbox"/> Presentation <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Other Policies
BUDGET: ALLOCATED IN THE BUDGET <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A IS A BUDGET TRANSFER REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
BACKGROUND: Respective Departments have reviewed Department Policies, recommended renewal to MEC with Minor Revisions. During the July 17, 2025 Medical Executive Committee meeting, the MEC reviewed and made the following open session consent agenda item recommendations to the Board of Directors for the July 24, 2025 Regular Meeting of the Board of Directors.	
SUMMARY/OBJECTIVES: <u>Policies with Changes (summary attached)</u> <ul style="list-style-type: none">• Surgical Case Scheduling, DSS-2302	
SUGGESTED DISCUSSION POINTS: Medical Executive Committee has reviewed the Department recommendations on policies. The committee makes the following open session recommendation for consent agenda to the Board of Directors. <ul style="list-style-type: none">• §485.635(a)(2) The policies are developed with the advice of members of the CAH's professional healthcare staff, including one or more doctors of medicine or osteopathy and one or more physician assistants, nurse practitioners, or clinical nurse specialists, if they are on staff under the provisions of §485.631(a)(1).• Procedures shall be approved by the Administration and Medical Staff where such is appropriate.• Medical Staff approval is required when direct patient care/clinical practice is addressed, including contract services for patients, prior to forwarding to the Medical Executive Committee and the Governing Board. For complete policy refer to: Policy & Procedure Structure and Approval, AGOV-9	
SUGGESTED MOTION/ALTERNATIVES: Move to approve the MEC consent agenda as presented. Alternative: If a specific Policy, Procedure or Form is pulled from the MEC consent agenda, provide discussion under Item 16 on the Board Agenda. After discussion, request a motion to approve the pulled MEC item as presented.	
LIST OF ATTACHMENTS: <ul style="list-style-type: none">• Surgical Case Scheduling, DSS-2302	

Title	Department	Last Approved	Next Review	Summary of Changes	Change Date	Summary of Changes
Surgical Case Scheduling, DSS-2302	Surgical Services - DSS	7/9/2025	7/9/2027	Punctuation, replaced Surgery Scheduler w/ Surgery Scheduling Coordinator, replaced physician w/ surgeon	6/18/2025	Addition under POLICY B. Elective cases going past 1730 will be reviewed on a case-by-case bases with OR leadership



SPECIAL MEETING OF THE BOARD OF DIRECTORS

DRAFT MINUTES

Thursday, June 26, 2025 at 2:00 p.m.
Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

Meeting was called to order at 2:04 p.m.

2. ROLL CALL

Board Present: Michael McGarry, Board Chair; Dr. Robert Darzynkiewicz, Vice Chair; Alyce Wong, Secretary; Mary Brown, Treasurer;

Absent: Dale Chamblin, Board Member

Staff in attendance: Anna Roth, President & CEO; Louis Ward, Chief Operating Officer; Dr. Brian Evans, Chief Medical Officer; Jaye Chasseur, Controller; Ted Owens, Executive Director of Governance and Business Development; Kim McCarl, Administrative Services Officer; Jan Iida, Chief Nursing Officer; Forhad Islam, Director of Business Intelligence; Sarah Jackson, Executive Assistant / Clerk of the Board;

Other: None

3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA

No changes were made to the agenda.

4. ITEMS FOR BOARD ACTION ♦

4.1. TFHD Fiscal Year 2026 Budget ♦ ATTACHMENT
Board of Directors will review and consider approval of the Fiscal Year 2026 Budget.

Anna Roth, President & CEO introduced the Fiscal Year 2026 providing an executive level overview. Crystal Felix, Chief Financial Officer, reviewed the Fiscal Year 2026 Budget. Significant Discussion was held.

ACTION: Motion made by Director Wong to approve the Fiscal Year 2026 Budget as presented, seconded by Director Darzynkiewicz.

CFO noted the motion should be inclusive of rate increase.

Motion was amended by Director Wong to approve the Fiscal Year 2026 Budget as presented, inclusive of a 5 % rate increase effective August 1, 2025, seconded by Director Darzynkiewicz.

AYES: Directors Brown, Darzynkiewicz, Wong, and McGarry
Abstention: None
NAYS: None
Absent: Chamblin

4.2. TFHD 3 Year Capital Plan – FY 2027-2029 ♦ ATTACHMENT
Board of Directors will review and consider approval of the FY2027-2029 Capital Plan.

Crystal Felix, Chief Financial Officer, reviewed the Fiscal Year 2027 – 2029 Capital Plan. Significant Discussion was held.

ACTION: Motion made by Director Brown to approve the Fiscal Year 2027 – 2029 Capital Plan as presented, seconded by Director Wong.
AYES: Directors Brown, Darzynkiewicz, Wong, and McGarry
Abstention: None
NAYS: None
Absent: Chamblin

5. ADJOURN
Meeting adjourned at 3:35 p.m.

**REGULAR MEETING OF THE
BOARD OF DIRECTORS
DRAFT MINUTES**

Thursday, June 26, 2025 at 4:00 p.m.
Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

Meeting was called to order at 4:02 p.m.

2. ROLL CALL

Board in Attendance: Michael McGarry, Board Chair; Dr. Robert Darzynkiewicz, Vice Chair; Alyce Wong, Secretary; Mary Brown, Treasurer;

Board Absent: Dale Chamblin, Board Member

Staff in attendance: Anna Roth, President & CEO; Louis Ward, Chief Operating Officer; Jan Iida, Chief Nursing Officer; Matt Mushet, In-House Counsel; Sarah Jackson, Executive Assistant / Clerk of the Board;

Other: Mackenzie Anderson, General Counsel;

3. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

None

4. INPUT AUDIENCE

None

Open Session recessed at 4:02 p.m.

5. CLOSED SESSION

5.1. Hearing (Health & Safety Code § 32155) ♦

Subject Matter: First Quarter Corporate Compliance Report

5.2. Approval of Closed Session Minutes ♦

5.2.1. 05/22/2025 Regular Meeting

5.3. TIMED ITEM – 5:15PM - Hearing (Health & Safety Code § 32155) ♦

Subject Matter: Medical Staff Credentials

6. DINNER BREAK

APPROXIMATELY 6:00 P.M.

7. OPEN SESSION – CALL TO ORDER

Open Session reconvened at 6:00 p.m.

8. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

General Counsel reported out from Closed Session: Item 5.1 was accepted with a 4-0-1 vote, Item 5.2 Closed Session Minutes were approved on a 4-0-1 vote, and item 5.3 Medical Staff Credentials were approved were approved with a vote of 4-0-1.

9. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

None

10. INPUT – AUDIENCE

This is an opportunity for members of the public to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot take action on any item not on the agenda. The Board Chair may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

Public comment was received by Zyna Navarte, Erini Williams, Meg Heim.

11. INPUT FROM EMPLOYEE ASSOCIATIONS

This is an opportunity for members of the Employee Associations to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes.

None.

12. MEDICAL STAFF EXECUTIVE COMMITTEE ♦

12.1. Medical Executive Committee (MEC) Meeting Consent Agenda

MEC recommends the following for approval by the Board of Directors:

Policies with Changes (summary attached)

Event Analysis/ Root Cause Analysis, AQPI-1905

Patient/Family Complaints/Grievance, AQPI-1903

Chief of Staff, Dr. Koch provided an overview of the policies and summaries including the changes.

Discussion was held.

ACTION: Motion made by Director Wong to approve the MEC Meeting Consent Agenda as presented, seconded by Director Darzynkiewicz.

AYES: Directors Brown, Darzynkiewicz, Wong, and McGarry

Abstention: None

NAYS: None

Absent: Chamblin

13. CONSENT CALENDAR ♦

These items are expected to be routine and non-controversial. They will be acted upon by the Board without discussion. Any Board Member, staff member or interested party may request an item to be removed from the Consent Calendar for discussion prior to voting on the Consent Calendar.

13.1. Approval of Minutes of Meetings

13.1.1. 05/22/2025 Regular Meeting

13.2. Financial Reports

13.2.1. Financial Report – May 2025

13.3. Board Reports

13.3.1. Executive Board Report – June 2025

13.4. Approve Quarterly Corporate Compliance Report

13.4.1. First Quarter Corporate Compliance Report

13.5. Ratify Tahoe Forest Health System Foundation Board Member

13.5.1. Aaron Gladman, MD

13.6. Certificate of Appreciation and Letter Acknowledgment

13.6.1. Volunteers: Al and Josi Noyes

13.7. Approve Board policies

13.7.1. Awarding Public Construction Projects, ABD-26

13.7.2. Inspection and Copying of Public Records, ABD-14

13.7.3. Emergency On-Call, ABD-10

13.8. Approve Governance policies

13.8.1. Telephone/Verbal Orders – Receiving and Documenting, AGOV-2202

13.9. Affirm Annual Board Charters

13.9.1. Board Governance Committee Charter

ACTION: Motion made by Director Brown to approve the Consent Calendar as presented, seconded by Director Darzynkiewicz.

AYES: Directors Brown, Darzynkiewicz, Wong, and McGarry

Abstention: None

NAYS: None

Absent: Chamblin

14. ITEMS FOR BOARD DISCUSSION

14.1. Legislative Update

The Board of Directors will receive an update on recent and upcoming federal and state(s) legislative and policy developments impacting healthcare.

Ted Owens, Executive Director of Governance and Business Development and guest speaker Ryan Witz, Executive Director of the District Hospital Leadership Forum provided an extensive update on California and Federal budget legislation.

Further updates were given on Nevada legislation.

14.2. Tahoe Forest Health System Foundation and Incline Village Community Hospital Foundation Update

The Board of Directors will receive an update on the Tahoe Forest Health System Foundation and Incline Village Community Hospital Foundation activities.

Karli Bunnell, Executive Director Foundations provided an update on both the Tahoe Forest Health System and Incline Village Community Hospital Foundations.

15. ITEMS FOR BOARD ACTION ♦

15.1. Tahoe Forest Home Health Services and Tahoe Forest Hospice Services Annual Quality Report

The Board of Directors will receive an update and consider approval of the Tahoe Forest Home Health Services and Hospice Services Annual Quality Report.

Jim Sturtevant, RN, MSN, Director of Tahoe Forest Home Health and Hospice Services presented the Annual Quality Report to the Board.

Discussion was held.

ACTION: Motion made by Director Wong to approve the Tahoe Forest Home Health and Hospice Annual Quality Report as presented, seconded by Director Brown.

AYES: Directors Brown, Darzynkiewicz, Wong, and McGarry

Abstention: None

NAYS: None

Absent: Chamblin

15.2. Tahoe Forest Hospital District Board Retreat Report Memo

The Board of Directors will review and consider approval of items listed as Key Board Decisions and Next Steps from the facilitated Board Retreat.

Anna Roth, President & CEO and Ted Owens, Executive Director of Governance and Business Development reviewed the Key Decisions and Next Steps.

Discussion was held.

ACTION: Motion made by Director Darzynkiewicz to direct staff to proceed with all recommended Next Steps listed in the Board Retreat Memo, seconded by Director Wong.

AYES: Directors Brown, Darzynkiewicz, Wong, and McGarry

Abstention: None

NAYS: None

Absent: Chamblin

15.3. Placer County LAFCO Alternate Member Nomination Form

The Board of Directors will consider nominating a Director to run for the upcoming vacant Special District alternate member seat on the Placer County LAFCO Commission.

Ted Owens, Executive Director of Governance and Business Development reviewed the Placer County LAFCO Alternate Member Nomination.

Discussion was held.

NO NOMINATION OR ACTION WAS TAKEN ON THIS ITEM

16. DISCUSSION OF CONSENT CALENDAR ITEMS PULLED, IF NECESSARY

None

17. BOARD COMMITTEE REPORTS

Director McGarry reported on the Governance Committee Meeting.

Director Darzynkiewicz reported on the Community Engagement Committee Meeting.

18. BOARD MEMBERS' REPORTS/CLOSING REMARKS

Chair McGarry provided closing remarks.

19. CLOSED SESSION CONTINUED

None

20. OPEN SESSION

None

21. REPORT OF ACTIONS TAKEN IN CLOSED SESSION, IF NECESSARY

None

22. ADJOURN

Meeting adjourned at 8:13 p.m.



AGENDA ITEM COVER SHEET

MEETING DATE: July 24, 2025	ITEM: 14.2 Financial Report 14.2.1 Financial Report – Preliminary June 2025
DEPARTMENT: Finance	TYPE OF AGENDA ITEM: <input type="checkbox"/> Action <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Discussion
RESPONSIBLE PARTY: Crystal Felix, Chief Financial Officer	SUPPORTIVE DOCUMENT ATTACHED <input type="checkbox"/> Agreement <input checked="" type="checkbox"/> Presentation <input type="checkbox"/> Resolution <input type="checkbox"/> Other
BUDGET: ALLOCATED IN THE BUDGET <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A IS A BUDGET TRANSFER REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
BACKGROUND: Within the Bylaws of the Board of Directors of Tahoe Forest Hospital District, the Board has financial responsibilities outlined in Article II, Section 2, Item E. Item E.4 states, "Receives and reviews periodic financial reports. Considers comments and recommendations of its Finance Committee and management staff." Consent Agenda Item 14.2.1 Financial Report – Preliminary June 2025 is being provided to the Board of Directors to assist them in fulfilling their financial responsibilities.	
SUMMARY/OBJECTIVES: To provide the Board information about the District's monthly financial status in a meaningful format to assist them in fulfilling their financial responsibilities as Board members.	
SUGGESTED DISCUSSION POINTS: Opportunity to pull the Financial Report – Preliminary June 2025 from Consent agenda to allow further discussion, clarification, or commentary under Board Agenda Item 17 Discussion of Consent Calendar Items Pulled.	
SUGGESTED MOTION/ALTERNATIVES: Motion to accept the Financial Report – Preliminary June 2025 as part of the Consent agenda. Alternative: If pulled from Consent agenda, provide discussion under Item 17 on the Board agenda. After discussion, request a motion to approve the Financial Report – Preliminary June 2025 as presented.	
LIST OF ATTACHMENTS: Financial Report – Preliminary June 2025	

**TAHOE FOREST HOSPITAL DISTRICT
JUNE 2025 FINANCIAL REPORT - PRELIMINARY
INDEX**

PAGE	DESCRIPTION
2 - 3	FINANCIAL NARRATIVE
4	STATEMENT OF NET POSITION
5	NOTES TO STATEMENT OF NET POSITION
6	CASH INVESTMENT REPORT
7	TWELVE MONTHS ENDING JUNE 2025 STATEMENT OF NET POSITION KEY FINANCIAL INDICATORS
8	TFHD STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
9 - 10	TFHD NOTES TO STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
11	TWELVE MONTHS ENDING JUNE 2025 STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION KEY FINANCIAL INDICATORS
12	IVCH STATEMENT OF REVENUE AND EXPENSE
13 - 14	IVCH NOTES TO STATEMENT OF REVENUE AND EXPENSE
15	STATEMENT OF CASH FLOWS
16 - 29	TFH AND IVCH VOLUMES INCLUDING GRAPHS

Board of Directors
Of Tahoe Forest Hospital District
JUNE 2025 FINANCIAL NARRATIVE PRELIMINARY

The following is the financial narrative analyzing financial and statistical trends for the twelve months ended June 30, 2025.

Activity Statistics

- ❑ TFH acute patient days were 396 for the current month compared to budget of 397. This equates to an average daily census of 13.2 compared to budget of 13.2.
- ❑ TFH Outpatient volumes were above budget in the following departments by at least 5%: Home Health visits, Laboratory tests, Lab Send Out tests, Oncology Lab, EKGs, Mammography, Medical Oncology procedures, MRI, Ultrasound, PET CT, Drugs Sold to Patients, Oncology Drugs Sold to Patients, Respiratory Therapy, Tahoe City Occupational Therapy, and Outpatient Speech Therapy.
- ❑ TFH Outpatient volumes were below budget in the following departments by at least 5%: Emergency Department visits, Hospice visits, Surgery cases, Blood units, Nuclear Medicine, Briner Ultrasound, Gastroenterology cases, Tahoe City Physical Therapy, and Outpatient Physical Therapy and Occupational Therapy.

Financial Indicators

- ❑ Net Patient Revenue as a percentage of Gross Patient Revenue was 45.5% in the current month compared to budget of 46.8% and to last month's 42.8%. Year-to-Date Net Patient Revenue as a percentage of Gross Patient Revenue was 46.5% compared to budget of 46.9% and prior year's 47.6%.
- ❑ EBIDA was \$4,336,344 (6.6%) for the current month compared to budget of \$1,826,359 (3.2%), or \$2,509,985 (3.4%) above budget. Year-to-date EBIDA was \$46,458,658 (6.3%) compared to budget of \$24,816,849 (3.7%), or \$21,641,809 (2.6%) above budget.
- ❑ Net Income/(Loss) was \$4,610,181 for the current month compared to budget of \$1,262,272 or \$3,347,909 above budget. Year-to-date Net Income was \$46,134,748 compared to budget of \$18,277,293 or \$27,857,455 above budget.
- ❑ Cash Collections for the current month were \$24,074,294, which is 79% of targeted Net Patient Revenue.
- ❑ EPIC Gross Accounts Receivables were \$127,234,748 at the end of June compared to \$116,844,942 at the end of May.

Balance Sheet

- ❑ Working Capital is at 52.5 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 243.5 days. Working Capital cash increased a net \$5,866,000. Accounts Payable increased \$1,981,000 and Accrued Payroll & Related Costs increased \$6,185,000. The District received reimbursement for the CY24-25 Medi-Cal NDPH IGT program and CY24 Hospital Quality Assurance Fee program totaling \$651,000 and Cash Collections were below target by 21%.
- ❑ Net Patient Accounts Receivable increased a net \$3,935,000. Cash collections were 79% of target. EPIC Days in A/R were 60.3 compared to 55.9 at the close of May, a 4.40 days increase. Outgoing claims and cash collections were slowed due to the claims clearinghouse conversion project.
- ❑ Estimated Settlements, Medi-Cal & Medicare increased a net \$494,000. The District recorded its monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal QIP programs and received \$651,000 for the CY24-25 Medi-Cal NDPH IGT program and CY24 Hospital Quality Assurance Fee program.
- ❑ Unrealized Gain/(Loss) Cash Investment Fund increased \$636,000 after recording the unrealized gains in its funds held with Chandler Investments for the month of June.
- ❑ Investment in TSC, LLC decreased \$84,000 after recording the estimated loss for June.
- ❑ To comply with GASB No. 63, the District has booked an adjustment to the asset and offsetting liability to reflect the fair value of the Morgan Stanley (formerly Piper Jaffray) swap transaction at the close of June.
- ❑ To comply with GASB No. 96, the District recorded Amortization Expense for June on its Right-To-Use Subscription assets, decreasing the asset \$321,000.
- ❑ Accounts Payable increased \$1,981,000 due to the timing of the final check run in June.
- ❑ Accrued Payroll & Related Costs increased a net \$6,185,000. We had an increase in Accrued Payroll days in June and received reimbursement from Fidelity for excess funding of the Employers portion of Deferred Compensation.

June 2025 Financial Narrative Preliminary

- ❑ To comply with GASB No. 96, the District recorded a decrease in its Right-To-Use Subscription Liability for June, decreasing the liability \$299,000.
- ❑ Health Insurance Plan IBNR increased \$450,000 after recording a reserve to the liability at fiscal year-end. The District will adjust the reserve once the final numbers are received from our Third Party Administrator.
- ❑ Workers Compensation Plan IBNR increased \$300,000 after recording a reserve to the liability for fiscal year-end. The District will adjust the reserve once the final numbers are received from our Third Party Administrator.

Operating Revenue

- ❑ Current month's Total Gross Revenue was \$65,530,126 compared to budget of \$57,322,109 or \$8,208,017 above budget.
- ❑ Current month's Gross Inpatient Revenue was \$7,408,221 compared to budget of \$7,754,640 or \$346,419 below budget.
- ❑ Current month's Gross Outpatient Revenue was \$58,121,905 compared to budget of \$49,567,469 or \$8,554,436 above budget.
- ❑ Current month's Gross Revenue Mix was 42.71% Medicare, 16.15% Medi-Cal, .0% County, 1.10% Other, and 40.04% Commercial Insurance compared to budget of 40.42% Medicare, 15.59% Medi-Cal, .0% County, 1.21% Other, and 42.78% Commercial Insurance. Last month's mix was 42.99% Medicare, 16.77% Medi-Cal, .0% County, 1.72% Other, and 38.52% Commercial Insurance. Year-to-Date Gross Revenue Mix was 39.80% Medicare, 16.55% Medi-Cal, .0% County, 1.22% Other, and 42.43% Commercial Insurance compared to budget of 40.17% Medicare, 15.63% Medi-Cal, .0% County, 1.20% Other, and 43.00% Commercial.
- ❑ Current month's Deductions from Revenue were \$35,706,660 compared to budget of \$30,478,583 or \$5,228,077 above budget. Variance is attributed to the following reasons: 1) Payor mix varied from budget with 2.29% increase in Medicare, a .56% increase to Medi-Cal, County at budget, a .10% decrease in Other, and Commercial Insurance was below budget 2.74%, and 2) Revenues were above budget 14.30%.

DESCRIPTION	June 2025 Actual	June 2025 Budget	Variance	BRIEF COMMENTS
Salaries & Wages	11,232,970	11,573,036	340,066	
Employee Benefits	3,809,143	3,538,156	(270,987)	Employee related matters and Physician Productivity Bonuses created a negative variance in Employee Benefits.
Benefits – Workers Compensation	358,142	404,818	46,676	
Benefits – Medical Insurance	3,021,028	3,092,024	70,996	
Medical Professional Fees	618,105	577,769	(40,336)	Anesthesia Physician Fees, Diagnostic Imaging Physician Fees, and IVCH ER Physician call coverage created a negative variance in Medical Professional Fees.
Other Professional Fees	312,701	352,760	40,059	Budgeted Professional Fees for Patient Accounting/Admitting, Information Technology, and Administration were below budget, creating a positive variance in Other Professional Fees.
Supplies	4,829,300	4,368,427	(460,873)	Drugs Sold to Patients revenues, Oncology Drugs Sold to Patients revenues, and Medical Supplies Sold to Patients revenues were above budget, creating negative variances in Pharmacy Supplies and Patient & Other Medical Supplies.
Purchased Services	2,337,472	2,023,542	(313,930)	Outsourced billing and collection services, support services for the UKG Scheduling Module implementation, services provided to the Access Center, bank and credit card fees, outsourced laboratory testing, and department repairs created a negative variance in Purchased Services.
Other Expenses	1,175,569	886,112	(289,457)	Dues and subscriptions for the Cancer program, Wellness Neighborhood, and Physician Compensation and Benchmarking subscription, Media Branding & Marketing Campaigns, and Utilities created a negative variance in Other Expenses.
Total Expenses	27,694,428	26,816,644	(877,784)	

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
JUNE 2025 PRELIMINARY

	Jun-25	May-25	Jun-24	
ASSETS				
CURRENT ASSETS				
* CASH	\$ 46,238,401	\$ 40,372,564	\$ 67,444,896	1
PATIENT ACCOUNTS RECEIVABLE - NET	56,503,103	52,567,789	51,525,662	2
OTHER RECEIVABLES	9,175,678	8,228,652	6,948,833	
GO BOND RECEIVABLES	49,294	(403,764)	310,097	
ASSETS LIMITED OR RESTRICTED	13,163,416	10,595,912	10,294,862	
INVENTORIES	5,537,412	5,549,888	5,566,886	
PREPAID EXPENSES & DEPOSITS	3,238,088	3,203,312	2,468,470	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	15,074,900	14,580,941	21,121,443	3
TOTAL CURRENT ASSETS	148,980,292	134,695,294	165,681,149	
NON CURRENT ASSETS				
ASSETS LIMITED OR RESTRICTED:				
* CASH RESERVE FUND	74,318,166	74,318,166	10,553,402	1
* CASH INVESTMENT FUND	94,020,404	93,914,868	106,298,942	1
UNREALIZED GAIN/(LOSS) CASH INVESTMENT FUND	6,431,592	5,795,792	723,725	4
MUNICIPAL LEASE 2025	4,593,879	4,593,879	-	
TOTAL BOND TRUSTEE 2017	23,132	23,132	22,222	
TOTAL BOND TRUSTEE 2015	1,421,915	1,287,238	1,591,920	
GO BOND TAX REVENUE FUND	5,215,562	5,212,987	5,005,593	
DIAGNOSTIC IMAGING FUND	3,700	3,700	3,534	
DONOR RESTRICTED FUND	1,202,648	1,202,648	1,172,518	
WORKERS COMPENSATION FUND	23,026	15,204	21,845	
TOTAL	187,254,024	186,367,615	125,393,701	
LESS CURRENT PORTION	(13,163,416)	(10,595,912)	(10,294,862)	
TOTAL ASSETS LIMITED OR RESTRICTED - NET	174,090,608	175,771,703	115,098,839	
NONCURRENT ASSETS AND INVESTMENTS:				
INVESTMENT IN TSC, LLC	(5,227,013)	(5,143,263)	(3,941,743)	5
PROPERTY HELD FOR FUTURE EXPANSION	1,716,972	1,716,972	1,716,972	
PROPERTY & EQUIPMENT NET	197,842,803	196,709,484	196,770,272	
GO BOND CIP, PROPERTY & EQUIPMENT NET	1,869,900	1,863,312	1,853,765	
TOTAL ASSETS	519,273,561	505,613,501	477,179,254	
DEFERRED OUTFLOW OF RESOURCES:				
DEFERRED LOSS ON DEFEASANCE	193,943	197,175	232,731	
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	200,168	204,560	154,402	6
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	3,991,892	4,015,597	4,276,349	
GO BOND DEFERRED FINANCING COSTS	389,028	391,349	416,878	
DEFERRED FINANCING COSTS	99,866	100,907	112,350	
INTANGIBLE LEASE ASSET NET OF ACCUM AMORTIZATION	10,030,440	10,188,691	11,666,684	
RIGHT-TO-USE SUBSCRIPTION ASSET NET OF ACCUM AMORTIZATION	23,290,736	23,611,371	27,116,972	7
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 38,196,073	\$ 38,709,649	\$ 43,976,367	
LIABILITIES				
CURRENT LIABILITIES				
ACCOUNTS PAYABLE	12,415,950	10,435,403	\$ 8,814,524	8
ACCRUED PAYROLL & RELATED COSTS	26,207,235	20,022,511	34,593,456	9
INTEREST PAYABLE	370,364	324,460	400,041	
INTEREST PAYABLE GO BOND	1,281,473	1,021,950	1,308,096	
SUBSCRIPTION LIABILITY	25,167,016	25,466,330	28,665,685	10
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	6,017,931	6,102,931	7,606,415	
HEALTH INSURANCE PLAN	3,669,201	3,219,201	2,939,536	11
WORKERS COMPENSATION PLAN	2,597,841	2,297,841	2,297,841	12
COMPREHENSIVE LIABILITY INSURANCE PLAN	2,771,063	2,771,063	2,771,063	
CURRENT MATURITIES OF GO BOND DEBT	2,440,000	2,440,000	2,195,000	
CURRENT MATURITIES OF OTHER LONG TERM DEBT	4,371,046	4,371,046	4,000,915	
TOTAL CURRENT LIABILITIES	87,309,119	78,472,736	95,592,572	
NONCURRENT LIABILITIES				
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	29,898,835	30,176,567	28,581,415	
GO BOND DEBT NET OF CURRENT MATURITIES	87,643,342	87,661,298	90,543,809	
DERIVATIVE INSTRUMENT LIABILITY	200,168	204,560	154,402	6
TOTAL LIABILITIES	205,051,464	196,515,161	214,872,199	
NET ASSETS				
NET INVESTMENT IN CAPITAL ASSETS	351,215,522	346,605,342	305,110,904	
RESTRICTED	1,202,648	1,202,648	1,172,518	
TOTAL NET POSITION	\$ 352,418,170	\$ 347,807,990	\$ 306,283,422	

* Amounts included for Days Cash on Hand calculation

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF NET POSITION
JUNE 2025 PRELIMINARY

1. Working Capital is at 52.5 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 243.5 days. Working Capital cash increased a net \$5,866,000. Accounts Payable increased \$1,981,000 (See Note 8) and Accrued Payroll & Related Costs increased \$6,185,000 (See Note 9). The District received reimbursement for the CY24-25 Medi-Cal NDPH IGT program and CY24 Hospital Quality Assurance Fee program totaling \$651,000 (See Note 3). Cash Collections were below target by 21% (See Note 2).
2. Net Patient Accounts Receivable increased a net \$3,935,000. Cash collections were 79% of target. EPIC Days in A/R were 60.3 compared to 55.9 at the close of May, a 4.40 days increase. Outgoing claims and cash collections were slowed due to the claims clearinghouse conversion project.
3. Estimated Settlements, Medi-Cal & Medicare increased a net \$494,000. The District recorded its monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal QIP programs, and received \$651,000 for the CY24-25 Medi-Cal NDPH IGT program and CY24 Hospital Quality Assurance Fee program.
4. Unrealized Gain/(Loss) Cash Investment Fund increased \$636,000 after recording the unrealized gains in its funds held with Chandler Investments for the month of June.
5. Investment in TSC, LLC decreased \$84,000 after recording the estimated loss for June.
6. To comply with GASB No. 63, the District has booked an adjustment to the asset and offsetting liability to reflect the fair value of the Morgan Stanley (formerly Piper Jaffray) swap transaction at the close of June.
7. To comply with GASB No. 96, the District recorded Amortization Expense for June on its Right-To-Use Subscription assets, decreasing the asset \$321,000.
8. Accounts Payable increased \$1,981,000 due to the timing of the final check run in June.
9. Accrued Payroll & Related Costs increased a net \$6,185,000. We had an increase in Accrued Payroll days in June and received reimbursement from Fidelity for excess funding of the Employers portion of Deferred Compensation.
10. To comply with GASB No. 96, the District recorded a decrease in its Right-To-Use Subscription Liability for June, decreasing the liability \$299,000.
11. Health Insurance Plan IBNR increased \$450,000 after recording a reserve to the liability for fiscal year-end. The District will adjust the reserve once the final numbers are received from our Third Party Administrator.
12. Workers Compensation Plan IBNR increased \$300,000 after recording a reserve to the liability for fiscal year-end. The District will adjust the reserve once the final numbers are received from our Third Party Administrator.

**Tahoe Forest Hospital District
Cash Investment
June 30, 2025**

WORKING CAPITAL

US Bank	\$ 44,985,847	3.92%	
US Bank/Incline Village Thrift Store	31,554		
US Bank/Truckee Thrift Store	177,724		
US Bank/Payroll Clearing	-		
Umpqua Bank	<u>1,043,276</u>	1.92%	
Total			\$ 46,238,401

BOARD DESIGNATED FUNDS

US Bank Savings	\$ -		
Chandler Cash Portfolio Fund	905,170	3.93%	
Chandler Investment Fund	<u>93,115,235</u>	VAR	
Total			\$ 94,020,404

Building Fund	\$ -		
Cash Reserve Fund	<u>74,318,166</u>	4.28%	
Local Agency Investment Fund			\$ 74,318,166

Municipal Lease 2018			\$ 4,593,879
Bonds Cash 2017			\$ 23,132
Bonds Cash 2015			\$ 1,421,915
GO Bonds Cash 2008			\$ 5,215,562

DX Imaging Education	\$ 3,700		
Workers Comp Fund - B of A	23,026		

Insurance			
Health Insurance LAIF	-		
Comprehensive Liability Insurance LAIF	<u>-</u>		
Total			<u>\$ 26,726</u>












TOTAL FUNDS			\$ 225,858,184
--------------------	--	--	-----------------------

RESTRICTED FUNDS

Gift Fund			
US Bank Money Market	\$ 8,384	0.09%	
Foundation Restricted Donations	27,309		
Local Agency Investment Fund	<u>1,166,955</u>	4.28%	
TOTAL RESTRICTED FUNDS			<u>\$ 1,202,648</u>

TOTAL ALL FUNDS			<u><u>\$ 227,060,832</u></u>
------------------------	--	--	-------------------------------------

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
KEY FINANCIAL INDICATORS
JUNE 2025 PRELIMINARY**

	Current Status	Desired Position	Target	<u>Bond Covenants</u>	<u>FY 2025</u> Jul 24 to June 25	<u>FY 2024</u> Jul 23 to June 24	<u>FY 2023</u> Jul 22 to June 23	<u>FY 2022</u> Jul 21 to June 22	<u>FY 2021</u> Jul 20 to June 21	<u>FY 2020</u> Jul 19 to June 20	<u>FY 2019</u> Jul 18 to June 19
Return On Equity: <u>Increase (Decrease) in Net Position</u> Net Position	 	↑	FYE 5.2% Budget 4th Qtr 5.2%		13.1%	12.4%	11.2%	13.0%	12.3%	17.1%	13.1%
EPIC Days in Accounts Receivable (excludes SNF) <u>Gross Accounts Receivable</u> 90 Days <u>Gross Accounts Receivable</u> 365 Days	 	↓	FYE 60 Days		60 64	69 71	59 62	63 67	65 67	89 73	69 71
Days Cash on Hand Excludes Restricted: <u>Cash + Short-Term Investments</u> (Total Expenses - Depreciation Expense)/ by 365	 	↑	Budget FYE 217 Days Budget 4th Qtr 217 Days Projected 4th Qtr 251 Days	Bond Covenant 60 Days A- 234 Days BBB- 136 Days	243	229	197	234	272	246	179
EPIC Accounts Receivable over 120 days (excludes payment plan, legal and charitable balances)		↓	22%		31%	31%	24%	27%	26%	31%	35%
EPIC Accounts Receivable over 120 days (includes payment plan, legal and charitable balances)		↓	27%		33%	35%	33%	36%	32%	40%	42%
Cash Receipts Per Day (based on 60 day lag on Patient Net Revenue)	 	↑	FYE Budget \$850,123 End 4th Qtr Based on Budgeted Net Revenue \$850,123 End 4th Qtr Based on Actual Net Revenue \$927,254		\$913,700	\$804,216	\$713,016	\$634,266	\$603,184	\$523,994	\$473,890
Debt Service Coverage: Excess Revenue over Exp + <u>Interest Exp + Depreciation</u> Debt Principal Payments + Interest Expense		↑	Without GO Bond 13.12 With GO Bond 4.85	1.95	22.37 7.87	15.47 6.88	9.74 5.25	9.72 5.22	8.33 4.49	9.50 5.06	20.45 4.12

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
JUNE 2025 PRELIMINARY

CURRENT MONTH				YEAR TO DATE				PRIOR YTD JUNE 2024	
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%	
OPERATING REVENUE									
\$ 65,530,126	\$ 57,322,109	\$ 8,208,017	14.3%	Total Gross Revenue	\$ 735,678,114	\$ 671,417,743	\$ 64,260,371	9.6%	1
				Gross Revenues - Inpatient					
\$ 3,445,977	\$ 3,546,784	\$ (100,807)	-2.8%	Daily Hospital Service	\$ 41,689,142	\$ 40,637,895	\$ 1,051,247	2.6%	
3,962,244	4,207,856	(245,612)	-5.8%	Ancillary Service - Inpatient	52,650,636	49,721,503	2,929,133	5.9%	
7,408,221	7,754,640	(346,419)	-4.5%	Total Gross Revenue - Inpatient	94,339,778	90,359,398	3,980,380	4.4%	1
58,121,905	49,567,469	8,554,436	17.3%	Gross Revenue - Outpatient	641,338,336	581,058,345	60,279,991	10.4%	
58,121,905	49,567,469	8,554,436	17.3%	Total Gross Revenue - Outpatient	641,338,336	581,058,345	60,279,991	10.4%	1
				Deductions from Revenue:					
35,413,785	28,456,532	(6,957,253)	-24.4%	Contractual Allowances	386,129,814	332,872,840	(53,256,974)	-16.0%	2
277,780	1,146,442	868,662	75.8%	Charity Care	3,655,411	13,428,355	9,772,944	72.8%	2
80,670	875,609	794,939	90.8%	Bad Debt	5,409,950	10,263,223	4,853,273	47.3%	2
(65,575)	-	65,575	0.0%	Prior Period Settlements	(1,503,321)	-	1,503,321	0.0%	2
35,706,660	30,478,583	(5,228,077)	-17.2%	Total Deductions from Revenue	393,691,854	356,564,418	(37,127,436)	-10.4%	
115,822	117,837	2,015	1.7%	Property Tax Revenue- Wellness Neighborhood	1,250,016	1,344,987	94,971	7.1%	
2,091,484	1,681,640	409,844	24.4%	Other Operating Revenue	22,549,470	20,440,611	2,108,859	10.3%	3
32,030,773	28,643,003	3,387,770	11.8%	TOTAL OPERATING REVENUE	365,785,746	336,638,923	29,146,823	8.7%	
				OPERATING EXPENSES					
11,232,970	11,573,036	340,066	2.9%	Salaries and Wages	135,503,082	135,052,433	(450,649)	-0.3%	4
3,809,143	3,538,156	(270,987)	-7.7%	Benefits	45,540,956	43,128,771	(2,412,185)	-5.6%	4
358,142	404,818	46,676	11.5%	Benefits Workers Compensation	1,117,710	1,569,356	451,646	28.8%	4
3,021,028	3,092,024	70,996	2.3%	Benefits Medical Insurance	30,634,207	32,158,567	1,524,360	4.7%	4
618,105	577,769	(40,336)	-7.0%	Medical Professional Fees	6,445,727	5,470,460	(975,267)	-17.8%	5
312,701	352,760	40,059	11.4%	Other Professional Fees	4,269,521	4,656,269	386,748	8.3%	5
4,829,300	4,368,427	(460,873)	-10.6%	Supplies	57,544,526	52,894,207	(4,650,319)	-8.8%	6
2,337,472	2,023,542	(313,930)	-15.5%	Purchased Services	25,681,969	24,355,741	(1,326,228)	-5.4%	7
1,175,569	886,112	(289,457)	-32.7%	Other	12,589,389	12,536,270	(53,119)	-0.4%	8
27,694,428	26,816,644	(877,784)	-3.3%	TOTAL OPERATING EXPENSE	319,327,087	311,822,074	(7,505,013)	-2.4%	
4,336,344	1,826,359	2,509,985	137.4%	NET OPERATING REVENUE (EXPENSE) EBIDA	46,458,658	24,816,849	21,641,809	87.2%	
				NON-OPERATING REVENUE/(EXPENSE)					
939,362	862,127	77,235	9.0%	District and County Taxes	10,688,692	10,414,585	274,107	2.6%	9
455,633	455,633	0	0.0%	District and County Taxes - GO Bond	5,467,598	5,467,598	(0)	0.0%	
414,966	243,758	171,208	70.2%	Interest Income	4,627,005	2,925,047	1,701,958	58.2%	10
66,113	110,428	(44,315)	-40.1%	Donations	1,145,026	1,325,142	(180,116)	-13.6%	11
(83,750)	(83,750)	-	0.0%	Gain/(Loss) on Joint Investment	(1,285,270)	(1,005,000)	(280,270)	-27.9%	12
770,209	100,000	670,209	-670.2%	Gain/(Loss) on Market Investments	5,909,320	1,200,000	4,709,320	-392.4%	13
-	-	-	0.0%	Gain/(Loss) on Investments - TIRHR	89,547	-	89,547	0.0%	14
-	-	-	0.0%	Gain/(Loss) on Disposal of Assets	-	-	-	0.0%	14
-	-	-	0.0%	Gain/(Loss) on Sale of Equipment	40,782	-	40,782	0.0%	15
-	-	-	100.0%	Gain/(Loss) on Split Dollar Cash Accumulation Values	-	-	-	100.0%	15
(1,808,554)	(1,812,654)	4,101	0.2%	Depreciation	(21,530,923)	(21,557,105)	26,182	0.1%	16
(212,550)	(180,106)	(32,444)	-18.0%	Interest Expense	(2,327,040)	(2,185,386)	(141,654)	-6.5%	17
(267,593)	(259,523)	(8,070)	-3.1%	Interest Expense-GO Bond	(3,148,647)	(3,124,437)	(24,210)	-0.8%	
273,836	(564,087)	837,923	148.5%	TOTAL NON-OPERATING REVENUE/(EXPENSE)	(323,910)	(6,539,556)	6,215,646	95.0%	
\$ 4,610,181	\$ 1,262,272	\$ 3,347,909	265.2%	INCREASE (DECREASE) IN NET POSITION	\$ 46,134,748	\$ 18,277,293	\$ 27,857,455	152.4%	
NET POSITION - BEGINNING OF YEAR					306,283,422				
NET POSITION - AS OF JUNE 30, 2025					\$ 352,418,170				
6.6%	3.2%	3.4%		RETURN ON GROSS REVENUE EBIDA	6.3%	3.7%	2.6%		6.1%

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
JUNE 2025 PRELIMINARY

1) Gross Revenues

Acute Patient Days were below budget .0% or 1 day. Swing Bed days were below budget 77.4% or 24 days.

Outpatient volumes were 5% or more above budget in the following departments: Home Health visits, Laboratory tests, Lab Send Out tests, Oncology Lab, EKGs, Mammography, Medical Oncology procedures, MRI, Ultrasound, PET CT, Drugs Sold to Patients, Oncology Drugs Sold to Patients, Respiratory Therapy, Tahoe City Occupational Therapy, and Outpatient Speech Therapy.

Outpatient volumes were below budget 5% or more in the following departments: Emergency Department visits, Hospice visits, Surgery cases, Blood units, Nuclear Medicine, Briner Ultrasound, Gastroenterology cases, Tahoe City Physical Therapy, and Outpatient Physical Therapy and Occupational Therapy.

Gross Revenue -- Inpatient
Gross Revenue -- Outpatient
Gross Revenue -- Total

Variance from Budget	
Fav / <Unfav>	
JUNE 2025	YTD 2025
\$ (346,419)	\$ 3,980,380
8,554,436	60,279,991
<u>\$ 8,208,017</u>	<u>\$ 64,260,371</u>

2) Total Deductions from Revenue

The payor mix for June shows a 2.29% increase to Medicare, a .56% increase to Medi-Cal, 0.10% decrease to Other, County at budget, and a 2.74% decrease to Commercial when compared to budget. We saw a shift from Commercial into Medicare and revenues were above budget 14.3%.

Contractual Allowances	\$ (6,957,253)	\$ (53,256,974)
Charity Care	868,662	9,772,944
Bad Debt	794,939	4,853,273
Prior Period Settlements	65,575	1,503,321
Total	<u>\$ (5,228,077)</u>	<u>\$ (37,127,436)</u>

3) Other Operating Revenue

Community Pharmacy (formerly Retail Pharmacy) revenues were above budget 36.48%.

Primary Care Quality Incentive payments created a positive variance in Miscellaneous.

IVCH ER Physician Guarantee is tied to collections which came in below budget in June.

Community Pharmacy	\$ 236,644	\$ 2,119,690
Miscellaneous	221,162	441,036
The Center (non-therapy)	5,083	52,309
Oncology Drug Replacement	-	-
Hospice Thrift Stores	(639)	(9,228)
Grants	(15,333)	(64,961)
Children's Center	(17,521)	(194,899)
IVCH ER Physician Guarantee	(19,551)	(235,089)
Total	<u>\$ 409,844</u>	<u>\$ 2,108,859</u>

4) Salaries and Wages

Employee Benefits

Increased use of Paid Leave created a negative variance in PL/SL. This is also lending to the positive variance in Salaries and Wages.

Employee related matters and Physician Productivity Bonuses created a negative variance in Nonproductive.

Total	\$ 340,066	\$ (450,649)
PL/SL	\$ (75,913)	\$ (1,144,668)
Nonproductive	(258,691)	(1,306,186)
Other	49,847	(110,920)
Pension/Deferred Comp	230	(42,532)
Standby	13,539	192,120
Total	<u>\$ (270,987)</u>	<u>\$ (2,412,185)</u>

Employee Benefits - Workers Compensation

Total	\$ 46,676	\$ 451,646
-------	-----------	------------

Employee Benefits - Medical Insurance

Total	\$ 70,996	\$ 1,524,360
-------	-----------	--------------

5) Professional Fees

Anesthesia Physician Fees and Diagnostic Imaging Physician Fees were above budget, creating a negative variance in Miscellaneous.

Consulting services provided for leadership development and Health Insurance Broker fees created a negative variance in Human Resources.

Call Coverage was above budget, creating a negative variance in IVCH ER Physicians.

Budgeted Professional Fees for a Revenue Integrity Program Development project were below budget, creating a positive variance in Patient Accounting/Admitting.

Emergency Department Physician fees were below budget, creating a positive variance in TFH Locums.

Professional services provided by Mercy Health for implementation and installation of new systems and processes within EPIC were below budget, creating a positive variance in Information Technology.

Outsourced consulting fees for the Reliability & Management Systems project were below budget, creating a positive variance in Administration.

Miscellaneous	\$ (37,148)	\$ (1,017,122)
Human Resources	(48,662)	(678,543)
IVCH ER Physicians	(25,878)	(203,972)
Oncology	10,549	(10,135)
Medical Staff Services	(2,000)	(9,530)
Corporate Compliance	-	(2,470)
Managed Care	3,500	3,290
Multi-Specialty Clinics	8,603	57,454
Marketing	(8,727)	99,762
Financial Administration	5,308	142,256
Patient Accounting/Admitting	20,000	144,474
TFH Locums	16,378	180,926
Information Technology	10,126	219,148
Administration	43,881	238,392
Multi-Specialty Clinics Administration	3,793	247,553
Total	<u>\$ (277)</u>	<u>\$ (588,518)</u>

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
JUNE 2025 PRELIMINARY

6) Supplies

Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues were above budget 32.80%, creating a negative variance in Pharmacy Supplies.

Medical Supplies Sold to Patients revenues were above budget 15.87%, creating a negative variance in Patient & Other Medical Supplies.

Variance from Budget		
Fav / <Unfav>		
	JUNE 2025	YTD 2025
Pharmacy Supplies	\$ (301,985)	\$ (3,492,431)
Patient & Other Medical Supplies	(183,098)	(1,098,606)
Minor Equipment	(19,966)	(92,722)
Other Non-Medical Supplies	33,174	(17,610)
Food	1,169	(15,983)
Office Supplies	9,834	67,033
Total	<u>\$ (460,873)</u>	<u>\$ (4,650,319)</u>

7) Purchased Services

Outsourced billing and collections services, focusing on the collection of older claims by our new vendor/partner, created a negative variance in Patient Accounting.

Outsourced coding and chart audits created a negative variance in Medical Records.

Bank and credit card charges and outsourced services provided to the Access Center, created a negative variance in Miscellaneous.

Support services for the implementation of the UKG scheduling module created a negative variance in Human Resources.

Outsourced lab testing created a negative variance in Laboratory.

Expenses advanced to Truckee Surgery Center and miscellaneous repairs in Sterile Processing, Lab, Radiation Oncology, and Dietary created a negative variance in Department Repairs.

Budgeted Information Technology projects did not kick off as anticipated during the budgeting process creating a positive variance in this category.

Patient Accounting	\$ (72,423)	\$ (856,406)
Medical Records	(86,303)	(333,676)
Miscellaneous	(93,702)	(256,333)
Human Resources	(21,123)	(232,069)
Laboratory	(24,614)	(159,228)
Diagnostic Imaging Services - All	(758)	(58,826)
The Center	2,086	(26,817)
Pharmacy IP	7,735	(20,785)
Department Repairs	(94,209)	(2,934)
Community Development	3,333	24,800
Home Health/Hospice	7,556	28,260
Multi-Specialty Clinics	17,533	68,260
Information Technology	40,960	499,526
Total	<u>\$ (313,930)</u>	<u>\$ (1,326,228)</u>

8) Other Expenses

Dues to UC Davis for the Cancer Program, a software subscription for the Wellness Neighborhood, and Physician Compensation and Benchmarking subscription, created a negative variance in Dues and Subscriptions.

Media Branding and Billboard Snipes created a negative variance in Marketing.

Natural Gas/Propane, Electricity, and Water/Sewer costs were above budget, creating a negative variance in Utilities.

Timing of the transfer of construction labor to Construction in Progress projects created a negative variance in Miscellaneous.

Dues and Subscriptions	\$ (60,624)	\$ (271,921)
Marketing	(83,610)	(208,676)
Other Building Rent	(23,788)	(127,464)
Insurance	(1,620)	(57,464)
Equipment Rent	5,537	(40,536)
Multi-Specialty Clinics Bldg. Rent	(2,549)	(37,041)
Multi-Specialty Clinics Equip Rent	(916)	(8,260)
Physician Services	1,282	8,827
Human Resources Recruitment	6,490	66,598
Utilities	(22,593)	78,574
Outside Training & Travel	4,383	246,276
Miscellaneous	(111,449)	297,967
Total	<u>\$ (289,457)</u>	<u>\$ (53,119)</u>

9) District and County Taxes

Total	<u>\$ 77,235</u>	<u>\$ 274,107</u>
-------	------------------	-------------------

10) Interest Income

Interest rates with our funds held with LAIF and our US Bank Investment account were above budget, creating a positive variance in Interest Income.

Total	<u>\$ 171,208</u>	<u>\$ 1,701,958</u>
-------	-------------------	---------------------

11) Donations

IVCH	\$ (44,307)	\$ (512,092)
Operational	(8)	331,976
Total	<u>\$ (44,315)</u>	<u>\$ (180,116)</u>

12) Gain/(Loss) on Joint Investment

Total	<u>\$ -</u>	<u>\$ (280,270)</u>
-------	-------------	---------------------

13) Gain/(Loss) on Market Investments

The District booked the value of unrealized gains in its holdings with Chandler Investments.

Total	<u>\$ 670,209</u>	<u>\$ 4,709,320</u>
-------	-------------------	---------------------

14) Loss on Investments - TIRHR

Total	<u>\$ -</u>	<u>\$ 89,547</u>
-------	-------------	------------------

14) Gain/(Loss) on Sale or Disposal of Assets

Total	<u>\$ -</u>	<u>\$ -</u>
-------	-------------	-------------

15) Gain/(Loss) on Sale or Disposal of Equipment

Total	<u>\$ -</u>	<u>\$ 40,782</u>
-------	-------------	------------------

16) Depreciation Expense








Total	<u>\$ 4,101</u>	<u>\$ 26,182</u>
-------	-----------------	------------------

17) Interest Expense

The addition of the Sierra Center building to the Intangible Lease Asset schedule created a negative variance in Interest Expense.

Total	<u>\$ (32,444)</u>	<u>\$ (141,654)</u>
-------	--------------------	---------------------

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
KEY FINANCIAL INDICATORS
JUNE 2025 PRELIMINARY

	Current Status	Desired Position	Target	<u>FY 2025</u> Jul 24 to June 25	<u>FY 2024</u> Jul 23 to June 24	<u>FY 2023</u> Jul 22 to June 23	<u>FY 2022</u> Jul 21 to June 22	<u>FY 2021</u> Jul 20 to June 21	<u>FY 2020</u> Jul 19 to June 20	<u>FY 2019</u> Jul 18 to June 19
Total Margin: <u>Increase (Decrease) In Net Position</u> Total Gross Revenue		↑	FYE 2.7% 4th Qtr 2.7%	6.3%	5.9%	6.3%	6.2%	5.8%	8.5%	5.7%
Charity Care: <u>Charity Care Expense</u> Gross Patient Revenue		↓	FYE 2.0% 4th Qtr 2.0%	.7%	.1%	.6%	2.6%	3.4%	4.0%	3.8%
Bad Debt Expense: <u>Bad Debt Expense</u> Gross Patient Revenue		↓	FYE 1.5% 4th Qtr 1.5%	.5%	1.2%	1.2%	-.01%	1.2%	1.4%	.1%
Incline Village Community Hospital: EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue	 	↑	FYE 15.7% 4th Qtr 15.7%	14.6%	12.0%	12.2%	12.2%	13.7%	.1%	11.5%
Operating Expense Variance to Budget (Under<Over>)		↑	-0-	\$(7,505,013)	\$380,780	\$(1,499,954)	\$(10,431,192)	\$(8,685,969)	\$(9,484,742)	\$(13,825,198)
EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue		↑	FYE 3.7% 4th Qtr 3.7%	6.3%	6.1%	6.3%	7.9%	7.8%	6.2%	7.1%

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
JUNE 2025 PRELIMINARY

CURRENT MONTH				YEAR TO DATE				PRIOR YTD JUNE 2024	
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%	
				OPERATING REVENUE					
\$ 5,235,983	\$ 4,519,023	\$ 716,960	15.9%	Total Gross Revenue	\$ 52,130,129	\$ 48,157,849	\$ 3,972,280	8.2%	1 \$ 44,510,389
				Gross Revenues - Inpatient					
\$ 6,906	\$ -	\$ 6,906	0.0%	Daily Hospital Service	\$ 6,906	\$ -	\$ 6,906	0.0%	\$ 7,959
2,585	-	2,585	0.0%	Ancillary Service - Inpatient	2,585	-	2,585	0.0%	4,455
9,491	-	9,491	0.0%	Total Gross Revenue - Inpatient	9,491	-	9,491	0.0%	1 12,414
5,226,492	4,519,023	707,469	15.7%	Gross Revenue - Outpatient	52,120,638	48,157,849	3,962,789	8.2%	44,497,975
5,226,492	4,519,023	707,469	15.7%	Total Gross Revenue - Outpatient	52,120,638	48,157,849	3,962,789	8.2%	1 44,497,975
				Deductions from Revenue:					
2,322,065	1,993,224	(328,841)	-16.5%	Contractual Allowances	25,078,774	21,143,970	(3,934,804)	-18.6%	2 21,042,903
7,678	90,380	82,702	91.5%	Charity Care	679,354	963,157	283,803	29.5%	2 141,152
5,860	67,785	61,925	91.4%	Bad Debt	1,256,732	722,368	(534,364)	-74.0%	2 1,473,955
-	-	-	0.0%	Prior Period Settlements	(749,343)	-	749,343	0.0%	2 (275,875)
2,335,603	2,151,389	(184,214)	-8.6%	Total Deductions from Revenue	26,265,516	22,829,495	(3,436,021)	-15.1%	2 22,382,135
66,844	81,369	(14,525)	-17.9%	Other Operating Revenue	708,717	1,156,866	(448,149)	-38.7%	3 1,184,092
2,967,225	2,449,003	518,222	21.2%	TOTAL OPERATING REVENUE	26,573,330	26,485,220	88,110	0.3%	23,312,346
				OPERATING EXPENSES					
721,361	867,261	145,900	16.8%	Salaries and Wages	8,402,904	8,672,850	269,946	3.1%	4 8,343,068
216,605	245,706	29,101	11.8%	Benefits	2,658,257	2,681,129	22,872	0.9%	4 2,489,220
2,092	22,378	20,286	90.7%	Benefits Workers Compensation	18,578	57,133	38,555	67.5%	4 (21,974)
99,859	193,302	93,443	48.3%	Benefits Medical Insurance	1,834,382	2,010,431	176,049	8.8%	4 1,611,553
171,422	148,054	(23,368)	-15.8%	Medical Professional Fees	2,098,784	1,908,738	(190,046)	-10.0%	5 1,899,513
2,089	2,431	342	14.1%	Other Professional Fees	28,130	29,172	1,042	3.6%	5 29,548
210,083	120,216	(89,867)	-74.8%	Supplies	1,560,365	1,382,419	(177,946)	-12.9%	6 1,424,289
132,205	83,571	(48,634)	-58.2%	Purchased Services	1,123,612	1,017,653	(105,959)	-10.4%	7 808,851
109,435	105,726	(3,709)	-3.5%	Other	1,238,600	1,182,683	(55,917)	-4.7%	8 1,393,276
1,665,150	1,788,645	123,495	6.9%	TOTAL OPERATING EXPENSE	18,963,612	18,942,208	(21,404)	-0.1%	17,977,344
1,302,075	660,358	641,717	97.2%	NET OPERATING REV(EXP) EBIDA	7,609,718	7,543,012	66,706	0.9%	5,335,002
				NON-OPERATING REVENUE/(EXPENSE)					
6,811	51,118	(44,307)	-86.7%	Donations-IVCH	101,329	613,421	(512,092)	-83.5%	9 7,217,523
-	-	-	0.0%	Gain/ (Loss) on Sale	-	-	-	0.0%	10 -
(204,898)	(204,898)	(0)	0.0%	Depreciation	(2,449,093)	(2,447,246)	(1,847)	-0.1%	11 (1,764,702)
(2,143)	(2,143)	-	0.0%	Interest Expense	(18,794)	(18,794)	-	0.0%	12 (16,140)
(200,230)	(155,923)	(44,307)	-28.4%	TOTAL NON-OPERATING REVENUE/(EXP)	(2,366,559)	(1,852,619)	(513,940)	-27.7%	5,436,681
\$ 1,101,844	\$ 504,435	\$ 597,409	118.4%	EXCESS REVENUE(EXPENSE)	\$ 5,243,160	\$ 5,690,393	\$ (447,233)	-7.9%	\$ 10,771,683
24.9%	14.6%	10.3%		RETURN ON GROSS REVENUE EBIDA	14.6%	15.7%	-1.1%		12.0%

INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
JUNE 2025 PRELIMINARY

		Variance from Budget	
		Fav<Unfav>	
		<u>JUNE 2025</u>	<u>YTD 2025</u>
1) <u>Gross Revenues</u>			
Acute Patient Days were above budget 100.0% or 1 day.	Gross Revenue -- Inpatient	\$ 9,491	\$ 9,491
Outpatient volumes were above budget in the following departments: Emergency Department, Surgery cases, Laboratory tests, Diagnostic Imaging, EKGs, Mammography, Cat Scans, Drugs Sold to Patients, and Oncology Drugs Sold to Patients.	Gross Revenue -- Outpatient	707,469	3,962,789
Outpatient volumes were below budget in the following departments: Lab Send Out tests, Ultrasounds, Physical Therapy, Speech Therapy, and Occupational Therapy.	Total	<u>\$ 716,960</u>	<u>\$ 3,972,280</u>
2) <u>Total Deductions from Revenue</u>			
We saw a shift in our payor mix with a 6.74% increase in Medicare, a 1.31% decrease in Medicaid, a 5.77% decrease in Commercial insurance, a .34% increase in Other, and County was at budget. Revenues were over budget 15.9% and we saw a shift from Commercial into Medicare.	Contractual Allowances	\$ (328,841)	\$ (3,934,804)
	Charity Care	82,702	283,803
	Bad Debt	61,925	(534,364)
	Prior Period Settlement	-	749,343
	Total	<u>\$ (184,214)</u>	<u>\$ (3,436,021)</u>
3) <u>Other Operating Revenue</u>			
IVCH ER Physician Guarantee is tied to collections, coming in below budget in June.	IVCH ER Physician Guarantee	\$ (19,551)	\$ (235,089)
	Miscellaneous	5,027	(213,060)
	Total	<u>\$ (14,525)</u>	<u>\$ (448,149)</u>
4) <u>Salaries and Wages</u>			
	Total	<u>\$ 145,900</u>	<u>\$ 269,946</u>
<u>Employee Benefits</u>			
	PL/SL	\$ 12,093	\$ (75,294)
	Pension/Deferred Comp	-	-
	Standby	3,350	13,753
	Other	2,532	2,112
	Nonproductive	11,127	82,301
	Total	<u>\$ 29,101</u>	<u>\$ 22,872</u>
<u>Employee Benefits - Workers Compensation</u>			
	Total	<u>\$ 20,286</u>	<u>\$ 38,555</u>
<u>Employee Benefits - Medical Insurance</u>			
	Total	<u>\$ 93,443</u>	<u>\$ 176,049</u>
5) <u>Professional Fees</u>			
Increased use of Call coverage created a negative variance in IVCH ER Physicians.	IVCH ER Physicians	\$ (25,878)	\$ (203,972)
	Administration	-	-
	Foundation	342	1,045
	Miscellaneous	94	1,875
	Multi-Specialty Clinics	2,417	12,048
	Total	<u>\$ (23,026)</u>	<u>\$ (189,004)</u>
6) <u>Supplies</u>			
Oncology Drugs Sold to Patients revenues were above budget 65.72%, creating a negative variance in Pharmacy Supplies.	Pharmacy Supplies	\$ (87,045)	\$ (153,503)
	Minor Equipment	(4,099)	(15,135)
	Non-Medical Supplies	1,419	(11,768)
	Food	(130)	(4,157)
	Office Supplies	425	1,264
	Patient & Other Medical Supplies	(437)	5,352
	Total	<u>\$ (89,867)</u>	<u>\$ (177,946)</u>

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
JUNE 2025 PRELIMINARY**

		Variance from Budget	
		Fav<Unfav>	
		JUNE 2025	YTD 2025
7) <u>Purchased Services</u>	Foundation	\$ (19,763)	\$ (52,932)
Stewardship expenses for a Donor recognition event created a negative variance in Foundation.	Engineering/Plant/Communications	(6,071)	(33,677)
	Department Repairs	(25,391)	(16,777)
	Miscellaneous	(355)	(15,589)
Annual floor striping and waxing on the 2nd Floor of the Hospital, Surgery Department, and Emergency Room created a negative variance in Engineering/Plant/Communications.	Diagnostic Imaging Services - All	(135)	(10,554)
	Pharmacy	54	(629)
	Multi-Specialty Clinics	108	1,418
	EVS/Laundry	2,031	9,456
We saw negative variances in Department Repairs for Surgery, Sterile Processing, and Mammography.	Laboratory	889	13,326
	Total	\$ (48,634)	\$ (105,959)
8) <u>Other Expenses</u>	Miscellaneous	\$ (8,851)	\$ (77,284)
The transfer of labor from TFH to IVCH Laboratory created a negative variance in Miscellaneous.	Other Building Rent	(6,529)	(67,585)
	Multi-Specialty Clinics Bldg. Rent	(1,218)	(10,110)
	Equipment Rent	6,019	(2,349)
A rental rate increase for the IVCH Physical Therapy building created a negative variance in Other Building Rent.	Physician Services	-	-
	Insurance	673	4,387
	Marketing	(1,015)	6,882
	Dues and Subscriptions	5	10,505
	Utilities	3,656	30,207
	Outside Training & Travel	3,552	49,430
	Total	\$ (3,709)	\$ (55,917)
9) <u>Donations</u>	Total	\$ (44,307)	\$ (512,092)
10) <u>Gain/(Loss) on Sale</u>	Total	\$ -	\$ -
11) <u>Depreciation Expense</u>	Total	\$ -	\$ (1,847)
12) <u>Interest Expense</u>	Total	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

	AUDITED FYE 2024		BUDGET FYE 2025	PRELIMINARY FYE 2025	PRELIMINARY JUNE 2025	PROJECTED JUNE 2025	DIFFERENCE	ACTUAL 1ST QTR	ACTUAL 2ND QTR	ACTUAL 3RD QTR	PRELIMINARY 4TH QTR
Net Operating Rev/(Exp) - EBIDA	39,087,677		24,816,849	46,458,658	\$ 4,336,344	\$ (4,673,643)	\$ 9,009,987	10,393,751	11,583,711	14,298,503	10,182,693
Interest Income	3,282,148		3,000,000	3,958,656	127,815	100,000	27,815	1,070,746	1,073,356	597,611	1,216,942
Property Tax Revenue	10,670,390		10,420,000	11,279,104	237,940	250,000	(12,060)	570,592	132,200	6,050,267	4,526,045
Donations	8,217,116		1,325,000	1,193,437	207,029	60,417	146,612	200,422	135,873	535,803	321,339
Debt Service Payments	(3,477,709)		(3,588,480)	(3,382,186)	(285,747)	(288,616)	2,868	(1,149,659)	(579,506)	(795,778)	(857,242)
Property Purchase Agreement	(811,928)		(811,927)	(811,927)	(67,661)	(67,661)	-	(202,982)	(202,982)	(202,982)	(202,982)
2018 Muni Lease/2025 Muni Lease	(715,417)		(396,294)	(333,643)	(83,411)	(83,857)	446	-	-	(83,411)	(250,232)
Copier	(41,568)		(61,200)	-	-	-	-	-	-	-	-
2017 VR Demand Bond	(122,530)		(743,423)	(795,185)	-	-	-	(689,828)	-	(105,357)	-
2015 Revenue Bond	(1,786,265)		(1,575,636)	(1,441,431)	(134,676)	(137,098)	2,422	(256,850)	(376,525)	(404,028)	(404,028)
Physician Recruitment	(146,666)		(1,000,000)	(121,333)	-	-	-	-	(88,000)	(33,333)	-
Investment in Capital											
Equipment	(4,906,204)		(3,026,710)	(4,700,844)	(157,793)	(247,423)	89,630	(815,094)	(2,113,275)	(1,489,113)	(283,362)
Municipal Lease Reimbursement	-		2,200,000	1,340,632	-	-	-	-	-	1,340,632	-
IT/EMR/Business Systems	(39,200)		(2,053,081)	-	-	-	-	-	-	-	-
Building Projects/Properties	(11,602,725)		(25,877,332)	(12,331,350)	(2,310,743)	(1,000,000)	(1,310,743)	(1,464,737)	(2,414,212)	(4,711,279)	(3,741,122)
Change in Accounts Receivable	(2,970,723)	N1	1,437,080	(4,977,439)	(3,935,314)	(2,758,340)	(1,176,974)	4,489,776	(1,939,760)	(4,087,041)	(3,440,414)
Change in Settlement Accounts	5,273,357	N2	2,005,000	4,458,058	(578,959)	(503,066)	(75,893)	(4,239,029)	(6,649,704)	9,866,339	5,480,452
Change in Other Assets	(4,969,324)	N3	(3,600,000)	(4,254,951)	440,262	600,000	(159,738)	(2,884,641)	(1,234,601)	(138,064)	2,355
Change in Other Liabilities	1,034,327	N4	(3,850,000)	(8,640,709)	7,890,539	16,000,000	(8,109,461)	(985,268)	(5,983,319)	(10,392,500)	8,720,378
Change in Cash Balance	39,452,464		2,208,325	30,279,732	5,971,373	7,539,330	(1,567,957)	5,186,858	(8,077,237)	11,042,047	22,128,063
Beginning Unrestricted Cash	144,844,775		184,297,240	184,297,240	208,605,598	208,605,598	-	184,297,240	189,484,098	181,406,861	192,448,908
Ending Unrestricted Cash	184,297,240		186,505,565	214,576,971	214,576,971	216,144,929	(1,567,957)	189,484,098	181,406,861	192,448,908	214,576,971
Operating Cash	184,297,240		186,505,565	214,576,971	214,576,971	216,144,929	(1,567,957)	189,484,098	181,406,861	192,448,908	214,576,971
Expense Per Day	803,390		860,294	881,244	881,244	860,294	20,950	825,149	845,451	866,334	881,244
Days Cash On Hand	229		217	243	243	251	(8)	230	215	222	243

Footnotes:

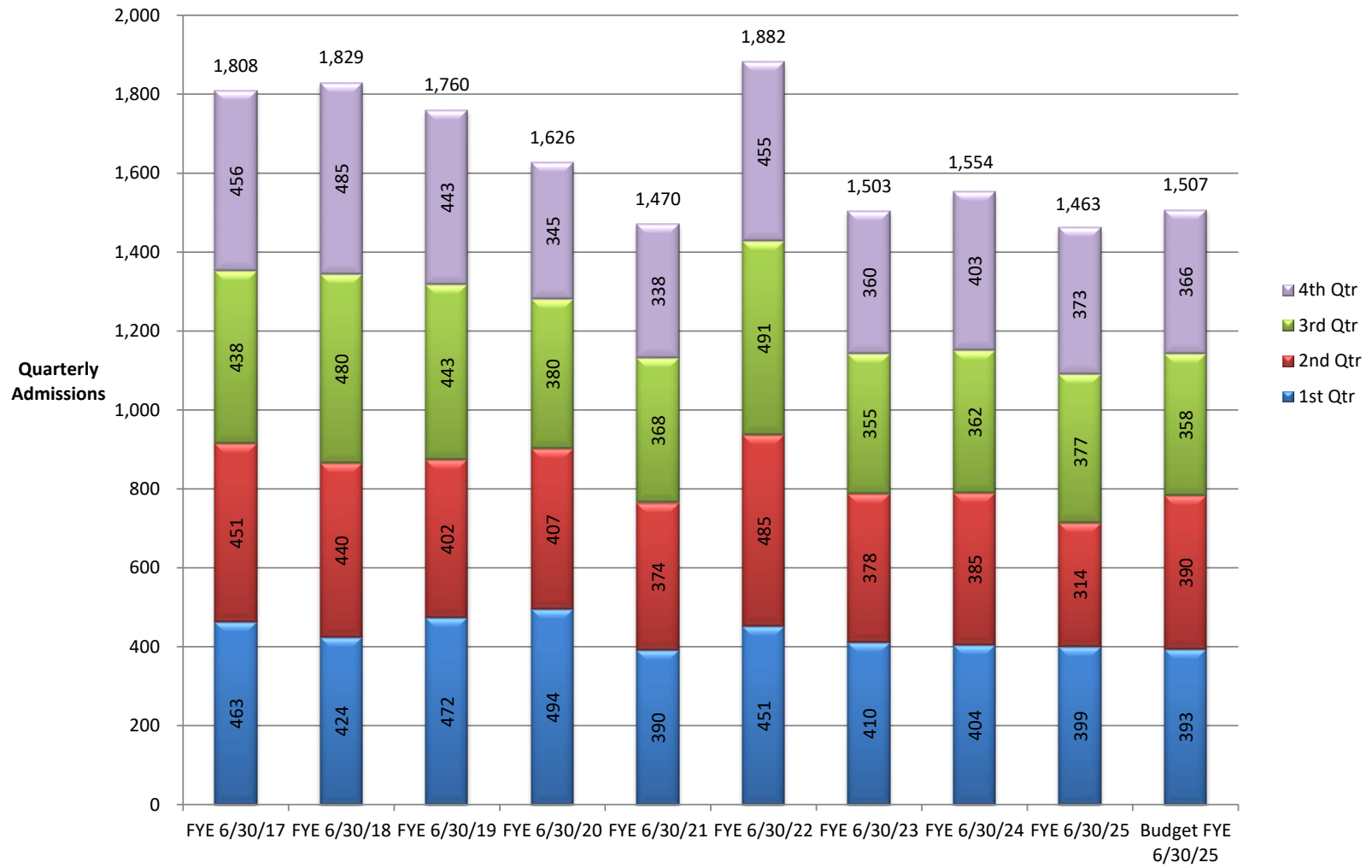
N1 - Change in Accounts Receivable reflects the 30 day delay in collections.

N2 - Change in Settlement Accounts reflect cash flows in and out related to prior year and current year Medicare and Medi-Cal settlement accounts.

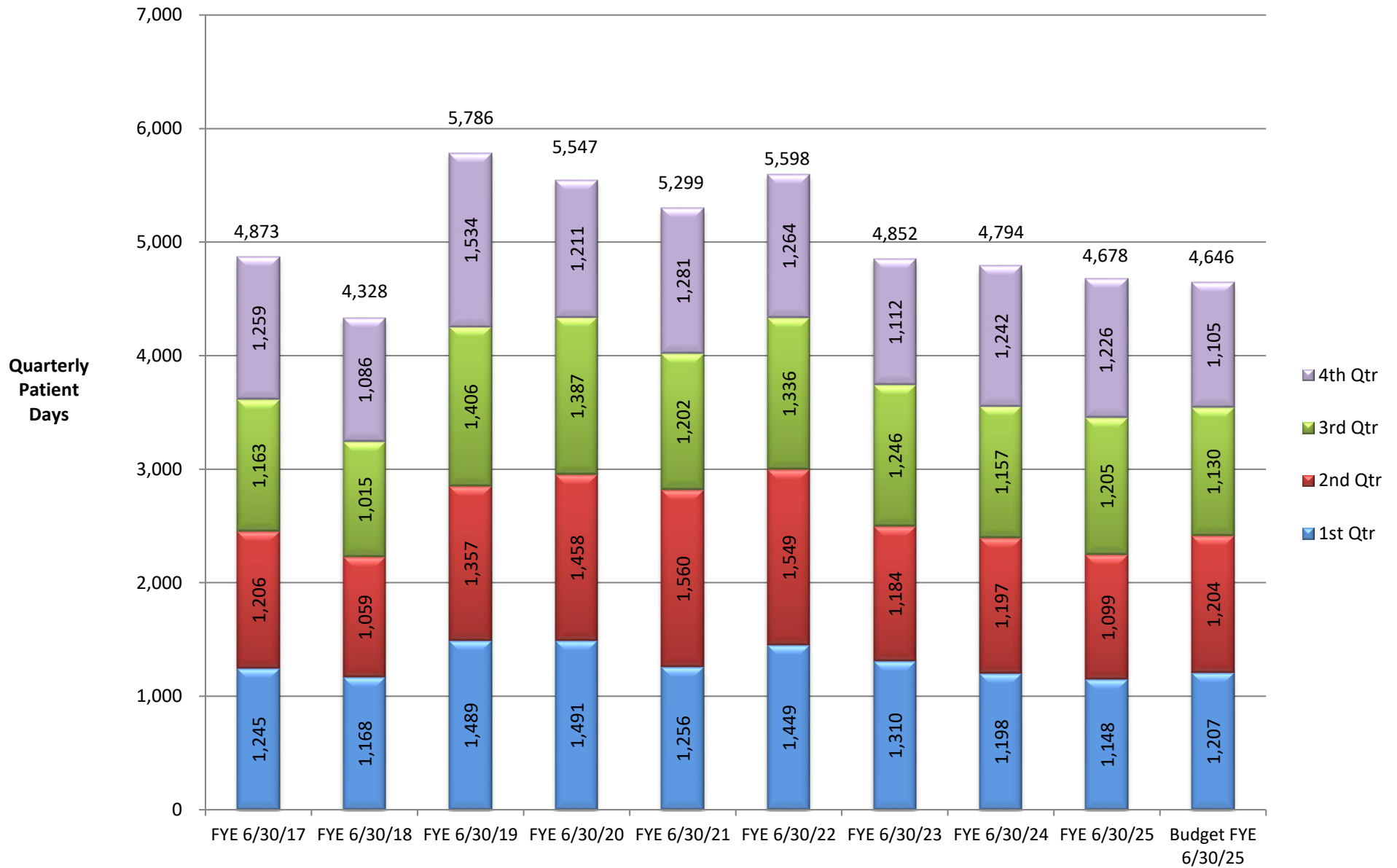
N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.

N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.

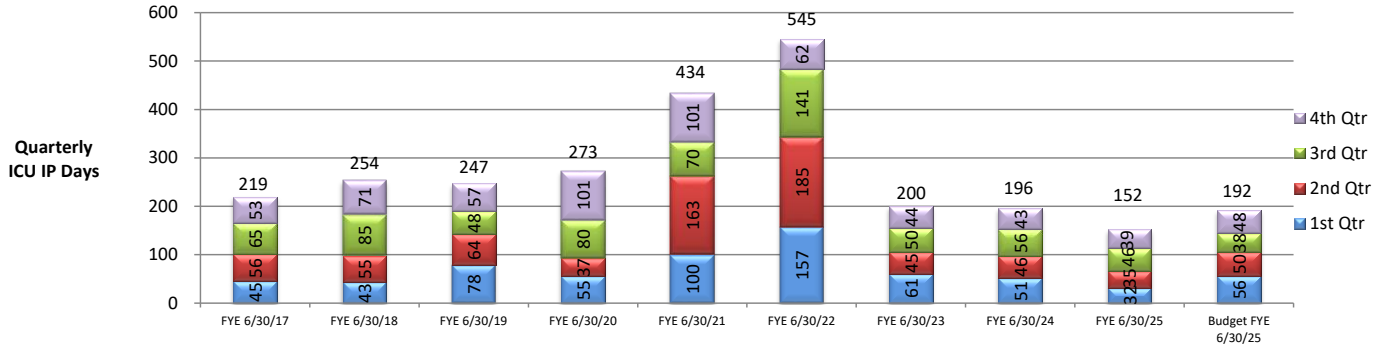
TOTAL TFH ADMISSIONS



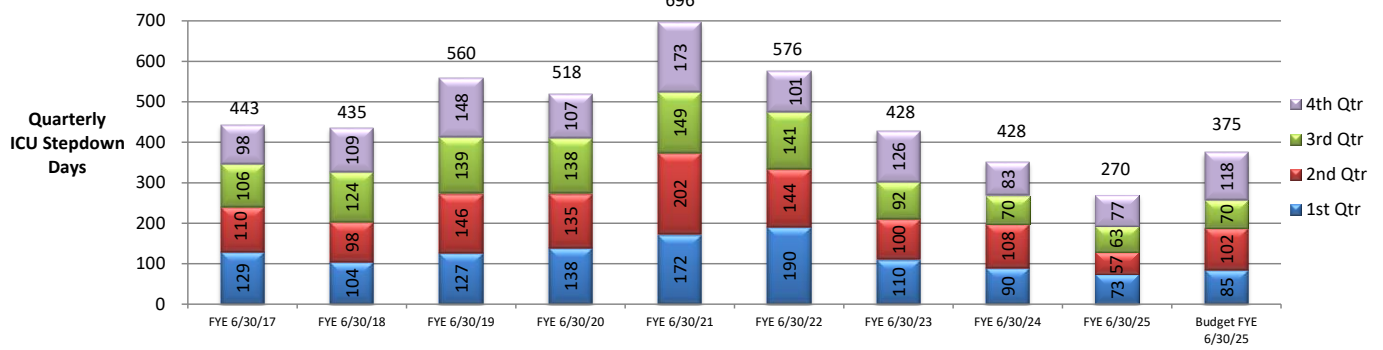
TOTAL TFH PATIENT DAYS



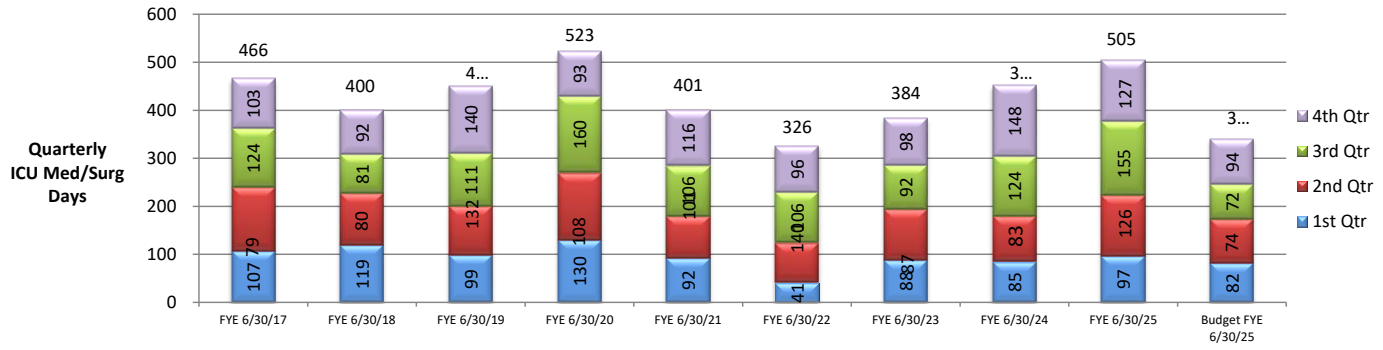
TOTAL TFH ICU INPATIENT DAYS



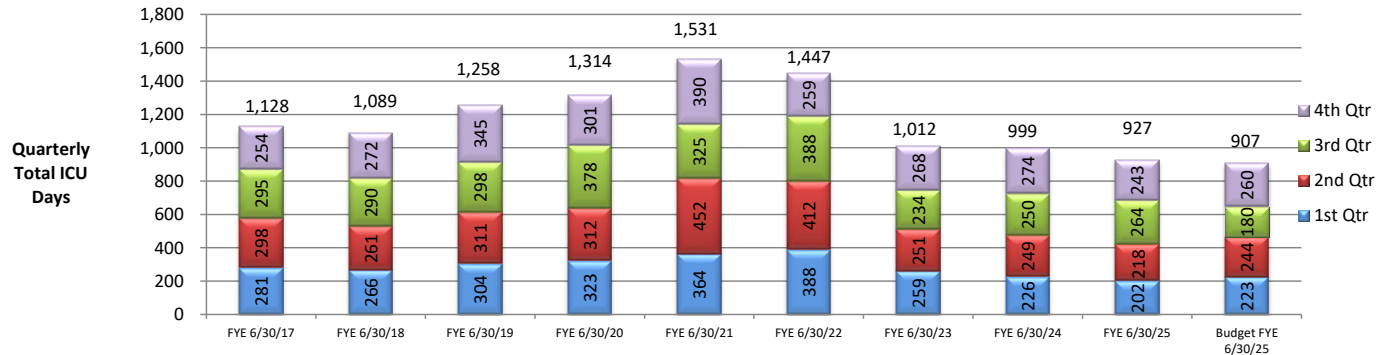
TOTAL TFH ICU STEPDOWN DAYS



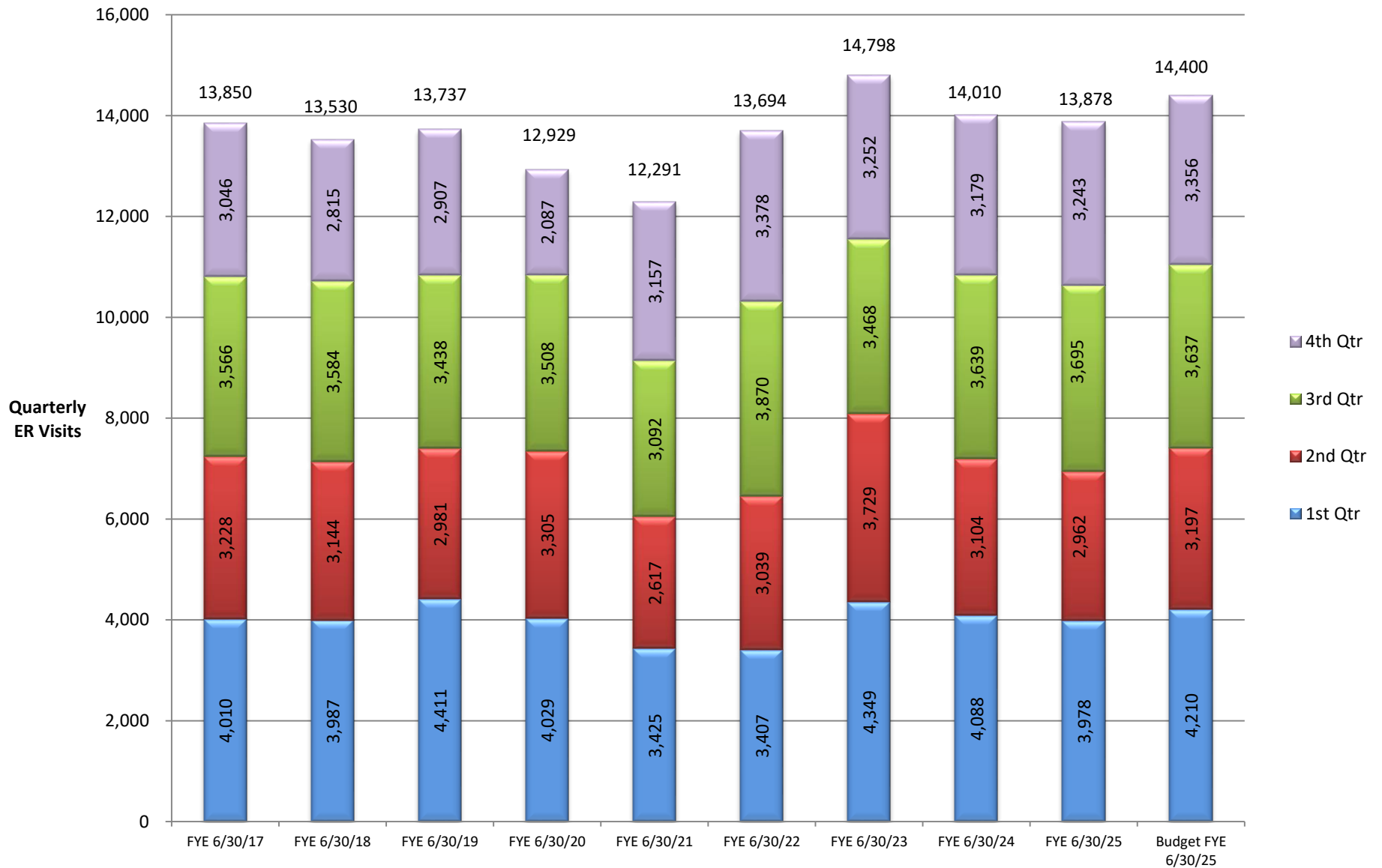
TOTAL TFH ICU MED/SURG DAYS



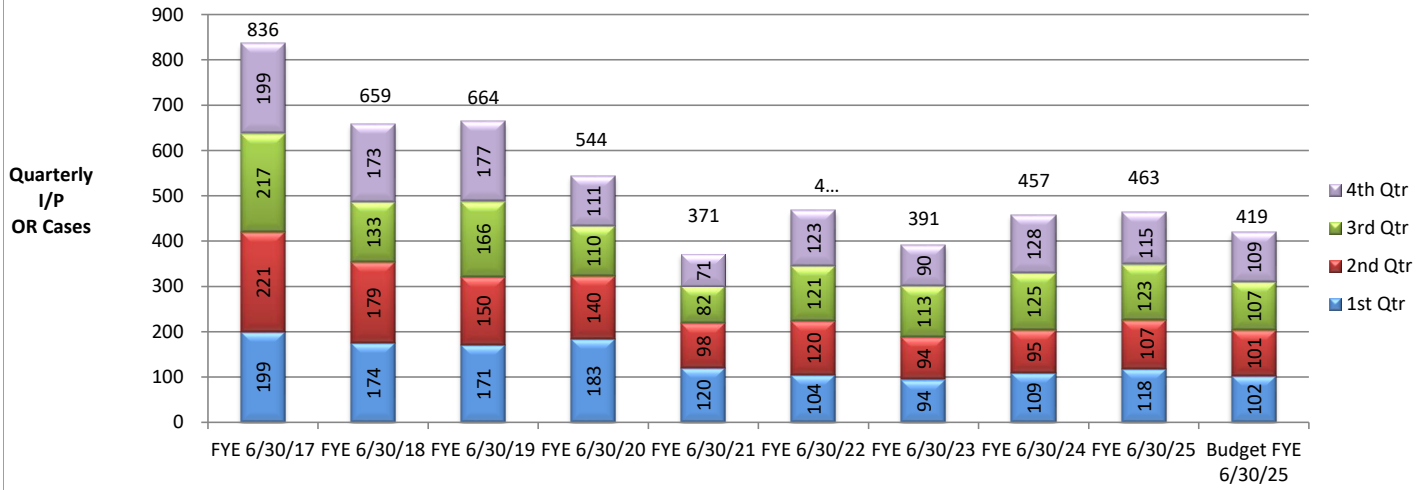
TOTAL TFH ICU DAYS



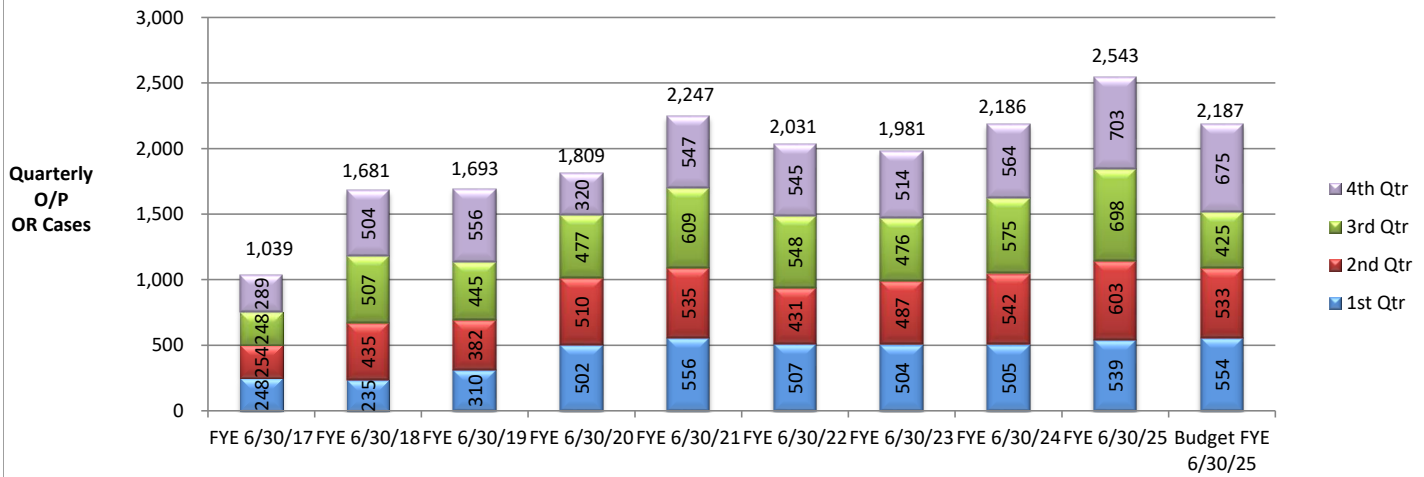
TOTAL TFH ER VISITS



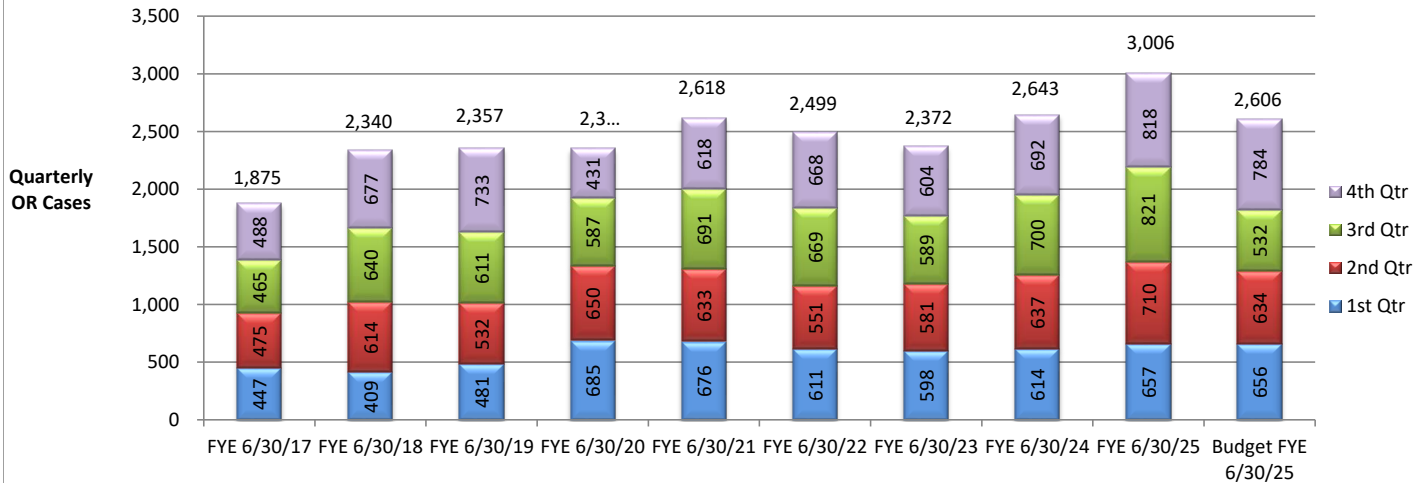
TOTAL TFH INPATIENT OR CASES



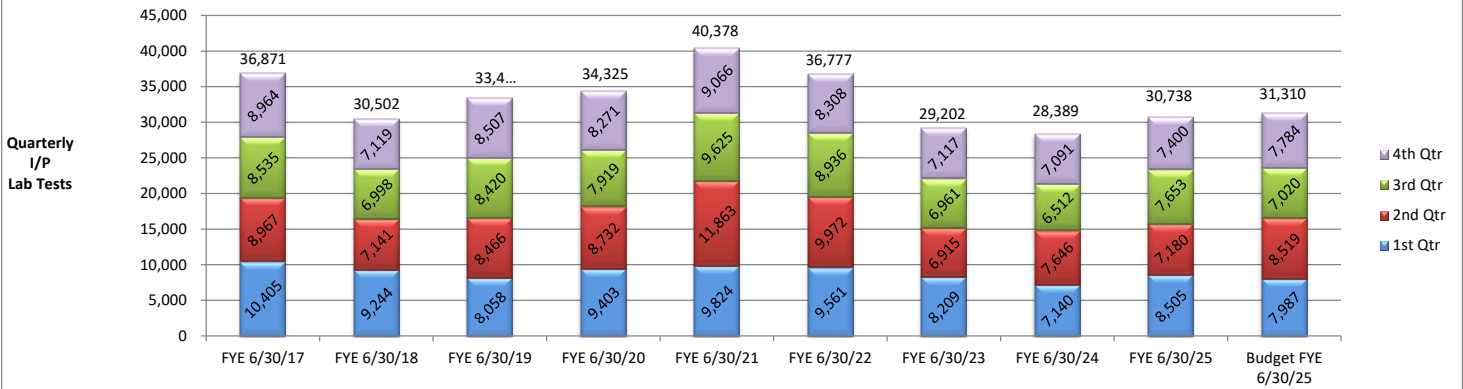
TOTAL TFH OUTPATIENT OR CASES



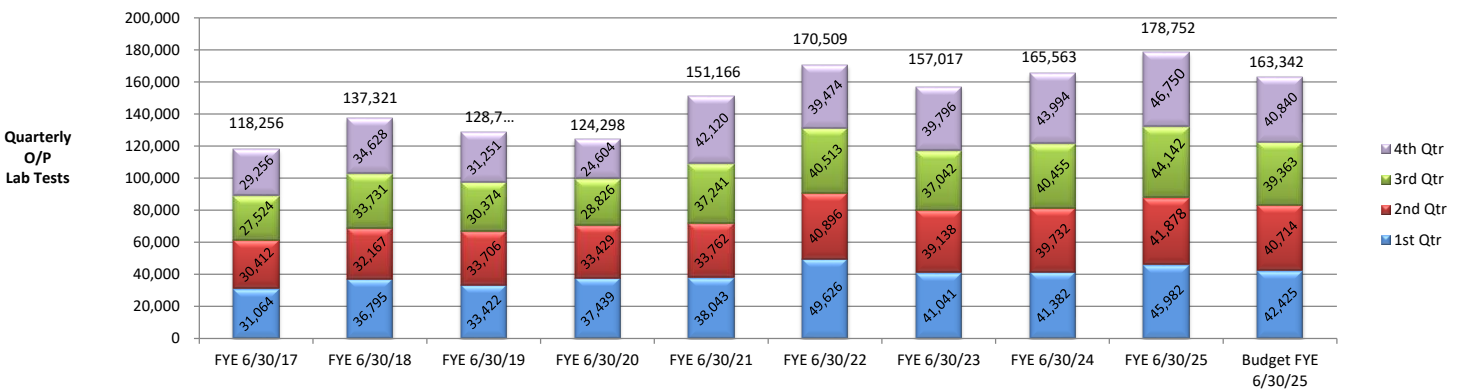
TOTAL TFH OR CASES



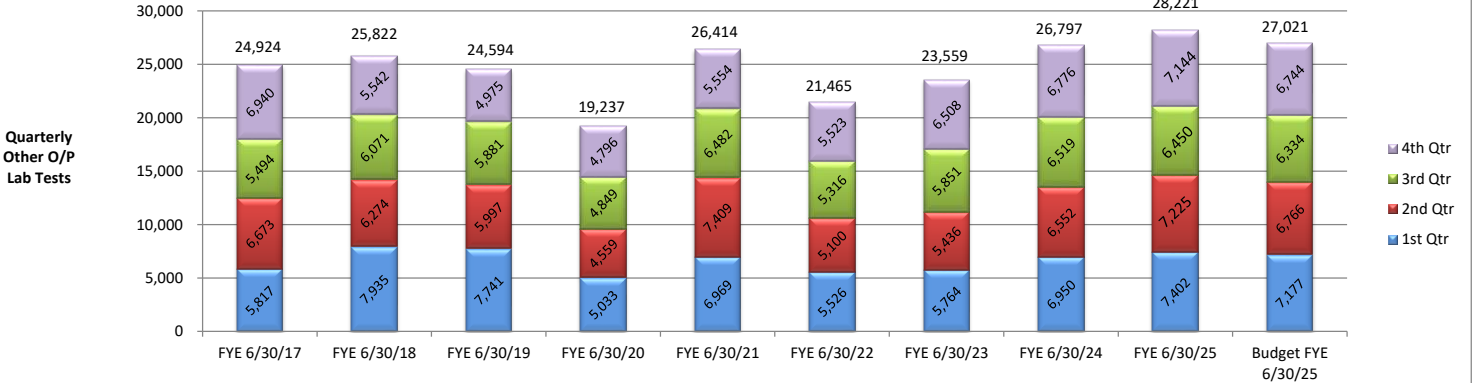
TOTAL TFH INPATIENT LAB TESTS



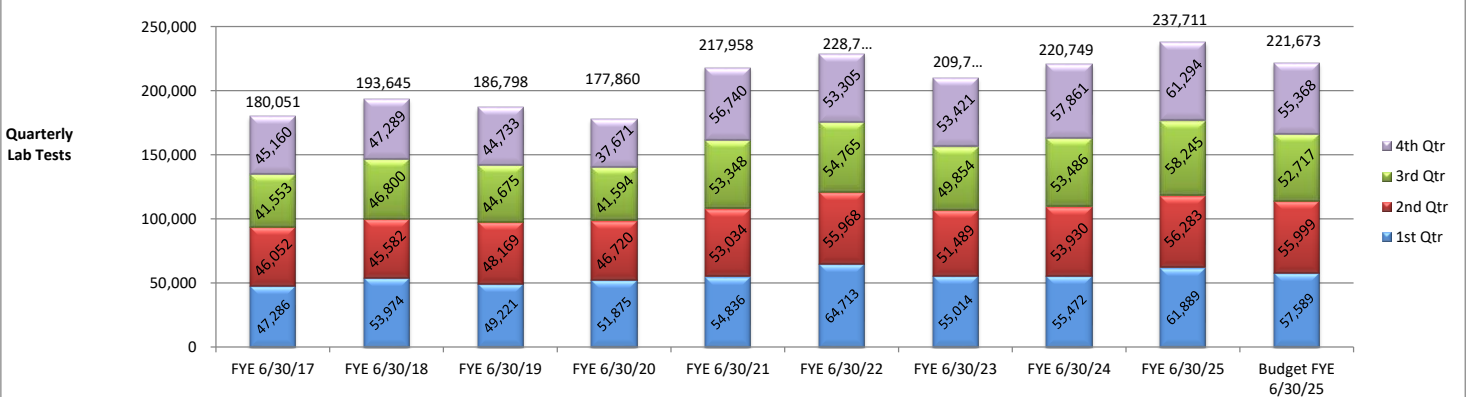
TOTAL TFH OUTPATIENT LAB TESTS



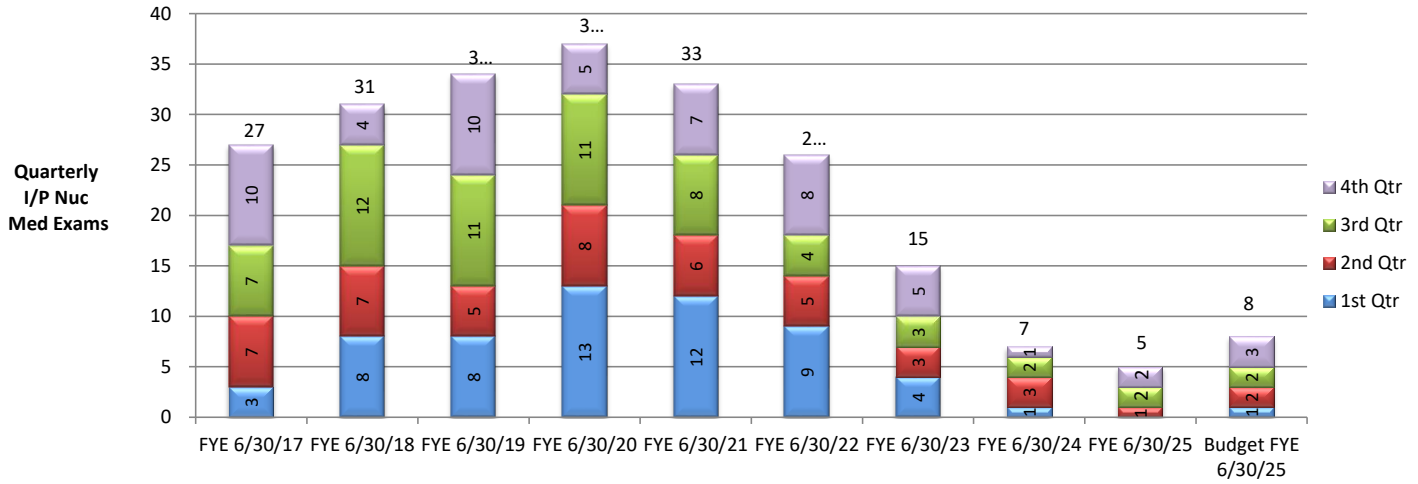
TOTAL TFH OTHER OUTPATIENT LAB TESTS



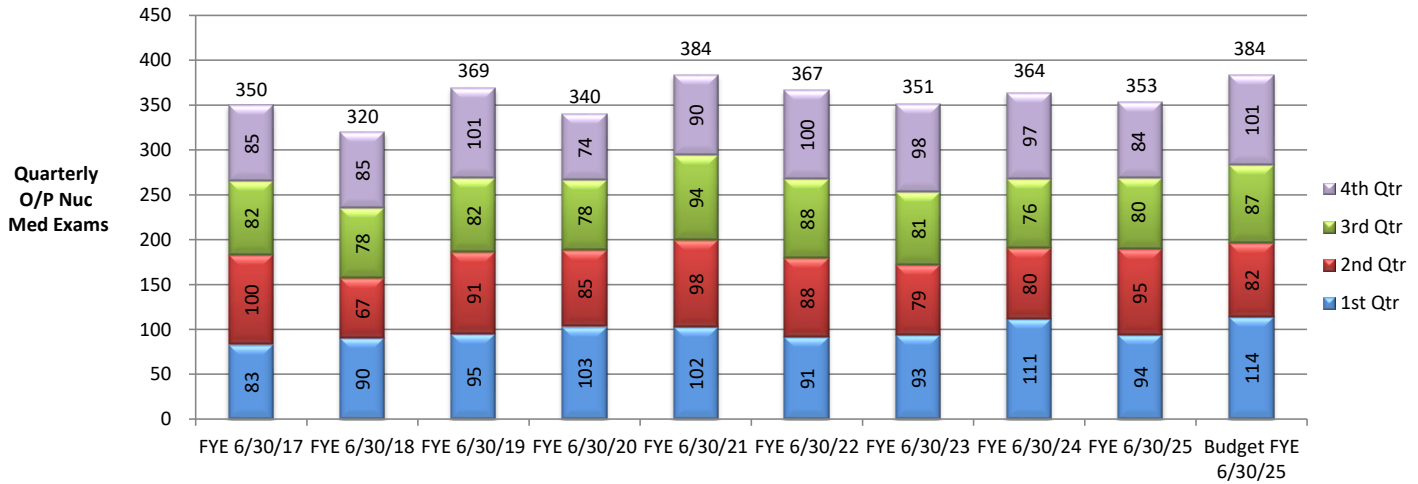
TOTAL TFH LAB TESTS



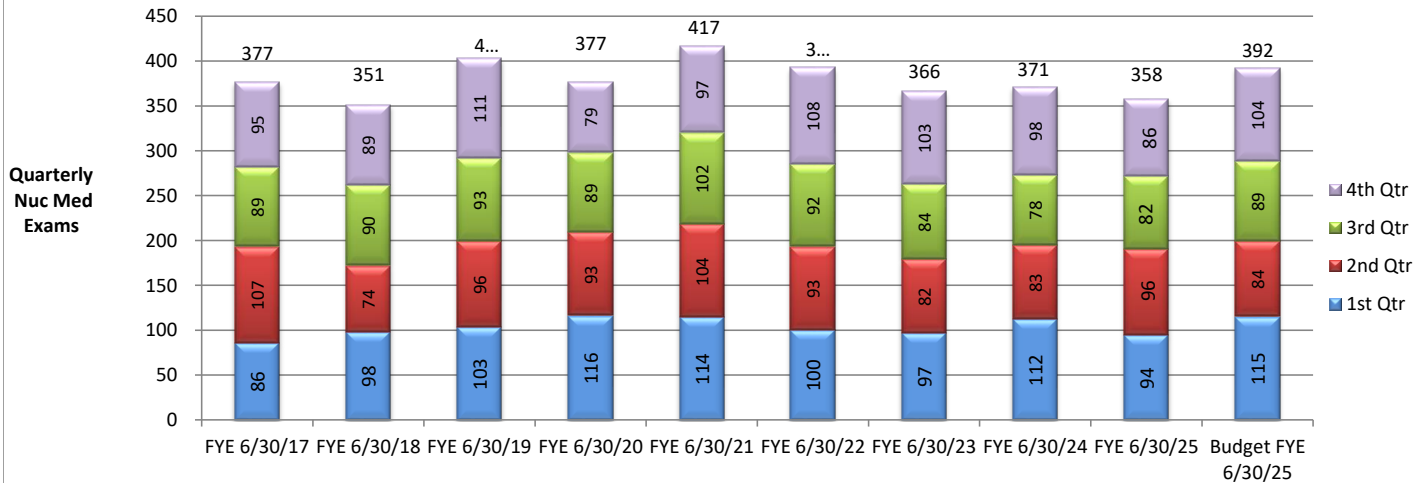
TOTAL TFH NUCLEAR MEDICINE INPATIENT EXAMS



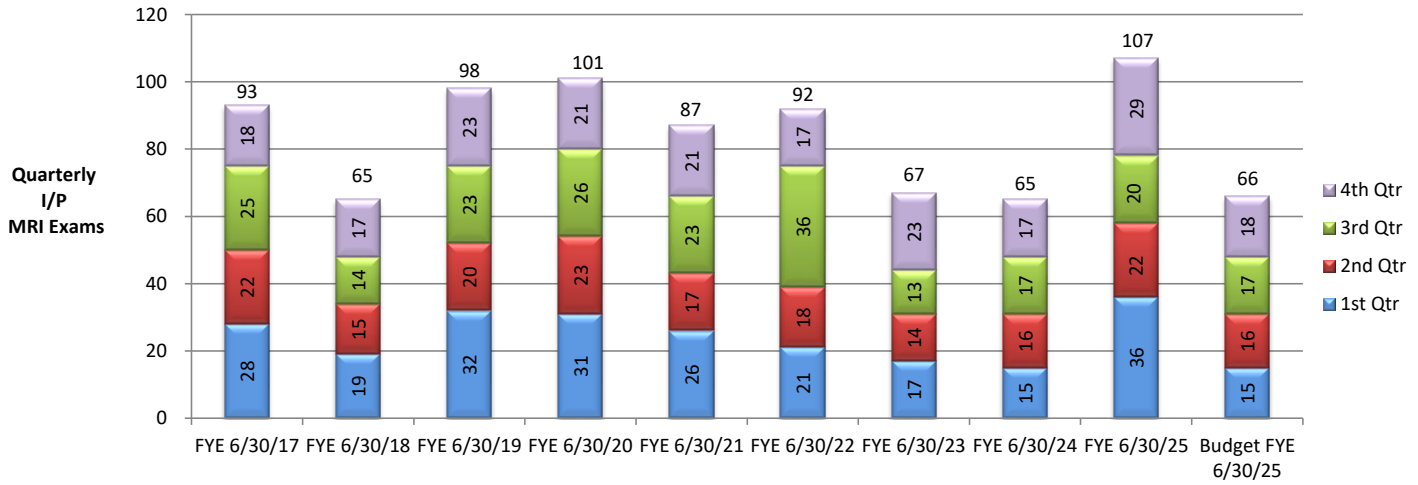
TOTAL TFH NUCLEAR MEDICINE OUTPATIENT EXAMS



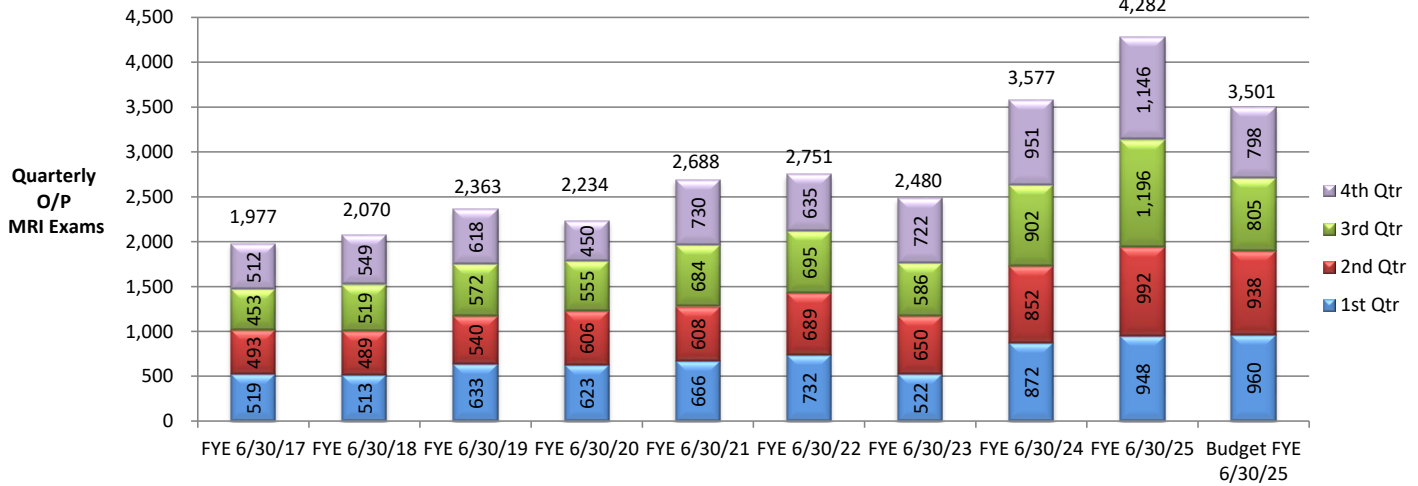
TOTAL TFH NUCLEAR MEDICINE EXAMS



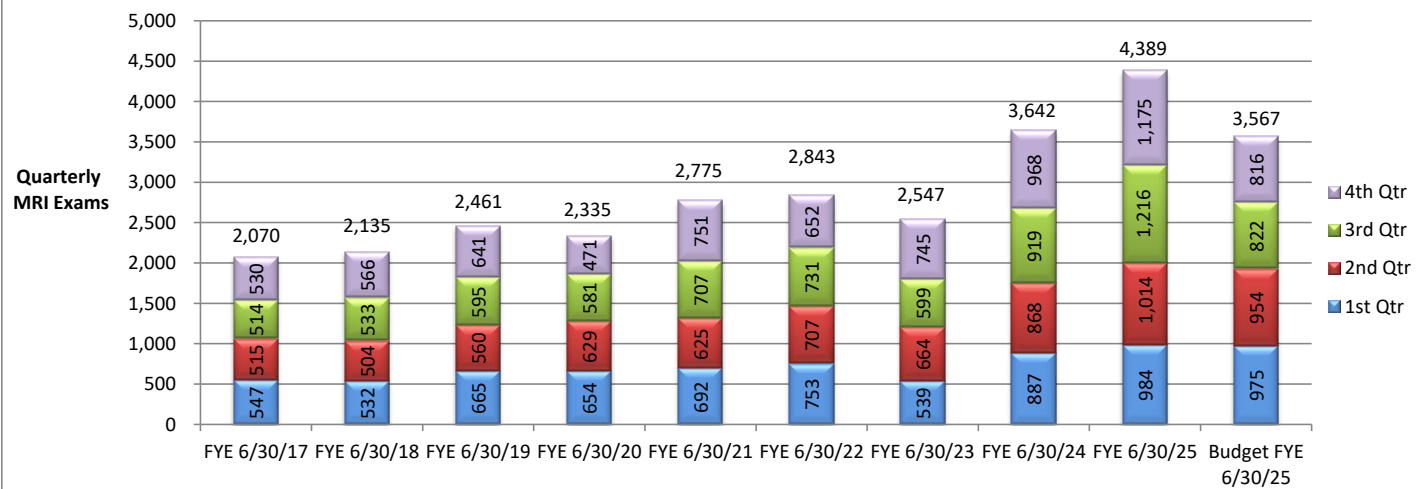
TOTAL TFH MRI INPATIENT EXAMS



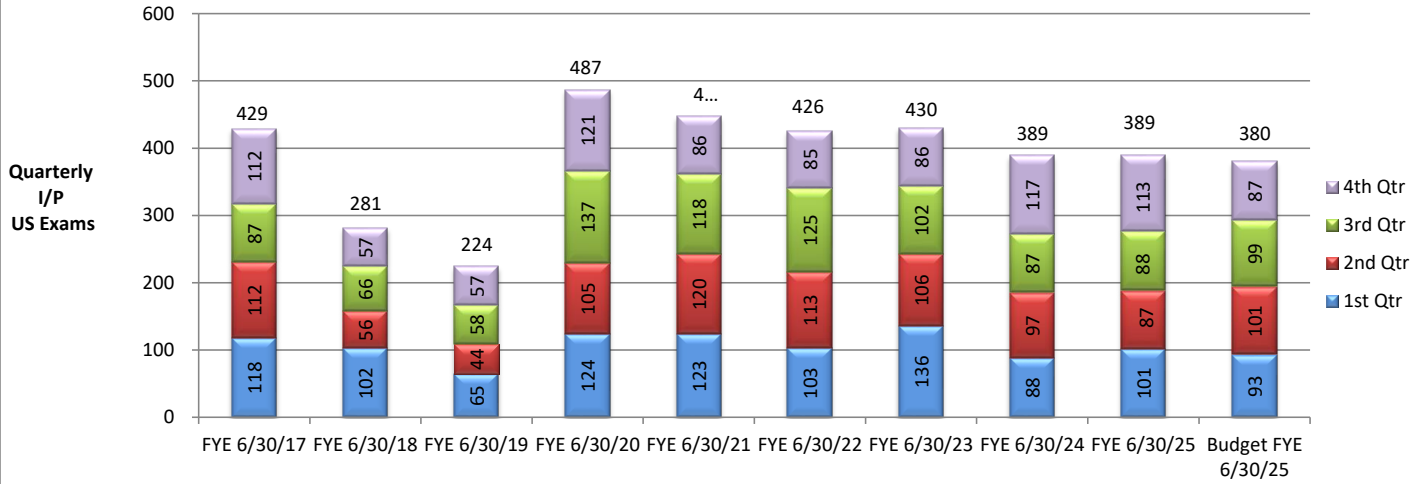
TOTAL TFH MRI OUTPATIENT EXAMS



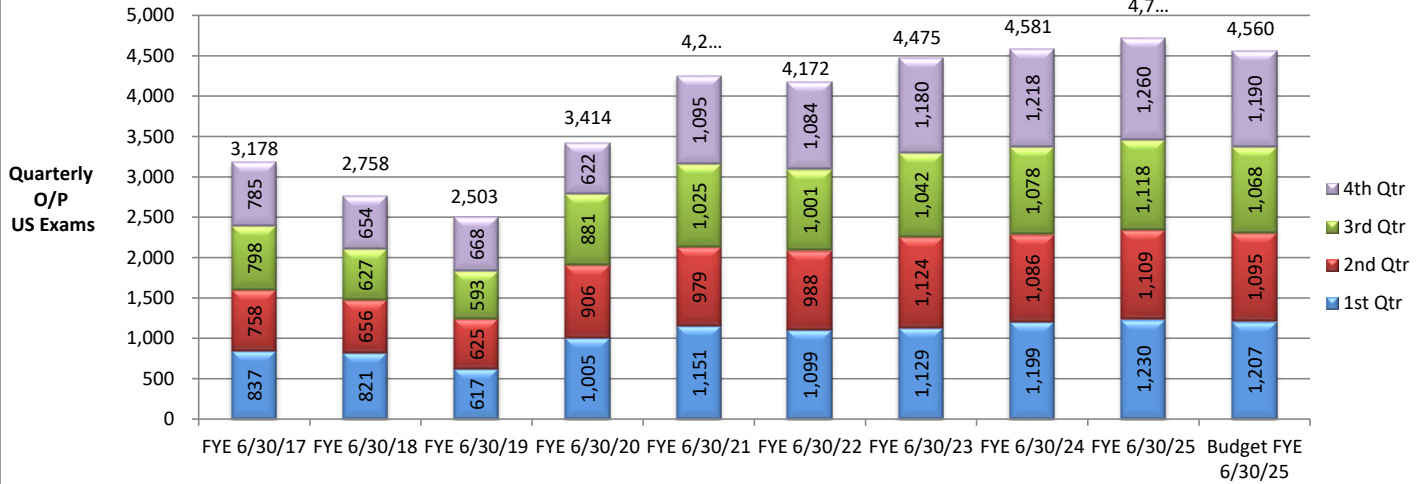
TOTAL TFH MRI EXAMS



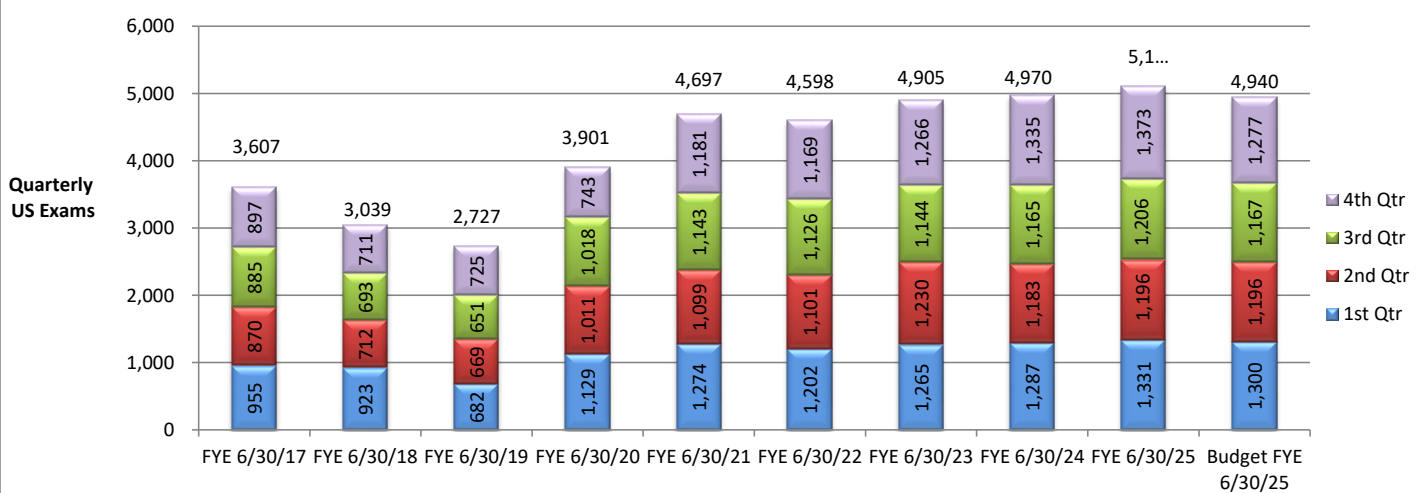
TOTAL TFH ULTRASOUND INPATIENT EXAMS



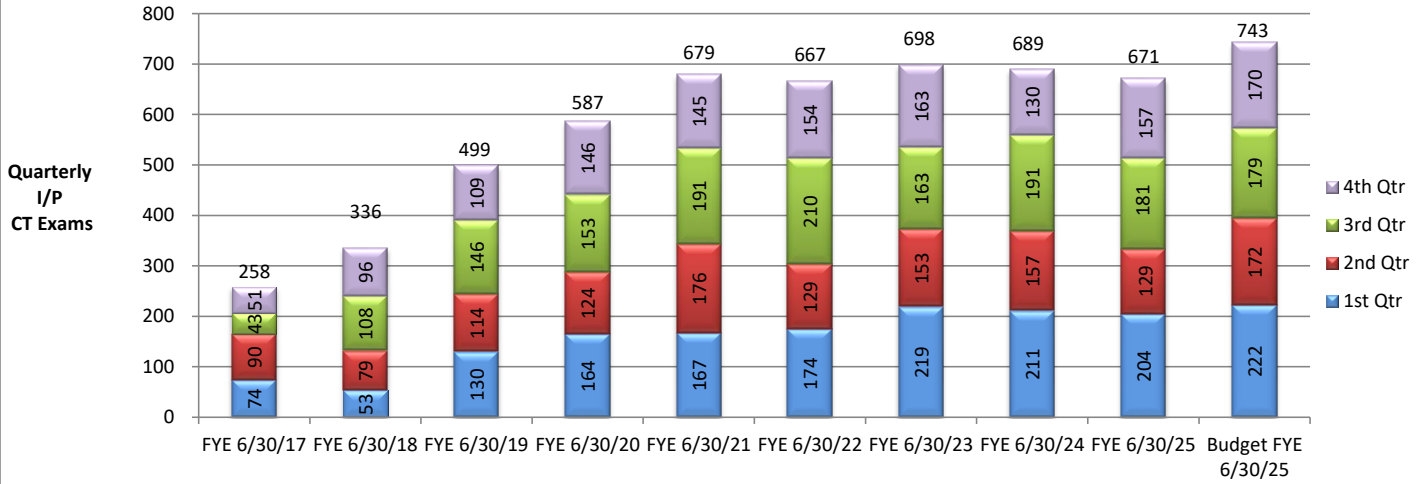
TOTAL TFH ULTRASOUND OUTPATIENT EXAMS



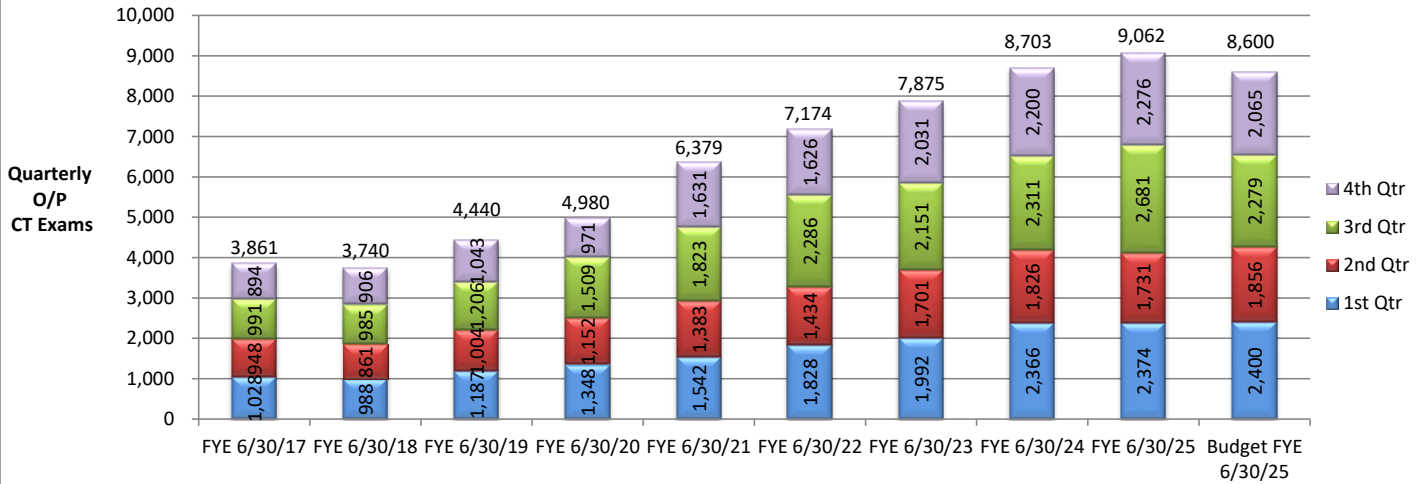
TOTAL TFH ULTRASOUND EXAMS



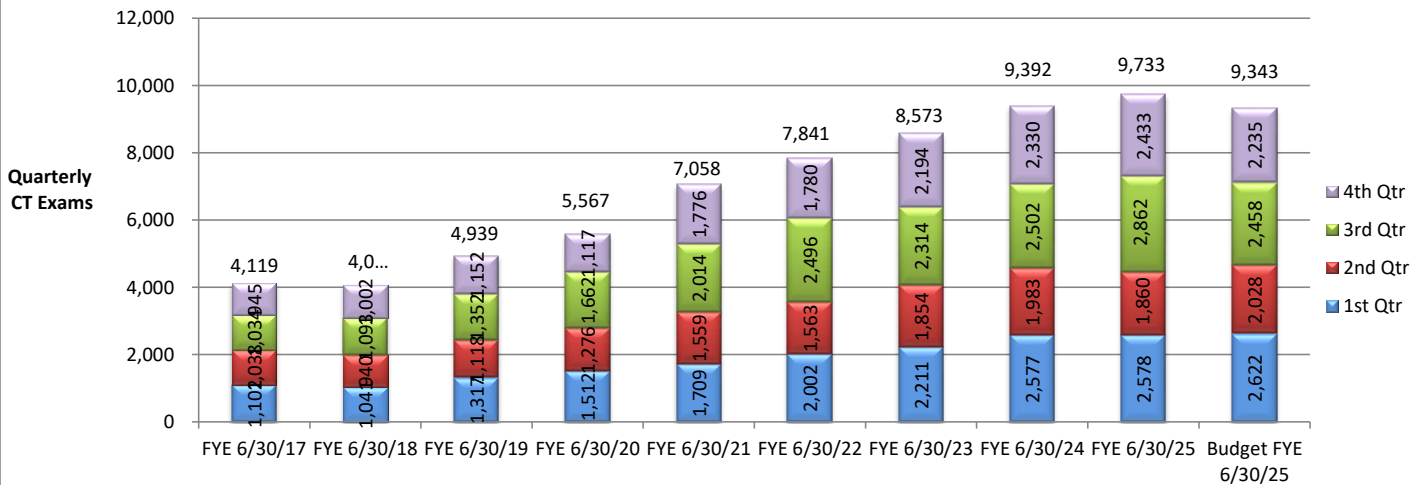
TOTAL TFH CT INPATIENT EXAMS



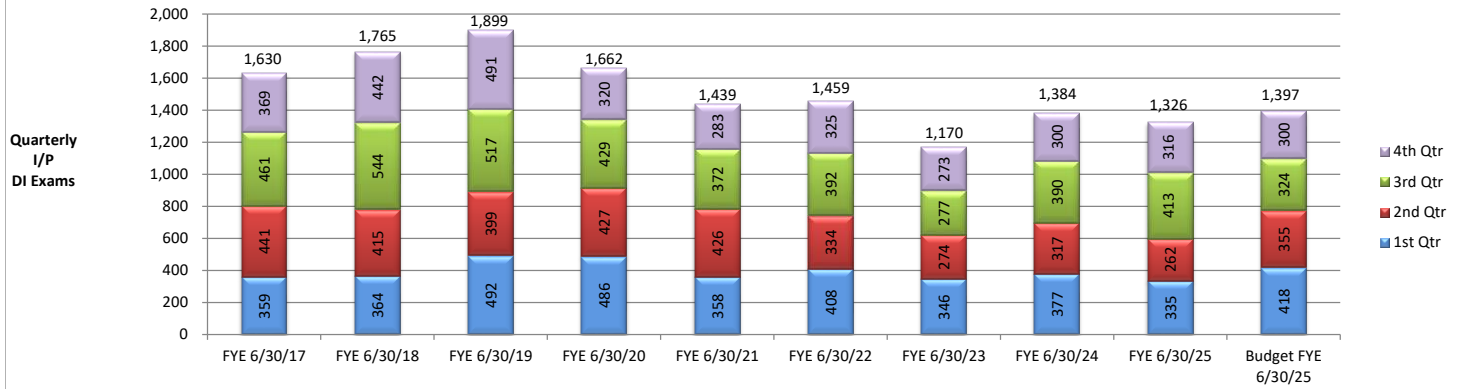
TOTAL TFH CT OUTPATIENT EXAMS



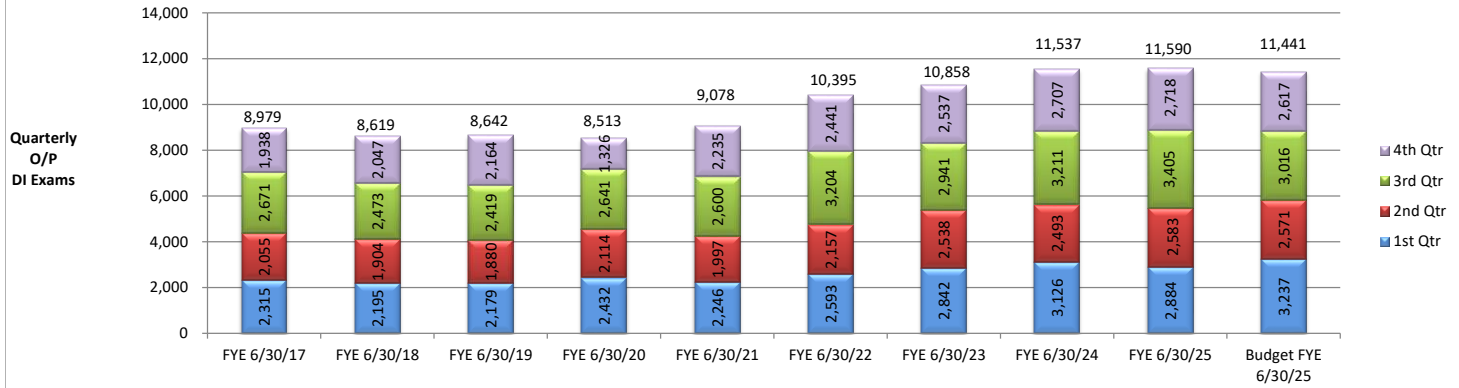
TOTAL TFH CT EXAMS



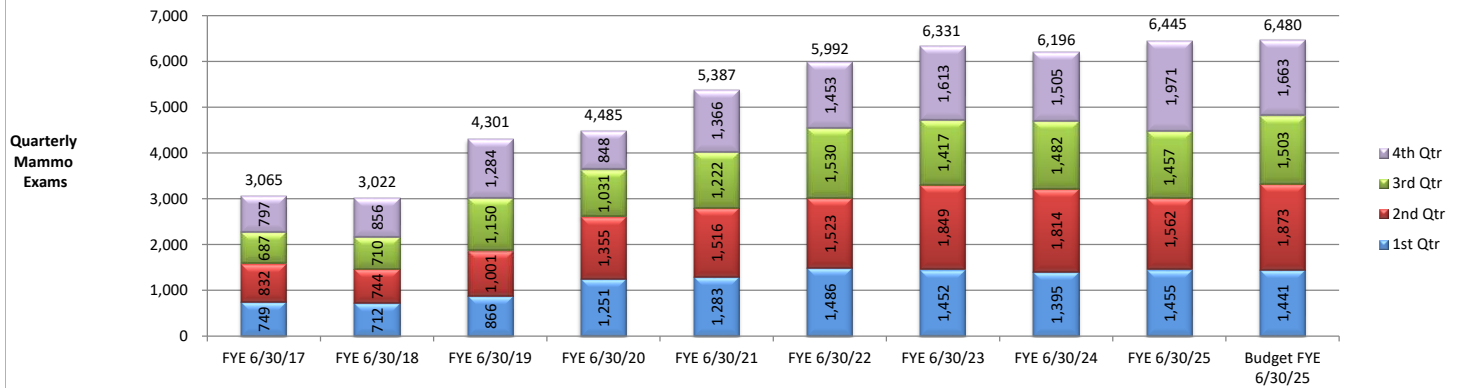
TOTAL TFH INPATIENT DIAGNOSTIC IMAGING EXAMS



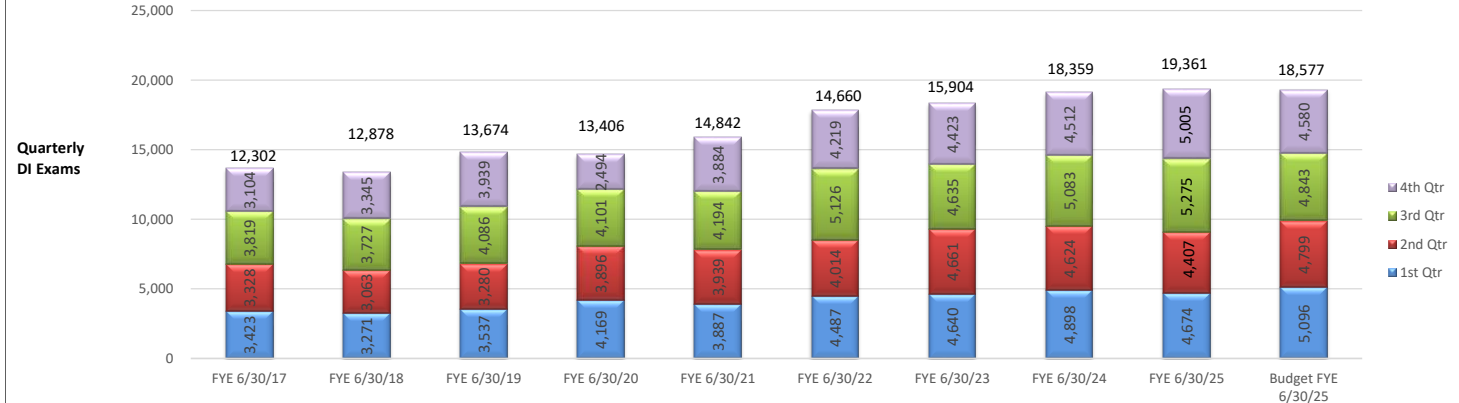
TOTAL TFH OUTPATIENT DIAGNOSTIC IMAGING EXAMS



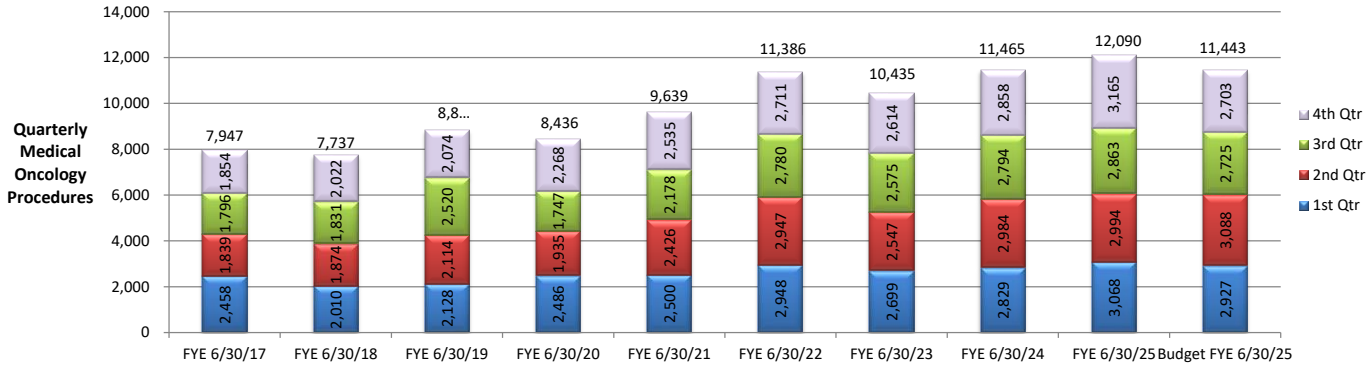
TOTAL TFH MAMMOGRAPHY EXAMS



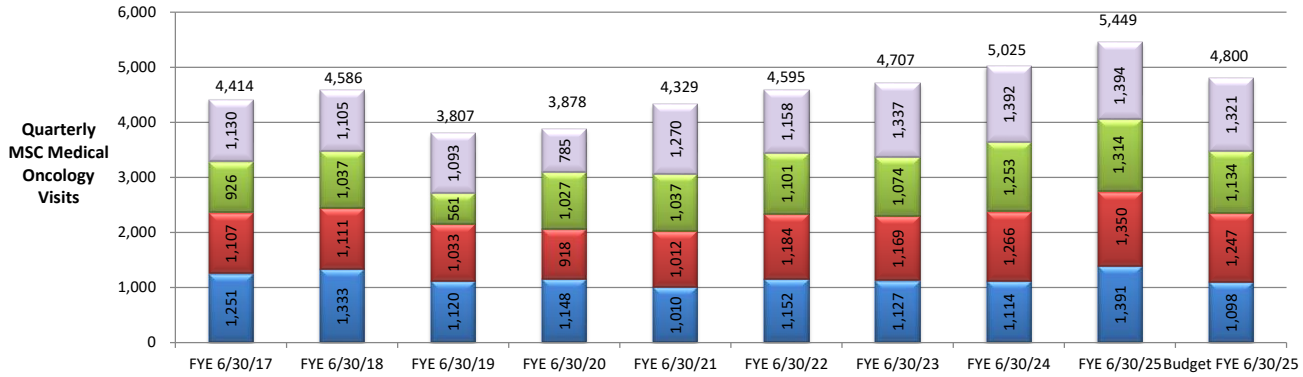
TOTAL TFH DIAGNOSTIC IMAGING EXAMS



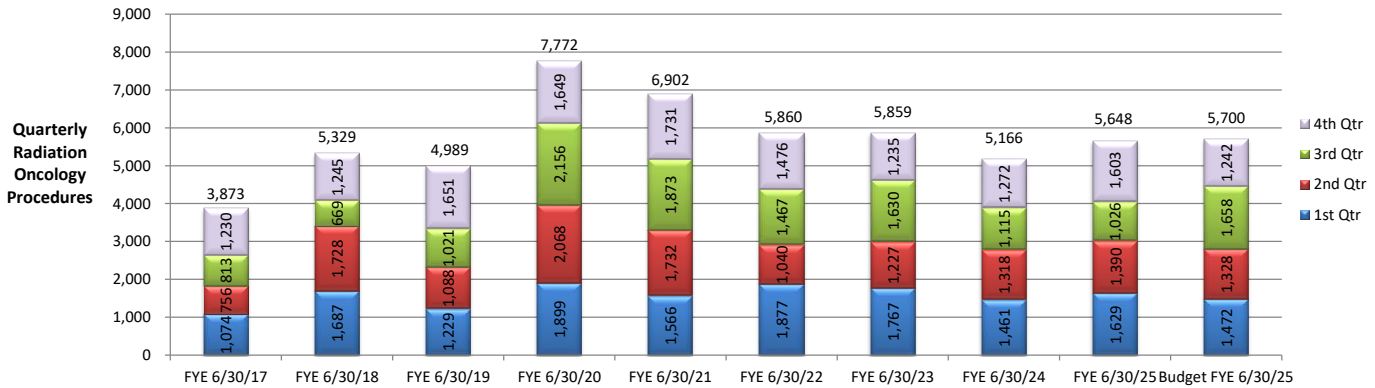
TOTAL TFH MEDICAL ONCOLOGY PROCEDURES



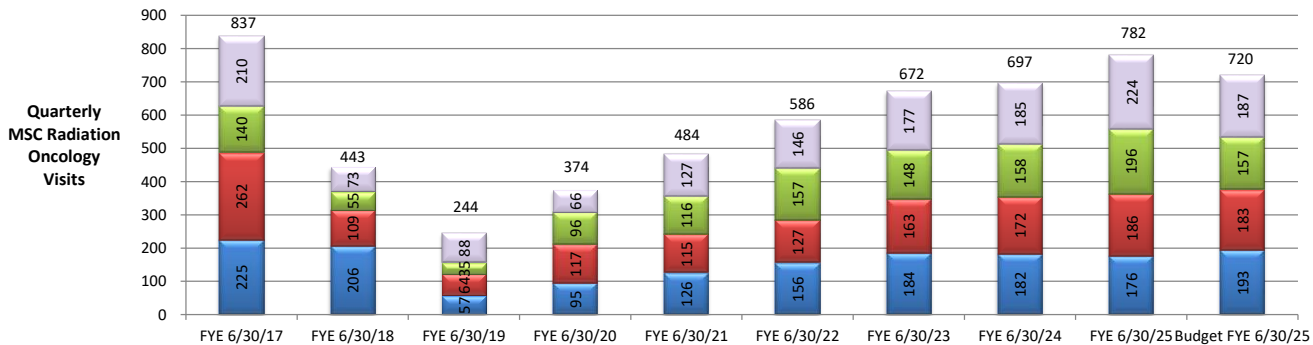
TOTAL TFH MSC MEDICAL ONCOLOGY VISITS



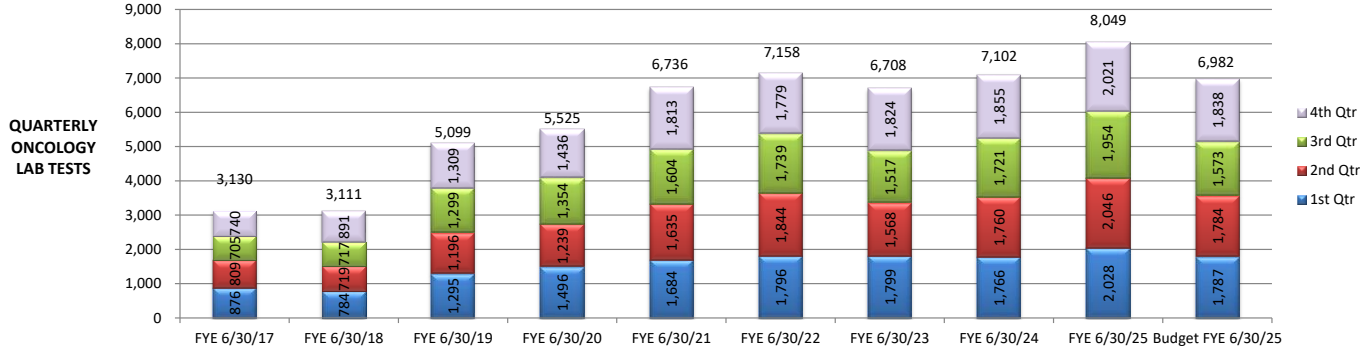
TOTAL TFH RADIATION ONCOLOGY PROCEDURES



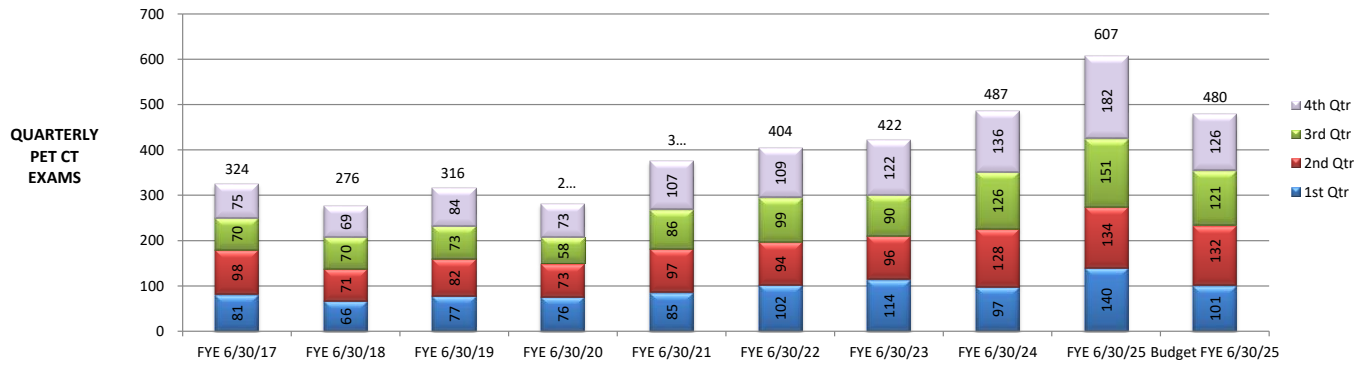
TOTAL TFH MSC RADIATION ONCOLOGY VISITS



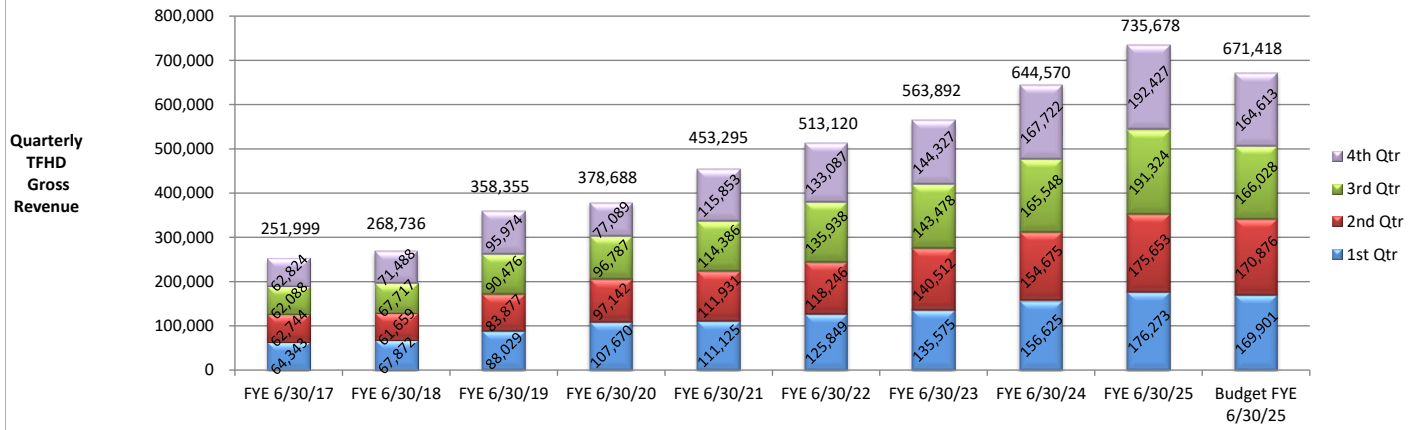
TOTAL TFH ONCOLOGY LABORATORY TESTS



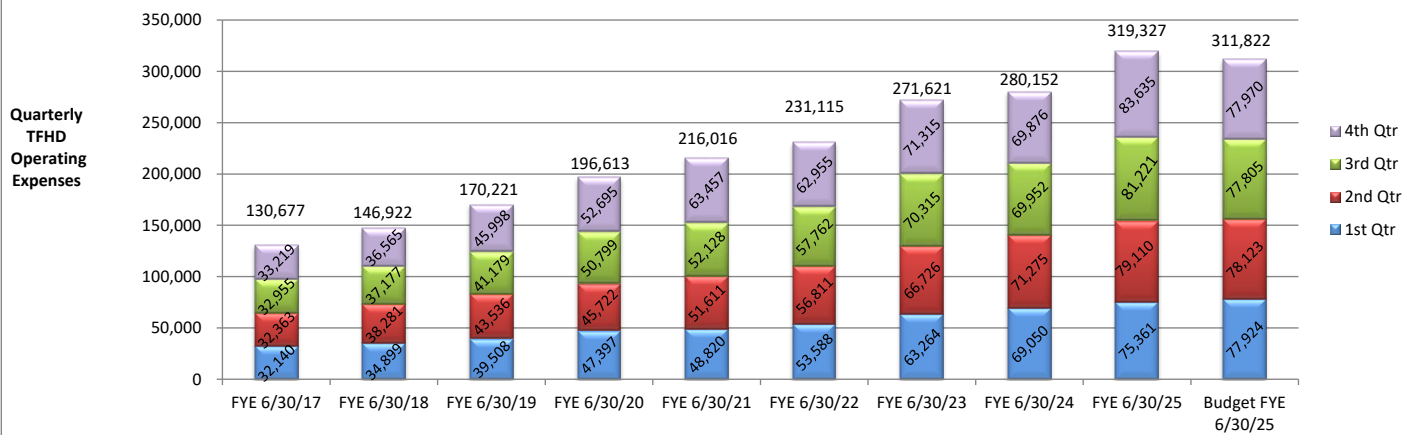
TOTAL TFH PET CT EXAMS



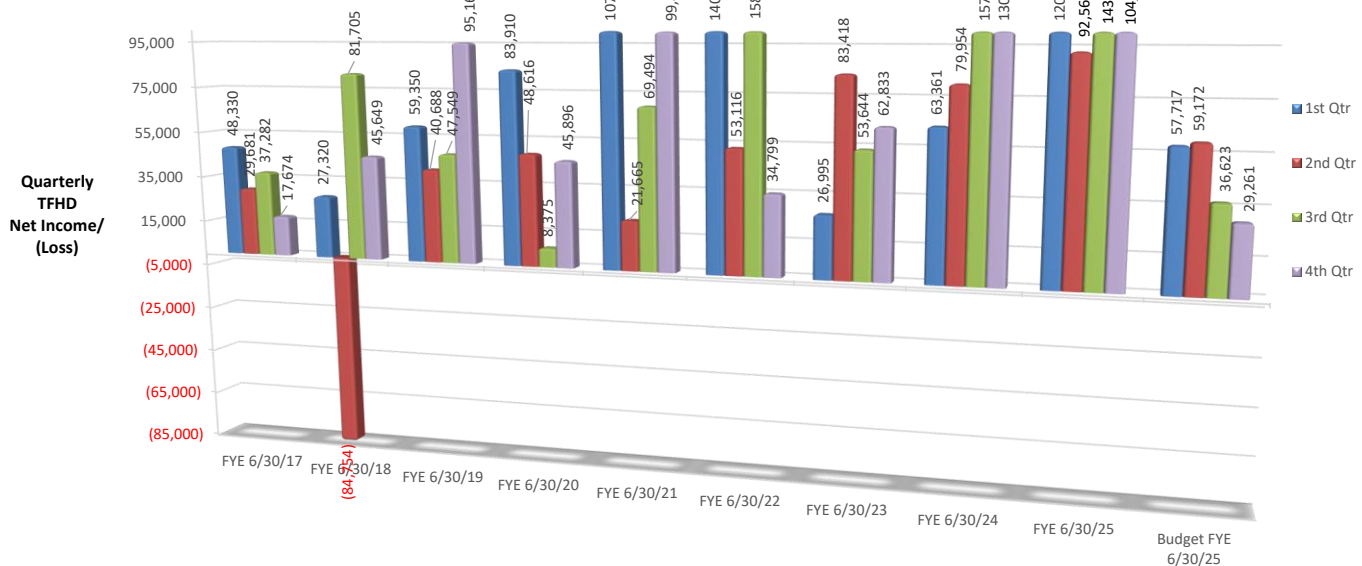
TAHOE FOREST HOSPITAL DISTRICT TOTAL GROSS REVENUE (In Thousands)



TAHOE FOREST HOSPITAL DISTRICT TOTAL OPERATING EXPENSES (In Thousands)



TAHOE FOREST HOSPITAL DISTRICT NET INCOME/(LOSS) (In Hundreds)





AGENDA ITEM COVER SHEET

MEETING DATE: July 24, 2025	ITEM: 14.3. Board Reports
DEPARTMENT: Administration	TYPE OF AGENDA ITEM: <input type="checkbox"/> Action <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Discussion
RESPONSIBLE PARTY: Administration	SUPPORTIVE DOCUMENT ATTACHED <input type="checkbox"/> Agreement <input type="checkbox"/> Presentation <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Other Executive Updates
BUDGET: ALLOCATED IN THE BUDGET <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A IS A BUDGET TRANSFER REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
BACKGROUND: Combined monthly Board reports from Executive Leadership.	
SUMMARY/OBJECTIVES: Objective: Executive Report to review key strengths and opportunities across five strategic areas: Community, Service, Quality, People, and Finance.	
SUGGESTED DISCUSSION POINTS: Community – Earned Stroke Gold Award; Preparing to offer VBAC deliveries; Expanded youth vaping education Service – Reached 70% usage in operating rooms; Upgraded scheduling and payroll systems Quality – Won national awards for OB, emergency care, and patient experience; Integrated new lung testing system; Standardized stroke and pediatric care People – Strengthened teamwork across units, boosted employee morale and patient satisfaction Finance - Higher summer patient volumes; New data tools for better decisions; Continued investments in buildings and tech	
SUGGESTED MOTION/ALTERNATIVES: Move to approve the consent agenda as presented. (includes all consent items) Alternative: pull item from consent agenda for further discussion under Item 16 on the Board Agenda. After discussion, request a motion to approve the Executive Report as presented.	
LIST OF ATTACHMENTS: Executive Board Reports – July 2025	



Executive Board Report July 2025

By:

Anna M. Roth, RN, MSN, MPH – President & CEO

Louis Ward, MHA – Chief Operating Officer

Brian Evans, MD, MBA, FACEP, CPE – Chief Medical Officer

Jan Iida, RN, MSN, CEN, CENP – Chief Nursing Officer

Jake Dorst, MBA – Chief Information & Innovation Officer

Dylan Crosby, MSF – Vice President of Facilities & Construction Management

Executive Summary

Tahoe Forest Health System (TFHS) continues to make progress on its five strategic priorities: Community, Service, Quality, People, and Finance. The following highlights show how TFHS is working to improve care, expand access, and strengthen its operations across the region.

Key Highlights

- **Stroke Care Recognition:** The Emergency Department received the American Heart Association's Rural Stroke Gold Award for excellence in stroke treatment.
- **More Birthing Options:** VBAC (Vaginal Birth After Cesarean) deliveries will begin at TFH in Fall 2025, expanding options for families.
- **National Awards:** TFHS received Women's Choice Awards in Obstetrics, Emergency Care, and Patient Experience.
- **Surgical Growth:** Operating rooms reached 70% utilization, a record high, increasing efficiency and case volumes.
- **Outpatient Growth:** Visits increased from approximately 91,000 in 2018 to around 161,000 in 2025; imaging volumes and staffing rose accordingly.
- **Cybersecurity Boost:** Over 1 million email threats were blocked in June alone, showing improvements in IT safety.
- **Expanded Programs:** Youth vaping education, suicide prevention training, were rolled out in the community, while healthy eating initiatives like the Harvest of the Month program were expanded.

- **Public Health Info:** A new “Community Commitment” page provides updates on health priorities and resources for the public.

Legislative Update:

New federal Medicaid rules may reduce access to care in rural areas. TFHS continues to evaluate the financial and operational impacts and plans to pursue funding from a new federal rural health support program. We know that the One Big Beautiful Bill Act (OBBBA) Medicaid provisions include funding cuts, work requirements, increased eligibility verifications, reduced retroactive coverage, cost sharing for expansion adults, and stricter provider reimbursement limits. These provisions may reduce Medi-Cal enrollment and utilization, which for TFHS, could possibly translate to:

- Higher uncompensated care due to coverage losses
- Increased operational complexity from semiannual eligibility checks and co-pay administration
- Revenue pressures from caps on Medi-Cal supplemental payments and stricter provider tax rules
- Additional burden on care coordination, financial counseling, and long-term planning

While OBBBA includes a \$50 billion Rural Health Transformation Fund, intended to support at-risk hospitals across the country, its funding is limited in scope and time. TFHS may seek a share of these funds to offset anticipated revenue losses and invest in telehealth, staffing, and infrastructure, but the long-term outlook remains uncertain.

Conclusion:

Tahoe Forest Health System is meeting increased demand, changing regulations, and major infrastructure upgrades with strong coordination and forward-thinking action. June’s accomplishments reflect teamwork across every department—working together to improve patient care, plan for the future, and manage resources responsibly. Progress is visible in the organization’s growing workforce, facility investments, digital tools, and ability to adapt to policy changes.

The continued support of the Board, trust of the community, and commitment of the staff are key to this success. Together, these efforts are shaping a stronger, more resilient health system for the future.

Backup Detail

Strategic Progress Highlights

Strategic Peak	Recent Actions	Impact
Community	Earned Stroke Gold Award; Preparing to offer VBAC deliveries; Expanded youth vaping education; Launched diabetes and nutrition programs	Built trust, improved health education, and increased options for maternal care
Service	Reached 70% usage in operating rooms; Upgraded scheduling and payroll systems; Rolled out Microsoft 365	Improved efficiency, better scheduling, and more access to services
Quality	Won national awards for OB, emergency care, and patient experience; Integrated new lung testing system; Standardized stroke and pediatric care	Recognized high-quality care, faster testing, and better health outcomes
People	Staff stepped up during busy patient periods; Strengthened teamwork across units	Boosted employee morale and patient satisfaction
Finance	Higher summer patient volumes; New data tools for better decisions; Continued investments in buildings and tech	Strong financial results and better planning for future needs

Community

The following initiatives illustrate TFHS’s commitment to being an integrated partner in a healthy and thriving community:

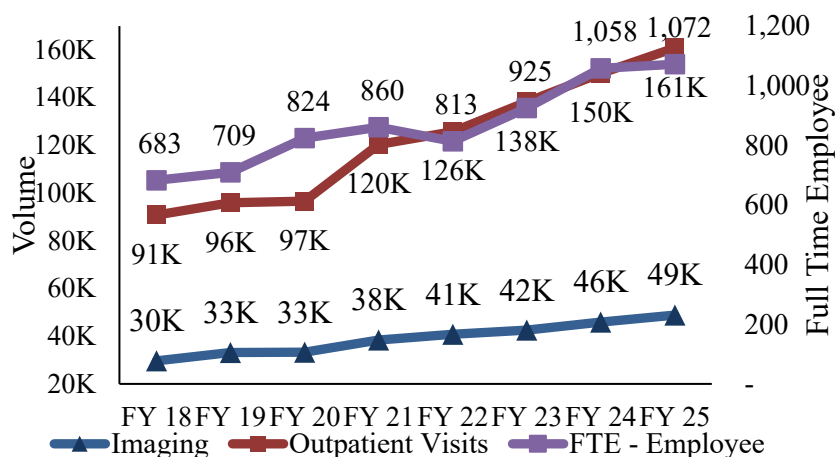
- The Emergency Department earned the “Get with the Guidelines – Rural Stroke Gold Award”, reflecting strong improvements in stroke care coordination.
- The Women and Family Unit will launch VBAC deliveries in Fall 2025, increasing care options for ~15 families annually.
- The Community Commitment Page is live, offering public access to Community Health Needs Assessment updates, wellness resources, and equity-focused initiatives.

Service

The following initiatives demonstrate TFHS’s commitment to the Service peak, delivering a timely, outstanding patient and family experience through streamlined processes, innovative technology, and responsive infrastructure:

- MedSurg and ICU teams received outstanding patient praise, highlighting high-quality and compassionate care.
- Surgery Department utilization hit 70%, marking historic highs in case volume and satisfaction.
- Microsoft 365 expanded to Revenue Cycle and planned for Facilities departments, improving collaboration and data access.
- Sectra PACS imaging infrastructure upgrade continues with real-user testing.
- Briner Center posted an Advance Practice Provider(APP) position to support high-risk breast cancer pathways.
- Paracentesis Procedures launched at IVCH, enhancing regional access.
- Internal appointment availability tool in development to streamline scheduling.

- IT team continues to refine TFHS's cybersecurity environment. During just June alone, system was able to block 1.16 million email threat.
- Outpatient visits have increased from 91K in FY18 to 161K in FY25, indicating rising demand and TFHS's expanding community footprint.
- Imaging volumes rose from 30K to 49K during the same period, resulting in needed investment in services like the Sectra PACS upgrade and new CT equipment.
- Full-Time Employees (FTEs) increased in parallel—from 683 to 1,072, demonstrating that staffing has scaled appropriately to meet service volume growth.
- These trends reinforce the importance of ongoing clinic expansions (e.g., Gateway, Sierra Center) and continued recruitment efforts.



Capital Project Milestones:

Project Name	Description	Impact on Patients & Community	Start Date
North Shore Clinic	Remodel of buildings to add primary care capacity in Tahoe City	Expands regional access to primary and preventive care	Spring 2025
Gateway RHC Expansion	Full remodel to enhance RHC with behavioral health and specialty services and primary care.	Will improve access to preventative and specialty care.	Summer 2025
Sierra Center	Consolidation of clinical/retail services at a leased facility	Improves patient convenience and clinic flexibility	Summer 2025
Seismic & Imaging Upgrades	Compliance with SB 1953 and modernization of diagnostic imaging	Ensures facility safety and reliable imaging access	Spring 2024
NPC 5 & MEP Projects	Removal of outdated buildings and infrastructure upgrades	Essential for seismic compliance and utility reliability	Winter 2025/2026
Childcare Center Expansion	New modular building and play area for 48 additional children	Supports working families and staff recruitment	Spring 2025
Cancer Center SCA Room	New sterile compounding area to meet pharmacy regulations	Protects immunocompromised patients and ensures compliance	Winter 2025/2026
IVCH Procedure Room	Expansion of surgical and support services at Incline Village	Reduces travel, enhances care continuity for local residents.	Winter 2025/2026

Quality

The following initiatives reflect TFHS's commitment to the Quality peak, ensuring the delivery of the best possible outcomes for patients through data-driven improvements, clinical standardization, and continuous regulatory alignment:

- TFHS was honored with three 2025 Women's Choice Awards:

- Top 1% in Obstetrics
 - Top 3% in Emergency Care
 - Top 100 in Patient Experience
- Pulmonary Function Testing (PFT) system go-live set for August 14, simplifying provider workflows.
 - Inpatient Pharmacy implemented an online system to standardize ordering, improve transparency, and reduce safety risks.
 - Physician-entered therapy plans finalized for enhanced standardization in medication orders.
 - Trauma Analytics: MYNQS Trauma App configuration underway for improved trauma registry performance and reporting.

People

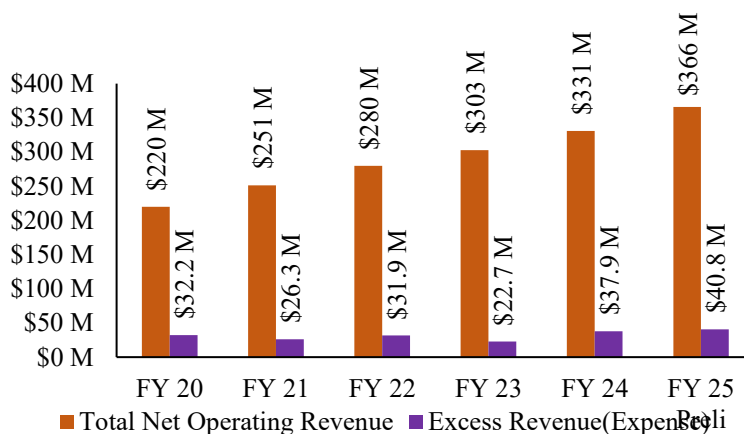
The following initiatives reflect TFHS’s commitment to the People peak—fostering a culture of engagement, leadership development, and staff readiness that strengthens our organization’s ability to deliver high-quality care:

- MedSurg and ICU teams demonstrated strong cohesion under high patient census by taking additional shifts during higher than usual volume.
- 50+ employees trained in Lean management, A3 methodology, and visual controls.
- IT developed and is testing a provider wait-time display app in patient waiting areas to enhance patient transparency and improve patient experience.
- Lean Six Sigma Black Belt hiring in final stages to support continuous process improvement which will lead to operational efficiencies.

Finance

The following initiatives reflect TFHS’s commitment to the Finance and Growth peak, ensuring long-term financial sustainability and supporting operational excellence through responsible stewardship of resources.

- Total Net Operating Revenue reached a new high of \$365.7 million in FY25 (preliminary), continuing a multi-year growth trend from \$140 million in FY16.
- Excess Revenue for FY25 was \$40.8 million, demonstrating continued fiscal discipline despite staffing and service line expansions.
- Full-Time Employees (FTEs) increased to 1,072, a modest rise from FY24’s 1,058, supporting operational growth while maintaining efficiency.
- Capital investments were strategically aligned with areas of operational need, including seismic upgrades, imaging modernization, clinic expansions, and Microsoft infrastructure.
- Cost optimization measures—like Microsoft nonprofit licensing and IT automation—continue to support sustainable margins.



Appendix

[CIIO Board Report July 2025](#)

[CNO Board Report July 2025](#)

[COO Board Report July 2025](#)

[VP FM & CM Board Report July 2025](#)



AGENDA ITEM COVER SHEET

MEETING DATE: July 24, 2025	ITEM: 15.1 PEAK Nursing Program Update
DEPARTMENT: Education	TYPE OF AGENDA ITEM: <input type="checkbox"/> Action <input type="checkbox"/> Consent <input checked="" type="checkbox"/> Discussion
RESPONSIBLE PARTY: Damara Stone, RN, MSN – Manager Education Department	SUPPORTIVE DOCUMENT ATTACHED <input type="checkbox"/> Agreement <input checked="" type="checkbox"/> Presentation <input type="checkbox"/> Resolution <input type="checkbox"/> Other
BUDGET: ALLOCATED IN THE BUDGET <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A IS A BUDGET TRANSFER REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
BACKGROUND: Annual Presentation on the PEAK Program (Clinical/Career Ladder)	
SUMMARY/OBJECTIVES: <ul style="list-style-type: none">• Provide an overview of the PEAK Program and objectives.• Describe current state of PEAK with testimonials and major project presentations.	
SUGGESTED DISCUSSION POINTS: <ul style="list-style-type: none">• PEAK structure and areas for improvement.• Adding departments/disciplines to PEAK.	
SUGGESTED MOTION/ALTERNATIVES: N/A presentation	
LIST OF ATTACHMENTS: 2025 PEAK Program Update	



PEAK PROGRAM UPDATE July 2025





Professional
Excellence
Advancement &
Kudos



PROGRAM OBJECTIVES:



- ✓ ELEVATE PROFESSIONAL AND PERSONAL DEVELOPMENT
- ✓ PROVIDE OPPORTUNITY FOR PROFESSIONAL RECOGNITION/ADVANCEMENT IN THE WORK SETTING
- ✓ PROMOTE EVIDENCE-BASED PRACTICE
- ✓ ESTABLISH A FAIR AND SYSTEMATIC STRUCTURE FOR RECOGNIZING EXCELLENCE IN EMPLOYEES' PROFESSIONAL GROWTH AND DEVELOPMENT
- ✓ ENHANCE RECRUITMENT AND RETENTION OF COMPETENT, EXPERIENCED AND ENGAGED STAFF
- ✓ PROMOTE THE TFHS MISSION, VISION, AND VALUES

The 3 PEAKS:



MARTIS PEAK

- Martis PEAK
- 25-30 points
- Competent
- \$2500



MT JUDAH

- Mt. Judah
- 35-40 points
- Proficient
- \$4000



MT ROSE

- Mt. Rose
- 45+ points & professional certification
- Expert
- \$6000

The 4 Points Categories:

CARING/COMPASSION

- Values recognition – nominations and wins
- Letters from patients, recognition from colleagues
- Precepting courses to be effective at onboarding new hires
- Becoming part of Peer Support Team
- Mental Health first aid courses and suicide prevention courses
- Care for the Caregiver activities
- “Best of Tahoe” Nurse Award

COMPETENCY

- Shadow a Leader and write about the experience
- Many certifications NOT required by position (S.T.A.B.L.E., NRP, PEARS, NIHSS, TCAR)
- Active member of councils and committees
- Becoming super-users of equipment and teaching staff
- Inter-disciplinary education
- Enrolled in higher education (RN to BSN, MSN, DNP)
- Nursing certifications – renewal and new

The 4 Points Categories (continued)

COMMUNITY/FAMILY

- Wise Minds community classes for healthy aging
- Education/In-services for ski patrol
- Community volunteer work: Golden Hour presentations, TFHS booths at events, community blood pressure/glucose checks
- Board member/volunteer for local organizations
- “Every 15 minutes” high school project
- Helmet Safety community outreach project
- HIANN chapter to Truckee (Head Injury Association)
- Many patient advocacy exemplars

QUALITY/EVIDENCE-BASED PRACTICE

- Journal Club
- Written or contributed to policies
- Survey Preparedness
- Inter-departmental in-services, skills days, simulation events
- Process improvement projects: improve work-flow, efficiency, eliminate double work, streamline onboarding/orientation
- Join professional organization (ENA, SGNA, ONC, ANPD..)
- Present at staff meetings, skills days, Lunch & Learn, write for Pacesetter
- Attend conferences and communicate information with department

Participating Departments

ASD/ENDO	CANCER CENTER	CARE COORDINATION	ECC
ED – TFH & IVCH	INDIRECT CARE	MED SURG	ICU
MSC CLINICS	WOMEN & FAMILY	SURGICAL SERVICES	HOME HEALTH/HOSPICE
THERAPY SERVICES (PT/OT/ST)	LAB (CLS)	APP's (coming in October 2025)	CNAs/MAs/PCTs (coming in October 2025)

Recent PEAK Highlights and Accomplishments:

- ✓ Truckee High School Student Shadow Program
- ✓ Peace Within - Practices in Resilience and Nervous System Regulation for all TFHS employees
- ✓ Post-Birth Warning Signs (PBWS) research project
- ✓ Nurse float Safety project
- ✓ Bereavement Training in Perinatal Loss classes
- ✓ 2nd RN Verification project in Cancer Center
- ✓ Journal Club
- ✓ Language Access Project
- ✓ Helmet Safety Project with SOS Outreach North Tahoe-Truckee
- ✓ Sepsis Awareness Lab Project
- ✓ And so many more....



April PEAK Summit Team:

PEAK 1 –

Natalie – Lab

Nellie – Care Coordination

Jessica – Cancer Center

Michele – PT

Jesse – PT

Michelle – PT

PEAK 2 –

Andi – Surgical Services

Gabrielle – ASD/PAAS

Molly – IVCH ED

Sandy – Women & Family

Kevin – IVCH ED

Arlette – Cancer Center

Sonia – Women & Family

Missy – Care Coordination

PEAK 3 –

Lilith Anderson – Women & Family



Current Participants:



MARTIS PEAK

- **PEAK 1**
- 37 RNs
- 4 Lab Assistants
- 17 PT/OT/ST



MT JUDAH

- **PEAK 2**
- 22 RNs
- 1 Lab
- 2 PT



MT ROSE

- **PEAK 3**
- 9 RNs



Testimonials:

“I feel like this program has guided us to improve work processes and actively look for ways to make things better and safer.”

“I have enjoyed the process of pushing myself out of my comfort zone and be invested in TFH and the people who work here and the care we give.”

“The structure and methodology of the PEAK Program has opened my mind to new ideas and opportunities to contribute.”

“This is a wonderful program with so many great attributes for the staff and the organization with direct positive effects for the patients we care for, improving quality, excellence and stewardship through project and process improvements.”

“One of the most rewarding aspects of participating in PEAK was witnessing the tangible impact it had on my practice.”

“The PEAK Program fosters excellence, which in turn leads us to strive to be the best through continuous improvement.”

“ I am so glad I decided to try something new and apply for the PEAK Program, as I feel I have made significant professional growth while also seeking opportunities for leadership and personal growth. The PEAK Program fosters employee development and engagement in a way that not only benefits individual departments, and the patients we care for, but the community as a whole. I appreciate the focus on community service, caring, and patient support, as these values further Tahoe Forest Health System’s mission to enhance the health of the community as a whole. ”

KUDOS!



As part of her participation in the PEAK Program at TFHS, Pediatric Care Coordinator Missy Pursel, RN, is a first-year backup mentor with SOS Outreach North Tahoe Truckee. She teamed up with Jorge Montano-Figueroa, Pediatric Injury Prevention Specialist at Renown, to share why wearing a helmet while sledding is just as crucial as wearing one for skiing, snowboarding, or motorsports.

Why Wear a Helmet While Sledding?

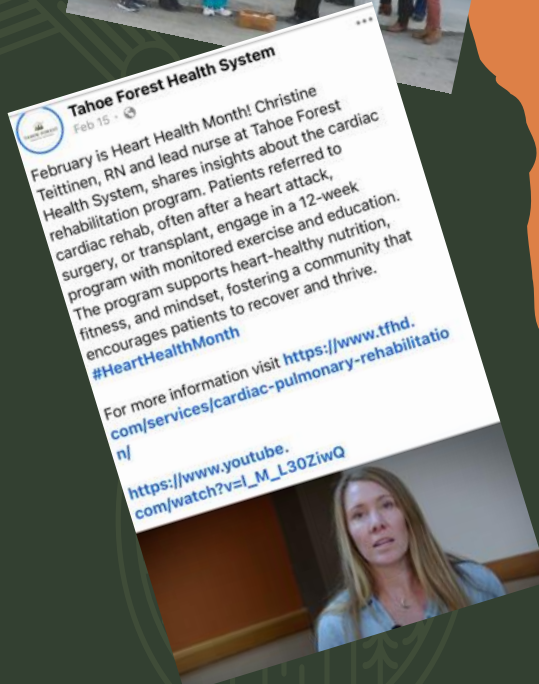
- Unlike skis or snowboards, sleds lack control—you can't easily stop or steer.
- Sledding often happens in uncontrolled terrain with obstacles like trees, rocks, and creeks.
- Bystanders can also get hurt if struck by an out-of-control sled.

The PEAK Program at TFHS is an evidence-based clinical ladder that supports nurses' personal and professional growth while enhancing patient care. With over 60 participants, it rewards skill advancement through a tiered system and plans to expand to other departments.



Tahoe Forest Health System
May 4 · 🌐
Tahoe Forest RN, Lilith Anderson partnered with the Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN) to bring evidence-based action steps to our organization. This project focused on implementing post-birth warning signs education not only within the labor and delivery unit but across the hospital to include the emergency department, OB Clinic offices, and all medical staff.

She will be representing Tahoe Forest at the AWHONN National Convention in June to discuss her work on this project. We are incredibly proud of Lilith and her team's dedication to patient care!



February is Heart Health Month! Christine Teittinen, RN and lead nurse at Tahoe Forest Health System, shares insights about the cardiac rehabilitation program. Patients referred to cardiac rehab, often after a heart attack, surgery, or transplant, engage in a 12-week program with monitored exercise and education. The program supports heart-healthy nutrition, fitness, and mindset, fostering a community that encourages patients to recover and thrive.

#HeartHealthMonth
For more information visit <https://www.tfhd.com/services/cardiac-pulmonary-rehabilitation/>
https://www.youtube.com/watch?v=i_M_L30ziwQ



PEAK Picnic and Hike

to celebrate all the PEAK trailblazers and Summit Team!

Friday, October 10, 2025

*10:00-2:00- trailhead TBD (Truckee)
Picnic lunch included*





The future of PEAK:

- PEAK for APPs (PA/NP) – format designed by Sam Smith and Callie Gordon. Go live October, 2025
- PEAK for CNAs/MAs/PCTs – format designed by
- Multi-disciplinary PEAK Committee formed with first meeting in June, 2025.
 - Will meet quarterly for discussion, decision-making – next meeting in September.

Thank you!

Damara Stone, MSN, RN

dstone@tfhd.com





AGENDA ITEM COVER SHEET

MEETING DATE: July 24, 2025	ITEM: 16.1. FY 24/25 Service Excellence Summary Report
DEPARTMENT: Quality & Regulations	TYPE OF AGENDA ITEM: <input checked="" type="checkbox"/> Action <input type="checkbox"/> Consent <input type="checkbox"/> Discussion
RESPONSIBLE PARTY: Alix Bezaire, DC, CPXP Clinical Patient Experience Specialist	SUPPORTIVE DOCUMENT ATTACHED <input type="checkbox"/> Agreement <input checked="" type="checkbox"/> Presentation <input type="checkbox"/> Resolution <input type="checkbox"/> Other
BUDGET: ALLOCATED IN THE BUDGET <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A IS A BUDGET TRANSFER REQUIRED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A
BACKGROUND: Tahoe Forest Health System (TFHS) measures its progress towards our vision in part by surveying our patient's satisfaction. We currently survey ten services lines in the district including Inpatient Units, Outpatient Services, Outpatient Rehabilitation Services, Outpatient Oncology, Ambulatory Surgery, Emergency Department, Multispecialty Clinics, Home Health and Hospice, and the Incline Village Community Hospital Emergency Department. Tahoe Forest Hospital surveys a portion of its inpatients, in compliance with Centers for Medicare/Medicaid (CMS) requirements, through administration of Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) surveys.	
SUMMARY/OBJECTIVES: <ul style="list-style-type: none">• INPATIENT HCAHPS 'Rate this hospital on a scale from 0-10.' 90.4% of our patients rated TFH 9 and 10. This places us in the 99% rank in the nation, in the rural peer group.• INPATIENT HCAHPS 'Recommend this hospital.' 94.4% of TFH patients' rate they would definitely recommend this hospital. This places us in the 99% rank in the rural peer group.• OUTPATIENT mean score is 95.2. This places us in the 53% rank in the rural peer group.• AMBULATORY SURGERY mean score is 98.5. This places us in the 99% rank in the rural peer group.• TFH EMERGENCY DEPARTMENT mean score is 97. This places us in the 99% rank in the rural peer group.• IVCH EMERGENCY DEPARTMENT mean score is 98. This places us in the 99% rank in the rural peer group.• MULTISPECIALTY CLINICS mean score is 94.6. This places us in the 64% rank amongst national facilities.	

- OUTPATIENT ONCOLOGY mean score is 98.2. This places us in the 96% rank in the rural peer group.
- OUTPATIENT REHABILITATION mean score 96.2. This places us in the 60% rank amongst national facilities.
- HOME HEALTH 'Rate this agency on a scale of 0-10.' 92.9% of our patients rated us a 9 and 10. This places us in the 79% rank in the all-home health agency peer group.
- HOME HEALTH 'Recommend this agency.' 100% of patients said yes, they would definitely recommend this home health agency. This places us in the 99% rank in the all home health agency peer group.
- There were not enough respondents to generate a score or ranking for HOSPICE 'Rate this Agency on a scale of 0-10' or 'Recommend agency'

SUGGESTED DISCUSSION POINTS:

Review the data and process improvement initiatives within each service line

SUGGESTED MOTION/ALTERNATIVES:

Move to approve the Fiscal Year 2025 Service Excellence Report as presented.

LIST OF ATTACHMENTS:

FY 24/25 Service Excellence Summary Report



TAHOE FOREST HEALTH SYSTEM



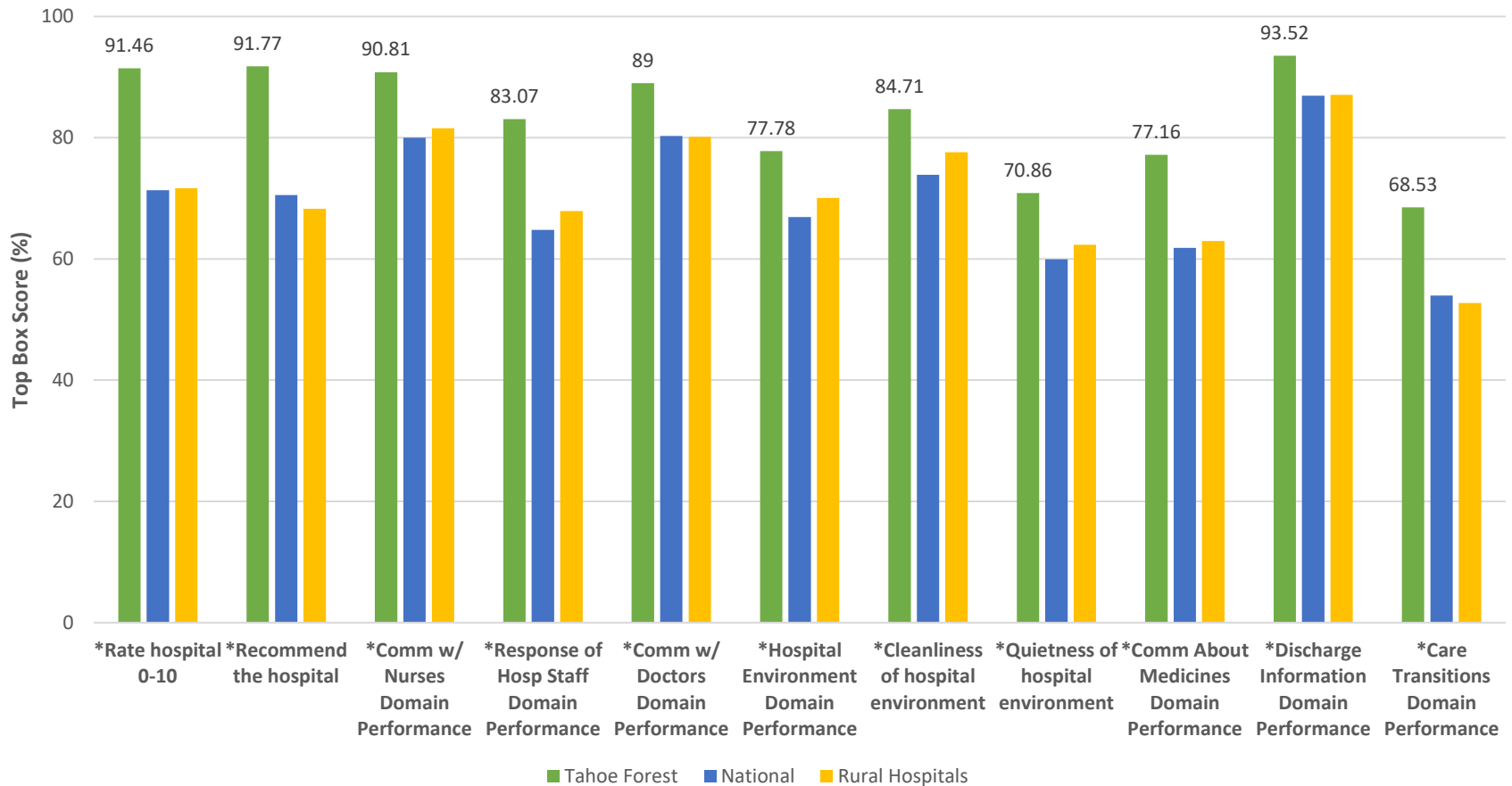
Service Excellence Summary for FY 24/25

Alix Bezaire, DC, CPXP

Clinical Patient Experience Specialist

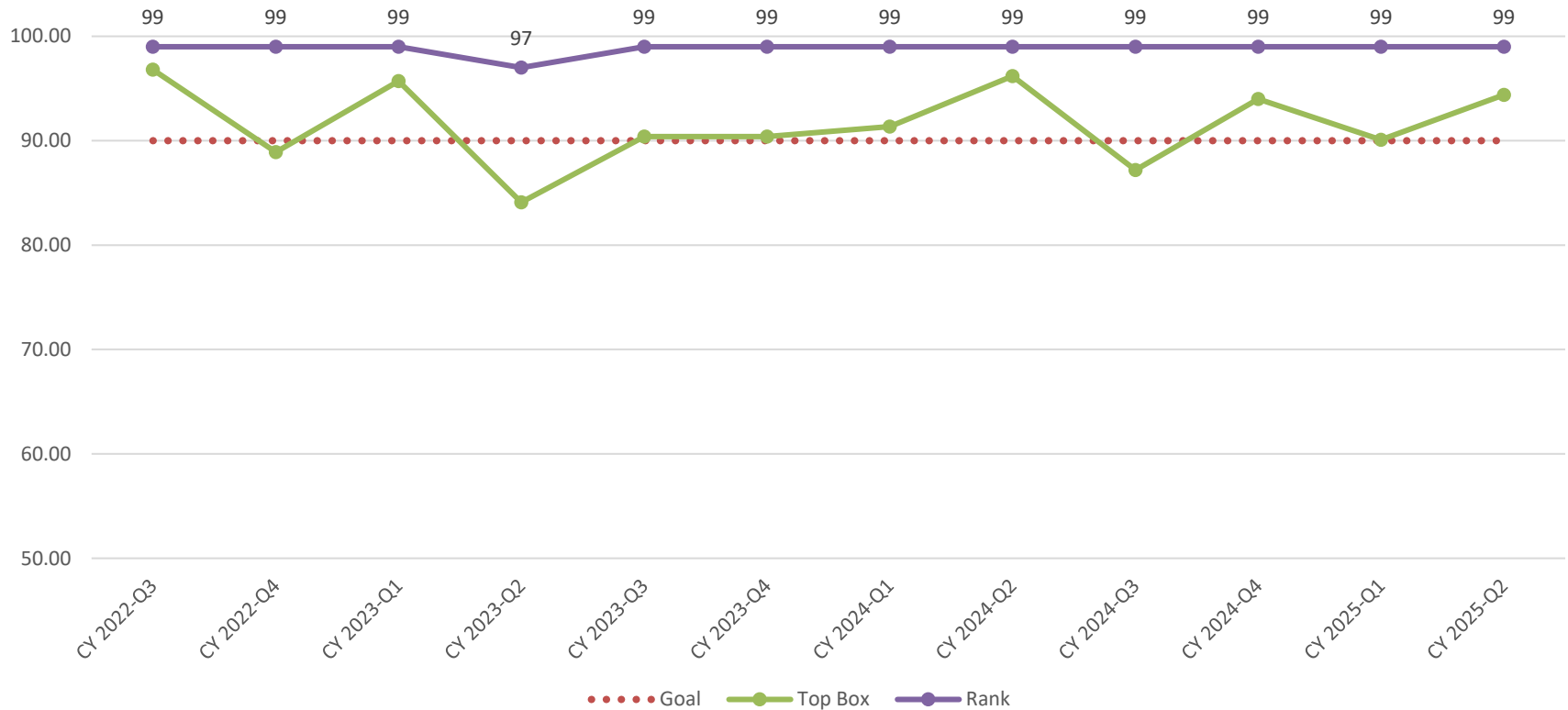


2024 Press Ganey Patient Ratings



TFHD continues to be a top performer when compared to Rural, National, and Malcom Baldrige facilities

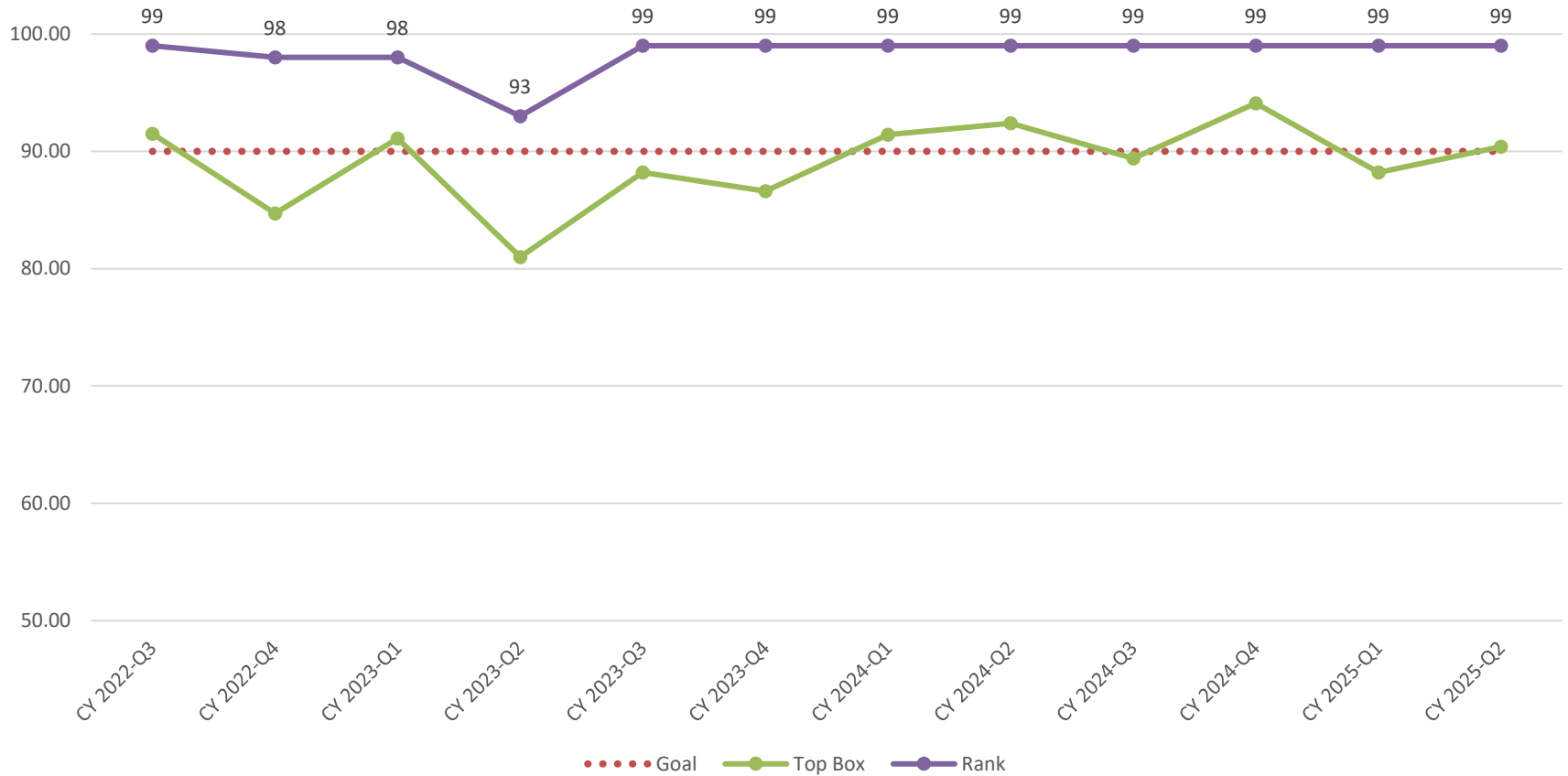
HCAHPS "Recommend this Hospital" Top Box and Percentile Rank

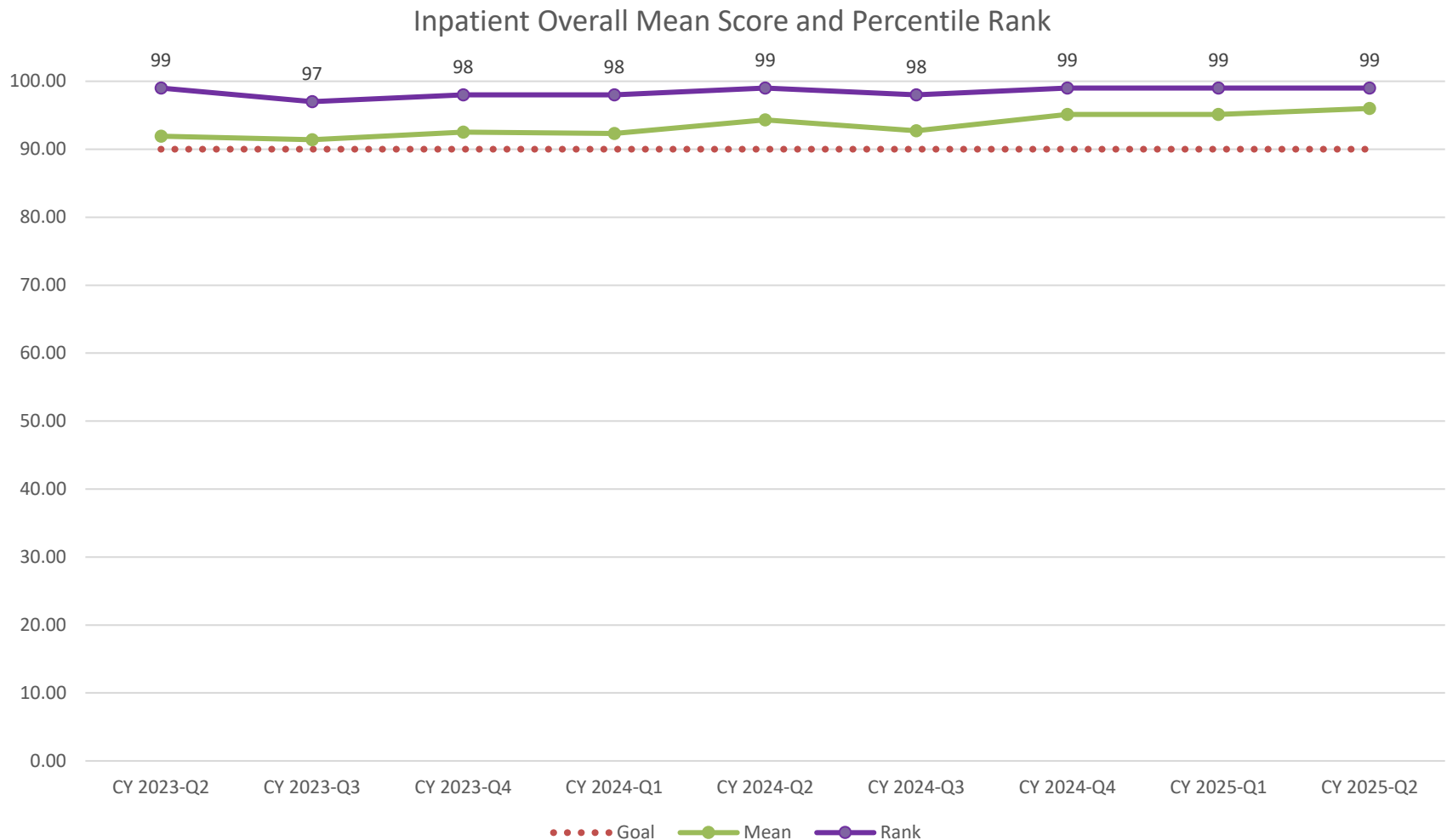


Process Improvement:

- FLEX Grant awarded and funds were utilized for purchase of PocketTalk translator device to enhance communication and engagement with EVS staff to ensure clear and more inclusive interactions with patients
- Customized discharge folders to organize documents for patients, with contact information for other service areas of the health system

HCAHPS "Rate this Hospital 9 or 10" Top Box and Percentile Rank



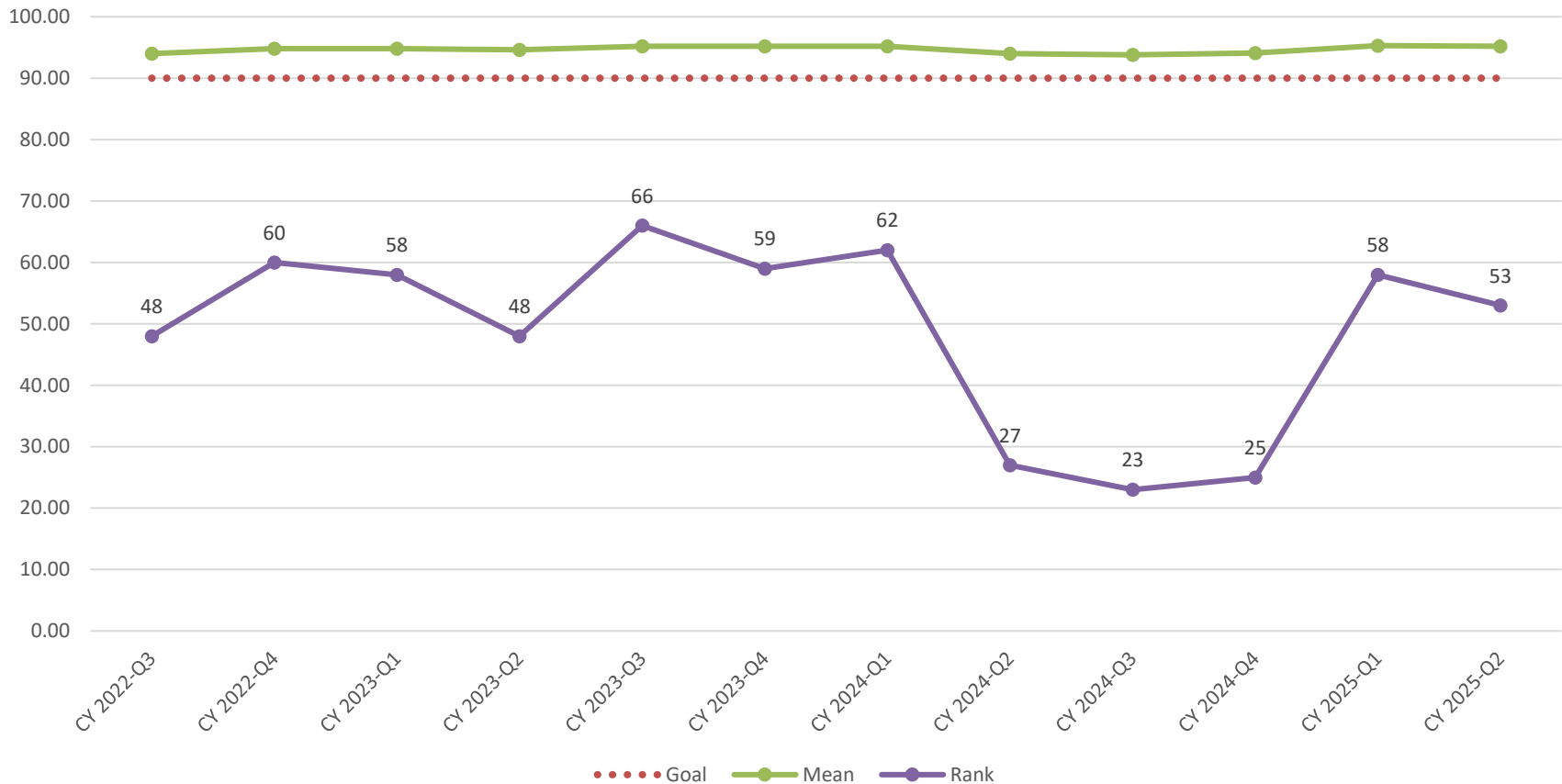


Process Improvement:

- Incorporation of Patient Care Technician (PCT) Supervisor role to enhance responsiveness and assistance to patient needs (i.e., call light responsiveness, assistance toileting, etc.)



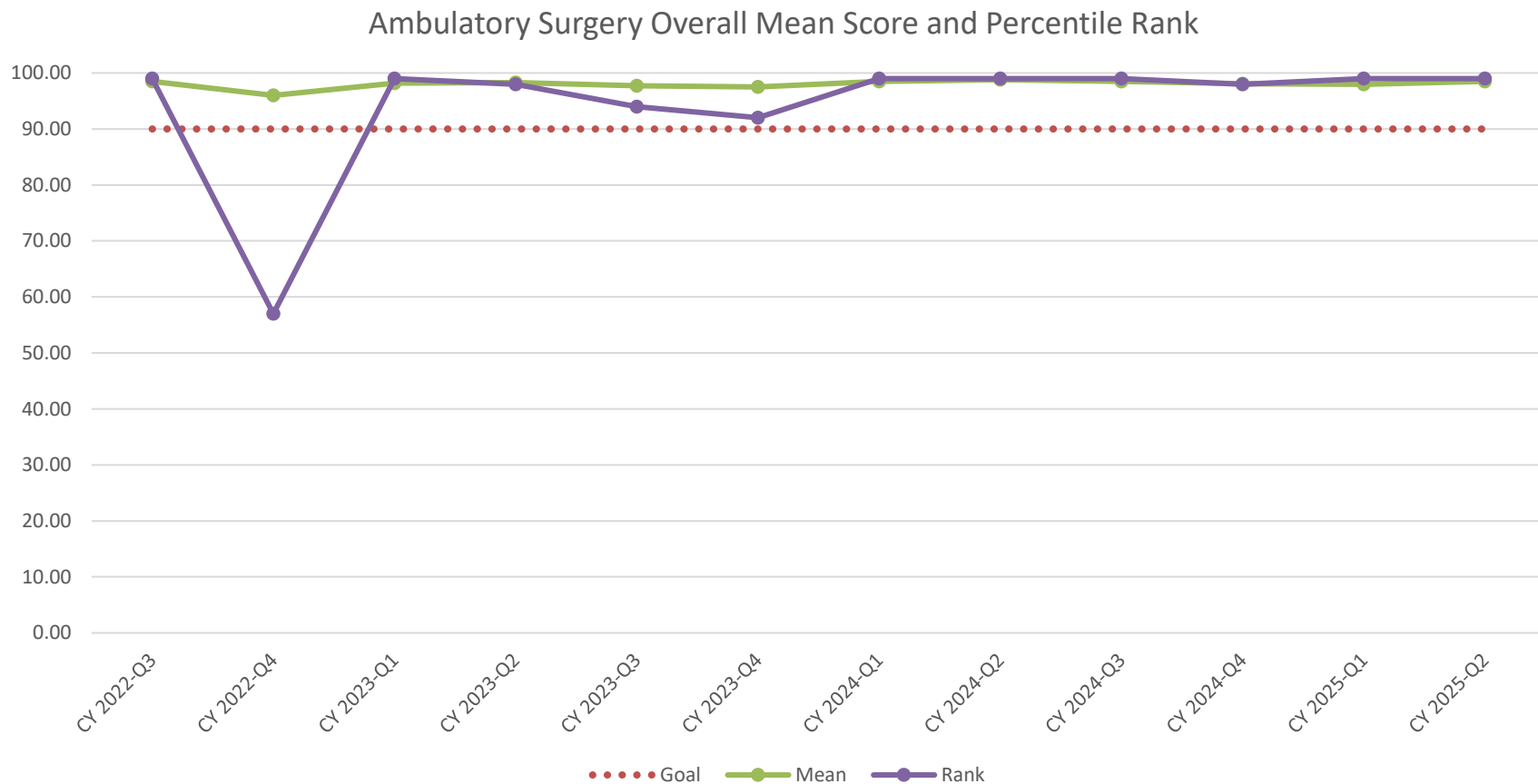
Outpatient Overall Mean Score and Percentile Rank



Process Improvement:

- Enhancing communication regarding potential service delays through Pet Assisted Therapy volunteer teams, outpatient lab expansion, and regular on-site leadership
- Outpatient Improvement team continues to meet monthly to collaborate on improvement opportunities.

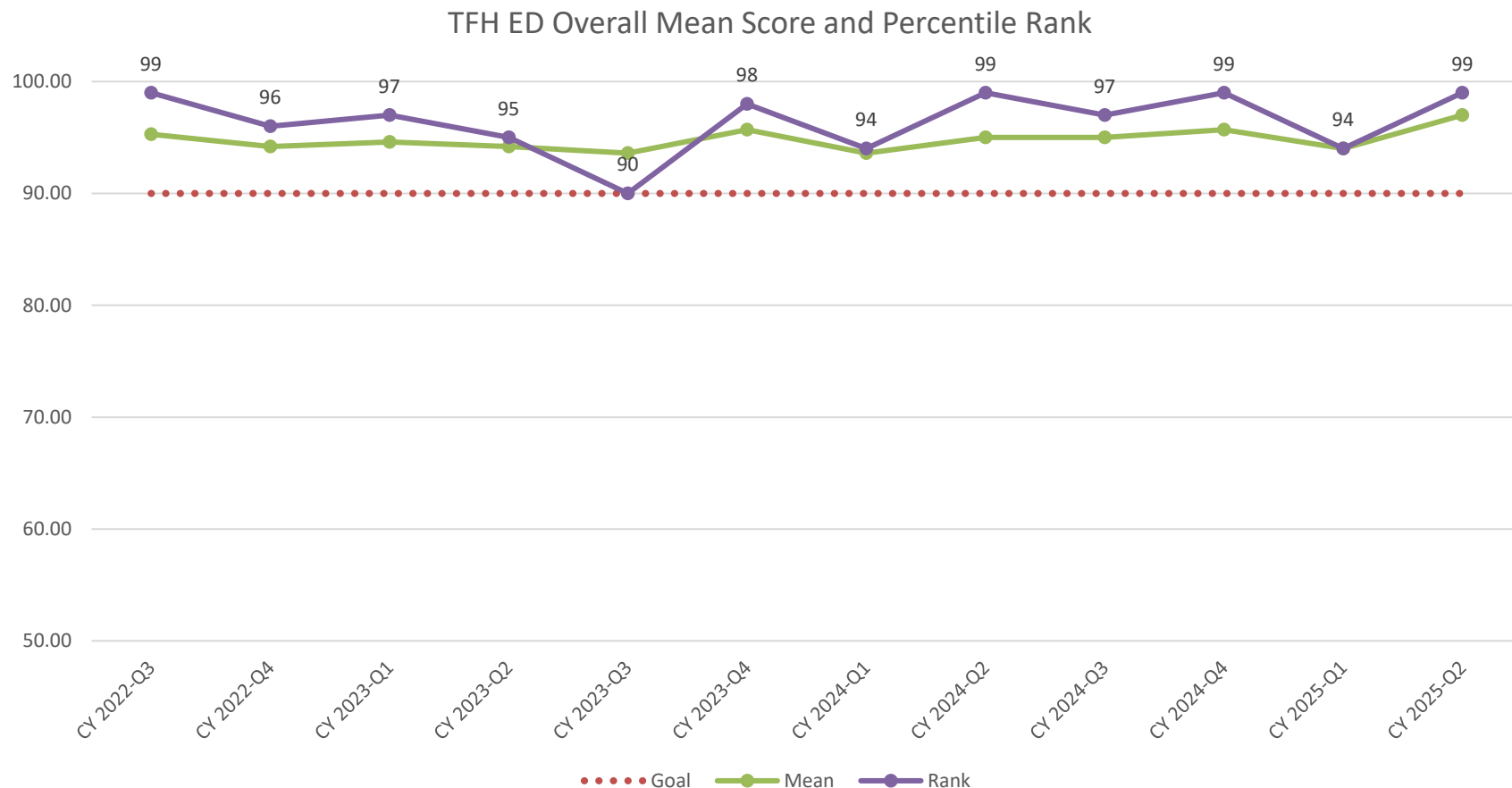




Process Improvement:

- Streamlining and simplifying discharge process for clearer written information for patient, and less time consumption by physicians
- Improved education to nurses on total joint discharge process, beginning with pre-op
- Regular meetings with total joint navigators on improvement opportunities after they receive patient feedback



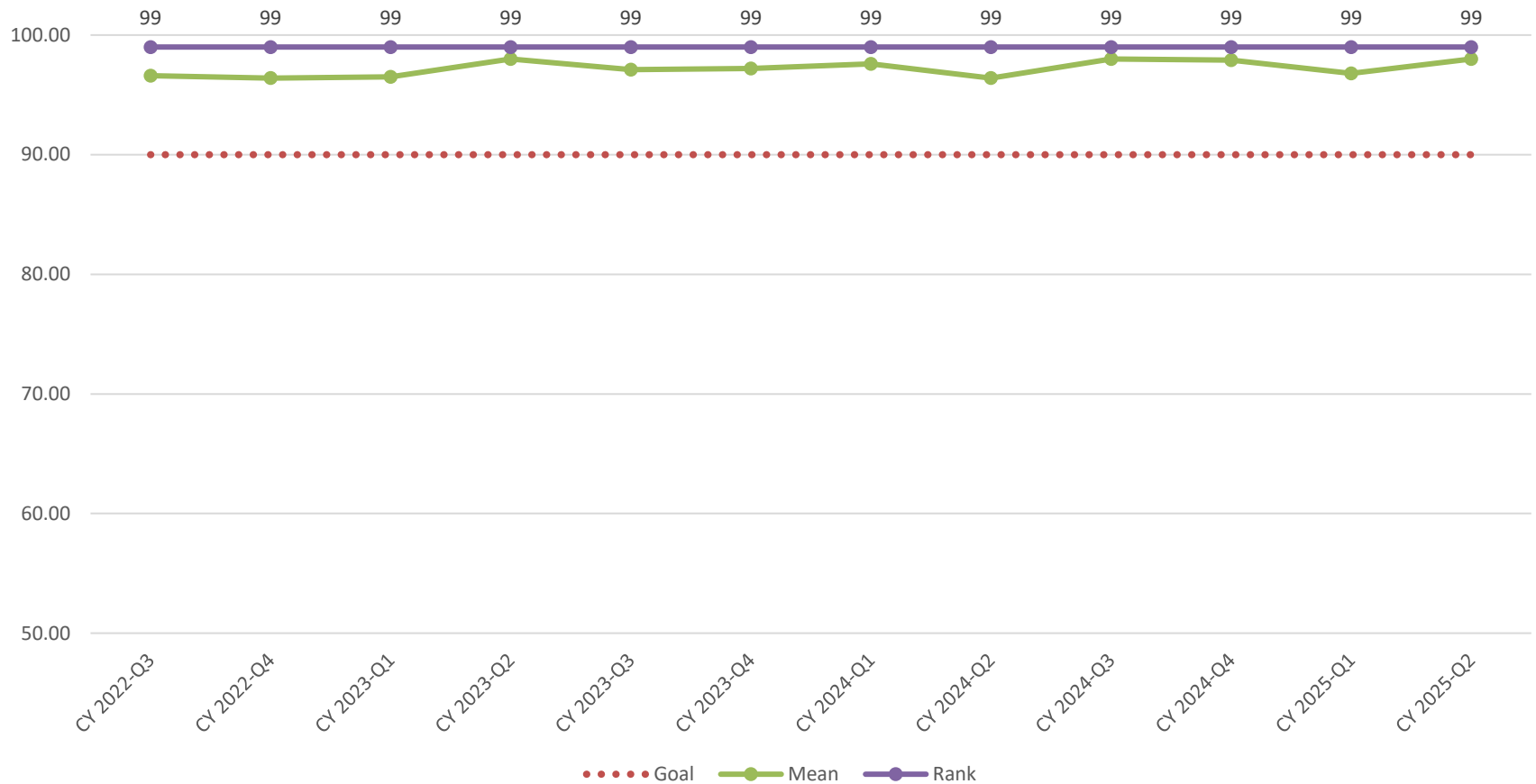


Process Improvement:

- TeleStroke program implemented to enable real-time evaluation, expedite diagnosis and treatment for potential stroke cases
- Beta call back program implemented to call high-risk patients the day after their visit for follow up, and help with follow up appointments, medications or other questions



IVCH ED Overall Mean Score and Percentile Rank

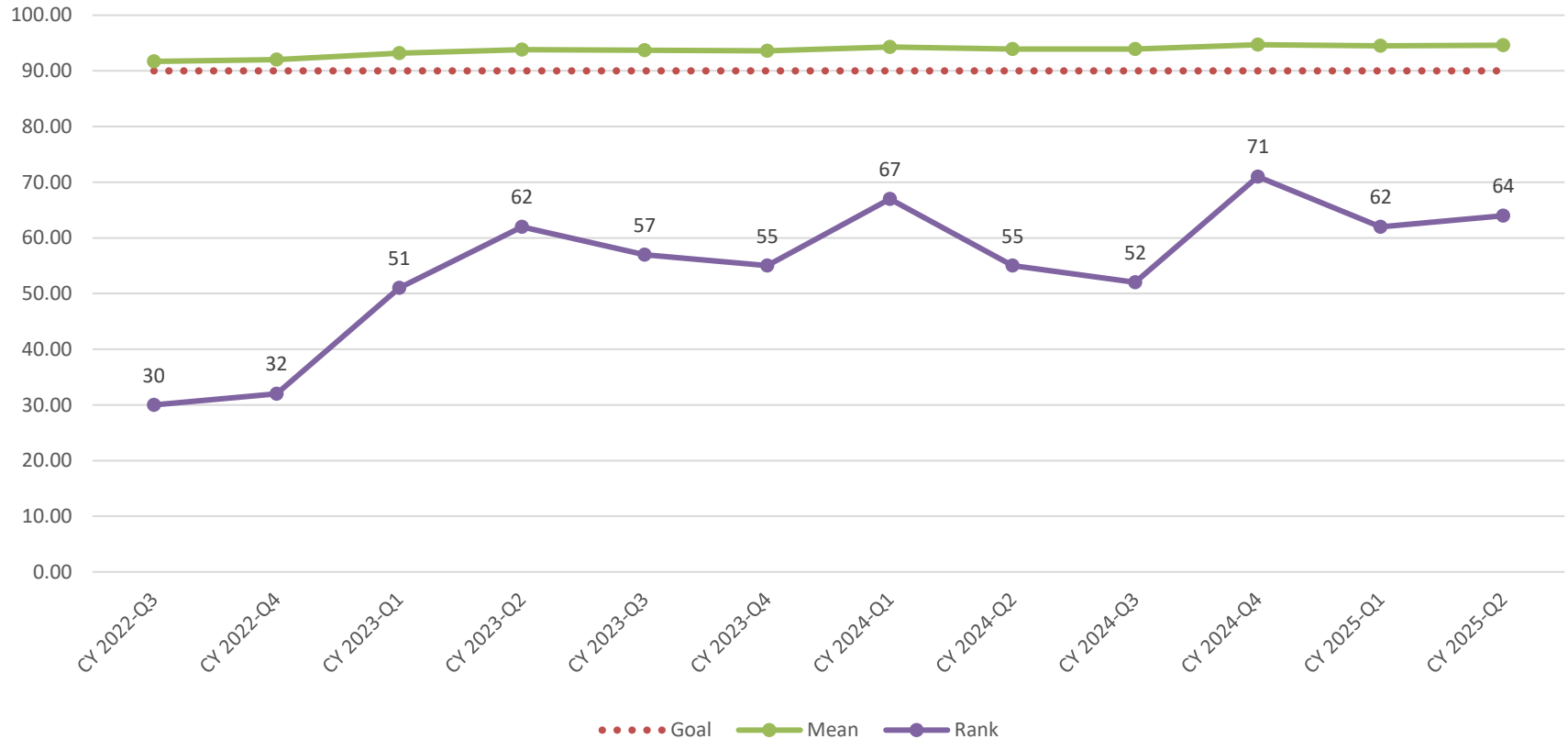


Process Improvement:

- Added dedicated ED check-in window to streamline triage, decrease registration delay and separate ED patients from outpatient visits
- TeleStroke program implemented to expedite diagnosis and treatment for potential stroke cases
- Improving staff engagement by sharing patient feedback and performance data



MSC Overall Mean Score and Percentile Rank

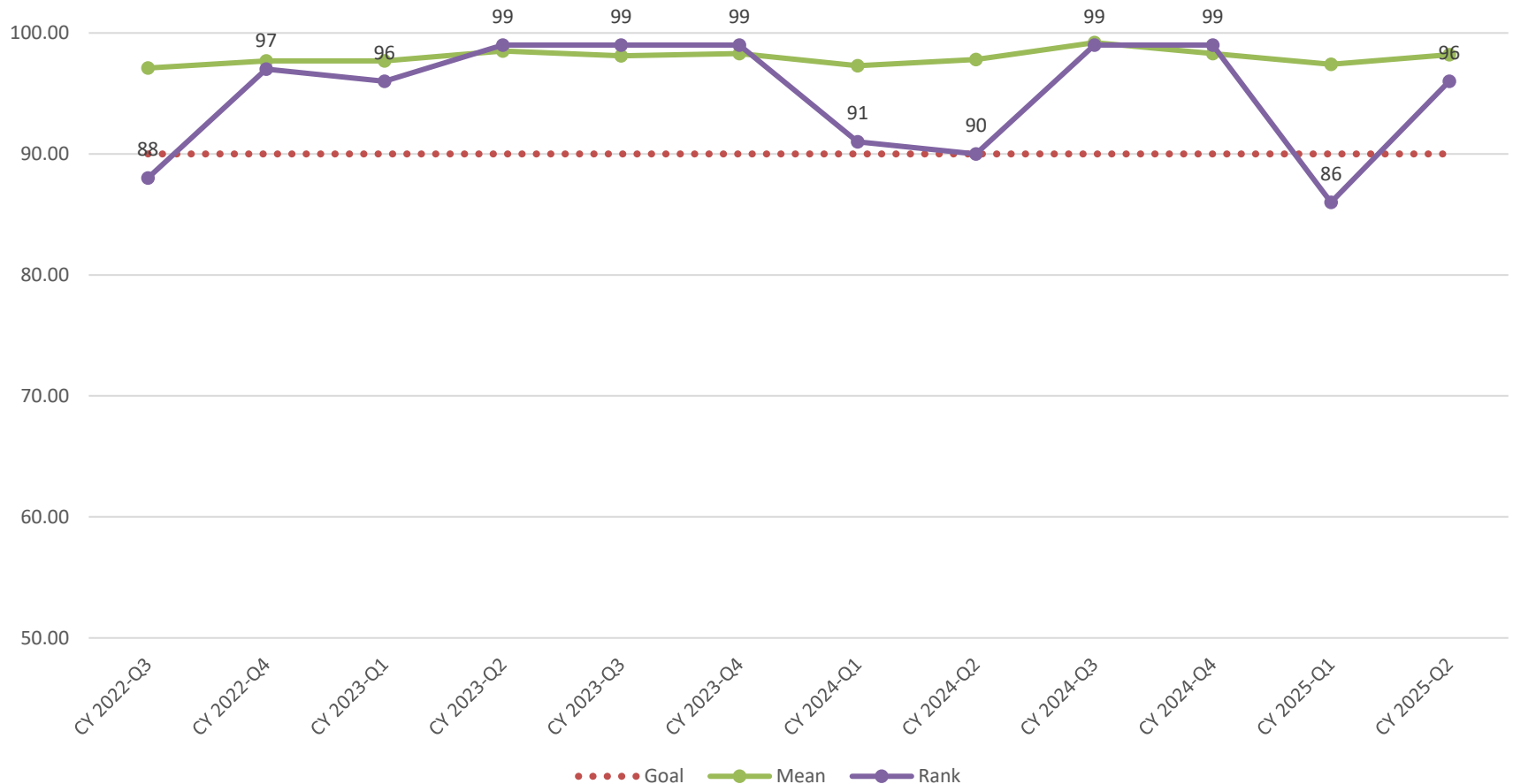


Process Improvement:

- Access to Care project to improve workflow, scheduling efficiency, and standardization of scheduling
- Asking patients about their experience in real-time upon check out, and taking note of any concerns
- Multiple construction projects to expand space and increase capacity for service lines



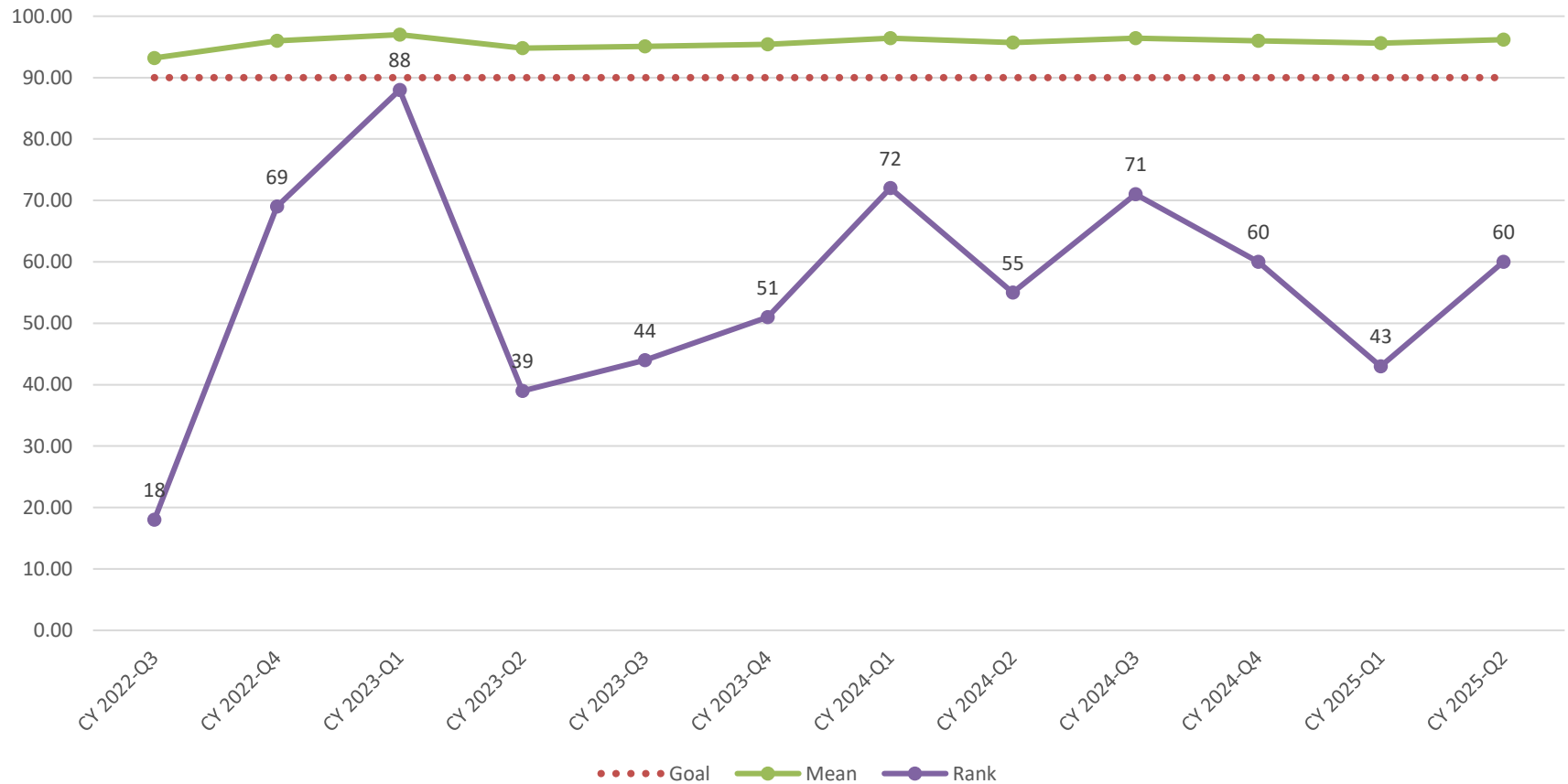
Outpatient Oncology Overall Mean Score and Percentile Rank



Process Improvement:

- Ongoing Financial Assistance Program– all patients meet with financial navigator to assess immediate financial and resource needs (transportation, housing, food, etc.).
- Continuing to address chemotherapy patients and assist in the prevention of adverse symptoms/symptom management, in order to avoid ER visits
- Provider Star Ratings and comments now published for Oncologists on TFHD.com website

Outpatient Rehabilitation Overall Mean Score and Percentile Rank

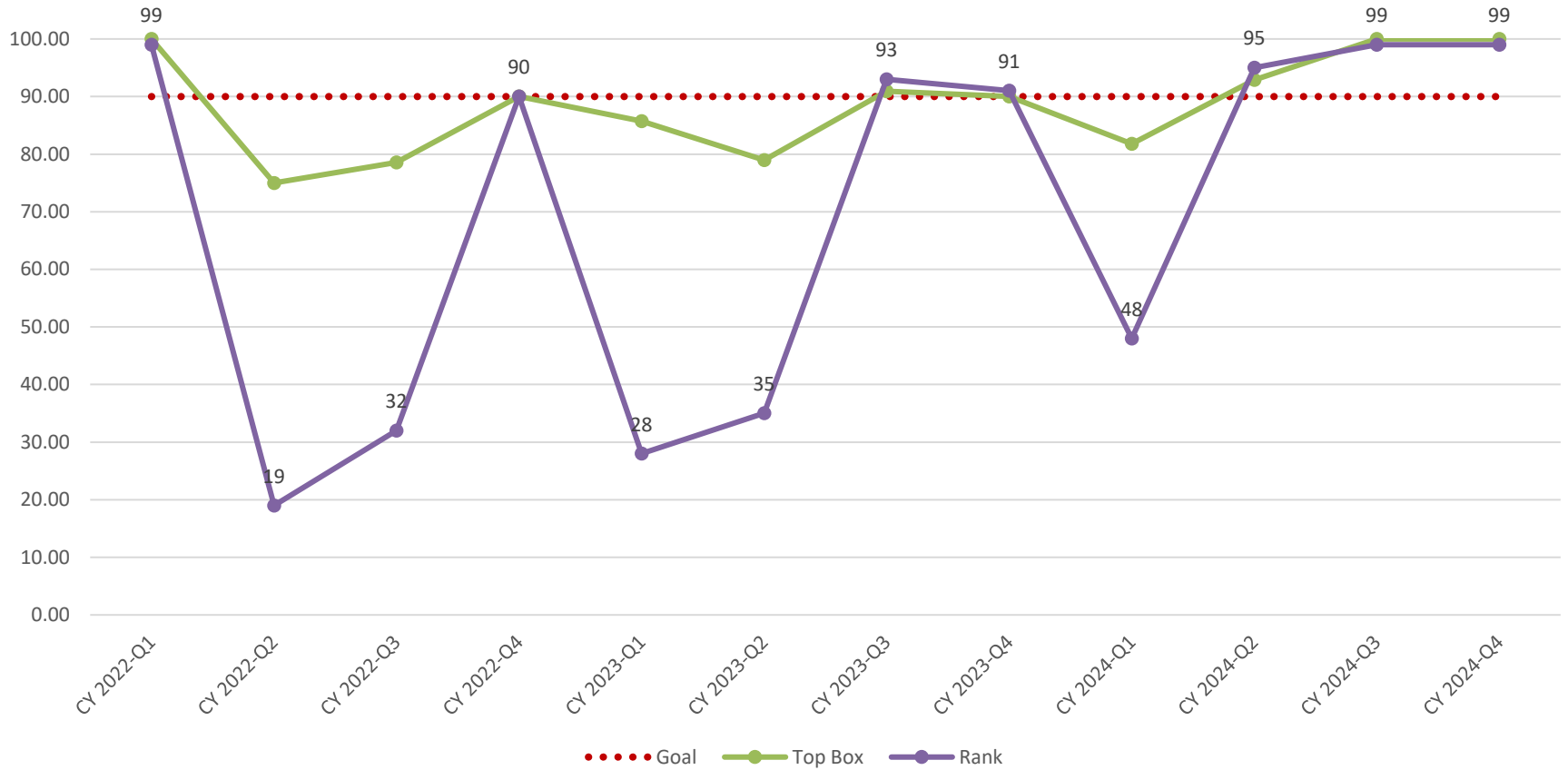


Process Improvement:

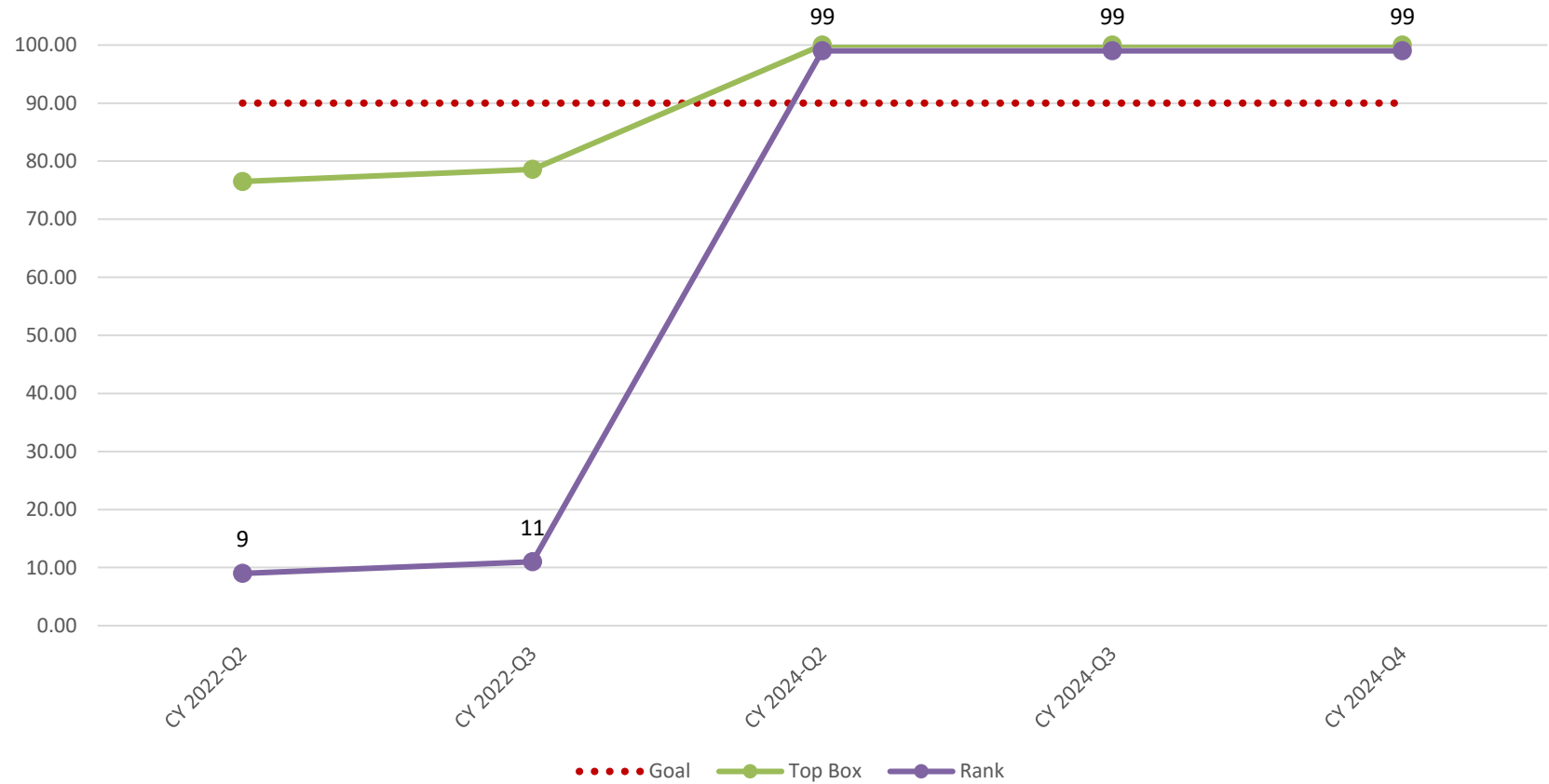
- Improved collaboration between registration team and therapists to round on patients waiting for care and address any potential delays or check-in issues
- Improving employee engagement and well-being to address signs of burnout

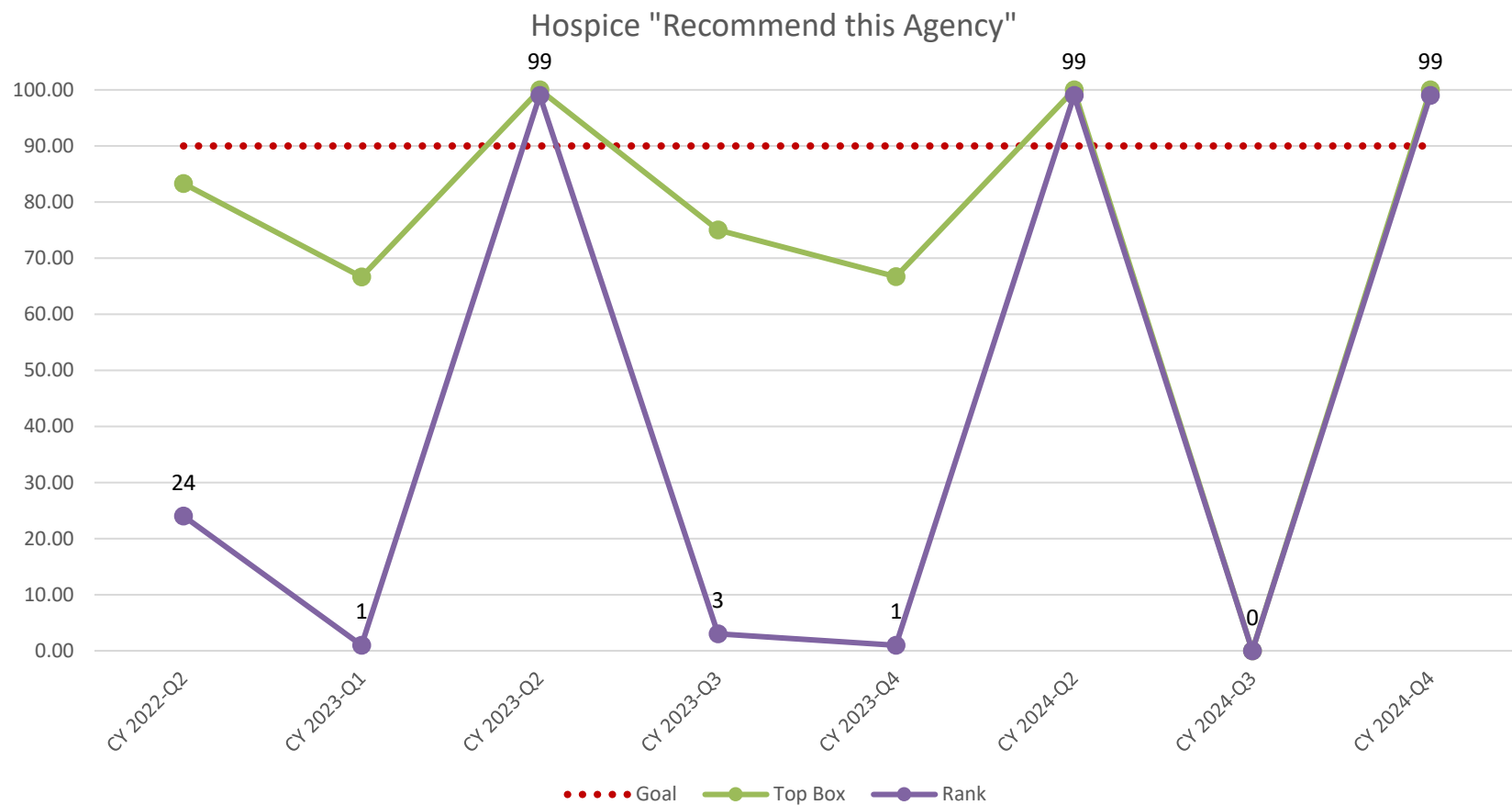


Home Health CAHPS "Recommend this Agency"



Home Health CAHPS "Rate this Agency 9 or 10"

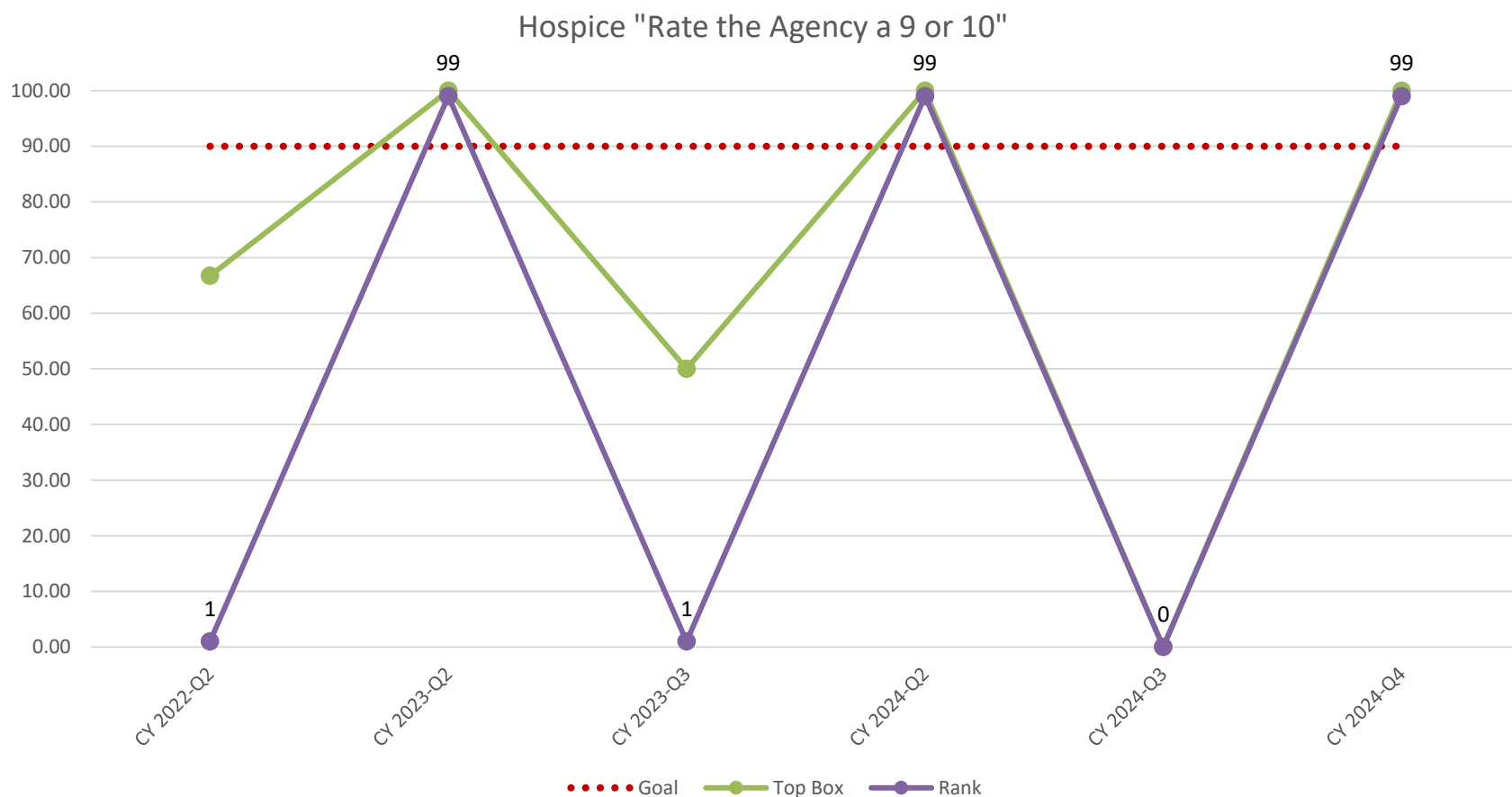




Process Improvement:

Focused on providing timely care, and emotional and spiritual support for the patient and family.





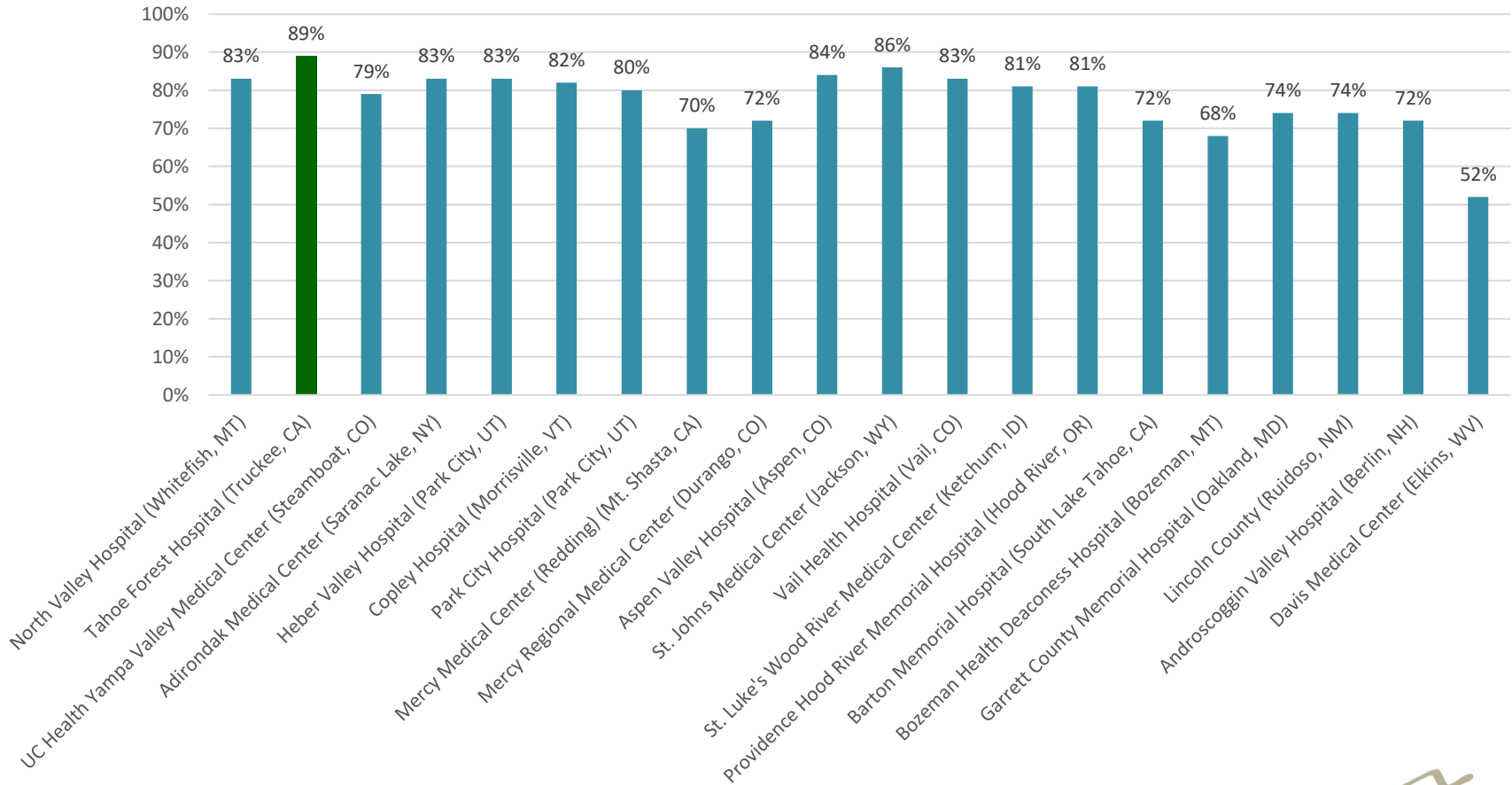
Process Improvement:

Focused on providing timely care, and emotional and spiritual support for the patient and family



Tahoe Forest Compared to Mountain Community Hospitals Nationwide

CY 2023* - Definitely Recommend this Hospital



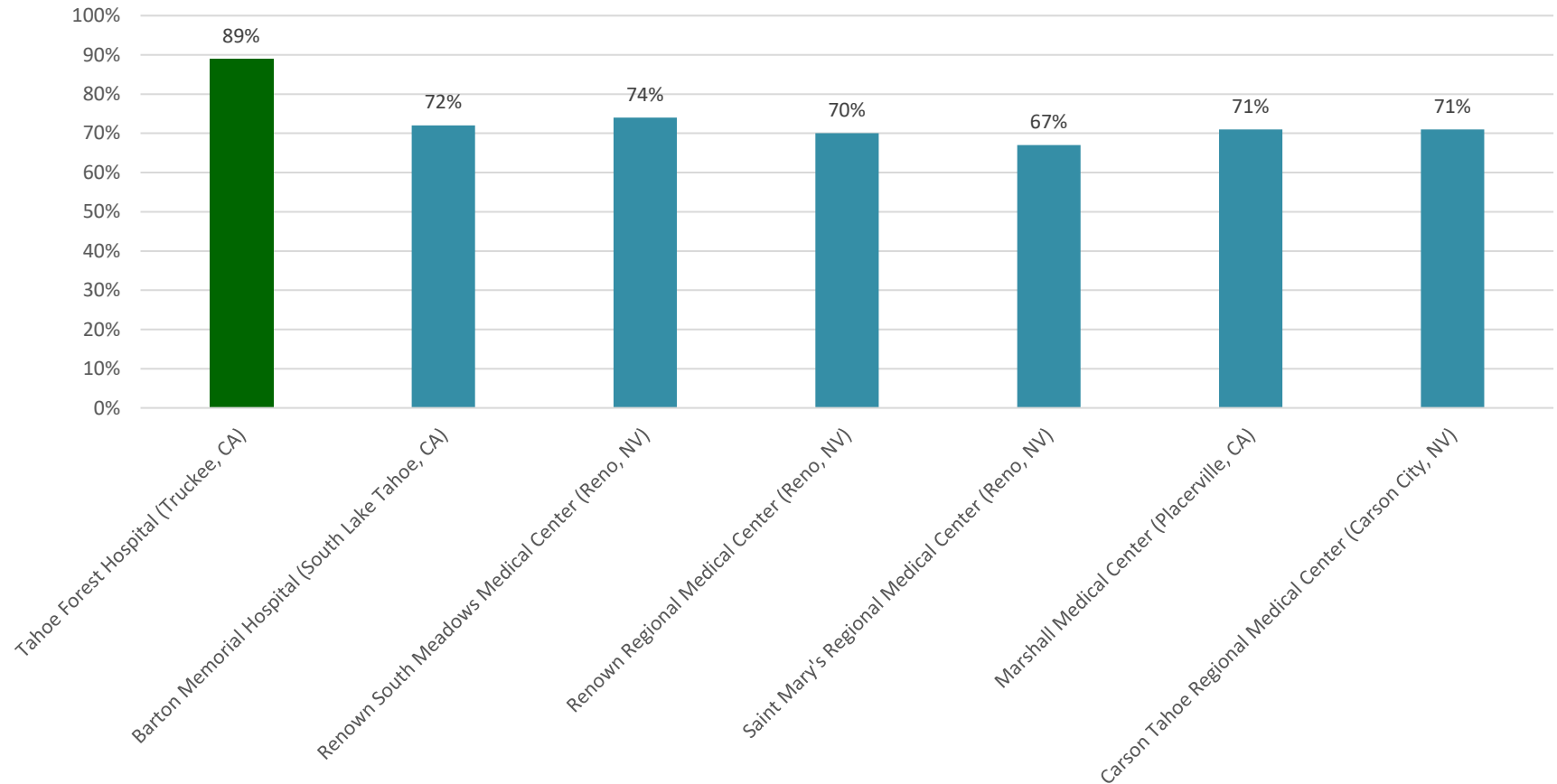
*most current published data from data.cms.gov/



TAHOE FOREST
HOSPITAL DISTRICT

Tahoe Forest Compared to Regional Hospitals in Nevada and California

CY 2023* - Definitely Recommend this Hospital



*most current published data from data.cms.gov/

Questions?

Tips for Improving Patient Satisfaction

- 
- ☒ Listen **CAREFULLY**.
 - ☒ Be **RESPONSIVE**.
 - ☒ Understand the **NEEDS AND EXPECTATIONS** of your patients.
 - ☒ Work on your **BRAND** image.
 - ☒ Encourage patient **FEEDBACK**.
 - ☒ Measure and **IMPROVE**.





AGENDA ITEM COVER SHEET

MEETING DATE: July 24, 2025	ITEM: 15.2 Resolution 2025-07
DEPARTMENT: Finance	TYPE OF AGENDA ITEM: <input checked="" type="checkbox"/> Action <input type="checkbox"/> Consent <input type="checkbox"/> Discussion
RESPONSIBLE PARTY: Crystal Felix, Chief Financial Officer	SUPPORTIVE DOCUMENT ATTACHED <input type="checkbox"/> Agreement <input type="checkbox"/> Presentation <input checked="" type="checkbox"/> Resolution <input checked="" type="checkbox"/> Other
BUDGET: ALLOCATED IN THE BUDGET <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A IS A BUDGET TRANSFER REQUIRED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A

BACKGROUND:

In November 2006 a presentation was provided to the Board of Directors in regards to public financing, a.k.a. general obligation bonds (GO Bonds). Gary Hicks, our financial advisor, had provided some estimated calculations of what the tax rate per \$100,000 of assessed value may look like for the taxpayers in order to raise \$98.5 million. These calculations were based upon historical trends of property assessed values including the evaluation of historical growth patterns that had ranged 9%-16%. Based upon assessed values that incorporated an average 8% growth trend, the maximum rate per \$100,000 of assessed value was approximated at \$18.76.

Since the timing of the above noted analysis and passage of the GO Bonds by our community, our nation went through a housing market crisis and a significant economic downturn (see 2010-11 & 2011-12). This impacted our communities property assessed values. The following is a list of Placer and Nevada counties property assessed value growth or declination percentages over previous years:

2008-09: 8.46% growth over 2007-08	2017-18: 5.80% growth over 2016-17
2009-10: 4.27% growth over 2008-09	2018-19: 6.66% growth over 2017-18
2010-11: 4.64% <u>decline</u> over 2009-10	2019-20: 5.83% growth over 2018-19
2011-12: 1.92% <u>decline</u> over 2010-11	2020-21: 5.18% growth over 2019-20
2012-13: 0.67% growth over 2011-12	2021-22: 6.68% growth over 2020-21
2013-14: 2.88% growth over 2012-13	2022-23: 9.70% growth over 2021-22
2014-15: 4.89% growth over 2013-14	2023-24: 7.51% growth over 2022-23
2015-16: 10.61% growth over 2014-15	2024-25: 6.11% growth over 2023-24
2016-17: 4.71% growth over 2015-16	2025-26: 6.41% growth over 2024-25

The District issued the 3rd and final series of the 2007 GO Bonds on August 1, 2012. In addition, the District refunded/refinanced the first series, Series A, in May 2015, the second series, Series B, in May 2016, and the third series, Series C, in August 2019.

The debt service requirement for the 2025-26 fiscal year will be \$5,910,931.26. Based upon the property assessed values provided to us by Placer and Nevada counties, the rate per \$100,000 would need to be \$17.36 to cover the 2025-26 debt service requirement. However, due to the receipt of more tax revenues than originally estimated, and

after the August 1, 2025 debt payment, the District will still have \$976,846.09 in cash reserves restricted for use for the GO Bond debt service. This reserve can be used in whole, in part, or not at all to reduce the amount collected, or the rate per \$100,000, in the 2025-26 year, and/or future years. Rates per \$100,000 could vary from \$14.49 per \$100,000 up to the full \$17.36 per \$100,000 depending on the level of reserve use. See attached analysis.

Please note, in fiscal years 2011 and 2012, the Board of Directors decided to supplement the GO Bond debt service payment in order to minimize the impact on the community due to the decline in assessed values and the increase necessary to the tax rate per \$100,000. The supplemental payments made by the District from operations in 2011 and 2012 was \$540,000 and \$445,000, respectively. In fiscal years 2013-2016, the Board set the rate at the full amount necessary to cover the debt service payment, with no supplemental payment by the District. In fiscal years 2017-2025, the Board elected to use a portion of the cash reserves restricted for use for the GO Bond debt service of \$225,000, \$853,095, \$495,821, \$283,240, \$610,117, \$327,370, \$491,229, \$726,751 and \$746,907 respectively, therefore reducing the rate from the full rate required.

SUMMARY/OBJECTIVES:

Set the tax rate per \$100,000 of assessed value for the 2025-26 year in order to secure the appropriate amount of tax revenues to make the required debt service payments during the 2025-26 fiscal year

SUGGESTED DISCUSSION POINTS:

How much, if any, of the cash reserves restricted for use for the GO Bond debt service should be used towards making the 2025-26 GO Bond debts service payments, therefore possibly reducing the tax rate per \$100,000?

Last year's rate per \$100,000 was \$15.62 and 75% of the reserve was used (\$746,907.86 used of the \$995,877.14 available, leaving \$248,969.29 in reserve).

SUGGESTED MOTION/ALTERNATIVES:

Set the 2025-26 fiscal year GO Bond tax rate per \$100,000 at \$15.21 and utilize approximately 75% (\$732,634.57) of the reserve (\$976,846.09) to fully cover the 2025-26 debt service requirement of \$5,910,931.26. This will leave \$244,211.52 in reserve.

ALTERNATIVE MOTION: Set the 2025-26 fiscal year GO Bond tax rate per \$100,000 at a different rate than suggested utilizing some or none of the reserves available. Alternative rates are shown on the attached analysis.

LIST OF ATTACHMENTS:

- Resolution 2025-07
- GO Bond Tax Rate Calculation Summary
- GO Bond Tax Rate Calculation Summary – Previous Year 2024/25
- Analysis of Assessed Values Graphs (2)
- County of Nevada Certified 2025/26 Assessed Values
- County of Placer Certified 2025/26 Assessed Values
- Tax Rate Summaries for GO Bonds – 2015, 2016, and 2019

**BOARD OF DIRECTORS
TAHOE FOREST HOSPITAL DISTRICT
COUNTIES OF PLACER AND NEVADA, STATE OF CALIFORNIA**

RESOLUTION NO. 2025-07

**RESOLUTION DIRECTING PLACER AND NEVADA COUNTIES, CALIFORNIA,
TO LEVY A TAX TO PAY THE PRINCIPAL OF AND INTEREST ON THE
DISTRICT'S GENERAL OBLIGATION BONDS FOR FISCAL YEAR 2025-26**

WHEREAS, by a resolution (the "Ballot Resolution"), adopted by the Board of Directors (the "Board") of the Tahoe Forest Hospital District (the "District") on June 26, 2007, the Board determined and declared that public interest and necessity demanded the need to raise moneys for the expansion, improvement, acquisition, construction, equipping and renovation of health facilities of the District, including to refinance up to \$3.5 million of existing debt that was incurred for expenditures related to capital purchases or leases to improve hospital facilities (the "Project"), and the Board called a mailed ballot election to be held within the boundaries of the District in accordance with the California Elections Code;

WHEREAS, a special municipal election was held in the District on September 25, 2007, and thereafter canvassed pursuant to law;

WHEREAS, at such election there was submitted to and approved by the requisite two-thirds (2/3) vote of the qualified electors of the District a question as to the issuance and sale of general obligation bonds of the District for \$98,500,000, payable from the levy of an unlimited *ad valorem* tax against all taxable property in the District;

WHEREAS, pursuant to Chapter 4 of Division 23 (commencing with section 32300) of the California Health and Safety Code (the "Act"), the District is empowered to issue general obligation bonds;

WHEREAS, the District issued an initial series of bonds, in the aggregate principal amount of \$29,400,000, identified as the "Tahoe Forest Hospital District (Placer and Nevada Counties, California) General Obligation Bonds, Election of 2007, Series A (2008)" (the "Series A Bonds"), for the purpose of raising funds needed for the Project and other authorized costs on the conditions set forth in a resolution adopted by the Board on June 24, 2008;

WHEREAS, the District issued a second series of bonds, in the aggregate principal amount of \$43,000,000, identified as the "Tahoe Forest Hospital District (Placer and Nevada Counties, California) General Obligation Bonds, Election of 2007, Series B (2010)" (the "Series B Bonds"), for the purpose of raising funds needed for the Project and other authorized costs on the conditions set forth in a resolution adopted by the Board on June 22, 2010;

WHEREAS, the District issued a third series of bonds, in the aggregate principal amount of \$26,100,000, identified as the "Tahoe Forest Hospital District (Placer and Nevada Counties,

California) General Obligation Bonds, Election of 2007, Series C (2012)" (the "Series C Bonds"), for the purpose of raising funds needed for the Project and other authorized costs, on the conditions set forth in a resolution adopted by the Board on June 26, 2012;

WHEREAS, on May 10, 2015, the District issued bonds, in the aggregate principal amount of \$30,810,000, identified its "Tahoe Forest Hospital District (Placer and Nevada Counties, California) 2015 General Obligation Refunding Bonds" (the "2015 Refunding Bonds") to refund the Series A Bonds, on the conditions set forth in a resolution adopted by the Board on February 12, 2015;

WHEREAS, on May 5, 2016, the District issued bonds, in the aggregate principal amount of \$45,110,000, identified its "Tahoe Forest Hospital District (Placer and Nevada Counties, California) 2016 General Obligation Refunding Bonds" (the "2016 Refunding Bonds") to refund the Series B Bonds, on the conditions set forth in a resolution adopted by the Board on March 29, 2016; and

WHEREAS, on September 4, 2019, the District issued bonds, in the aggregate principal amount of \$24,710,000, identified its "Tahoe Forest Hospital District (Placer and Nevada Counties, California) 2019 General Obligation Refunding Bonds" (the "2019 Refunding Bonds") to refund the Series C Bonds, on the conditions set forth in a resolution adopted by the Board on July 25, 2019; and

WHEREAS, pursuant to the Act, the District is authorized to direct Placer County ("Placer") and Nevada County ("Nevada" and, with Placer, the "Counties"), California, in which the jurisdiction of the District resides, to levy an unlimited *ad valorem* tax on all taxable property within the District for the payment of the principal of and interest on the 2015 Refunding Bonds, the 2016 Refunding Bonds and the 2019 Refunding Bonds (collectively, the "Bonds");

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE TAHOE FOREST HOSPITAL DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:

Section 1. Recitals. All of the recitals herein are true and correct. To the extent that the recitals relate to findings and determinations of the Board, the Board declares such findings or determinations to be made thereby.

Section 2. Tax Levy; Tax Rate.

(a) The Board has determined that the amount needed to be raised by taxes during Fiscal Year 2025-26 is \$5,910,931.26, which is needed to pay the principal of and interest on the Bonds during such period, as shown on Exhibit D attached hereto. The total amount required to be levied for Fiscal Year 2025-26 to pay such principal and interest should be \$5,178,296.70 (which amount reflects the total amount needed to pay the principal of and interest on the Bonds of \$5,910,931.26, less the sum of \$732,634.56 from amounts levied by the Counties in the Fiscal Year 2024-25 but were not used to pay debt service on the Bonds).

(b) Placer has informed the District that, for Fiscal Year 2025-26, the estimated value of all assessed property of the District within Placer to be used for calculating the debt service rate is \$22,749,146,470.

The Board hereby requests and directs Placer, at the time of the fixing of its general tax levy for the County's fiscal year beginning July 1, 2025, and ending June 30, 2026, to fix and levy and collect a tax at the rate of \$15.21 per \$100,000 of assessed valuation which, based upon the estimated value of all assessed property of the District within Placer, will generate a total amount of \$3,455,380.10.

Said tax shall be in addition to all other taxes levied for District purposes, shall be levied and collected by Placer at the same time and in the same manner as other taxes of the District are levied and collected, and shall be used only for the payment of the Bonds, and the interest thereon.

(c) Nevada has informed the District that, for Fiscal Year 2025-26, the estimated value of all assessed property of the District within Nevada to be used for calculating the debt service rate is \$11,343,135,767.

The Board hereby requests and directs Nevada, at the time of the fixing of its general tax levy for the County's fiscal year beginning July 1, 2025, and ending June 30, 2026, to fix and levy and collect a tax at the rate of \$15.21 per \$100,000 of assessed valuation which, based upon the estimated value of all assessed property of the District within Nevada, will generate a total amount of \$1,722,916.60.

Said tax shall be in addition to all other taxes levied for District purposes, shall be levied and collected by Nevada at the same time and in the same manner as other taxes of the District are levied and collected, and shall be used only for the payment of the Bonds, and the interest thereon.

Section 3. Request for Necessary County Actions. The Boards of Supervisors, the treasurer, tax collector and auditor-controller, and other officials of the Counties are hereby requested to take and authorize such actions as may be necessary pursuant to law to provide for the levy and collection of a property tax on all taxable property within the District sufficient to provide for the payment of all principal of, redemption premium (if any), and interest on the Bonds, as the same shall become due and payable, and to transfer the tax receipts from such levy to the District, no later than January 20 and May 20 in each year to permit the District to meet its required principal and interest payments for the Bonds on each February 1 and August 1, as indicated in Exhibits A, B, C and D. The President & Chief Executive Officer or the Chief Financial Officer of the District is hereby authorized and directed to deliver certified copies of this Resolution to the clerks of the Boards of Supervisors of the Counties, and the treasurer, tax collector and auditor of the Counties.

Section 4. Ratification. All actions heretofore taken by officials, employees and agents of the District with respect to the request and direction for the tax levy described herein are hereby approved, confirmed and ratified.

Section 5. General Authority. The Chair and the Vice Chair of the Board, the President & Chief Executive Officer and the Chief Financial Officer of the District, and their respective designees, are each hereby authorized, empowered and directed in the name and on behalf of the District to take any and all steps, which they or any of them might deem necessary or appropriate in order to ensure that the County levies and collects the property taxes as described herein and otherwise to give effect to this Resolution.

Section 6. Effective Date. This resolution shall take effect immediately on and after its adoption.

* * * * *

THE FOREGOING RESOLUTION is approved and adopted by the Board of Directors of the Tahoe Forest Hospital District this 24th day of July, 2025.

AYES:

NAYS:

ABSENT:

ATTEST:

Chair of the Board of Directors

Clerk of the Board of Directors

EXHIBIT A

DEBT SERVICE SCHEDULE OF THE 2015 REFUNDING BONDS

Date	Principal	Interest	Period Total	Annual Total
02/01/21	—	\$535,762.50	\$ 535,762.50	—
08/01/21	\$ 585,000	535,762.50	1,120,762.50	\$1,656,525.00
02/01/22	—	521,137.50	521,137.50	—
08/01/22	670,000	521,137.50	1,191,137.50	1,712,275.00
02/01/23	—	504,387.50	504,387.50	—
08/01/23	765,000	504,387.50	1,269,387.50	1,773,775.00
02/01/24	—	485,262.50	485,262.50	—
08/01/24	865,000	485,262.50	1,350,262.50	1,835,525.00
02/01/25	—	463,637.50	463,637.50	—
08/01/25	975,000	463,637.50	1,438,637.50	1,902,275.00
02/01/26	—	439,262.50	439,262.50	—
08/01/26	1,090,000	439,262.50	1,529,262.50	1,968,525.00
02/01/27	—	412,012.50	412,012.50	—
08/01/27	1,210,000	412,012.50	1,622,012.50	2,034,025.00
02/01/28	—	381,762.50	381,762.50	—
08/01/28	1,345,000	381,762.50	1,726,762.50	2,108,525.00
02/01/29	—	361,587.50	361,587.50	—
08/01/29	1,465,000	361,587.50	1,826,587.50	2,188,175.00
02/01/30	—	337,781.25	337,781.25	—
08/01/30	1,590,000	337,781.25	1,927,781.25	2,265,562.50
02/01/31	—	312,937.50	312,937.50	—
08/01/31	1,720,000	312,937.50	2,032,937.50	2,345,875.00
02/01/32	—	284,987.50	284,987.50	—
08/01/32	1,865,000	284,987.50	2,149,987.50	2,434,975.00
02/01/33	—	254,681.25	254,681.25	—
08/01/33	2,010,000	254,681.25	2,264,681.25	2,519,362.50
02/01/34	—	220,762.50	220,762.50	—
08/01/34	2,170,000	220,762.50	2,390,762.50	2,611,525.00
02/01/35	—	182,787.50	182,787.50	—
08/01/35	2,335,000	182,787.50	2,517,787.50	2,700,575.00
02/01/36	—	141,925.00	141,925.00	—
08/01/36	2,515,000	141,925.00	2,656,925.00	2,798,850.00
02/01/37	—	97,912.50	97,912.50	—
08/01/37	2,700,000	97,912.50	2,797,912.50	2,895,825.00
02/01/38	—	50,662.50	50,662.50	—
08/01/38	2,895,000	50,662.50	2,945,662.50	2,996,325.00

EXHIBIT B

DEBT SERVICE SCHEDULE OF THE 2016 REFUNDING BONDS

Date	Principal	Interest	Period Total	Annual Total
02/01/21	—	\$745,103.13	\$ 745,103.13	—
08/01/21	\$ 840,000	745,103.13	1,585,103.13	\$2,330,206.25
02/01/22	—	732,503.13	732,503.13	—
08/01/22	935,000	732,503.13	1,667,503.13	2,400,006.25
02/01/23	—	713,803.13	713,803.13	—
08/01/23	1,040,000	713,803.13	1,753,803.13	2,467,606.25
02/01/24	—	699,503.13	699,503.13	—
08/01/24	1,140,000	699,503.13	1,839,503.13	2,539,006.25
02/01/25	—	671,003.13	671,003.13	—
08/01/25	1,260,000	671,003.13	1,931,003.13	2,602,006.25
02/01/26	—	639,503.13	639,503.13	—
08/01/26	1,385,000	639,503.13	2,024,503.13	2,664,006.25
02/01/27	—	604,878.13	604,878.13	—
08/01/27	1,515,000	604,878.13	2,119,878.13	2,724,756.25
02/01/28	—	567,003.13	567,003.13	—
08/01/28	1,655,000	567,003.13	2,222,003.13	2,789,006.25
02/01/29	—	525,628.13	525,628.13	—
08/01/29	1,815,000	525,628.13	2,340,628.13	2,866,256.25
02/01/30	—	480,253.13	480,253.13	—
08/01/30	1,985,000	480,253.13	2,465,253.13	2,945,506.25
02/01/31	—	430,628.13	430,628.13	—
08/01/31	2,165,000	430,628.13	2,595,628.13	3,026,256.25
02/01/32	—	398,153.13	398,153.13	—
08/01/32	2,295,000	398,153.13	2,693,153.13	3,091,306.25
02/01/33	—	363,728.13	363,728.13	—
08/01/33	2,435,000	363,728.13	2,798,728.13	3,162,456.25
02/01/34	—	327,203.13	327,203.13	—
08/01/34	2,580,000	327,203.13	2,907,203.13	3,234,406.25
02/01/35	—	288,503.13	288,503.13	—
08/01/35	2,725,000	288,503.13	3,013,503.13	3,302,006.25
02/01/36	—	247,628.13	247,628.13	—
08/01/36	2,880,000	247,628.13	3,127,628.13	3,375,256.25
02/01/37	—	204,428.13	204,428.13	—
08/01/37	3,055,000	204,428.13	3,259,428.13	3,463,856.25
02/01/38	—	158,603.13	158,603.13	—
08/01/38	3,235,000	158,603.13	3,393,603.13	3,552,206.25
02/01/39	—	110,078.13	110,078.13	—
08/01/39	3,420,000	110,078.13	3,530,078.13	3,640,156.25
02/01/40	—	56,640.63	56,640.63	—
08/01/40	3,625,000	56,640.63	3,681,640.63	3,738,281.25

EXHIBIT C

DEBT SERVICE SCHEDULE OF THE 2019 REFUNDING BONDS

Date	Principal	Interest	Period Total	Annual Total
02/01/21	—	\$410,450.00	\$ 410,450.00	—
08/01/21	\$ 290,000	410,450.00	700,450.00	\$1,110,900.00
02/01/22	—	403,200.00	403,200.00	—
08/01/22	340,000	403,200.00	743,200.00	1,146,400.00
02/01/23	—	394,700.00	394,700.00	—
08/01/23	390,000	394,700.00	784,700.00	1,179,400.00
02/01/24	—	384,950.00	384,950.00	—
08/01/24	435,000	384,950.00	819,950.00	1,204,900.00
02/01/25	—	374,075.00	374,075.00	—
08/01/25	495,000	374,075.00	869,075.00	1,243,150.00
02/01/26	—	361,700.00	361,700.00	—
08/01/26	555,000	361,700.00	916,700.00	1,278,400.00
02/01/27	—	347,825.00	347,825.00	—
08/01/27	630,000	347,825.00	977,825.00	1,325,650.00
02/01/28	—	335,225.00	335,225.00	—
08/01/28	705,000	335,225.00	1,040,225.00	1,375,450.00
02/01/29	—	321,125.00	321,125.00	—
08/01/29	790,000	321,125.00	1,111,125.00	1,432,250.00
02/01/30	—	305,325.00	305,325.00	—
08/01/30	875,000	305,325.00	1,180,325.00	1,485,650.00
02/01/31	—	287,825.00	287,825.00	—
08/01/31	970,000	287,825.00	1,257,825.00	1,545,650.00
02/01/32	—	268,425.00	268,425.00	—
08/01/32	1,075,000	268,425.00	1,343,425.00	1,611,850.00
02/01/33	—	252,300.00	252,300.00	—
08/01/33	1,175,000	252,300.00	1,427,300.00	1,679,600.00
02/01/34	—	234,675.00	234,675.00	—
08/01/34	1,265,000	234,675.00	1,499,675.00	1,734,350.00
02/01/35	—	215,700.00	215,700.00	—
08/01/35	1,370,000	215,700.00	1,585,700.00	1,801,400.00
02/01/36	—	195,150.00	195,150.00	—
08/01/36	1,485,000	195,150.00	1,680,150.00	1,875,300.00
02/01/37	—	172,875.00	172,875.00	—
08/01/37	1,595,000	172,875.00	1,767,875.00	1,940,750.00
02/01/38	—	148,950.00	148,950.00	—
08/01/38	1,720,000	148,950.00	1,868,950.00	2,017,900.00
02/01/39	—	123,150.00	123,150.00	—
08/01/39	1,840,000	123,150.00	1,963,150.00	2,086,300.00
02/01/40	—	95,550.00	95,550.00	—
08/01/40	1,980,000	95,550.00	2,075,550.00	2,171,100.00
02/01/41	—	65,850.00	65,850.00	—
08/01/41	2,120,000	65,850.00	2,185,850.00	2,251,700.00
02/01/42	—	34,050.00	34,050.00	—
08/01/42	2,270,000	34,050.00	2,304,050.00	2,338,100.00

EXHIBIT D

DEBT SERVICE SCHEDULE OF ALL BONDS

Date	2015 Refunding Bonds	2016 Refunding Bonds	2019 Refunding Bonds	Period Total	Annual Total
02/01/21	\$ 535,762.50	\$ 745,103.13	\$ 410,450.00	\$3,406,315.63	—
08/01/21	1,120,762.50	1,585,103.13	700,450.00	1,656,840.63	\$5,097,631.26
02/01/22	521,137.50	732,503.13	403,200.00	3,601,840.63	—
08/01/22	1,191,137.50	1,667,503.13	743,200.00	1,612,890.63	5,258,681.26
02/01/23	504,387.50	713,803.13	394,700.00	3,807,890.63	—
08/01/23	1,269,387.50	1,753,803.13	784,700.00	1,569,715.63	5,420,781.26
02/01/24	485,262.50	699,503.13	384,950.00	4,009,715.63	—
08/01/24	1,350,262.50	1,839,503.13	819,950.00	1,508,715.63	5,579,431.26
02/01/25	463,637.50	671,003.13	374,075.00	4,238,715.63	—
08/01/25	1,438,637.50	1,931,003.13	869,075.00	1,440,465.63	5,747,431.26
02/01/26	439,262.50	639,503.13	361,700.00	4,470,465.63	—
08/01/26	1,529,262.50	2,024,503.13	916,700.00	1,364,715.63	5,910,931.26
02/01/27	412,012.50	604,878.13	347,825.00	4,719,715.63	—
08/01/27	1,622,012.50	2,119,878.13	977,825.00	1,283,990.63	6,084,431.26
02/01/28	381,762.50	567,003.13	335,225.00	4,988,990.63	—
08/01/28	1,726,762.50	2,222,003.13	1,040,225.00	1,208,340.63	6,272,981.26
02/01/29	361,587.50	525,628.13	321,125.00	5,278,340.63	—
08/01/29	1,826,587.50	2,340,628.13	1,111,125.00	1,123,359.38	6,486,681.26
02/01/30	337,781.25	480,253.13	305,325.00	5,573,359.38	—
08/01/30	1,927,781.25	2,465,253.13	1,180,325.00	1,031,390.63	6,696,718.76
02/01/31	312,937.50	430,628.13	287,825.00	5,886,390.63	—
08/01/31	2,032,937.50	2,595,628.13	1,257,825.00	951,565.63	6,917,781.26
02/01/32	284,987.50	398,153.13	268,425.00	6,186,565.63	—
08/01/32	2,149,987.50	2,693,153.13	1,343,425.00	870,709.38	7,138,131.26
02/01/33	254,681.25	363,728.13	252,300.00	6,490,709.38	—
08/01/33	2,264,681.25	2,798,728.13	1,427,300.00	782,640.63	7,361,418.76
02/01/34	220,762.50	327,203.13	234,675.00	6,797,640.63	—
08/01/34	2,390,762.50	2,907,203.13	1,499,675.00	686,990.63	7,580,281.26
02/01/35	182,787.50	288,503.13	215,700.00	7,116,990.63	—
08/01/35	2,517,787.50	3,013,503.13	1,585,700.00	584,703.13	7,803,981.26
02/01/36	141,925.00	247,628.13	195,150.00	7,464,703.13	—
08/01/36	2,656,925.00	3,127,628.13	1,680,150.00	475,215.63	8,049,406.26
02/01/37	97,912.50	204,428.13	172,875.00	7,825,215.63	—
08/01/37	2,797,912.50	3,259,428.13	1,767,875.00	358,215.63	8,300,431.26
02/01/38	50,662.50	158,603.13	148,950.00	8,208,215.63	—
08/01/38	2,945,662.50	3,393,603.13	1,868,950.00	233,228.13	8,566,431.26
02/01/39	—	110,078.13	123,150.00	5,493,228.13	—
08/01/39	—	3,530,078.13	1,963,150.00	152,190.63	5,726,456.26
02/01/40	—	56,640.63	95,550.00	5,757,190.63	—
08/01/40	—	3,681,640.63	2,075,550.00	65,850.00	5,909,381.26
02/01/41	—	—	65,850.00	2,185,850.00	—
08/01/41	—	—	2,185,850.00	34,050.00	2,251,700.00
02/01/42	—	—	34,050.00	2,304,050.00	—
08/01/42	—	—	2,304,050.00	3,406,315.63	2,338,100.00

**TAHOE FOREST HOSPITAL DISTRICT
GO BOND TAX RATE CALCULATION SUMMARY
FOR FISCAL YEAR 2025/2026**

	75% Reserve Use RECOMMENDED	ORIGINAL ESTIMATED MAXIMUM RATE PER \$100,000	100% Reserve Use ALTERNATIVE ONE	85% Reserve Use ALTERNATIVE TWO	75% Reserve Use ALTERNATIVE THREE	50% Reserve Use ALTERNATIVE THREE	25% Reserve Use ALTERNATIVE FOUR	No Reserve Use ALTERNATIVE FIVE
FOR FISCAL YEAR 2025/2026								
SERIES 2015 (Previously Series A)	\$ 3.63	\$ 7.18	\$ 2.91	\$ 3.34	\$ 3.63	\$ 4.35	\$ 5.06	\$ 5.78
SERIES 2016 (Previously Series B)	\$ 7.82	\$ 7.82	\$ 7.82	\$ 7.82	\$ 7.82	\$ 7.82	\$ 7.82	\$ 7.82
SERIES 2019 (Previously Series C)	\$ 3.75	\$ 3.75	\$ 3.75	\$ 3.75	\$ 3.75	\$ 3.75	\$ 3.75	\$ 3.75
TOTAL RATE PER \$100,000	\$ 15.21	\$ 18.76	\$ 14.49	\$ 14.92	\$ 15.21	\$ 15.92	\$ 16.64	\$ 17.36
Required Debt Service Payment	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26
Tax Revenue Generated per Rate/\$100,000	\$ 5,178,296.70	\$ 6,388,325.61	\$ 4,934,085.18	\$ 5,080,612.09	\$ 5,178,296.70	\$ 5,422,508.22	\$ 5,666,719.75	\$ 5,910,931.27
Contribution from/(to) FY 2024/2025 Reserve	\$ 732,634.56	\$ -	\$ 976,846.09	\$ 830,319.18	\$ 732,634.56	\$ 488,423.05	\$ 244,211.52	\$ -
Due to Rounding of the Rate	\$ (0.00)	\$ (477,394.35)	\$ (0.01)	\$ (0.01)	\$ (0.00)	\$ (0.00)	\$ (0.01)	\$ (0.01)
Reserves Remaining for FY 2026/2027	\$ 244,211.53	\$ 1,454,240.44	\$ -	\$ 146,526.91	\$ 244,211.53	\$ 488,423.05	\$ 732,634.57	\$ 976,846.09
Percentage of Reserves Remaining for FY 2026/2027	25.00%	148.87%	0.00%	15.00%	25.00%	50.00%	75.00%	100.00%

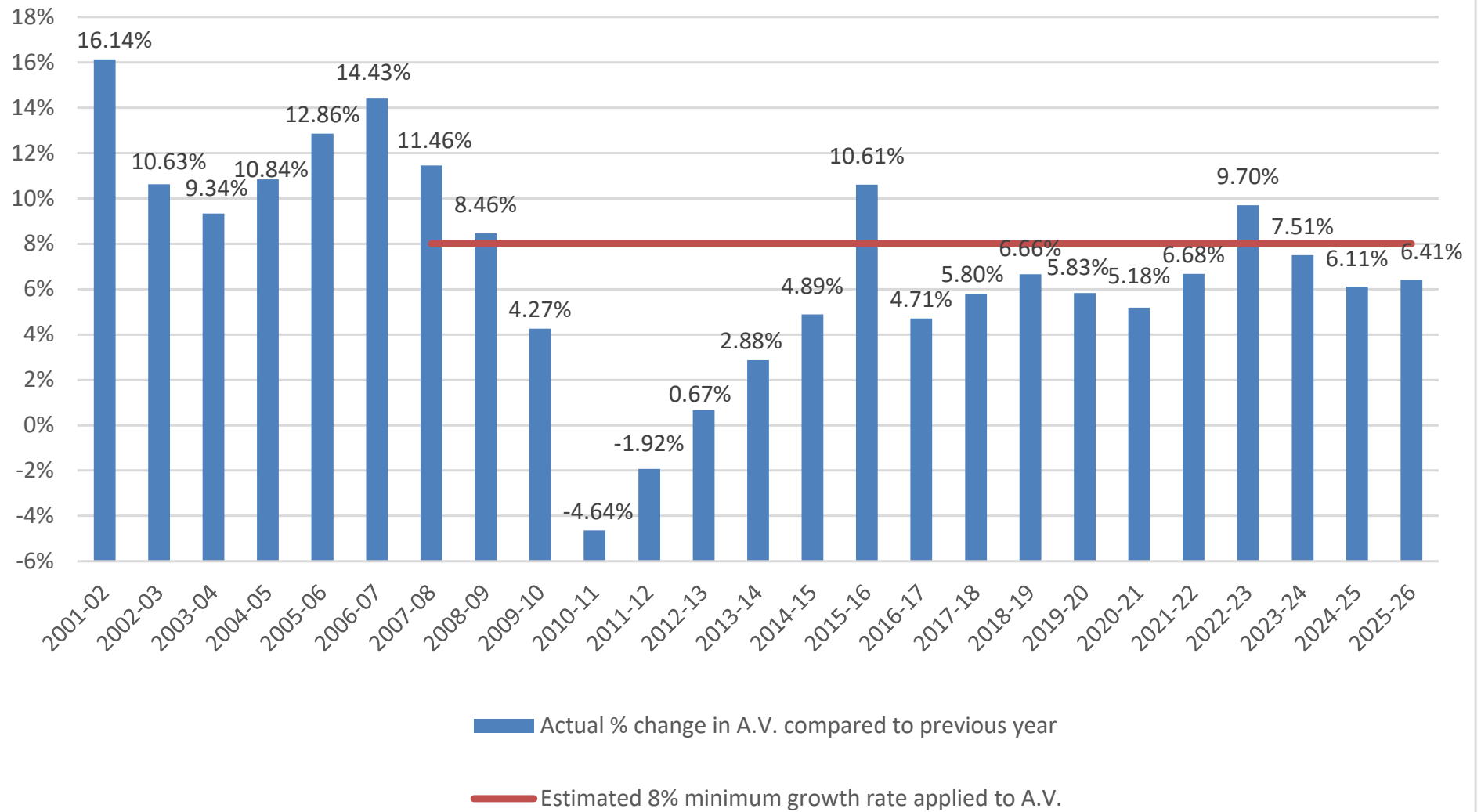
	2021/2022	2022/2023	2023/2024	2024/2025	2023/2024 vs 2024/2025 VARIANCE \$	2023/2024 vs 2024/2025 VARIANCE %	2025/2026	2023/2024 vs 2024/2025 VARIANCE \$	2023/2024 vs 2024/2025 VARIANCE %
COUNTY OF PLACER									
LOCAL SECURED	\$ 16,897,482,212	\$ 18,537,902,177	\$ 19,781,969,717	\$ 21,013,200,721	\$ 1,231,231,004	6.22%	\$ 22,311,131,808	\$ 1,297,931,087	6.18%
UNSECURED	\$ 264,306,611	\$ 319,828,234	\$ 377,504,720	\$ 389,183,697	\$ 11,678,977	3.09%	\$ 438,014,662	\$ 48,830,965	12.55%
TOTAL ASSESSED VALUES	\$ 17,161,788,823	\$ 18,857,730,411	\$ 20,159,474,437	\$ 21,402,384,418	\$ 1,242,909,981	6.17%	\$ 22,749,146,470	\$ 1,346,762,052	6.29%
COUNTY OF NEVADA									
LOCAL SECURED	\$ 8,285,776,104	\$ 9,045,876,878	\$ 9,801,650,578	\$ 10,425,200,898	\$ 623,550,320	6.36%	\$ 11,124,905,622	\$ 699,704,724	6.71%
UNSECURED	\$ 154,926,703	\$ 183,216,665	\$ 234,532,763	\$ 211,956,709	\$ (22,576,054)	-9.63%	\$ 218,230,145	\$ 6,273,436	2.96%
TOTAL ASSESSED VALUES	\$ 8,440,702,807	\$ 9,229,093,543	\$ 10,036,183,341	\$ 10,637,157,607	\$ 600,974,266	5.99%	\$ 11,343,135,767	\$ 705,978,160	6.64%
COMBINED COUNTIES									
LOCAL SECURED	\$ 25,183,258,316	\$ 27,583,779,055	\$ 29,583,620,295	\$ 31,438,401,619	\$ 1,854,781,324	6.27%	\$ 33,436,037,430	\$ 1,997,635,811	6.35%
UNSECURED	\$ 419,233,314	\$ 503,044,899	\$ 612,037,483	\$ 601,140,406	\$ (10,897,077)	-1.78%	\$ 656,244,807	\$ 55,104,401	9.17%
TOTAL ASSESSED VALUES	\$ 25,602,491,630	\$ 28,086,823,954	\$ 30,195,657,778	\$ 32,039,542,025	\$ 1,843,884,247	6.11%	\$ 34,092,282,237	\$ 2,052,740,212	6.41%

**TAHOE FOREST HOSPITAL DISTRICT
GO BOND TAX RATE CALCULATION SUMMARY
FOR FISCAL YEAR 2024/2025**

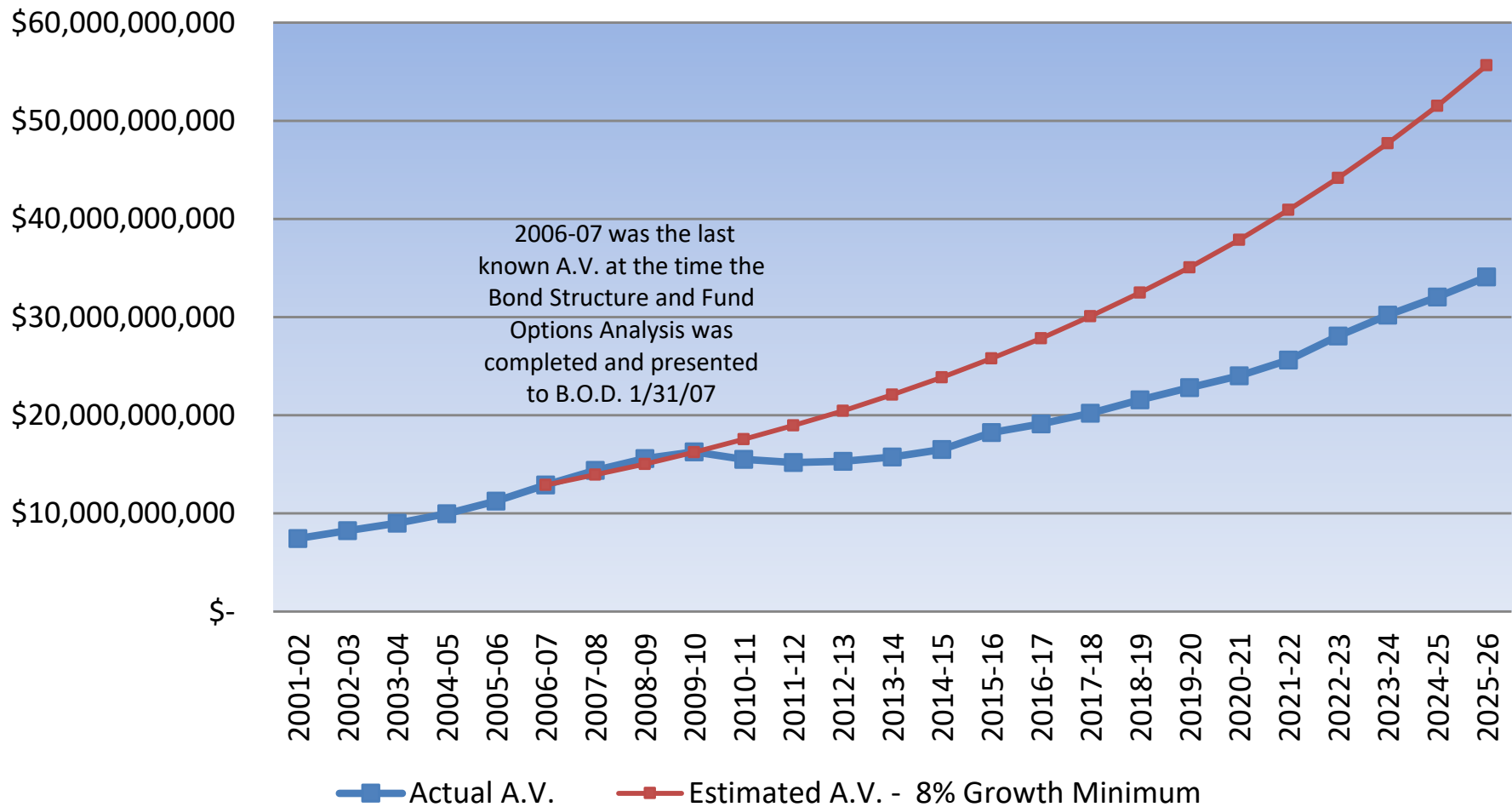
	85% Reserve Use RECOMMENDED	ORIGINAL ESTIMATED MAXIMUM RATE PER \$100,000	100% Reserve Use ALTERNATIVE ONE	85% Reserve Use ALTERNATIVE TWO	75% Reserve Use ALTERNATIVE THREE	50% Reserve Use ALTERNATIVE THREE	25% Reserve Use ALTERNATIVE FOUR	No Reserve Use ALTERNATIVE FIVE
FOR FISCAL YEAR 2024/2025								
SERIES 2015 (Previously Series A)	\$ 3.30	\$ 6.75	\$ 2.83	\$ 3.30	\$ 3.61	\$ 4.39	\$ 5.17	\$ 5.94
SERIES 2016 (Previously Series B)	\$ 8.13	\$ 8.13	\$ 8.13	\$ 8.13	\$ 8.13	\$ 8.13	\$ 8.13	\$ 8.13
SERIES 2019 (Previously Series C)	\$ 3.88	\$ 3.88	\$ 3.88	\$ 3.88	\$ 3.88	\$ 3.88	\$ 3.88	\$ 3.88
TOTAL RATE PER \$100,000	\$ 15.31	\$ 18.76	\$ 14.85	\$ 15.31	\$ 15.62	\$ 16.40	\$ 17.18	\$ 17.96
Required Debt Service Payment	\$ 5,747,431.26	\$ 5,747,431.26	\$ 5,747,431.26	\$ 5,747,431.26	\$ 5,747,431.26	\$ 5,747,431.26	\$ 5,747,431.26	\$ 5,747,431.26
Tax Revenue Generated per Rate/\$100,000	\$ 4,900,935.69	\$ 6,003,851.80	\$ 4,751,554.12	\$ 4,900,935.69	\$ 5,000,523.40	\$ 5,249,492.69	\$ 5,498,461.98	\$ 5,747,431.26
Contribution from/(to) FY 2023/2024 Reserve	\$ 846,495.57	\$ (256,420.54)	\$ 995,877.14	\$ 846,495.57	\$ 746,907.86	\$ 497,938.57	\$ 248,969.29	\$ -
Due to Rounding of the Rate	\$ (0.00)	\$ (0.00)	\$ (0.00)	\$ (0.00)	\$ 0.00	\$ (0.00)	\$ (0.00)	\$ (0.00)
Reserves Remaining for FY 2025/2026	\$ 149,381.57	\$ 1,252,297.68	\$ -	\$ 149,381.57	\$ 248,969.29	\$ 497,938.57	\$ 746,907.86	\$ 995,877.14
Percentage of Reserves Remaining for FY 2025/2026	15.00%	125.75%	0.00%	15.00%	25.00%	50.00%	75.00%	100.00%

	2020/2021	2021/2022	2022/2023	2023/2024	2022/2023 vs 2023/2024		2024/2025	2023/2024 vs 2024/2025	
					VARIANCE \$	VARIANCE %		VARIANCE \$	VARIANCE %
COUNTY OF PLACER									
LOCAL SECURED	\$ 15,843,409,022	\$ 16,897,482,212	\$ 18,537,902,177	\$ 19,781,969,717	\$ 1,244,067,540	6.71%	\$ 21,013,200,721	\$ 1,231,231,004	6.22%
UNSECURED	\$ 236,100,286	\$ 264,306,611	\$ 319,828,234	\$ 377,504,720	\$ 57,676,486	18.03%	\$ 389,183,697	\$ 11,678,977	3.09%
TOTAL ASSESSED VALUES	\$ 16,079,509,308	\$ 17,161,788,823	\$ 18,857,730,411	\$ 20,159,474,437	\$ 1,301,744,026	6.90%	\$ 21,402,384,418	\$ 1,242,909,981	6.17%
COUNTY OF NEVADA									
LOCAL SECURED	\$ 7,754,403,151	\$ 8,285,776,104	\$ 9,045,876,878	\$ 9,801,650,578	\$ 755,773,700	8.35%	\$ 10,425,200,898	\$ 623,550,320	6.36%
UNSECURED	\$ 165,318,272	\$ 154,926,703	\$ 183,216,665	\$ 234,532,763	\$ 51,316,098	28.01%	\$ 211,956,709	\$ (22,576,054)	-9.63%
TOTAL ASSESSED VALUES	\$ 7,919,721,423	\$ 8,440,702,807	\$ 9,229,093,543	\$ 10,036,183,341	\$ 807,089,798	8.75%	\$ 10,637,157,607	\$ 600,974,266	5.99%
COMBINED COUNTIES									
LOCAL SECURED	\$ 23,597,812,173	\$ 25,183,258,316	\$ 27,583,779,055	\$ 29,583,620,295	\$ 1,999,841,240	7.25%	\$ 31,438,401,619	\$ 1,854,781,324	6.27%
UNSECURED	\$ 401,418,558	\$ 419,233,314	\$ 503,044,899	\$ 612,037,483	\$ 108,992,584	21.67%	\$ 601,140,406	\$ (10,897,077)	-1.78%
TOTAL ASSESSED VALUES	\$ 23,999,230,731	\$ 25,602,491,630	\$ 28,086,823,954	\$ 30,195,657,778	\$ 2,108,833,824	7.51%	\$ 32,039,542,025	\$ 1,843,884,247	6.11%

Analysis of Assessed Values (A.V.)



Analysis of Assessed Values (A.V.)





Office of the Auditor-Controller
950 Maidu Avenue, Suite 230
P.O. Box 599002
Nevada City, CA 95959-7902
(530) 265-1244
auditor.controller@nevadacountyca.gov

GINA S. WILL, AUDITOR-CONTROLLER

Notification of 2025/26 Assessed Values

Delivery via email

Date: July 11, 2025

To: Tahoe Forest Hospital

Listed below are the 2025/26 assessed values for your district:

	<u>NET VALUATION</u>	<u>HOPTR</u>	<u>TOTAL</u>
Local Secured Roll	\$11,097,908,727	\$24,263,034	\$11,122,171,761
Preliminary BOE Roll	\$2,733,861	-	\$2,733,861
Unsecured Roll	\$218,223,145	\$7,000	\$218,230,145

Please use these values to estimate any voter-approved indebtedness under Article XIII-A Sec 1(b) of the California Constitution.

The annual estimated property tax revenue letter will be mailed in October.

Thank you,

Shawna Cresswell & Tyler Davis
Property Tax Division
Auditor-Controller's Office
Office: (530) 265-1244
propertytax.auditor@nevadacountyca.gov



COUNTY OF PLACER

OFFICE OF THE AUDITOR-CONTROLLER

ANDREW C. SISK, CPA
Auditor-Controller
E-mail: asisk@placer.ca.gov

NICOLE C. HOWARD, CPA
Assistant Auditor-Controller
E-mail: nhoward@placer.ca.gov

July 7, 2025

Tax Code 42108

Tahoe Forest Hospital
P. O. Box 759
Truckee, CA 96160-0759

This is to certify that the assessed valuation of the Tahoe Forest Hospital is as follows for 2025/26:

ROLLS	NET VALUATION	HOPTR EXEMPT	GROSS VALUE USED FOR TAX COMP PURPOSES
Local Secured	22,295,934,808	15,197,000	22,311,131,808
Unsecured	438,007,662	7,000	438,014,662

Article XIII-A of the California Constitution, Sec 1(b) (enacted by Proposition 13), provides for the levying of property taxes to pay voter approved indebtedness. These are the values to use for this purpose.

Please call if you have any questions concerning the above valuations.

Sincerely,

ANDREW C. SISK, CPA
AUDITOR-CONTROLLER

By: Anthony P. Helm

Anthony P. Helm
Property Tax Analyst

2025/26

TAHOE FOREST HOSPITAL DISTRICT GO BONDS SERIES 2015 (Previously Series A)

OCA _____ PCA _____ Dept _____ TAX CODE _____
Fund _____ Subfund _____

COMPUTATION OF TAX RATE - SCHEDULE 1

TOTAL BUDGET REQUIREMENT (Schedule 3)	1,968,525.00
LESS: AVAILABLE FINANCING (Schedule 2)	732,634.57

AMOUNT NEEDED TO BE RAISED - PROP TAX & STATE	1,235,890.43
--	---------------------

	SECURED	UNSECURED
NET SECURED VALUATION-PLACER CO.	22,295,934,808	
NET SECURED VALUATION-NEVADA CO.	11,097,908,727	
UTILITY VALUATION-PLACER CO.	0	
UTILITY VALUATION-NEVADA CO.	2,733,861	
NET UNSECURED VALUATION-PLACER CO. (includes Airplanes)		438,007,662
NET UNSECURED VALUATION-NEVADA CO.		218,223,145
TOTAL NET VALUATION	33,396,577,396	656,230,807
	RATE	
LESS: DELINQUENCY ALLOWANCE-PLACER CO.	6.0000%	Teetered-N/A
LESS: DELINQUENCY ALLOWANCE-NEVADA CO.		26,280,460
LESS: RDA OR OTHER VALUE ADJ		13,093,389
TOTAL NET VALUATION AFTER ADJ	N/A	N/A
	33,396,577,396	616,856,959
ADD: HOPTR EXEMPTION-PLACER CO.	15,197,000	7,000
ADD: HOPTR EXEMPTION-NEVADA CO.	24,263,034	7,000
ADJUSTED VALUATION FOR RATE COMPUTATION	33,436,037,430	616,870,959

UNSECURED TAX RATE (Secured rate from prior year)	0.0036293%
---	-------------------

UNSECURED PROPERTY TAX RAISED-PLACER CO.	14,942.91
UNSECURED PROPERTY TAX RAISED-NEVADA CO.	7,444.82
UNSECURED HOPTR RAISED-PLACER CO.	0.25
UNSECURED HOPTR RAISED-NEVADA CO.	0.25

AMOUNT TO BE RAISED ON UNSECURED ROLL	22,388.25
--	------------------

CALCULATION OF SECURED TAX RATE:

AMOUNT NEEDED TO BE RAISED (from above)	1,235,890.43
LESS: AMOUNT TO BE RAISED ON UNSEC ROLL (from above)	22,388.25
AMOUNT NEEDED TO BE RAISED FROM SECURED ROLL	1,213,502.18

SECURED TAX RATE	0.0036293%	\$3.63
-------------------------	-------------------	--------

SECURED PROPERTY TAX RAISED-PLACER CO.	809,191.75
SECURED PROPERTY TAX RAISED-NEVADA CO.	402,878.30
HOPTR RAISED-PLACER CO.	551.55
HOPTR RAISED-NEVADA CO.	880.58

TOTAL AMOUNT TO BE RAISED ON SECURED ROLL	1,213,502.19
--	---------------------

TOTAL AMOUNT TO BE RAISED ON SEC & UNSEC ROLL	1,235,890.43
--	---------------------

DIFFERENCE BETWEEN AMOUNT NEEDED & AMOUNT RAISED	(0.00)
--	--------

BUDGET: NEVADA CO. =	411,203.97
BUDGET: PLACER CO. =	824,686.47

2025/26

TAHOE FOREST HOSPITAL DISTRICT GO BONDS 2016 (Previously SERIES B 2010)

OCA _____ PCA _____ Dept _____ TAX CODE _____
Fund _____ Subfund _____

COMPUTATION OF TAX RATE - SCHEDULE 1

TOTAL BUDGET REQUIREMENT (Schedule 3)		2,664,006.26
LESS: AVAILABLE FINANCING (Schedule 2)		0.00
AMOUNT NEEDED TO BE RAISED - PROP TAX & STATE		2,664,006.26
	SECURED	UNSECURED
NET SECURED VALUATION-PLACER CO.	22,295,934,808	
NET SECURED VALUATION-NEVADA CO.	11,097,908,727	
UTILITY VALUATION-PLACER CO.	0	
UTILITY VALUATION-NEVADA CO.	2,733,861	
NET UNSECURED VALUATION-PLACER CO. (includes Airplanes)		438,007,662
NET UNSECURED VALUATION-NEVADA CO.		218,223,145
TOTAL NET VALUATION	33,396,577,396	656,230,807
	RATE	
LESS: DELINQUENCY ALLOWANCE-PLACER CO.	6.0000%	Teetered-N/A
LESS: DELINQUENCY ALLOWANCE-NEVADA CO.		26,280,460
LESS: RDA OR OTHER VALUE ADJ		13,093,389
TOTAL NET VALUATION AFTER ADJ	N/A	N/A
	33,396,577,396	616,856,959
ADD: HOPTR EXEMPTION-PLACER CO.	15,197,000	7,000
ADD: HOPTR EXEMPTION-NEVADA CO.	24,263,034	7,000
ADJUSTED VALUATION FOR RATE COMPUTATION	33,436,037,430	616,870,959
UNSECURED TAX RATE (Secured rate from prior year)		0.0078231%
UNSECURED PROPERTY TAX RAISED-PLACER CO.		32,209.99
UNSECURED PROPERTY TAX RAISED-NEVADA CO.		16,047.59
UNSECURED HOPTR RAISED-PLACER CO.		0.55
UNSECURED HOPTR RAISED-NEVADA CO.		0.55
AMOUNT TO BE RAISED ON UNSECURED ROLL		48,258.67
CALCULATION OF SECURED TAX RATE:		
AMOUNT NEEDED TO BE RAISED (from above)	2,664,006.26	
LESS: AMOUNT TO BE RAISED ON UNSEC ROLL (from above)	48,258.67	
AMOUNT NEEDED TO BE RAISED FROM SECURED ROLL	2,615,747.59	
SECURED TAX RATE	0.0078231%	\$7.82
SECURED PROPERTY TAX RAISED-PLACER CO.		1,744,241.91
SECURED PROPERTY TAX RAISED-NEVADA CO.		868,418.67
HOPTR RAISED-PLACER CO.		1,188.88
HOPTR RAISED-NEVADA CO.		1,898.13
TOTAL AMOUNT TO BE RAISED ON SECURED ROLL		2,615,747.59
TOTAL AMOUNT TO BE RAISED ON SEC & UNSEC ROLL		2,664,006.26
DIFFERENCE BETWEEN AMOUNT NEEDED & AMOUNT RAISED		(0.00)
BUDGET: NEVADA CO. =	886,364.93	
BUDGET: PLACER CO. =	1,777,641.33	

2025/26

TAHOE FOREST HOSPITAL DISTRICT GO BONDS 2019 (Previously SERIES C 2012)

OCA _____ PCA _____ Dept _____ TAX CODE _____
Fund _____ Subfund _____

COMPUTATION OF TAX RATE - SCHEDULE 1

TOTAL BUDGET REQUIREMENT (Schedule 3)	1,278,400.00
LESS: AVAILABLE FINANCING (Schedule 2)	0.00
AMOUNT NEEDED TO BE RAISED - PROP TAX & STATE	1,278,400.00

	SECURED	UNSECURED
NET SECURED VALUATION-PLACER CO.	22,295,934,808	
NET SECURED VALUATION-NEVADA CO.	11,097,908,727	
UTILITY VALUATION-PLACER CO.	0	
UTILITY VALUATION-NEVADA CO.	2,733,861	
NET UNSECURED VALUATION-PLACER CO. (includes Airplanes)		438,007,662
NET UNSECURED VALUATION-NEVADA CO.		218,223,145
TOTAL NET VALUATION	33,396,577,396	656,230,807
	RATE	
LESS: DELINQUENCY ALLOWANCE-PLACER CO.	6.0000%	Teetered-N/A
LESS: DELINQUENCY ALLOWANCE-NEVADA CO.		26,280,460
LESS: RDA OR OTHER VALUE ADJ		13,093,389
TOTAL NET VALUATION AFTER ADJ	N/A	N/A
	33,396,577,396	616,856,959
ADD: HOPTR EXEMPTION-PLACER CO.	15,197,000	7,000
ADD: HOPTR EXEMPTION-NEVADA CO.	24,263,034	7,000
ADJUSTED VALUATION FOR RATE COMPUTATION	33,436,037,430	616,870,959

UNSECURED TAX RATE (Secured rate from prior year) **0.0037542%**

UNSECURED PROPERTY TAX RAISED-PLACER CO.	15,456.89
UNSECURED PROPERTY TAX RAISED-NEVADA CO.	7,700.90
UNSECURED HOPTR RAISED-PLACER CO.	0.26
UNSECURED HOPTR RAISED-NEVADA CO.	0.26

AMOUNT TO BE RAISED ON UNSECURED ROLL 23,158.31

CALCULATION OF SECURED TAX RATE:

AMOUNT NEEDED TO BE RAISED (from above)	1,278,400.00
LESS: AMOUNT TO BE RAISED ON UNSEC ROLL (from above)	23,158.31
AMOUNT NEEDED TO BE RAISED FROM SECURED ROLL	1,255,241.69

SECURED TAX RATE 0.0037542% \$3.75

SECURED PROPERTY TAX RAISED-PLACER CO.	837,024.63
SECURED PROPERTY TAX RAISED-NEVADA CO.	416,735.67
HOPTR RAISED-PLACER CO.	570.52
HOPTR RAISED-NEVADA CO.	910.87

TOTAL AMOUNT TO BE RAISED ON SECURED ROLL 1,255,241.69**TOTAL AMOUNT TO BE RAISED ON SEC & UNSEC ROLL 1,278,400.00**

DIFFERENCE BETWEEN AMOUNT NEEDED & AMOUNT RAISED (0.00)

BUDGET: NEVADA CO. =	425,347.70
BUDGET: PLACER CO. =	853,052.31



AGENDA ITEM COVER SHEET

MEETING DATE: July 24, 2025	ITEM: 16.3. Placer County LAFCO Alternate Special District Representative Ballot Vote
DEPARTMENT: Administration	TYPE OF AGENDA ITEM: <input checked="" type="checkbox"/> Action <input type="checkbox"/> Consent <input type="checkbox"/> Discussion
RESPONSIBLE PARTY: Ted Owens, Executive Director Governance & Business Development	SUPPORTIVE DOCUMENT ATTACHED <input type="checkbox"/> Agreement <input type="checkbox"/> Presentation <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Other Ballot Form & Candidate Packets
BUDGET: ALLOCATED IN THE BUDGET <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A IS A BUDGET TRANSFER REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
BACKGROUND: There is a ballot vote for a vacancy for the alternate member seat representing special districts on the Placer County Local Agency Formation Commission (LAFCO). Five (5) Candidates within the Placer County LAFCO Special Districts submitted their names for consideration to fill the vacant Alternate seat.	
SUMMARY/OBJECTIVES: If desired, the THFD Board of Directors may consider voting on one of the candidates listed. Whichever candidate is ultimately elected will serve as the Alternate Representative to Special Districts for LAFCO.	
SUGGESTED DISCUSSION POINTS: Location of the Special District within Placer County A quorum of the Special Districts must cast a ballot for the election to be considered valid. There are 28 Special Districts within Placer County LAFCO's jurisdiction.	
SUGGESTED MOTION/ALTERNATIVES: Recommend the Board moves to select Scott Wilson of the Tahoe-Truckee Sanitation Agency as the Special District Alternate Representation on LAFCO.	
LIST OF ATTACHMENTS: LAFCO Alternate Special District Ballot Form & Election Packet	



Electronic Transmission

July 15, 2025

COMMISSIONERS

Joshua Alpine
Chair
(Special District)

Whitney Eklund
Vice Chair
(City)

Judy Friedman
(Special District)

Cindy Gustafson
(County)

Shanti Landon
(County)

Sean Lomen
(City)

Susan Rohan
(Public)

**ALTERNATE
COMMISSIONERS**

David Bass
(City)

Anthony DeMattei
(County)

Cherri Spriggs
(Public)

Stephanie
Youngblood
(City)

Vacant
(Special District)

COUNSEL

Michael Walker
General Counsel

STAFF

Michelle McIntyre
Executive Officer

Amanda Ross
Acting Assistant
Executive Officer

Amy Engle
Commission Clerk

Subject: Selection of a LAFCO Special District Representative
To: Placer County Special District Presiding Officers
c/o Clerk of the District
From: Amy Engle, LAFCO Commission Clerk

On June 10, 2025, LAFCO initiated the nomination process for the selection of an Alternate Special District Representative, requesting that Special District Presiding Officers submit nominations for a qualified special district board member to fill this open seat. LAFCO received five nominations.

All five candidates are listed on the attached ballot. Each candidate submitted a statement of qualifications which is included in your packet.

- **Voting Instructions:** Please complete the attached ballot, clearly indicating your selection.
- **Authorized Signatures:** To be valid, ballots must be signed by the presiding officer of your special district or by another board member specifically designated by your board to cast the vote.
- **Quorum Requirement:** A quorum of Placer County Special Districts must submit ballots for the election to be considered valid.
- **Election Outcome:** The candidate who receives the highest number of votes will be appointed as the Special District Representative.
- **Supporting Materials:** This email includes the ballot and the statements of qualifications submitted by each candidate for your review.
- **Submission Deadline:** Please return your completed ballot via email to lafco@placer.ca.gov no later than **Thursday, August 28, 2025, at 4:00 PM.**



Ballot: Selection of Special District Alternate Representation on LAFCO

Please choose one candidate:

- ☐ **Pete Gallegos**, South Placer Fire Protection District
- ☐ **Richard Hercules**, Foresthill Fire Protection District
- ☐ **Jim Holmes**, Placer Resource Conservation District
- ☐ **Jenny Knisley**, Newcastle, Rocklin, Gold Hill Cemetery District
- ☐ **Scott Wilson**, Tahoe-Truckee Sanitation Agency

Name of Special District: _____

Name of Presiding Officer: _____

Signature of Presiding Officer: _____

Date: _____

Must be received by LAFCO via email at LAFCO@placer.ca.gov no later than August 28 2025 by 4pm

Statement of Qualification for LAFCO Nomination

Pete Gallegos Board of Director for South Placer Fire District

To Whom it may concern.

I am interested in the position on the LAFCO Board and feel that I am qualified for the position because of my vast experience in the fire service and being a lifelong resident of Placer County. I started my fire service career as a seasonal firefighter in 1987 for CAL FIRE. I rose through the ranks and retired as the Staff Chief/Administrator of the Command-and-Control Program statewide. I lead the planning, organization, direction, and control of CAL FIRE's statewide Command and Control programs. These programs encompass Command and Control, Operations Support (OAS), and Hired Equipment (HE). In this capacity, I was entrusted with CAL Fire policy development, budgeting, and serving as a subject matter expert for internal and external issues pertaining to these programs. I was responsible for the 23.5-million-dollar budget.

I was the Agency Administrator in the State Operations Center (SOC) during emergencies and natural disasters. This included wildland fires, mud slides, earthquakes, floods and other emergencies.

Yet another example includes my tenure as Battalion Chief (BC) overseeing two local government Schedule A Contracts, (City of Morgan Hill Fire Department and the South Santa Clara Fire Protection District), I held significant operational responsibility and managing budget administration totaling over \$10 million. Notably, I spearheaded and provided fiscal oversight for the creation of the first two-year budget for the City of Morgan Hill, demonstrating my proficiency in strategic financial planning. Furthermore, I provided clear and concise budget reports to both the fire district board and the city council, utilizing various statistical data for the annual financial report adopted by the city, fire district, and County of Santa Clara. Additionally, I played a pivotal role in designing and purchasing multiple apparatus for the city, ensuring alignment with operational needs and financial constraints. My responsibilities also extended to crafting staff reports that analyzed financial situations accurately and recommended effective courses of action. Through these efforts, I upheld fiscal responsibility while facilitating the efficient utilization of resources to support the operational objectives of both contracts. I was responsible for the staffing levels to meet operational needs.

I was raised and currently live in Granite Bay with my wife where we raised our three children. My wife and I have always been actively engaged in the community volunteering as board members in youth sports as well as coaching youth sports. We volunteer at church in the annual Christmas program feeding the hungry and I am currently on the Board of Directors for the South Placer Fire District.

Thank you for your time,

Pete Gallegos

Statement of Qualifications for Election to Placer LAFCO
Richard Hercules, President, Foresthill Fire Protection District

The Opportunity for Placer County

It is certain that the special districts within Placer County will have new challenges in their opportunities and manner in which they provide unique services to the public. These serviced communities need to be bound together to develop organizational solutions for the County. These may be that is different than what exists, but again, to the benefit of the public. New state laws will also affect those districts, governments, and their purposes.

Placer County has been affected by the increased rate of development in most all areas. Special districts will be affected, but are largely managed by elected volunteers and staff that focus on the operations of that district. It is apparent that there are separations between the larger urban districts and the more remote districts, but some effort is expected to better align these groups for the issues of the County. LAFCO, with staff and support from Placer County officials, the special district volunteers and local city officials, can evaluate impacts of growth and development on these districts and urban communities and effect change. Appropriately, citizens of Placer County have expectations of services at many levels, particularly those funded by property taxes and assessment measures.

My Background

Much of my career in private industry was the development, operation of new businesses and organizations to deliver a service or product to a wide range of users. In almost all cases, my skills in these efforts required knowledge in long term planning, policy development, defined organizational structure, and legislative and financial management. Accordingly, conflict resolution and the need to manage negotiations for those opportunities is part of that environment. Further, my experience in mergers and acquisitions has broadened my perspectives in finding solutions beneficial to those parties involved, however disparate.

I have many strengths to work and balance improvements of these services through separation, consolidations or restructuring. While these activities are within the purview of LAFCO, I would apply the reality of the needs of the County and its citizens. In the last 5 years of my work with the Foresthill Fire Protection District board, I can offer that the district is better managed in this period than some of its previous history, and with better engagement and appreciation by the community it serves. This is the type of energy and commitment I would apply to this appointment. I look forward to discuss and understand the particular issues your district is experiencing. I can be reached through the Fire District web site or by telephone.

STATEMENT OF QUALIFICATIONS

For

JIM HOLMES

(530) 305-7070 * USSHolmes@gmail.com

Jim Holmes brings a wealth of experience and a continuous commitment to public service, with a legacy rooted in the heart of Placer County. A descendant of two Pioneer Placer County families, Jim has spent over three decades serving the community, including 18 years as a Director of the Placer Consolidated Fire Protection District. He also contributed eight years of leadership as President and Trustee of the Auburn Union Elementary School District Board. Notably, Jim served for 20 years as a member of the Placer County Board of Supervisors for District 3, during which time he was also an active participant on the Placer LAFCO Board.

Throughout his career, Jim has demonstrated his dedication to the agricultural community, having been an influential voice in rural and county matters. As a board member of the Rural County Representatives of California, he helped advocate for policies that benefit these areas. He also founded the Placer County Youth Commission, which offers local youth the opportunity to engage with and learn about government processes.

Further extending his service to Placer County, Jim has held positions on the Placer County Air Pollution Control Board and the First 5 Children and Families Commission, focusing on issues ranging from environmental health to early childhood development. He currently serves as a board member for the Placer County Resource Conservation District, continuing his efforts in environmental stewardship. Additionally, Jim played a pivotal role in collaborating with local fire protection districts—Loomis, Penryn, and Newcastle—to successfully secure the revenue needed for sustaining vital fire services across the county.

Jim is asking for your support to continue his strong commitment to Placer County and Special Districts. If you have any questions, please feel free to contact Jim directly. Thank you for your consideration.

Statement of Qualifications Placer County LAFCO

Jenny Knisley
4135 Hunters Drive
Loomis, CA 95650
Phone: 916-719-1132 - Email: Jenny4Loomis@gmail.com

June 24, 2025

Re: Special District Alternate Representative Placer County LAFCO

Dear LAFCO Commissioners:

I am submitting my Statement of Qualifications for the position of Special District Alternate Representative, Placer County LAFCO. My 2 1/2 years as the Alternate City LAFCO commissioner for the Town of Loomis, combined with consistent meeting attendance and participation in CALAFCO Conferences and training, have equipped me to contribute effectively to this board.

As the current Special District Representative for the Newcastle, Rocklin, and Gold Hill Cemetery Board and through my involvement on oversight committees, such as the South Placer Fire Oversight Committee, I bring a wealth of experience in board governance. My background as a former Mayor and Council member for the Town of Loomis, as well as Executive Director of the Loomis Basin Chamber of Commerce, where I collaborated with numerous special districts, positions me as a strong advocate for all our Special Districts.

Since 2022, I have attended nearly all Placer LAFCO meetings, familiarizing myself with LAFCO's strategic plans, work schedule, and budget. My career, balancing entrepreneurship, civic leadership in the Town of Loomis, and 29 years of participation with the Soroptimist International community service organization, demonstrates my commitment to the public. My priorities are centered on the welfare of the Placer County region, its residents, and local businesses.

My past education, certificates, and accomplishments include:

- * 2019: Organized and helped develop a successful Loomis Leadership Development Program
- * 2019: Introduction to Economic Development Certificate (CALED)
- * 2015-2019: Provided leadership, encouraged volunteer efforts, negotiated contracts, and supported the rebuilding of the Loomis Library and Learning Center
- * 2016: Institute for Organized Management, a professional Development Program Certificate
- * 2016: Leadership Rocklin Graduate
- * 2015: Western Association of Chamber Executive Academy Graduate

I am eager to bring my skills and experience to the Placer LAFCO board. With a strong work ethic, attention to detail, and a commitment to the well-being of Placer County, I will represent all special districts to the best of my ability. Thank you for considering my application.

Sincerely,
Jenny Knisley

Scott Wilson
Director, Tahoe-Truckee Sanitation Agency
♦ (530) 412-1559 ♦ Caledoniacircle1957@gmail.com
Jurisdiction Represented: Eastern Placer County
Tahoe-Truckee Sanitation Agency / North Tahoe Public Utility District

Statement of Qualifications: Placer County LAFCO Alternate Seat

I am honored to submit my qualifications for consideration as an alternate member of the Placer County Local Agency Formation Commission (LAFCO).

Currently in my third year on the Board of Directors for the Tahoe-Truckee Sanitation Agency (T-TSA), I represent the North Tahoe Public Utility District (NTPUD), representing residents from the Nevada state line in Crystal Bay to Dollar Hill in Eastern Placer County. T-TSA serves, and is governed by five member districts across three counties of the North Lake Tahoe basin, which are: Tahoe City Public Utility District (TCPUD), North Tahoe Public Utility District (NTPUD), Olympic Valley Public Service District (OVPSD), Truckee Sanitary District (TSD), and Alpine Springs County Water District (ASCWD).

I bring to this role a deep commitment to public service, a collaborative leadership style, and experience working with local agencies and community-based organizations.

My leadership contributions include:

- Service on the T-TSA Finance Committee since 2022, where I've helped guide complex decisions such as necessary increases in service charges and connection fees, to addressing an aging infrastructure.
- Holding the position of Vice President of the Board (2023-2025) and recently honored to be elected as President.
- While facilitating T-TSA's membership, I was instrumental in joining the Climate Transformation Alliance (CTA), a cross-sector partnership focused on addressing climate change in the Tahoe-Truckee region.

Our board recently completed a comprehensive Land Use Study, identifying surplus land. This enables us to collaborate with other local agencies to assess and support their land needs.

Prior to my service with T-TSA, I enjoyed a nearly 40-year career in the distribution industry, holding leadership roles across public corporations, private equity firms, and privately owned enterprises. I bring expertise in strategic planning, finance, budgeting, collaborative leadership, team building, customer and supplier relations, and public outreach to every organization I serve.

With deep roots in the region, a strong business foundation, and demonstrated experience in Special District governance, I would be privileged to contribute to Placer County LAFCO as an alternate member.

Sincerely,
Scott Wilson