

MEMO



Date: November 17, 2011
To: Board of Directors
From: Barbara J. Bonifas, CEO
Subject: 2012 Budget Presentation

In preparation for the budget presentation at the November board meeting, the following documents are provided for your review:

- Document 1: Tactical Planning Process
- Document 2: Cost Center Budget
- Document 3: Line Item Budget
- Document 4: Notes for the Line Item Budget
- Document 5: Capital Budget
- Document 6: Budgeted Cash Sources & Uses Summary

The following board members participated in a meeting to review the budget and provide input prior to its presentation to the board:

1. Ann Hartmann
2. Kandi Staples
3. Mary Ann Knoop

During the board meeting we will review, briefly, the process used in development of the budget. We welcome your questions.