

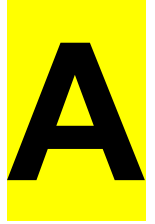


**Board Meeting
September 19, 2019, 6:30 PM
San Mateo Center Board Room**

AGENDA

TAB

1. CALL TO ORDER AND ROLL CALL – Chair Taverner
2. MISSION MOMENT – Director Rothstein
3. PUBLIC COMMENTS
4. APPROVAL OF BOARD MINUTES: July 18, 2019 and August 24, 2019 A
5. CEO REPORT – CEO Fecher B
 - A. Coastside Clinic Incident August 2019 – Director Rothstein
 - B. Progress Against Key Initiatives:
 - a. FQHC County Partnership
 - b. Key Performance Indicators
 - c. School Screenings
6. CFO REPORT – CFO Fama C
 - A. FY 18-19 CFO Report
 - B. July CFO Report
7. UNAUDITED FINANCIALS FOR July '19 – Ms. Wang D
8. FY19-20 BUDGET REVISION E
9. FUNDRAISING - CEO Fecher F
 - A. Development and Grant Activity Report
 - B. Five contacts from each board member
 - C. Names of potential new board members
 - D. Update on SMC Healthy Community Collaborative Grants
 - E. Fall Campaign
10. COMMUNITY ENGAGEMENT OUTCOMES - Director Jue
 - A. Outcomes to measure and goals for FY 19-20
 - B. Health Fair Attendance Discussion
11. BOARD RETREAT DEBRIEF – Chair Taverner
 - A. Review Outcomes from Meeting
 - B. Board Feedback on retreat
12. BOARD NOMINATION COMMITTEE – Chair Taverner
13. SUGGESTED AGENDA ITEMS FOR NEXT MEETING (October 24) – Chair Taverner
14. ADJOURN





**Board Meeting
July 18, 2019, 6:30 PM
San Mateo Center Board Room**

AGENDA

1. **CALL TO ORDER: Chair Taverner** called the meeting to order at **6:32 pm**.
 - a. **ROLL CALL – Present:** Chair Taverner, Secretary Hinshelwood (on phone), and Directors Navarro (late arrival) and Cappel. **Also present:** CEO Tracey Carrillo Fecher, Dr. Bonnie Jue, CFO Cheryl Fama, Sr. Accountant Tina Wang, and Administrative Assistant Libby Barnard.
2. **MISSION MOMENT – Dr. Jue** shared about a pregnant woman with severe dental complications. Sonrisas' dentist team was able to treat within the short window of time provided by her pregnancy (3rd Trimester). The patient had been unable to find a DentiCal provider but heard about Sonrisas through our outreach program.
3. **PUBLIC COMMENTS:** No public in attendance.
4. **APPROVAL OF June 20, 2019 BOARD MINUTES:**
It was motioned by Director Cappel, seconded by Director Navarro, and approved unanimously to approve the minutes as written. 4/0/0
5. **CEO Report**
 - a. **CEO Fecher** reported that Sonrisas' volunteers continue to perform high quality dental services. An email for the recently launched IV Sedation program will go out to the dental society on Thursday July 25th. Under the Farmworker mobile program, Sonrisas has submitted a request to the county to provide reimbursement for translation services on clinic days. **Dr. Jue** added that San Mateo County has asked Sonrisas to submit for funding for procedures such as root canals and crowns.

[Director Navarro arrived at 6:41pm]

 - b. **CEO Fecher** reported that Sonrisas has an average of 52 new Denti-Cal patients per month, most of whom are children. **CEO Fecher** and **Director Jue** responded to Director Cappel's questions for clarification concerning SDH's current practices and the pending contract with FQHC. **Director Jue** reviewed the most recent outreach events that Sonrisas has been part of, including the ABD Heath Fair and The Big Lift at El Granada Elementary.
 - c. Sonrisas intends on invoicing the county for screenings and follow-ups completed in FY 2018-19. There were funds left over for dental services provided to screened students, up to \$18k.
 - d. **Chair Taverner** asked for an update on the Samaritan House program. **Director Jue** stated that it was going so well that it almost runs itself. She intends on encouraging more pediatric attention, but the organization is invoiced each month for the cost of materials.
6. **CFO Report**
 - a. **CFO Fama** is negotiating with Health Plan of San Mateo Children's Health Initiative to put unused funds in dental care needs. Sonrisas gave a presentation to the Healthy Community Collaborative (HCC) in June. The HCC committee is meeting this Monday to decide where to focus their combined funding efforts and Sonrisas is being considered as a recipient of the funding.
 - b. It was also reported that the forgiveness of the loan from PHCD was approved. They are looking to add an addendum to the contract, that if SDH has net income, after all expenses are paid, any additional monies would be split 50/50 between Sonrisas and the district. She will recommend that the district implements the forgiveness effective July 1, 2018 to provide Sonrisas with an opportunity to improve the audited financials for FY18-19.



- c. As a follow up to the discussion on the status of claims made under Prop 56, it was reported that claims submitted are up to date; meanwhile, a sample has been done on two bulk EOB's (100 of each procedure) and all were correct.

7. UNAUDITED FINANCIALS FOR MAY '19

- a. **Ms. Wang** reported that Sonrisas had the strongest month year to date. May had the highest number of patient visits, and gross revenue, and patient net revenue. Sonrisas received \$70K from tobacco tax increases in Denti-Cal reimbursements.
- b. In this month, the organization was able to forgo \$75K from PHCD. Expenses were reported as lower than the prior month.

8. FUNDRAISING

- a. **CEO Fecher** reported on grants that are upcoming and in-process, noting that SDH was awarded a Health Child Healthy Smiles grant in June for \$20K. In a recent follow-up conversation with the Sunlight Foundation, CEO Fecher confirmed that Sonrisas is a good fit for a grant and will reach out to them in December or January, when funding opens up again. She has been working with the grants writer and administrative assistant to keep track of grants. Furthermore, she is looking for candidates for the development position that will be posted in October.
- b. **Chair Taverner** reported that the Giants Raffle will not have a live drawing, and that sales are not as strong as they have been in previous years. He anticipates that sales will reach about \$3000.

9. Overview of FQHC Contract with San Mateo Medical Center (SMMC) ACTION ITEM

- a. While Sonrisas will remain the dental home for current Public Dental Insurance patients, they will start seeing new Public Dental Insurance patients who are referred by the SMMC through this contract.
- b. Sonrisas' leadership team is looking into logistics related to eCW, including which personnel to train and how to schedule patients effectively. The contract is scheduled to be presented to the Board of Supervisors for approval on August 6th. **CFO Fama** suggested strategizing on a press release. **Secretary Hinshelwood** asked about the financial impact over the next couple of years. **CEO Fecher** clarified that, if the organization replaces 600 Public Dental Insurance patient visits with those that it would receive from the FQHC contract, the fiscal impact will be ~ \$100K positive per year.
- c. **Director Cappel** posed some questions about the terms of the proposed FQHC contract, to which Dr. Jue, CFO Fama, Chair Taverner and CEO Fecher responded with further clarification. **Dr. Jue** clarified that for Sonrisas to get the funding from the FQHC program, the patient has to be an established patient at SMMC.
- d. **CFO Fama** noted that this contract increases SDH's viability to other potential partnerships. **Chair Taverner** explained that it should allow Sonrisas to increase its capacity to serve FQHC patients in the future, once the program is tried and tested. **Director Navarro** suggested using careful language when explaining to the patients about the Public Dental Insurance waitlist.
- e. **Director Cappel** asked whether there is a risk that the county would primarily refer patients who need high cost services. **Dr. Jue** and **CEO Fecher** explained that the contract states that while referred patients are to be chosen at random; and if a pattern the referral of difficult procedures occurred, Sonrisas would address it. **Chair Taverner** motioned to approve this contract pending that there are no legal concerns. The motion was seconded by **Director Navarro**, and unanimously approved. 4/0/0.

10. OLD BUSINESS

- a. **Chair Taverner** explained that the board retreat would be a strategy workshop, where the mission of Sonrisas Dental Health would guide the discussion of the priorities and focus of the SDH team. Topics will include marketing, outreach programs and forming a development strategy. **Director Cappel** asked for an agenda before the retreat and asked to add a discussion around our appeal to the labor force. **Director Cappel** motioned to approve that the board retreat take place on Saturday August 24, 9am-1pm, in lieu of the August 15th board meeting, which was seconded by **Secretary Hinshelwood**, and unanimously approved. 4/0/0
- b. In September **Board Nominating Committee**, will recommend that the board increase from seven to nine members. by Quarter 1 2020, the committee will nominate one candidate and by Quarter 4 in 2020, they will nominate another. The priority is to find candidates that have the networks and interest in fundraising, who identify with the Sonrisas mission. Key desired skillsets are in dentistry, human resources, or law. It was also recommended to form a development committee.



- c. **CEO Fecher** has spent the last 30 days in her new position getting to know Sonrisas and focusing on operational efficiencies. She has also spent a significant amount of time on the area of Human Resources, creating support for better compliance. The FQHC has also been a major focus of her last 30 days. She has been strategically networking with board members and people in the non-profit field. In the next 60 days, CEO Fecher would like to implement practices of forecasting.

11. NEW BUSINESS:

- a. **Adjustment to Benefits**—**CEO Fecher** brought before the board an adjustment to allow employees who work 30 hours a week to receive all benefits, including life insurance, vision, and dental. The cost per employee would be \$1000/annually per employee and there are 3 eligible employees. **Director Cappel moved to approve and Director Navarro seconded this motion. It was unanimously approved. 4/0/0.**
- b. She also asked to add an FSA and HSA account beginning January with a cost of \$55/ month. *It was motioned by **Director Navarro** and seconded by **Chair Taverner**. It was unanimously approved. 4/0/0.*

- 12. **Chair Taverner** suggested adding a discussion about potential new board member candidates to the September 19th board meeting.

- 13. **ADJOURNMENT:** The meeting was adjourned at **8:34 pm**.

Written and submitted by:
Libby Barnard

Approved by:

Chair Nigel Taverner



**Sonrisas Board of Directors' Retreat
August 24, 2019, 9am-1pm
PHCD Conference Room
1819 Trousdale Drive, Burlingame**

Present: Board Chair—Taverner, Vice Chair—Helen Galligan, CFO—Cheryl Fama, Board of Directors—Sheryl Young, Liz Dodge, Larry Cappel

Also Present: CEO—Tracey Fecher, CED—Bonnie Jue, DDS, Center Director—Pat Kinniburgh, Administrative Assistant—Libby Barnard

Meeting began at 9:08 am

1. Introduction & Objectives—Chair Taverner

- **Review of Agenda:** The objective of the retreat is to review progress against the goals agreed at last year's retreat, both financial and specific, and determine key initiatives for Sonrisas in the upcoming year.
- **FY 18-19 Board Retreat and FY 18-19 Results Summary:** Based on the FY18-19 Summary, SDH's financial and patient visit goals have been met. Moving into FY19-20, Sonrisas' leadership team will continue tracking metrics relating to patient visit performance. Sonrisas will also explore new avenues of revenue by negotiating rates with Delta and looking at all insurance contracts.
- **Board Director Young** expressed concern for public servants who are increasingly looking for affordable dental and medical plans. Workforce is leaving the county because they cannot meet SMC living costs on their income. Teachers and similar key workers are becoming the new "poor" in SMC.

2. Key Initiative: Operational Constraints—CEO Fecher

- **Constraints and their Impact on Day to Day Operations include:** a shortage of dental assistants, who are among the demographic that is leaving the county to find somewhere cheaper to live and/or flexible working hours, due to family constraints.
- **Board Director Cappel** noted that Sonrisas is competing with organizations and tech companies that often offer a generous benefits package and PTO. Sonrisas should consider increasing the DA pay scale and offer an employee referral bonus.
- **An HR Work Group** will be created to focus on staffing issues. Topics could include dental assistant pay scale, PTO policies, AEGD program, relationships with local adult schools and overall recruiting of key SDH positions. Group will also explore opportunities for SDH to add its voice to the housing crisis conversation.

- **Key Performance Indicators**, such as patient visits, percent payer mix, and financials help Sonrisas track YTD results and if any adjustments are required. Additional KPIs to be considered are revenue and salary forecasts, dentist productivity and program outcome measurements. It was suggested that SDH investigate whether there are KPI's generally used by the dental profession. Retention of patients, our impact, position against competitors and other KPIs are important to our narrative as an organization. Once defined, these KPIs will be reviewed at future board meetings.

3. Key Initiative: FQHC Contract—CEO Fecher

- **Overview of Operational Implementation:** Currently there are 2,000 patients on the County's waitlist and roughly 450 on Sonrisas' waitlist. SMMC will screen and select patients from their waiting list; initially, Dr. Torrey will begin seeing FQHC patients one day per week at the San Mateo center.
- Progress of this partnership will be reviewed at Sonrisas' January 2019 board meeting. In addition, representatives from Sonrisas will go to a Board of Supervisors' meeting and deliver an update during public comments at an appropriate time.
- **Factors To Monitor how the program is working** will include the effectiveness and efficiency of the clinic and staff, amount of time spent by care coordinators, the quality of care SDH is able to provide after the implementation, and the overall cost-effectiveness. Sonrisas will monitor how EMR and X-raying impacts the patient experience and workflow processes, the cost of labs and procedures, procedure scheduling in conjunction with policy.
- **Progress against Clinic Expansion:** As Sonrisas fulfills this contract with SMMC, there is growing interest in outfitting Room 8. A budget will be prepared, including cost of cabinetry and conversion of the mobile chair to a permanent one.
- **Miscellaneous Considerations:** At the end of the day, what will Sonrisas' "real waitlist" be like? Is there a possibility that Sonrisas could become an FQHC or FQHC look alike in the future, or model their work after a clinic like Dientes? Should Sonrisas look at NEMS as they move into SMC?

4. Key Initiative: School Screenings—Dr. Bonnie Jue

- **Screenings Overview:** This program positions Sonrisas in the community as a leader in pediatric preventative oral health, provides a strong relationship with school districts seeking to fulfill an unfunded mandate and is an appealing program to funders.
- **Metrics from Previous Screenings** will allow SDH to present a coherent story in grant proposals and to potential funders. Sonrisas will develop a robust cost estimator for school screenings, including cost of staff, and will reach out to Sunlight Giving to gauge support for a systemwide screening program. CFO Fama will provide data measuring children eligible for free school lunches as a proxy for kids lacking dental care.

- Other Considerations: Provide an identifying T-shirt to staff and volunteers?
Explore the opportunity to create a hybrid ATC/ School Screening Program.

5. Key Initiative: Development Strategy—CEO Fecher

- **Development Goals for FY19-20:** Track relationships with major and small gift donors. Hire a director of development to manage major and small gifts, and events, with the goal of maintaining and building a pipeline for subsequent years. Board Members are asked to share five names of potential philanthropists at a future board meeting. Work towards aligning our brand and the stories we're telling to increase the personal connection SDH is making with funders.
- **Update from PHCD:** Goal is to forgo 3+ monthly drawdowns in the FY 2019-2020. There was a suggestion from CFO Fama that it might be possible for unused funds could be used to outfit three operatories in the San Mateo Clinic.
- **Sequoia Healthcare District:** Given the success of performance against the current grant, explore whether Sonrisas can do more to meet the district's needs. SHD's CEO has expressed an interest in school screenings for Redwood City.

6. Summary and Next Steps: Chair Taverner

- Notes and Ideas from Discussions
- Ideas to Follow Up/Investigate/Implement
 - Investigate negotiating rates with insurance contracts, in particular Delta Dental.
 - Larry will provide input to Tracey
 - Implement a Staffing Workgroup
 - Implement Key Performance Indicators (KPI) for SDH
 - Tracey to review KPI progress at future board meetings
 - Follow up with San Mateo County Board of Supervisors, keeping them informed of contract implementation progress
 - Idea: Attend a meeting and speak during public comment time to thank them and provide an update
 - Follow up on FQHC pilot and give SDH board an update on progress in January
 - Follow up with SDH board about public dental insurance waitlist
 - Investigate FQHC critical success factors to track impact to SDH's patient experience, operations and financial outcomes
 - Implement robust cost calculator for School Screenings
 - Investigate following up with Cabrillo Unified new superintendent to discuss school screenings
 - Nigel will reach out
 - Investigate Sunlight Giving as a possible funder for a systematic dental school screening program in San Mateo County
 - Follow up on board members sharing 5 names of possible donors
 - Investigate Sequoia Health Care District engagement with SDH
 - Follow up, providing SDH board more clarity on definition of restricted vs. unrestricted grants
 - Implement hiring process for Development Director

8. Adjournment –1:06

B



DATE: September 19, 2019

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO

RE: **CEO Monthly Report**

1. Overall Operations

- In late August, there was an incident at the Coastside clinic where some patients seen on Friday, August 23 and Monday August 26 were treated using dental instruments that were not properly sterilized. Each patient who might have been treated with cleaned but unsterilized dental instruments was notified via mail. The letter recommended that the patients follow up with their health care provider and advised that SDH would pay for testing recommended by the providers. Following the notification, our team has communicated with patients' health care providers and state and local health agencies to discuss the details of the incident.
- Dr. Torrey Rothstein started working from the San Mateo Clinic 2.5 days a week in September. One and a half days in San Mateo will be administrative and the other will be seeing FQHC patients. Dr. Bateman is now working at Coastside 4 days a week. She will be supervising the resident 3 days a week and working at Puente 1 day a week.
- An all staff in-service day was held on September 6th. While some dentists saw patients in the morning, the care coordinators had a two-hour team meeting. There was a 90-minute staff meeting followed by lunch. The afternoon was for CPR training and additional training to all staff on sterilization procedures.
- With the retirement of Carol James, we will be posting a position for a part time HR and compliance staff members. The FQHC contract will be adding compliance action items (such as flu shots, TB tests, etc.) and this staffing resource will support overall hiring and HR tasks for SDH.
- July visit volume was 963, 4 visits off budget. There were 38 more PDI visits than budgeted, which led to a higher write off of PDI uncompensated care of \$7.5K. Managing the number of PDI visits is something our team will be working on moving forward since it can have a significant effect on program revenue.

2. FQHC Partnership

- Credentialing of the staff is almost complete. Training will be scheduled as soon as all dentists are credentialed and the SMMC laptops are received.
- The SDH team is having regular pilot planning meetings to keep the implementation moving forward.
- The FY 19-20 budget has been revised to include FQHC patients and the associated revenue.

3. Key Performance Indicators

- Dr. Jue will be presenting Community Outreach performance indicators and goals for discussion at the September board meeting.
- A forecasting tool for staff salaries has been created. PHCD is considering new accounting software that Sonrisas may use as well. It would be advantageous to have both organizations

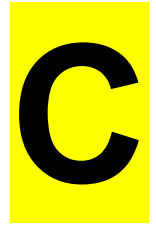
using the same software. A forecasting module/tool might be an add-on/feature to help with the tracking of Key Performance Indicators.

4. School Screenings

- In July, SDH billed the La Honda Pescadero School District for \$32K in services for their students that included screenings and dental care that their students required. There are additional services that SDH will be billing the district for in September.
- Dr. Jue, in partnership with the SMMC Oral Public Health Program staff, applied dental sealants for 27 1st-3rd graders at Bayshore Elementary in Daly City.
- Plans are being developed for fall and spring screening events at potentially 5-8 schools for approximately 1,000 students. Based on pending grant applications, there exists the possibility of receiving funding for up to 1,000 more.

5. Community Outreach

- Dr. Jue went to Atria Senior Living, an assisted living facility located in Burlingame, to screen a new resident who was referred to SDH by the Community Sales Director whom Dr. Jue had met while presenting at a Senior Roundtable event a few months ago. The resident was evaluated last Friday and scheduled for an appointment the following Tuesday in the San Mateo Center. Dr. Jue assisted the patient in completing the registration forms and coordinating transportation with Atria to expedite care for the patient who had heard about SDH via Peninsula Health Care District communications. Dr. Jue has been invited back to Atria Burlingame, in addition to their other locations at Hillsdale and Foster City, to do presentations about oral health care and SDH's dental services.
- GGRC has requested a meeting with Dr. Jue to discuss our program and how we can serve their clients with special needs.





DATE: August 22, 2019

TO: SDH Board of Directors

CC: CEO Fecher

FROM: Cheryl Fama, CFO

RE: CFO Monthly Report

1. Financial Performance, P&L, Year End, July 1, 2018 – June 30, 2019:

THE SDH TEAM NOT ONLY **EXCEEDED** THE BUDGET TARGET FOR NET ORDINARY INCOME BY \$394K (57%), WHEN NON-CASH ITEMS SUCH SAN MATEO RENT, INTEREST ON \$1.1M TI LOAN AND RENT, and DEPRECIATION ARE REMOVED, SDH HAD A **POSITIVE CASH FLOW OF \$225K**. Highlights contributing to this operating performance include:

- **Gross Patient Revenue** was \$446K **over** budget due to the new fee schedule that went into effect at the start of the fiscal year. This performance was not impacted by any improvement in payer mix or increased volume. Visits by payer mix were essentially unchanged and total visits were essentially flat being behind budget by <2% primarily in Medicaid and Affordable.
- **Uncompensated Care** write-offs were \$378K **over** budget because increasing the fee schedule when contractual allowances did not change created a larger gap between billed and collected. This occurred for all payers; however, for Medicaid Dental, Prop 56 Tobacco Tax increases mitigated write-offs in several procedure codes and that netted a **positive** Prior Year Adjustments of \$83K, **over** the budgeted loss of \$25K anticipated.
- **Direct expense** was **under** by \$80K; **Indirect** was **under** by \$120K with non-cash items included such San Mateo rent, interest and depreciation.
- **Philanthropy:** The “stretch goal” built into the budget was to draw down PHCD funding for only 10 of the 12 months available and that was **achieved**. And, excluding PHCD funding and Medicaid Pediatric Incentive pay, grants, donations and events were \$136K **over** budget. (gross)

2. Loan, Interest and Rent Forgiveness by PHCD was approved and will be booked retroactive to June 30, 2019 to start FY 2020. The impact on the YE financials:

- P & L Total Net Income is a **positive \$2.1M**
- Balance Sheet Total Liabilities & Equity is a **positive \$2.2M**.

3. External “successes” this fiscal year that should positively impact SDH:

- San Mateo County FQHC Partnership: Approved by Board of Supervisors 8/6/19
- San Mateo Healthy County Collaborative identified SDH to be recipient of grant funding from community hospital systems.
- Health Plan of San Mateo’s Children’s Health Initiative Oversight Committee has identified children’s dental and mental health to be recipients of a portion of its \$8M in reserves not used due to the Affordable Care Act.
- County Oral Health Coalition’s Strategic Plan implementation, 2nd year report cited SDH as a primary contributor in meeting certain goal areas.



DATE: September 16, 2019

TO: SDH Board of Directors

CC: CEO Fecher

FROM: Cheryl Fama, CFO

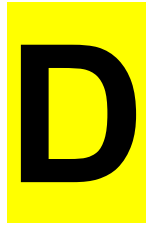
RE: CFO September Monthly Report

1. Financial Performance:

- Consolidated visit volume was 4 fewer than budgeted (963 vs 967) with San Mateo 28 more than budget and Coastside 32 under budget.
- Gross revenue was \$45K more than budget, however Net Program Revenue was \$7K behind. An initial analysis suggests this is due to:
 - Prior Period Adjustment in July reflects June Medicaid activity. Visit volume was 75 visits fewer in June of which 48% were children visits vs. prior average of 35%.
 - The July \$7.3K is \$5K less than the average for the period from January through June 2019 when new and retroactive Prop 56 adult funding came in. There are no Prop 56 reimbursement benefits for children visits.
 - The Open Dental system was just updated in August to reflect the Prop 56 contractual allowance reductions for adult Medicaid procedures which should level out the Prior Adjustment amounts going forward from September.
- Net Income was \$67K better than budget due to:
 - \$32.6K donation for Coastside school screenings
 - \$16.3K Direct costs under budget
 - \$25.3K Indirect costs under budget, \$22K related to PHCD rent and loan interest forgiveness.
 - <\$6,945> Program revenue

2. 2019 Audit Process:

- Auditors were in the week of August 26 and reported the SDH site visit went smoothly. Staff were prepared, financials were in order and requested documents were easily accessed.
- Auditors ran out of time and plan to return within the next few weeks to conduct ample sampling to complete the audit.
- Final report should be ready by the December Board meeting at the latest.





DATE: September 16, 2019

TO: SDH Board of Directors
CC: Cheryl Fama, CFO

FROM: Tina Wang, Senior Accountant, Vickie Yee, PHCD CBO

RE: **July Unaudited Financials and YTD Performance to Budget**

JULY PERFORMANCE:

A. Revenue: Net Patient Revenue was **\$138,956**

1. 963 visits - <4> visits less than budget
2. Gross patient revenue was \$369,893 – 45K more than budget
3. Total deductions were <\$230,937> – 62% from gross revenue.
4. Prior period adjustment was \$7,290 for Prop 56/Tobacco tax received for June services.

B. Donations/Grants & Other Income: \$147,409 – \$2,140 received for Raffle, \$32,623 received for school screening program; \$75,000 received from PHCD; \$36,800 released from restricted grants.

C. EXPENSES:

1. **Direct Expense: \$160,634** --\$16,303 less than budget due to savings in personnel cost, dental supplies, and lab fees.
2. **Indirect Expense: \$107,936**--\$25,330 less than budget due to \$22K budgeted for PHCD rent and loan interest

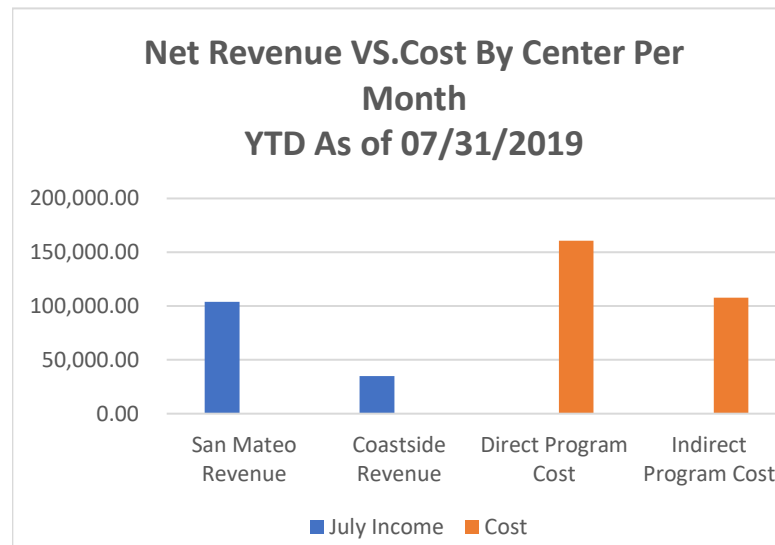
NET INCOME: \$17,795

YTD PERFORMANCE TO BUDGET (July): YTD net income is **\$67,257** better than budget. Cash-flow is **\$67,207** better than budget. PHCD grant received to date is **\$75,000**.

	YTD Actual	Budget	Performance
<i>Visits</i>	<i>963</i>	<i>967</i>	<i>(4)</i>
Gross Patient Revenue	\$369,893	\$324,975	+1%
Uncompensated Care (Deductions)	<\$230,937>	<179,073>	-29%
Grants/Donations/Other Income	\$147,409	\$114,840	+28%
Direct Cost	<\$160,634>	<\$176,937>	+9%
Indirect Cost	<\$107,936>	<\$133,266>	+19%
Net Income	\$ 17,795	<49,462>	+136%
<i>non-cash items adj.</i>			
Depreciation	\$22,252	\$22,301	0%
Est. Cash-flow	\$40,046	<\$27,161>	247%

Sonrisas Dental Health Operations

	Jul 19	YTD Budget	B(W)
San Mateo Revenue	103,976	108,185	(4,209)
Coastside Revenue	34,980	37,717	(2,737)
Total Net Revenue	138,956	145,902	(6,946)
Direct Program Cost	160,634	176,937	(16,303)
Indirect Program Cost	107,936	133,267	(25,330)
Total Cost	268,571	310,204	(41,633)
TOTAL	(129,615)	(164,302)	34,687
Dividend/Other Income	33,103	340	32,763
Donations Received	39,307	39,500	(193)
Grant from PHCD	75,000	75,000	-
OTHER INCOME	147,409	114,840	32,569
NET INCOME	17,795	(49,462)	67,256

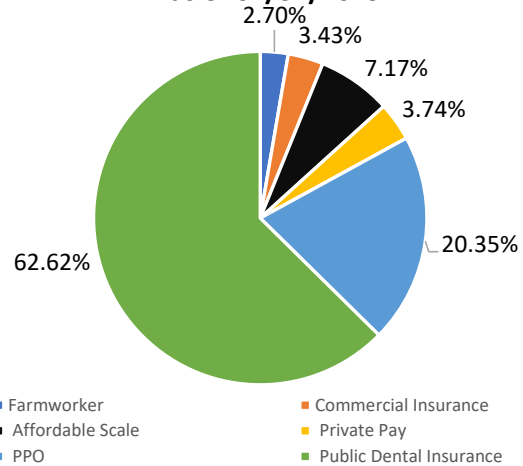
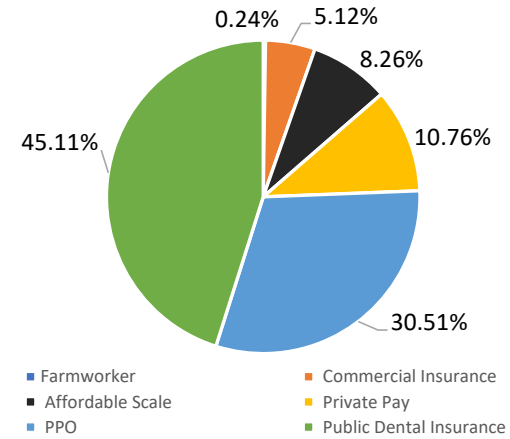


Visits by Center

	Jul 19	Total	Budget	Variance
San Mateo Visits	668	668	640	28
Coastside Visits	295	295	327	(32)
Total Visits	963	963	967	(4)

Visits by Payer

	Jul 19	Total	Budget	Variance
Commercial Insurance	33	33	51	(18)
PPO	196	196	205	(9)
Public Dental Insurance	603	603	565	38
Private Pay	36	36	36	0
Affordable Scale	69	69	85	(16)
Farmworker	26	26	25	1
Total Visits	963	963	967	(4)

**Visits By Payer As a Percentage
YTD as of 07/31/2019****Net Revenue by Payer As a Percentage
YTD as of 07/31/2019**

Avg. Income (Loss) per Visit	
	YTD
Net Revenue per Visit	\$ 144.29
Direct Cost per Visit	\$ (166.81)
Indirect Cost per Visit	\$ (112.08)
Net Income per Visit	\$ (134.59)

True Income (Loss) per Visit by Payer	
Payer	Avg. YTD
Commercial Insurance	\$ (11.25)
PPO	\$ (10.61)
Public Dental Insurance	\$ (235.41)
Private Pay	\$ 339.20
Affordable Scale	\$ 66.79

SONRISAS DENTAL HEALTH, INC.

Balance Sheet

As of July 31, 2019

Jul 31, 19

ASSETS

Current Assets

Checking/Savings

Checking/Savings

1010 - Boston Private BusinessChecking 355,495.47

1020 - Boston Private Saving 110,044.23

1050 - Wells Fargo Checking 21,280.03

1070 - Merrill Lynch 202,424.95

Total Checking/Savings 689,244.68

1175 - Petty Cash - Coastsides 381.41

1176 - Petty Cash -San Mateo 200.00

Total Checking/Savings 689,826.09

Accounts Receivable

Accounts Receivable

1250 - Accounts Receivable - Services 137,576.63

1260 - Accts.Rec.- Other Agencies 41,783.50

Total Accounts Receivable 179,360.13

Total Accounts Receivable 179,360.13

Other Current Assets

1400 - Prepaid Expense 27,949.41

1405 - Work Comp Deposit 1,898.00

1450 - Allowance for Bad Debt (4,938.61)

1499 - Undeposited Funds 8,439.80

Total Other Current Assets 33,348.60

Total Current Assets 902,534.82

Fixed Assets

Fixed Assets

1320 - Leasehold Impvmnt. - Coastsides 25,886.14

1321 - Leasehold Improv. - S. Mateo 1,016,755.76

1335 - Dental Equipment - Coastsides 117,755.81

1336 - Dental Equipment - San Mateo 506,218.80

1340 - Computers - Coastsides 35,725.63

1341 - Computers - San Mateo 67,431.11

1350 - Mobile Equipment 188,945.09

1370 - Furniture/Fixtures - Coastsides 8,515.46

1371 - Furniture/Fixtures - S.Mateo 109,021.12

1380 - Truck 111,934.08

Less Accumulated Depr.

1390 - Accum. Depreciation-Coastsides (156,297.99)

1395 - Accum. Depreciation - San Mateo (776,550.97)

Total Less Accumulated Depr. (932,848.96)

Total Fixed Assets 1,255,340.04

Total Fixed Assets 1,255,340.04

Other Assets

1420 - Security Deposits 14,697.00

Balance Sheet

As of July 31, 2019

Jul 31, 19

Total Other Assets	14,697.00
TOTAL ASSETS	2,172,571.86
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 - Accounts Payable	53,404.47
Total Accounts Payable	53,404.47
Credit Cards	
Credit Cards	
2112 - Wells Fargo Visa-Rothstein	597.09
Total Credit Cards	597.09
Total Credit Cards	597.09
Other Current Liabilities	
*Payroll Liabilities	
2300 - Accrued Salaries/Wages	69,873.79
2301 - Accrued PTO	63,745.99
2321 - 401k Funds Payable	7,207.50
2383 - Accrued Payroll Taxes	24,881.69
2384 - Accrued PR Taxes on PTO	4,876.57
2387 - Accrued 401K Match	156.72
Total *Payroll Liabilities	170,742.26
Patient Liabilities	
2220 - Patient Prepayments - Coastsid	5,986.80
2221 - Patient Prepayments - SM	11,773.60
2225 - Patient Refunds Payable -SM	3,544.14
2226 - Patient Refunds Payable - CSTSE	3,841.30
Total Patient Liabilities	25,145.84
2205 - Accrued Interest	260.33
Total Other Current Liabilities	196,148.43
Total Current Liabilities	250,149.99
Total Liabilities	250,149.99
Equity	
3900 - Retained Earnings- Coastsid	344,765.83
3901 - Retained Earnings - San Mateo	1,486,780.08
3905 - Restricted Net Assets- Coastsid	19,965.47
3906 - Restricted Net Assets-S.Mateo	53,115.97
Net Income	17,794.52
Total Equity	1,922,421.87
TOTAL LIABILITIES & EQUITY	2,172,571.86

SONRISAS DENTAL HEALTH, INC.
Profit & Loss Budget Performance
 July 2019

	Jul 19	Budget	Annual Budget
Ordinary Income/Expense			
Income			
Program Revenue			
Patient Services			
4103 · Commercial Insurance	10,243.00	15,420.29	158,860.76
4102 · PPO	67,046.00	65,348.28	782,202.40
4100 · Public Dental Insurance	246,543.00	200,110.05	2,402,775.12
4106 · Private Pay	14,661.00	9,942.72	120,061.59
4101 · Affordable Scale	21,277.00	23,700.83	248,687.78
4104 · Farmworker	10,123.00	10,453.09	142,162.04
Total Patient Services	369,893.00	324,975.26	3,854,749.69
Uncompensated Care			
5020 · Prior Period Adjustment	7,289.92	(1,500.00)	(9,000.00)
5005 · Commercial Insurance	(3,267.96)	(3,101.43)	(31,921.53)
5004 · PPO	(25,494.40)	(25,517.00)	(305,250.00)
5009 · Public Dental Insurance	(185,097.95)	(131,606.65)	(1,580,084.22)
5007 · Affordable Scale	(10,027.00)	(8,623.00)	(91,682.00)
5003 · Farmworker Program	(9,802.00)	(6,225.80)	(84,671.08)
5002 · Hope Fund	0.00		
5001 · Fee Adjustments	(4,537.80)	(2,500.00)	(30,000.00)
5006 · Private Pay	0.00	0.00	0.00
Total Uncompensated Care	(230,937.19)	(179,073.88)	(2,132,608.83)
Total Program Revenue	138,955.81	145,901.38	1,722,140.86
Donations/ Incentives / Others			
5100 · Donations	365.57	2,200.00	32,400.00
5101 · In-Kind Donations	0.00	0.00	0.00
5103 · Incentives	0.00	0.00	35,000.00
5200 · Other Program Revenue	32,623.50		
Events/Fundraisers			
5105 · Raffle	2,140.00	2,500.00	4,150.00
5106 · Other Events	0.00	0.00	0.00
Total Events/Fundraisers	2,140.00	2,500.00	4,150.00
5150 · Unrestricted Grants	75,000.00	75,000.00	900,000.00
5199 · Net Assets Released from Restri	36,800.96	34,800.00	417,600.00
Total Donations/ Incentives / Others	146,930.03	114,500.00	1,389,150.00
Total Income	285,885.84	260,401.38	3,111,290.86
Gross Profit	285,885.84	260,401.38	3,111,290.86
Expense			
Direct Program Costs			
Personnel			
5250 · Direct Program Salaries	128,201.79	139,788.00	1,677,456.00
5260 · Payroll Taxes	9,605.90	11,183.04	134,196.48
5261 · Unemployment Taxes	544.82	1,554.05	18,648.60
5270 · Benefits	5,809.73	2,643.47	31,721.64

SONRISAS DENTAL HEALTH, INC.
Profit & Loss Budget Performance
July 2019

	Jul 19	Budget	Annual Budget
5275 - 401k Match	937.47	963.66	11,563.92
5278 - Worker's Comp.	1,036.45	1,397.88	16,774.56
5280 - Continuing Educ.	0.00	0.00	1,563.90
5281 - Licenses and Registrations	3,113.25	216.00	2,592.00
Total Personnel	149,249.41	157,746.10	1,894,517.10
Contracted Services			
5301 - Contract Employees	0.00	0.00	0.00
5303 - Sterilization Services	606.00	760.00	9,120.00
5304 - Pathogen Testing	0.00	65.00	780.00
5305 - Shredding	62.00	0.00	0.00
Total Contracted Services	668.00	825.00	9,900.00
5320 - Dental Supplies	6,425.05	9,966.32	130,513.19
5325 - Small Dental Equipment	0.00	0.00	2,500.00
5326 - Dental Equipment Repair	110.20	800.00	9,600.00
5330 - Lab Fees	4,181.69	7,500.00	90,000.00
5331 - Uniforms	0.00	100.00	1,800.00
Total Direct Program Costs	160,634.35	176,937.42	2,138,830.29
Indirect Costs			
Administrative Personnel			
5450 - Salaries/Wages	38,360.19	45,317.00	618,792.00
5460 - Payroll Taxes, Admin/Mgmt	2,919.19	3,625.36	49,503.36
5461 - Unemployment Taxes	39.49	679.76	9,281.94
5470 - Benefits	786.76	4,531.70	61,879.20
5475 - 401k Match, Admin/Mgmt.	316.07	679.76	9,281.94
5478 - Worker's Comp.	332.82	453.17	6,187.92
Administrative Personnel - Other	11,927.26		
Total Administrative Personnel	54,681.78	55,286.75	754,926.36
Business Taxes			
5520 - Property Taxes	79.29	0.00	250.00
Total Business Taxes	79.29	0.00	250.00
Equipment Expenses			
5507 - Computer Support	3,743.35	3,650.00	43,800.00
5608 - Software Support	728.00	850.00	10,200.00
5630 - Office. Equip. Maintenance	0.00	1,000.00	1,500.00
Total Equipment Expenses	4,471.35	5,500.00	55,500.00
Facilities Expenses			
5600 - Auto Expenses	91.04	300.00	3,600.00
5610 - Building Maintenance	2,736.77	750.00	9,000.00
5611 - Janitorial Service	1,818.00	2,250.00	27,000.00
5670 - Rent	3,300.00	19,588.00	235,056.00
5672 - Phone / Internet	1,141.07	1,247.00	14,964.00
5680 - Utilities	2,458.46	2,444.00	29,328.00
Total Facilities Expenses	11,545.34	26,579.00	318,948.00
Insurance			

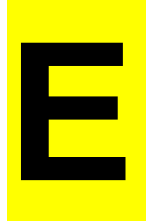
SONRISAS DENTAL HEALTH, INC.
Profit & Loss Budget Performance
July 2019

	Jul 19	Budget	Annual Budget
5635 · Auto Insurance	214.47	671.00	8,052.00
5636 · Malpractice (Prof. Liab.)	765.00	457.00	5,484.00
5637 · Liability & Property	993.33	1,030.70	12,368.40
5638 · Directors & Officer Liability	280.50	309.10	3,709.20
Total Insurance	2,253.30	2,467.80	29,613.60
Office Exp.			
5502 · Claims Processing	299.76	126.00	1,512.00
5504 · Payroll Processing / BG Checks	805.50	984.00	11,808.00
5616 · Patient Notification	494.95	485.00	5,820.00
5660 · Office Supplies	782.32	1,280.00	15,360.00
5665 · Postage and Shipping	158.95	310.00	3,720.00
5668 · Printing Costs	0.00	100.00	2,000.00
Total Office Exp.	2,541.48	3,285.00	40,220.00
Fundraising Expenses			
5632 · Fundraising Expenses	135.50	0.00	9,900.00
5633 · Fundraising Consulting	2,427.50	2,800.00	33,600.00
Total Fundraising Expenses	2,563.00	2,800.00	43,500.00
Meeting & Travel Expenses			
5676 · Travel Costs	809.56	0.00	100.00
5677 · Meals	0.00	25.00	300.00
5678 · Mileage	365.69	225.00	3,100.00
Total Meeting & Travel Expenses	1,175.25	250.00	3,500.00
Outsourced Services			
5503 · Consultants	0.00	0.00	0.00
5508 · Professional Fees	2,500.00	0.00	0.00
Total Outsourced Services	2,500.00	0.00	0.00
5615 · Depreciation Expense	22,252.27	22,301.00	266,097.52
5618 · Dues, Fees & License	0.00	210.00	2,520.00
5620 · Employee Goodwill	396.50	200.00	2,400.00
5639 · Recruitment Expense	0.00	1,475.00	17,700.00
5648 · Marketing Expense			
5651 · Outreach	3,303.05	5,000.00	10,000.00
5648 · Marketing Expense - Other	120.00	2,000.00	24,000.00
Total 5648 · Marketing Expense	3,423.05	7,000.00	34,000.00
Fees and Interest			
5605 · Service Charges	0.00	0.00	0.00
5625 · Penalty charges	0.00		
5641 · Finance Charges	53.20	50.00	600.00
5642 · Loan Interest	0.00	5,062.00	60,744.00
5650 · Merchant Processing	0.40	800.00	10,089.74
Total Fees and Interest	53.60	5,912.00	71,433.74
Total Indirect Costs	107,936.21	133,266.55	1,640,609.22
Total Expense	268,570.56	310,203.97	3,779,439.51
Net Ordinary Income	17,315.28	(49,802.59)	(668,148.65)

SONRISAS DENTAL HEALTH, INC.
Profit & Loss Budget Performance

July 2019

	Jul 19	Budget	Annual Budget
Other Income/Expense			
Other Income			
Other Income			
6120 - Interest Income	9.35		
6121 - Dividends	364.54	340.00	4,080.00
6130 - Other Income	105.35		
Total Other Income	479.24	340.00	4,080.00
Total Other Income	479.24	340.00	4,080.00
Net Other Income	479.24	340.00	4,080.00
Net Income	17,794.52	(49,462.59)	(664,068.65)





DATE: September 13, 2019

TO: SDH Board of Directors

CC: Cheryl Fama, CFO

FROM: Vickie Yee, PHCD CBO

SUBJECT: Proposed revisions to FY19-20 Budget

PROPOSAL:

Please accept the revised budget which reflects PHCD's forgiveness of debt and signed contract with FQHC for fiscal year June 30, 2020.

The proposed updates to the budget reflect two significant changes after the FY19-20 Budget was approved.

1. The San Mateo County FQHC Partnership was approved by the Board of Supervisors on August 6, 2019. The proposed budget includes a slow ramp-up of FQHC visits while expecting the same number of visits to decrease in existing Public Dental Insurance visit with no change to the total number of visits. The revision will have a net positive effect on operating income of \$56,646.
2. The PHCD Board approved the loan, interest, and rent forgiveness to SDH effective June 30, 2019. The original budget reflects 12 months of San Mateo rent and interest on debt to PHCD. The budget revision reflects this relinquishment of obligation with a net positive effect of \$256,200 to net operating income.

There are no changes to direct program cost. Total effect on net operating income is an improvement of \$312,846 with a positive cash flow of \$64,703. Attached is a comparison between our approved budget and the proposed budget.

Sonrisas Dental Health
FY 19-20 Budget - Proposed Update
(NON-APPROVED)

	San Mateo	Coastside	Updated Budget Total	Approved Budget from May 16, 2019	Proposed Changes
Commercial Insur.	465	60	525	525	0
PPO	2,140	317	2,457	2,457	0
Public Dental Insurance	3,662	2,774	6,436	6,806	-370
Private Pay	360	76	436	436	0
Affordable Plan	175	720	895	895	0
Farmworker	340	0	340	340	0
FQHC	370	0	370	0	370
TOTAL VISITS	7,512	3,947	11,459	11,459	0
Adjustments	(24,000)	(15,000)	(39,000)	(39,000)	-
Commercial Insur.	116,269	10,671	126,939	126,939	0
PPO	422,465	54,490	476,955	476,955	0
Public Dental Insurance	501,342	270,694	772,036	822,691	(50,654)
Private Pay	105,832	14,230	120,062	120,062	0
Affordable Plan	37,666	119,339	157,005	157,005	0
Farmworker	57,491	-	57,491	57,491	0
FQHC	107,300	-	107,300	-	107,300
Total Income	1,324,365	454,422	1,778,788	1,722,142	56,646
Personnel	1,464,320	430,197	1,894,517	1,894,517	0
Dental Supplies	87,313	43,200	130,513	130,513	0
Small Dental Equipment	2,000	500	2,500	2,500	0
Dental Equipment Repair	6,000	3,600	9,600	9,600	0
Lab Fees	48,000	42,000	90,000	90,000	0
Uniforms	1,600	200	1,800	1,800	0
Contracted Services	8,220	1,681	9,901	9,901	0
Direct Program Cost	1,617,453	521,378	2,138,831	2,138,831	0
Administrative Personnel	503,283	251,643	754,926	754,926	0
Business Taxes	250	0	250	250	0
Facilities Expenses	69,132	54,360	123,492	318,948	195,456
Office Exp.	31,976	8,244	40,220	40,220	0
Equipment Expenses	51,300	4,200	55,500	55,500	0
Insurance	22,202	7,418	29,621	29,621	0
Outsourced Services	0	0	0	0	0
Fundraising Expenses	33,000	10,500	43,500	43,500	0
Fees and Interest	10,200	490	10,690	71,434	60,744
Depreciation Expense	251,266	14,832	266,098	266,098	0
Dues, Fees & License	720	1,800	2,520	2,520	0
Employee Goodwill	1,800	600	2,400	2,400	0
Recruitment Expense	11,800	5,900	17,700	17,700	0
Outreach	5,000	5,000	10,000	10,000	0
Marketing Expenses	21,600	2,400	24,000	24,000	0
Meeting & Travel Expenses	3,000	500	3,500	3,500	0
Indirect Program Cost	1,016,529	367,888	1,384,416	1,640,616	256,200
Total Cost	2,633,982	889,266	3,523,247	3,779,447	256,200
TOTAL OPERATING INCOME	(1,309,617)	(434,843)	(1,744,460)	(2,057,306)	312,846
Dividend/Other Income	40,730	3,500	44,230	44,230	0
Donations Received	258,000	192,000	450,000	450,000	0
Grant from PHCD	900,000	-	900,000	900,000	0
OTHER INCOME	1,198,730	195,500	1,394,230	1,394,230	0
INCOME/LOSS	(110,887)	(239,343)	(350,230)	(663,076)	312,846
ADJ CASH ITEMS					
Rent	0	-	0	192,797	(192,797)
Depreciation Expense	251,266	14,832	266,098	266,098	-
Loan Interest	0	0	0	55,346	(55,346)
TOTAL CASH POSITION	140,379	(224,511)	(84,132)	(148,835)	64,703



Grant / Fundraising Status (FY19)
September



GRANT SUBMISSIONS						
Name	Submittal Date	Requested	Center	Programs	Period	Awarded?
City of Half Moon Bay - Government Grant	5/28/2019	\$ 10,000	CS	Procedures and screenings	1 year	Yes
Delta Dental Community Foundation	12/10/2018	\$ 20,000	SM/CS	ATC	1year	Yes
Patterson Foundation (LOI)	6/17/2019	\$ 20,000	SM/CS	School Screenings	1 year	Pending
Mattel (LOI)	6/17/2019		SM/CS	ATC	1 year	Pending
George H Sandy Foundation	8/29/2019	\$ 30,000	SM/CS	ATC	1 year	Pending
Dignity Health Sequoia Hospital	9/6/2019	\$ 20,000	SM/CS	School Screenings	1 year	Pending
Stanford Hospital	9/6/2019	\$ 50,000	SM/CS	ATC	1 year	Pending
Chan Zuckerberg Initiative	9/12/2019	\$ 75,000	SM/CS	ATC	1 year	Pending
Sutter Health Mills Peninsula Hospital	9/13/2019	\$ 20,000	SM/CS	School Screenings	1 year	Yes
Total		\$ 245,000				

AWARDED							
Name	Awarded	Amount	Received	Not Yet Received	Period	Program	Center
California Wellness Foundation	8/13/2018	\$ 250,000	\$ 125,000	\$ 125,000	Aug 18-Jul 21	Adults/Seniors	SM/CS
Peninsula Health Care District	10/25/2018	\$ 1,300,000	\$ 373,000	\$ 927,000	Jan 19-Jun 20	ATC	SM
Sequoia Healthcare District	2/6/2019	\$ 150,000	\$ 75,000	\$ 75,000	Feb 19-Dec 19	SHD Residents	SM
Healthy Smiles, Healthy Children (AAPD*)	6/28/2019	\$ 20,000	\$ 20,000		July 19-Jun 20	School Screenings and treatment	SM/CS
Delta Dental Community Foundation	8/20/2019	\$ 20,000	\$ 20,000		July 19-Jun 20	ATC	SM/CS
Total		\$ 1,740,000	\$ 613,000	\$ 1,127,000			

ACCOUNTING REPORT: GRANTS/DONATIONS AVAILABLE IN FY20 (Cash Rec'd)							
Name	Jul-19			Sep-19			
	Beginning Bal	Addition	Released	Ending Bal	Period	Purpose	Center
Hope Fund	\$ 2,229		\$ -	\$ 2,229	On Going	Uncompensated Care	CS
Hope Fund	\$ 7,817		\$ -	\$ 7,817	On Going	Fund Development	CS
Gassert - School Screenings	\$ 600		\$ 600	\$ -	On Going	School Screenings	CS
Farmworkers	\$ 55,246	\$ 8,015	\$ 8,588	\$ 54,674	01/01/18-12/31/18	Farmworkers	SM
Sand Hill Foundation	\$ 7,500		\$ 7,500	\$ -	10/01/2018-9/30/2019	General Support	SM/CS
California Wellness	\$ 48,611		\$ 20,832	\$ 27,779	08/01/2018-01/31/2020	Senior/Children	SM/CS
Delta Dental Community Foundation	\$ 8,756		\$ 8,756	\$ -	10/01/2018-9/30/2019	General Support	SM/CS
Dignity Health Sequoia Hospital	\$ 6,664		\$ 1,667	\$ 4,997	1/1/2019-12/31/2019	Hoover School/Casa de Redwood	SM
TouchPoint Foundation	\$ 1,750		\$ 750	\$ 1,000	2/1/2019-1/31/2020	Older Adults	SM/CS
Healthy Smiles, Healthy Children (AAPD*)	\$ -	\$ 20,000	\$ 5,000	\$ 15,000	07/01/2019-06/30/2020	School Screenings and treatment	SM/CS
Delta Dental Community Foundation	\$ -	\$ 20,000	\$ 5,000	\$ 15,000	07/01/2019-06/30/2020	General Support	SM/CS
Total		\$ 139,172	\$ 48,015	\$ 58,693	\$ 128,495		

GRANTS NOT AWARDED							
Name	Submittal Date	Requested	Center	Date Notified	Programs	Reason	Next Steps
Wells Fargo	7/1/2019	\$ 25,000.00	SM/CS	9/11/2019	Screenings	None Given	

COMING UP	
Name	
Hurlburt-Johnson Foundation	
Sand Hill Foundation	
San Mateo Credit Union	
Cisco Grant Program	
Kaiser Health	
Genentech	
Lucille Packard Children's Hospital	