



**Board Meeting
January 20, 2022
6:30 PM**

Teleconference Via Zoom

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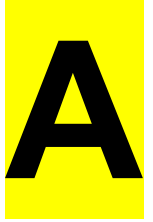
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AGENDA

- | | |
|--|-------------|
| 1. CALL TO ORDER AND ROLL CALL –Chair Taverner | |
| 2. MISSION MOMENT – San Bruno Community Foundation – Maura LeBaron-Hsieh | TABS |
| 3. PUBLIC COMMENTS | |
| 4. APPROVAL OF NOVEMBER BOARD MINUTES –Chair Taverner | A |
| 5. REPORTS | |
| A. CEO Report – CEO Fecher | B |
| B. CFO Report – CFO Fama | |
| C. Fundraising Report – Maura LeBaron-Hsieh | C |
| D. Outreach Report– Dr. Bonnie Jue | D |
| E. Board Nomination Committee – Director Young | E |
| F. Unaudited Financials – Tina Wang | F |
| 6. NEW BUSINESS | |
| A. Annual Meeting | |
| a. Appointment of Board Directors ACTION Requested – Chair Taverner | |
| b. Election of Board Officers ACTION Requested – Director Young | |
| c. Conflict Of Interest Forms – CEO Fecher | |
| B. 2022 Fundraising Plan Overview – Maura LeBaron-Hsieh | |
| C. Sequoia Healthcare District Update – CEO Fecher | |
| D. Board Resolution to Continue Virtual Meetings ACTION Requested – Chair Taverner | |
| E. Strategic Plan Update – Chair Taverner | |
| 7. OLD BUSINESS | |
| A. HMB Renovations Update – CEO Fecher | |
| B. FQHC Contract Update – CEO Fecher | |
| 8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner | |
| 9. ADJOURN | |





Board Meeting
November 18, 2021 | 6:00 PM

MINUTES

1. **CALL TO ORDER AND ROLL CALL – Vice Chair Galligan** called the meeting to order at **6:32PM**
 - **Present:** Vice Chair Helen Galligan, CFO Cheryl Fama, Board Members: Larry Cappel, Larissa Cutler, Clyde Hinshelwood, Steve Stielstra, Sheryl Young.
 - **Also Present:** CEO Tracey Fecher, Director of Community Engagement Bonnie Jue, DDS, Executive Assistant Elijah Barnard.
 - **Absent:** Rick Navarro, Nigel Taverner
2. **MISSION MOMENT** – Since Sonrisas first started building relationships with other community-based organizations four years ago, SDH’s community programs have greatly expanded to meet the needs of its neighbors. With the pandemic, Sonrisas has pivoted to provide virtual oral health education to a wide range of ages across the county. Dr. Jue is in conversation with La Costa Adult School in Half Moon Bay to develop an introduction to dental assisting training program. In addition, the outreach team is piloting a program geared towards older adults in the county. Dr. Jue expressed her gratitude to board members for the opportunity to expand Sonrisas’ impact in the community and explore new ways to serve San Mateo County residents.
3. **PUBLIC COMMENTS** – No public in attendance
4. **APPROVAL OF SEPTEMBER 16TH AND OCTOBER 2ND BOARD MINUTES**
 - **Director Cappel** motioned to approve the minutes for the board meeting on September 16th, 2021. The motion was seconded by **Director Young** and approved by roll call. Ayes: **Helen Galligan, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Cheryl Fama, Sheryl Young, Steve Stielstra**
 - **Director Fama** motioned to approve the minutes for the board retreat on October 2nd, 2021. The motion was seconded by **Director Stielstra** and approved by roll call. Ayes: **Helen Galligan, Clyde Hinshelwood, Larissa Cutler, Cheryl Fama, Steve Stielstra.**
Abstained: Sheryl Young, Larry Cappel
5. **REPORTS**
 - **CEO Report** – Sonrisas has applied for \$124K Employment Retention Credits. **Director Cappel** commented that he is also exploring this credit and will share any information he learns with CEO Fecher.
 - **CFO Report** – **CFO Fama** reported that at the end of Q1, Sonrisas’ net revenue was down \$30K. Supply costs are up, but the Sonrisas team has been able to keep their expenses down. Sonrisas total net income was \$22K. **CFO Fama** highlighted that the grants and PPP loan helped to bolster SDH’s net performance, bringing total actual income to \$276,300. CEO Fecher and CFO Fama are looking at areas that need improvement, but Sonrisas is ahead of budget. **CEO Fecher** added that net income is ahead \$140K in restricted grants, which were released for capital improvements. This is not reflected in the corresponding expenses since they were capital expenses. **CFO Fama** thanked Dr. Jue for being an



excellent speaker and break-out session leader at the Association of California Health Care Districts in October. Dr. Jue received the highest survey score of any presenter at the entire conference.

- **Fundraising Report** – YTD fundraising is \$420K, with a goal of \$640K. Sonrisas was not awarded \$200K from Chan Zuckerberg Institute. **Director Stielstra** congratulated Director Hinshelwood and the Development team on their success at the Cooking for a Cause: Paella Dinner event. The Development committee will be discussing in December where and when the next event will be held. **Director Cappel** recommended the Millbrae Recreation Center for possible events, which will open in May.
- **Outreach Report**— Dr. Jue recently gave a presentation to the County Commission on Aging. **CEO Fecher** highlighted that Sonrisas has had two interns from Design Tech High School. **Director Galligan** asked for an update on senior outreach. Dr. Jue has been in contact with directors at several senior facilities. Sonrisas is exploring the possibility of a pop-up clinic, but before the team does that, they are doing some research into what the community's needs are through the guidance of a program consultant.
- **Board Nomination Committee** – This committee clarified the criteria and priorities for board candidates. Board members will be sent a board survey to determine Sonrisas' current board profile. The committee's goal is to expand the number of directors on the board from 9 to 11 members by 2023.
- **Unaudited Financials** – No questions or comments from the board.

6. NEW BUSINESS

- **Sonrisas Patient Demographics** – Following a request from the board at the October Board Retreat, Mx. Barnard and CEO Fecher have been populating and analyzing Sonrisas' patient demographic data. Almost half of the patient data on race is uncollected for various reasons. **Mx. Barnard** reported that additional staff time and resources would be necessary to gather this data. Anecdotally, Care Coordinators shared that most ATC patients are people of color. In addition, intersectionality—the combination of unchangeable social categorization that determine the interdependent systems of discrimination that a person's experiences—affects a patient's access to care.
 - **Vice Chair Galligan** asked whether a doctor can ask for this demographic information and fill it out on the patient's profile. **CEO Fecher** responded that patients complete this information, which is entered in by care coordinators. Sonrisas' team has been discussing the option of having patients use a tablet to help automate this process.
 - **Director Cappel** suggested polling from a smaller sample of the population, focusing on gathering as much information, as easily as possible. He cautioned that the team needs to be sensitive to people from other cultures that may feel uncomfortable disclosing this information. **Director Stielstra** commented that there may not be an incentive for patients to complete this information. He is concerned that patients filling out this information would be wary and warn others in their community.
 - Sonrisas does not currently have any county contracts that require this information, but Sonrisas has completed several grant applications that ask for patient demographic information.
 - **CFO Fama** asked how gathering this data changes the way that Sonrisas' staff treats its patients. She voiced concern that gathering this information implies that Sonrisas is treating patients differently, but also added that her concerns were addressed in listening to the conversation. **CEO Fecher** shared that the leadership team has begun to discuss whether Sonrisas should prioritize appointments based on



intersectionality. **CFO Fama** commented that in the last board retreat, it was determined that Sonrisas is not an extension of the county, directly and the organization's mission is to increase access to care for all, not just the most vulnerable.

- Currently, the Sonrisas Outreach team is exploring how to provide better care for seniors in San Mateo County. **CEO Fecher** suggested that a similar assessment could be conducted for the need for dental care in the LGBTQIA+ community.
- **Sonrisas Vision ACTION Requested** – **CEO Fecher** shared the decision points coming out of the board retreat in October (see PPT slide 9) and asked the board for feedback. **Director Young** requested that clarification be added to the second decision point, reflecting that “Sonrisas is ready for growth because of the need in the community.” In the following slide, **CEO Fecher** presented two drafts for Sonrisas’ vision and asked that the board review and approve one version. **CFO Fama** and **Director Cappel** recommended removing the second sentence. **Director Stielstra** commented that the second sentence serves as an explanation of Sonrisas strategy to arrive at this vision.
 - *Sonrisas’ Vision Statement: Every adult and child in San Mateo County has a dental home, including those with physical, developmental, or economic challenges.*
 - **CFO Fama** moved to approve the above vision statement. The motion was seconded by **Director Cappel** and approved unanimously by roll call. **Helen Galligan, Clyde Hinshelwood, Larissa Cutler, Cheryl Fama, Steve Stielstra, Sheryl Young, Larry Cappel**
- **Strategic Planning Process ACTION Requested** – **CEO Fecher** recommended that Sonrisas undergo a strategic planning process, under the guidance of Eric Ryan, Mission Met. Details of this project are outlined in PPT slide 11. This project would require an approval of a \$13,500 unbudgeted expense.
 - **Director Cappel** moved to approve the strategic planning process as presented. The motion was seconded by **Director Young** and unanimously approved by roll call. **Helen Galligan, Clyde Hinshelwood, Larissa Cutler, Cheryl Fama, Steve Stielstra, Sheryl Young, Larry Cappel**
- **Diversity/Equity/Inclusion Board Survey** – **Mx. Barnard** reminded board members to complete the DEI survey that was sent out earlier in the week. This survey is completely anonymous but will help assess Sonrisas’ policies and practices.
- **December Board Meeting ACTION Requested**- **Vice Chair Galligan** recommended that the board cancel the December board meeting.
 - **Director Cappel** moved to cancel the December board meeting. The motion was seconded by **Director Young** and unanimously approved by roll call. **Helen Galligan, Clyde Hinshelwood, Larissa Cutler, Cheryl Fama, Steve Stielstra, Sheryl Young, Larry Cappel**

7. OLD BUSINESS

- **HMB Renovations Update** – The center has one more day of operations and then will close for 5 weeks. Renovations include new paint, updated flooring, new chairs, upgrades on storage, and a bathroom remodel. Sonrisas received a check for \$10K from the landlord for the HVAC installation.
- **FQHC Contract Update** – Sonrisas can now access the SMMC EMR from Sonrisas’ computers. The next step is to train Sonrisas’ staff. **CEO Fecher** hopes that Sonrisas will no longer be using county laptops, except in Pescadero, by the January board meeting.
- **Farmworker Contract** – **CEO Fecher** reported that the team has had 4 successful days in



Pescadero. Dr. Torrey has seen 21 patients and the county has stated that by the end of April, Sonrisas will be done seeing those patients. **CEO Fecher** is planning on arranging a time to meet with Rita Mancera the CEO of Puente de la Costa Sur to discuss the long-term dental care needs of the community their organization serves. **Director Young** suggested asking CEO Mancera about the patterns and needs of migrant workers during the summer and whether that fits with what the county has suggested will happen.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- The Sonrisas team will provide an update on Half Moon Bay.
- Discussion about AB361 and whether Sonrisas' board will meet in person or conduct hybrid meetings in accordance with the Brown Act. **CFO Fama** will do some research on the requirements as it relates to Sonrisas Dental Health.
- Director Stielstra ask for a brief presentation of Sonrisas' fundraising goals for FY22 and an update on the major donor program.

9. Meeting was adjourned at **8:15pm**.

B



DATE: January 12, 2022

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO

RE: CEO Report

1. Clinic Operations:

- In December, the clinics were ahead of budget by 93 visits with all visits provided at the San Mateo clinic while the Half Moon Bay clinic was closed for renovations. The NYU resident worked from the San Mateo Clinic as well as the one of the dental assistants from Half Moon Bay.
- During December and through this report date, multiple staff, including providers, have been out of the office for medical reasons or due to having COVID symptoms. There have been days patient visits have had to be cancelled due to staffing shortages.
- The clinical leadership team is preparing operational decision trees to guide when visits and/or providers need to be cancelled due to staffing shortages.
 - i. Sonrisas' culture has been to not cancel patient visits when there is a shortage of clinical support staff. The long 22 months of the pandemic with many more call out days for support staff have made continuing that way untenable.
 - ii. The pandemic, along with the 30% growth in visits in FY22, has pushed the clinical team to their limits.

2. Outreach: School Screenings

- The demand for school screenings through December 2021 has been strong. Dr. Bonnie Jue had planned 800-850 screenings in FY22; and the fundraising team had secured the funding for that number.
- Before the holidays in late December and the Omicron outbreak, Dr. Bonnie had requests for 1200 screenings. Most of the screenings were scheduled to begin in January and continue through March.
 - i. At this time, January screenings have been pushed out as school districts wait to see if the current Omicron outbreak plateaus.
- With the financial support of fundraising general operating grants and donations, the 1200 screenings will move forward, unless the pandemic dictates otherwise.
 - i. The Fundraising team is working on additional grants, a February mini-campaign during Children's Oral Health month and large donor solicitations to raise the additional \$30-40K to cover 1200 screenings.

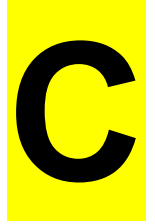
3. FQHC Contract Update:

- The SMMC team shared that the current wait list across their dental clinics is just under 1400 adults. During the 2021 calendar year, Sonrisas had the following outcomes for the SMMC contract:

- i. Cleared 270 patients from the SMMC waitlist, an average of 23/month. Clearing patients includes providing a dental home for an SMMC patient as well as removing patients from the waitlist who have moved, are no longer eligible for Medi-Cal or are unresponsive to multiple attempts at contact.
 - ii. Provided 1202 patient visits. In the last quarter, the number of visits, including those for farmworkers, has averaged 130 per month.
- SMMC is still considering whether they want Sonrisas to begin seeing their patients at the Half Moon Bay clinic. There appears to be some concern from some members of the SMMC team about expanding the contract to our HMB location.
- 4. Sonrisas' Strategic Plan:
 - The kickoff meeting for the Strategic Plan will be held on Tuesday, January 18th. Board members are invited to attend. The meeting will be recorded and sent to board members who are unable to attend.
 - The all-day Strategic Planning retreat will be held on April 26th or May 5th for key clinical staff, the Leadership Team and board members. A doodle poll will be sent to board members to see which of those dates works for the most board members.
- 5. Half Moon Bay Clinic Refresh:
 - The Half Moon Bay clinic reopened after being closed for 5 weeks. The floors were replaced, the entire clinic painted, ceiling tiles replaced, cabinets were repaired/replaced, and the two remaining original dental chairs were replaced by chairs donated by Guernick Academy.
 - During the refresh, there were significant rains, which showed where water was coming into the clinic suite. The landlord was able to make repairs to the walkway and windows to remedy the long-standing water issues.
 - The new, custom artwork for the suite should be completed and installed in late January by Mark and Susan Verlander.
 - The Fundraising team will be scheduling tours for major donors and small groups of funders in February.
- 6. HR Contract:
 - GroHR Consulting, which provides contract HR services for Sonrisas, charges a monthly retainer for their services and the contract renews in February.
 - Through the first 11 months of the contract, the services provided have not met all of Sonrisas' expectations. The HR Generalist working with Sonrisas was replaced in December; and we have seen a turn around in the customer service our team is receiving.
 - The recruiting team at GroHR has helped Sonrisas hire two dental assistants and one Care Coordinator. We've been very pleased with their ability to source candidates during the tight job market.
 - GroHR has requested a 40% contract increase due to the amount of time it takes them to provide our HR needs, moving from \$1650/month to \$2600/month. Our new contract will have a 6-month review clause, where the number of hours their team spends on Sonrisas will be analyzed and the contract amount will be revised down if warranted.
- 7. CEO Leadership Training:



- CEO leadership training was recommended by the board during my FY21 review. I want to thank the board for support of my professional development.
 - There are three programs I am considering. Both Stanford and Harvard have one-week Non-Profit Executive Management residential programs. The Harvard program is when my son is getting married, so it will not work in 2022. I've gotten feedback from two trusted individuals about the Stanford program and only one person recommended it. The other person, who attended the program, did not find the content strong nor did she find it connected her to other local non-profit leaders.
 - Another program I am looking into is the American Leadership Forum Fellows program. This is a yearlong program that meets once a month with non-profit and for-profit leaders from multiple industries. There are always leaders from local medical organizations, such as Sutter and Stanford Hospital, in the program.
 - If board members have any input on either the Stanford Graduate School of Business program or the American Leadership Forum program, I'd appreciate it.
8. Financial Updates:
- The 2nd PPP loan forgiveness application will be submitted by 1/18.
 - Merrill Lynch account funds are earmarked for HMB capital improvements. The balance that was/is being spent on the HMB Refresh will be transferred to the Boston Private checking account in late January.
 - On January 12th, 2022, Sonrisas' current cash position was \$1,557,000.





DATE: January 13, 2022
TO: SDH Board of Directors
FROM: Maura LeBaron-Hsieh, MPH, Director of Development
RE: Development Update

In December, the Development Team ran a successful Fall Giving program and began early planning for 2022's 8th Annual Cooking for a Cause fundraiser. We also continued to move forward with Major Donor program development.

Please see the attached Fundraising Report for visual overview of our progress toward our overall fundraising goals.

1. Individual Donations

- **As of December 31, 2021, we have received \$48,460 in individual donations and sponsorships** this fiscal year.
- Our 2021 Calendar Year-End Appeal has raised \$18,500 so far, with donations continuing to arrive. Please see the table at right for detailed information and a comparison to recent year-end giving totals. Key changes for this year's Calendar Year-End Appeal included: segmented donor letters with a customized donation ask amount, a "Week of Gratitude" sharing impact with our donors around Thanksgiving, and visually appealing email outreach from multiple voices including leadership, patients, and front-line staff.
- Currently, the primary focus in individual giving is building our Major Donor program. An update on anticipated 2022 Development activities will be presented at the January 20th Board Meeting.

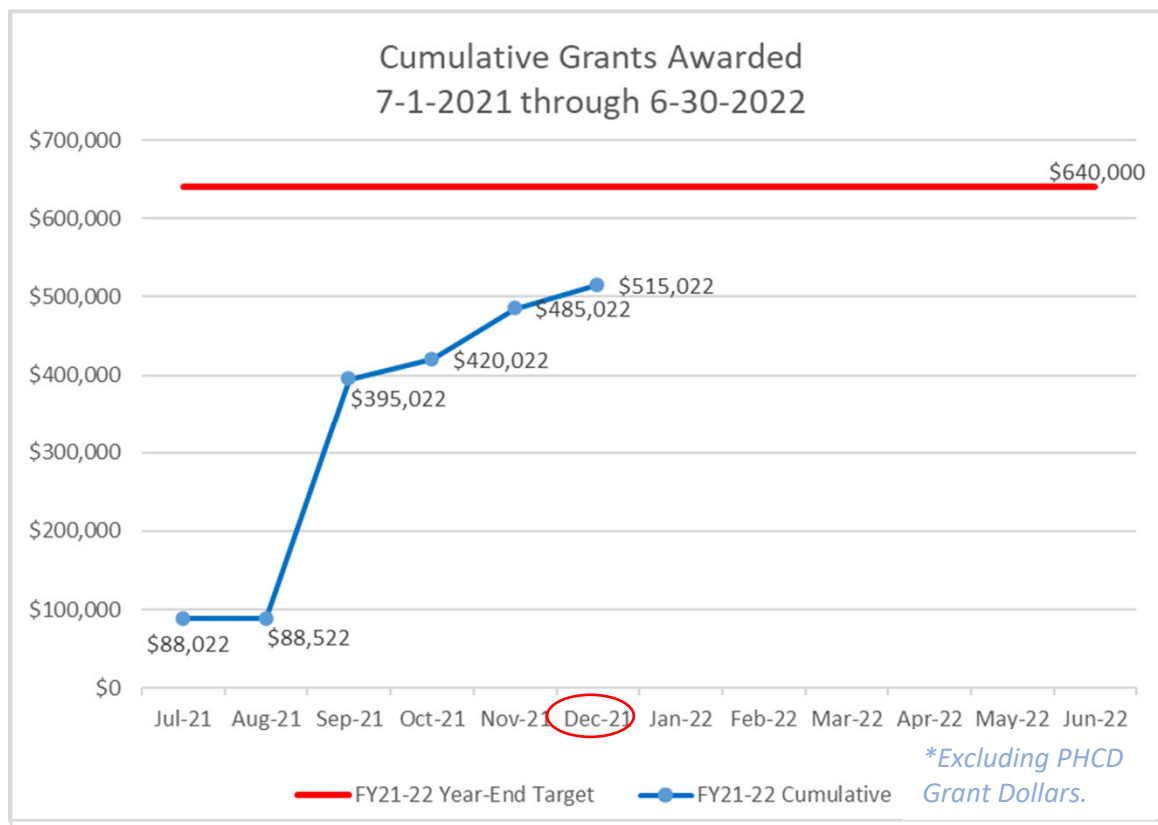
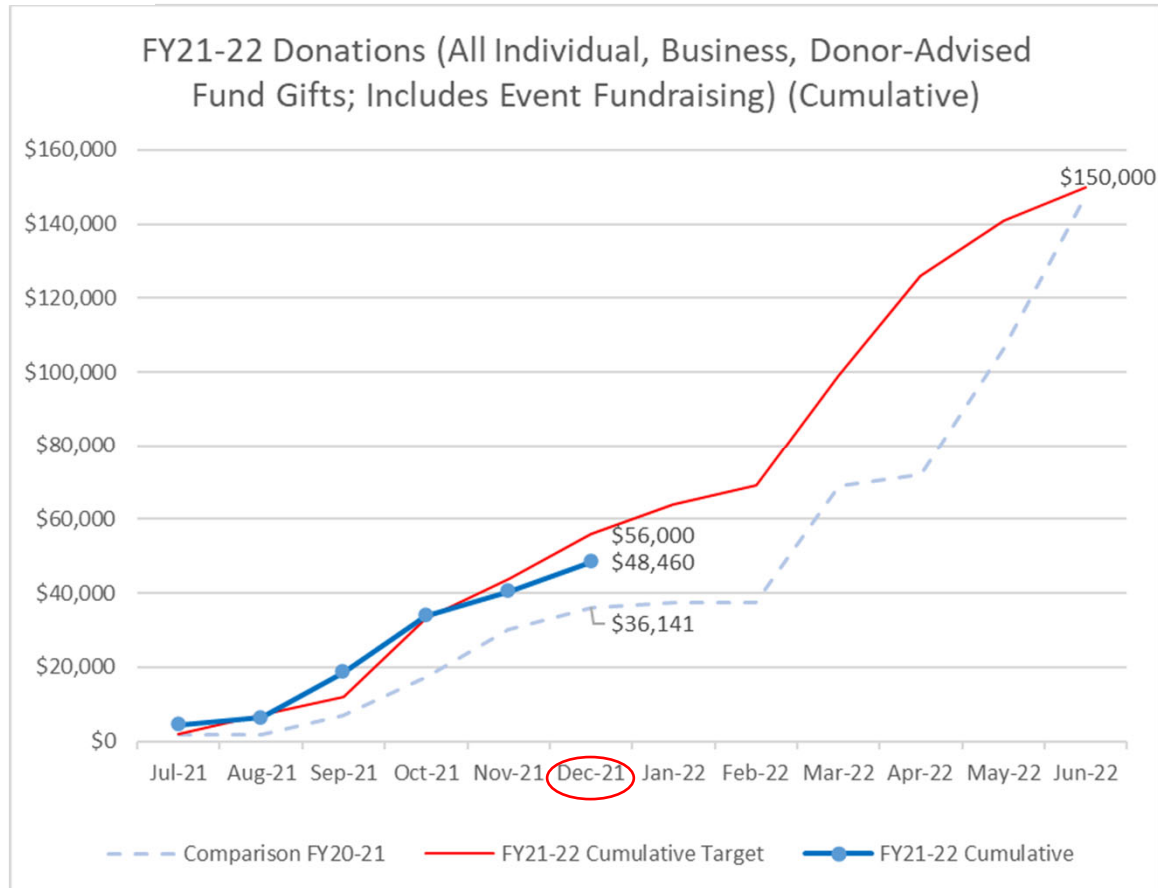
SDH Year End Appeal 2021 Outcomes			
	Total \$ Raised	# of gifts	% change from previous year
2018 Year End Appeal Total	\$4,752	23	-
2019 Year End Appeal Total	\$6,016	23	27%
2020 Year End Appeal Total	\$6,498	37	8%
2021 Year End Appeal Total	\$18,500	54	185%

2. Grant-seeking

- Sonrisas has been awarded \$515,022 in grants as of Dec 31, 2021.
- **Increasingly, funders consider diversity and representation when they review grant proposals.** Based on what we are hearing in the philanthropic world, **putting the voices of people with diverse lived experiences front and center will soon become critical for Sonrisas to secure necessary grant funding.**
- Below are recommendations based on research by our grantwriter and input from multiple funders, such as the Chan Zuckerberg Initiative (which recently declined to fund SDH's proposal due concerns in this area):
 - Include people at all levels, from staff to Board, "who are or have been impacted by the things that apply to the community we serve."
 - Involve those whom we serve in leadership capacities, including serving on the Board, as the perspective added by those who have experienced the issues we address can add incredible depth to our mission.
 - Consider creating a Patient Advisory Board that is empowered to help shape Sonrisas' work. This presents a leadership opportunity for patients and increases the Board's depth of knowledge without asking such a substantial time commitment as Board of Directors membership.

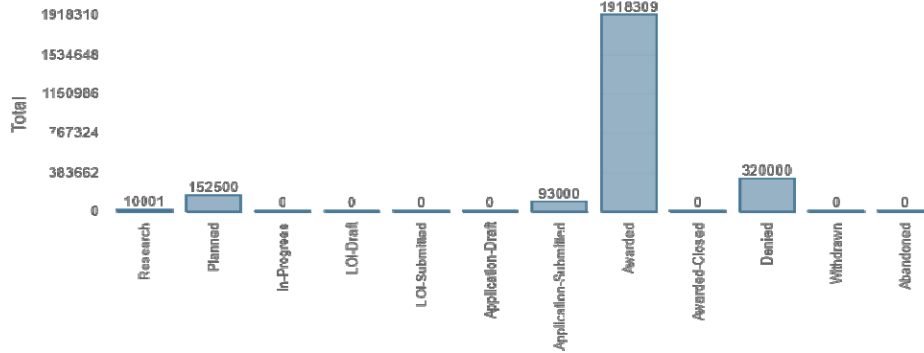


SDH Fundraising Report FY21-22 Through December 31, 2021

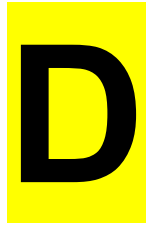


Opportunities By Status

3/1/2021 - 6/30/2022



Funder	Funding Opportunity	Funding Category	Deadline	Amount Requested	Amount Awarded	Status
William G Irwin Charity Foundation	2020 William G Irwin Charity Foundation Grant	Capital Project	8/14/2020	\$ 30,000	\$ 30,000	Awarded
Patterson Foundation	2021 Patterson Application	School Screenings, Access to Care Children	1/8/2021	\$ 35,000	\$ -	Denied
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q2 Grant	Access to Care	1/8/2021	\$ 45,648	\$ 45,648	Awarded
Atkinson Foundation	2021 Senior Programs Grant	Access to Care, Seniors, Outreach	2/1/2021	\$ 12,500	\$ 12,500	Awarded
The Comcast Nbcuniversal Foundation	2021 Community Impact Grant - Program Innovation	School Screenings, Access to Care Children	2/12/2021	\$ 40,000	\$ -	Denied
Rotary Club of San Mateo	2021 Rotary Club of San Mateo	School Screenings	3/15/2021	\$ 3,000		Application-Submitted
Sobrato Family Foundation	2021-2022 Sobrato Essential Human Services Grant	Access to Care, General Operations, Capital Project	3/19/2021	\$ 50,000	\$ 123,000	Awarded
America's ToothFairy: National Childrens Oral Health Foundation	March 2021 Tooth Fairy In The Gap	Access to Care Children	3/31/2021	\$ 500	\$ 500	Awarded
Sand Hill Foundation	2021 Sand Hill Foundation	Access to Care	4/1/2021	\$ 50,000	\$ 25,000	Awarded
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q3 Grant	Access to Care	4/9/2021	\$ 64,839	\$ 64,839	Awarded
First Five San Mateo County	2021 First Five Oral Health RFP	School Screenings, Access to Care Children	4/13/2021	\$ 70,000	\$ 70,000	Awarded
City of Burlingame	2021 Community Funding Information	Access to Care	4/16/2021	\$ 5,000	\$ 1,800	Awarded
City of Half Moon Bay	FY21-22 CSFA Grant	Access to Care, Covid 19	4/16/2021	\$ 20,000	\$ 20,000	Awarded
Stanford Health Care	FY21 Capital Grant for SM Operatory Build-Out	Capital Project	5/14/2021	\$ 75,000	\$ 110,000	Awarded
Delta Dental Community Care Foundation	2021 Delta Dental Community Care Grant	Access to Care, Seniors, Outreach	5/31/2021	\$ 130,000	\$ 100,000	Awarded
Peninsula Health Care District	FY 20 PHCD 3-Year Grant, Year 2	Access to Care, General Operations	6/30/2021	\$ 900,000	\$ 900,000	Awarded
Sunlight Giving	FY21-22 Sunlight Giving COVID-19 Recovery Grant	General Operations, Covid 19	7/6/2021	\$ -	\$ 25,000	Awarded
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q4 Grant	Access to Care	7/9/2021	\$ 63,022	\$ 63,022	Awarded
AstraZeneca Corporate Contributions Program	2021 Health Equity Community Solutions Challenge	Access to Care	7/16/2021	\$ 25,000	\$ -	Denied
America's ToothFairy: National Childrens Oral Health Foundation	July 2021 Tooth Fairy In The Gap	Access to Care Children	7/30/2021	\$ 500	\$ 500	Awarded
Kaiser Permanente Community Health	2022 Kaiser Safety Net Grant		8/5/2021	\$ 25,000	\$ 25,000	Awarded
Children's Health Initiative / HPSM	Initiative FY22-24 Dental Capacity Grant	School Screenings, Access to Care Children, Capital Project, Outreach	8/19/2021	\$ 105,000	\$ 105,000	Awarded
Stanford Health Care	2021-22 Stanford RFP		8/20/2021	\$ 61,000	\$ 61,000	Awarded
Chan Zuckerberg Initiative Foundation	FY21-22 CZI Community Fund	General Operations	8/27/2021	\$ 200,000	\$ -	Denied
Lucile Salter Packard Childrens Hospital at Stanford	2021-22 LPH RFP	School Screenings, Access to Care Children	9/8/2021	\$ 40,000	\$ 40,000	Awarded
Network for Good, Inc.	FY 21-22 Network For Good RFP	General Operations	9/15/2021	\$ 5,000	\$ 500	Awarded
The San Bruno Community Foundation	2022 San Bruno Community Foundation	School Screenings, Access to Care Children	9/22/2021	\$ 10,000	\$ 10,000	Awarded
Cigna Foundation	FY21-22 Health and Well-Being Grant	Access to Care	9/24/2021	\$ 65,000		Application-Submitted
Touchpoint Foundation	2021-22 Touchpoint Foundation	Access to Care, Seniors, Outreach	9/30/2021	\$ 3,000	\$ 5,000	Awarded
Dignity Health-Sequoia Hospital	2022 Dignity Health Grant	School Screenings, Access to Care Children	9/30/2021	\$ 20,000	\$ 20,000	Awarded
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District ATC Q1 Invoice	Access to Care, General Operations	10/1/2021	\$ 60,000	\$ 60,000	Awarded
American Academy of Pediatric Dentistry	AAPD 2021-2022 RFP	School Screenings, Access to Care Children	10/1/2021	\$ 20,000		Denied
America's ToothFairy: National Childrens Oral Health Foundation	Closing the Smile Gap Grant	School Screenings, Materials and Supplies	12/20/2021	\$ 5,000		Application-Submitted
Adobe Employee Community Fund	Adobe ECF 2021 Proposal		12/31/2021	\$ 20,000		Application-Submitted
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District ATC Q2 Invoice	General Operations	1/3/2022	\$ 60,000		In Progress
Atkinson Foundation	2022 Senior Programs Grant	Access to Care, Seniors, Outreach	2/1/2022	\$ 12,500		In Progress
Mills Peninsula Hospital (Sutter Health)	2022 RFP Mills Sutter Health	Access to Care Children, School Screenings	3/1/2022	\$ 25,000		Planned
Coastside Women's Club	GO Grant	General Operations	3/1/2022	\$ 1		Research
Millbrae Community Foundation	MCF Community Program Grant	School Screenings, Access to Care Children	3/4/2022	\$ 5,000		Research
Oral Health Foundation of the Pierre Fauchard Academy	2021 RFP	Access to Care	3/15/2022	\$ 5,000		Research
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District	General Operations	4/4/2022	\$ 60,000		Planned
Totals				\$ 2,426,510	\$ 1,918,309	41





DATE: January 14, 2022
TO: SDH Board of Directors
FROM: Bonnie Jue, DDS
RE: **Community Engagement Director Report – January 2022**

During the last 2 months, Sonrisas Dental Health's (SDH) Community Outreach team has been busy developing, promoting, scheduling (and rescheduling due to January's Covid surge) program events such as school screenings and focus groups for the senior dental program. SDH's first focus group is scheduled on February 9th at Senior Coastsiders in Half Moon Bay!

School Screenings

Thanks to the support of community partners, such as, San Bruno Park School District, Jill Vandroff (San Mateo County's Office of Education District Nurse), Marie Violet (Sequoia Hospital Community Programs Manager), and Sean McPhetridge (Cabrillo Unified School District's superintendent) - to name just a few - who have made significant efforts to connect Dr. Jue with local school districts and preschools, SDH has scheduled dental screenings for over 1,200 children in San Mateo County this spring. (**Boldfaced** schools are new partners this year)

- | | |
|--|--|
| a) Belle Air/Allen Preschool (San Bruno) | h) Peninsula Family Service (San Mateo, Daly City, South SF) |
| b) Belle Haven Child Development Center (Menlo Park) | i) Pescadero Elementary (Pescadero) |
| c) El Granada Elementary (El Granada) | j) Roosevelt Community School (Redwood City) |
| d) Farallone View Elementary (Montara) | k) San Mateo Foster City School District Preschools (San Mateo) |
| e) Garfield Community School (Redwood City) | l) San Mateo Foster City School District Preschools (San Mateo) |
| f) Hoover Community School (Redwood City) | m) Taft Community School (Redwood City) |
| g) Menlo Park City School District Preschools and Elementary Schools (Menlo Park, Atherton) | |

In addition to these anticipated screenings, SDH's Community Dental Hygienist, Brenda Barrientos, provided in-person oral health education presentations (the first since Covid started) to Kindergarten classes at Fiesta International School (San Mateo) in Spanish.

The terrific news is that the pandemic has not stopped SDH from carrying out its mission (this is a greater number of screenings than we were able to schedule before the pandemic began). The challenge is that we need to continue fundraising to meet the demand for these valuable preventative oral health services, which has exceeded the grant support that we have received for this year thus far.

Next up: The launch of La Costa Adult School/Sonrisas Dental Health's "Introduction to Dental Assisting Training Program" (beginning February 7th)





DATE: January 12, 2022

TO: SDH Board of Directors

FROM: Sheryl Young, Director

RE: Board Nominating Committee Report

The Board Nominating Committee (BNC) includes improvements to Sonrisas' board governance in its work. It is a best practice for boards to have an annual meeting. The BNC would like the Sonrisas Board Annual Meeting to take place each year in January. The annual meeting will include the appointment of directors to the board, the election of board officers and board members reviewing and signing of conflict-of-interest forms annually.

For the 2022 Annual Meeting of the Sonrisas' Board of Directors, the board has 3 action items:

1. Appointment of the following directors, whose 3-year terms have ended:
 - a. Nigel Taverner
 - b. Helen Galligan
 - c. Clyde Hinshelwood
 - d. Larry Cappel
 - e. Rick Navarro
 - f. Sheryl Young
2. Elect the slate of board officers prepared and presented by Board Nominating Committee chair:
 - a. Nigel Taverner, Chair
 - b. Helen Galligan, Vice Chair
 - c. Clyde Hinshelwood, Secretary
3. Each board member is asked to review the attached SDH Board Conflict of Interest form. After the January board meeting, it will be emailed to you for signature and return to Sonrisas.

Sonrisas Board of Directors 2021						
Board Director Name	HMB or PHCD Seat?	Board Service Start	Current Term Start	Current Term End	Office	Start Date of Office
Nigel Taverner	HMB	2006	2018	2020	Chair	2009
Helen Galligan	PHCD	2018	2018	2020	Vice Chair	2018
Clyde Hinshelwood	HMB	2015	2018	2020	Secretary	2018
Larry Cappel	PHCD	2018	2018	2020		
Rick Navarro	PHCD	2018	2018	2020		
Sheryl Young	PHCD	2019	2018	2020		
Cheryl Fama	PHCD	2021	2021	2023		
Larissa Cutler	HMB	2021	2021	2023		
Steve Stielstra	HMB	2021	2021	2023		



SONRISAS DENTAL HEALTH, INC.

CONFLICT-OF-INTEREST POLICY FOR TRUSTEES AND OFFICERS

A conflict of interest is present whenever a trustee or officer of Sonrisas Dental Health has a financial interest in a proposed transaction or is a director or officer of the other entity to the proposed transaction. Such transactions may include services provided by the organization to fundholders, grants given to charitable organizations on which the trustee or officer also serves as an officer or director, purchase of services and/or tangibles from a vendor, and/or access to specialized or privileged information that can be used for personal gain.

California nonprofit corporation law provides that transactions between a nonprofit organization such as Sonrisas Dental Health and any other corporation, partnership, association, or other organization in which one or more of the nonprofit organization's directors or officers are directors or officers, or have a financial interest, while not prohibited outright, are nonetheless subject to question. Such transactions may be void or voidable unless a good-faith disclosure of any such interest is made to the nonprofit organization prior to the nonprofit organization's entry into the transaction. It is also possible that directors and officers who fail to comply with the requirements of this law may incur liability to the extent that the nonprofit organization is damaged.

Therefore, in accordance with this law, Sonrisas Dental Health requires its trustees and officers to disclose all interests that they or a family member has in other for-profit or nonprofit entities where it is foreseeable that the organization may enter into a contract, be awarded a grant, or have other business or financial dealings with the entity. This shall include, but not be limited to, financial interests, officerships, directorships, and other similar substantial interests in any such entities.

Trustees and officers of Sonrisas Dental Health are asked to maintain independence, objectivity, *and confidentiality* and to do what a sense of fairness, ethics, and personal integrity dictate even though not necessarily obligated to do so by law, regulation, or custom. Trustees and officers serving on the executive committee shall refrain from voting on a proposed grant if they are in a conflict-of-interest situation and, if appropriate, shall withdraw from the meeting.



In order to avoid even the appearance of a conflict of interest that might embarrass the board or the organization, trustees and officers must disclose any actual or possible conflicts, and the nature thereof, to the board chair and to the chief executive officer of Sonrisas Dental Health annually, or as such situations may arise.

Adopted: _____

**SONRISAS DENTAL HEALTH, INC.
CONFLICT-OF-INTEREST ACKNOWLEDGMENT**

I have read and understand Sonrisas Dental Health's policy on conflict of interest. As part of Sonrisas Dental Health, I understand that this policy on conflict of interest applies to me.

I understand that I am expected to conduct business in accordance with the letter, spirit, and intent of all relevant conflict-of-interest laws and the conflict-of-interest policy. I also acknowledge that I am to refrain from any illegal, dishonest, or unethical conduct. I understand that if a situation arises where it is difficult to determine the proper course of action, the matter will be discussed openly with the board and/or with the chair or his or her designee for advice and consultation. Furthermore, I understand that this document can be amended by the chair or the CEO at any time.

In compliance with the organization's conflict-of-interest policy, the positions that I or an immediate family member hold within the community are as follows:

Business and professional activities in which I or an immediate family member hold as an owner, officer, board member, partner, employee, or other beneficiary position as of _____:

Name of Business/Organization

Position Held/By Whom



Other not-for-profit organizations with which I or a family member is associated, and which might reasonably expect to award a grant to Sonrisas Dental Health:

Name of Organization

Position Held/By Whom

Other activities that may produce a possible conflict of interest:

In addition, I recognize the need to maintain confidentiality regarding information I might receive as a trustee or officer regarding donors, donations, and grantmaking activities of Sonrisas Dental Health.

Signature

Printed Name

Date

*Approved by Sonrisas Dental Health Board of Directors on **May 16, 2019.***





DATE: January 13, 2021
TO: SDH Board of Directors
CC: Cheryl Fama, CFO
FROM: Tina Wang, Senior Accountant
RE: **November Unaudited Financials and YTD Performance to Budget**

November PERFORMANCE:

A. Revenue: Net Patient Revenue was **\$219,220**- the Highest YTD

- 1,096 visits - 83 visits more than budget.
- Total gross revenue was \$502,991 - \$66K more than budget
- Total uncompensated care deductions were **(\$283,771)** – 57% of gross revenue.

B. Total Expense: **(\$360,388)** – \$17,659 better than budget

- Direct Expense- \$16,170 better than budget from savings in personnel expenses due to two providers and a couple of staff taking medical/family leave.
- Indirect Expense- \$1,489 better than budget due to a combination of savings in fundraising expenses and additional spending in recruitment advertisements due to a tight job market.

C. Donations/Grants & Other Income: **\$170,287**

- Grants and Donations - \$89,916 released from restricted grants including \$60K received from Sequoia Health District for service provided in the first quarter; \$1,976 was received from Paella Event; \$3,241 was received from individual donors; \$75,000 from PHCD; and \$154 in interest income.

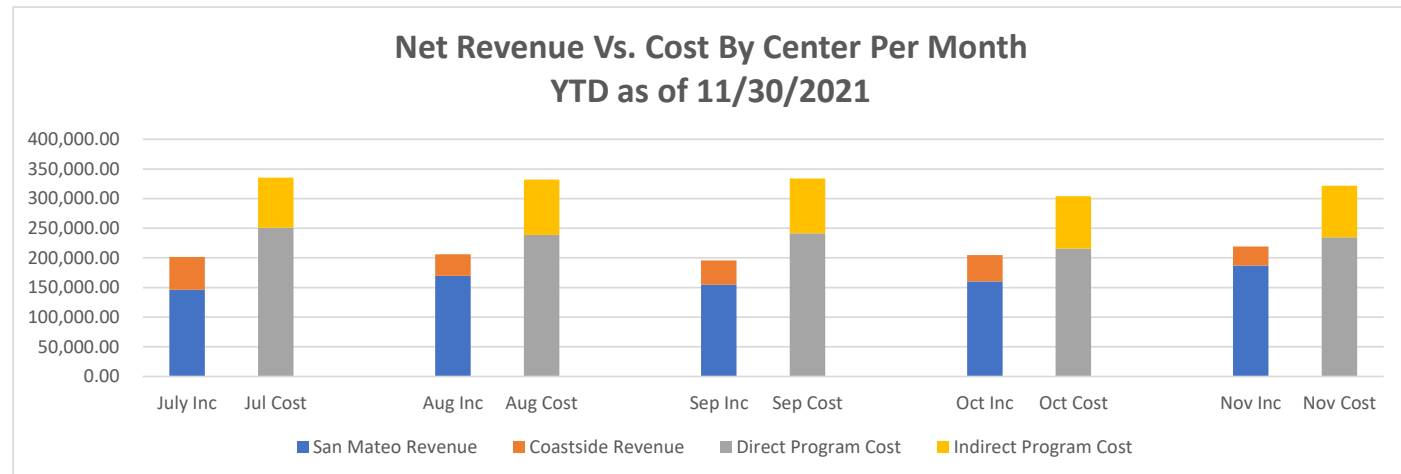
Net Income: \$ 29,119

YTD PERFORMANCE TO BUDGET: YTD net income is **\$287,031** better than budget. Estimated Cash-flow is **\$270K** better than budget. PHCD grant received to date is \$375,000.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	<i>5,774</i>	<i>5,741</i>	33
Gross Patient Revenue	\$2,368,338	2,442,073	(-3%)
Uncompensated Care (Deductions)	\$(1,341,039)	\$(1,390,099)	4%
Grants/Donations/Other Income	\$1,088,885	\$890,735	22%
Direct Cost	\$(1,181,594)	\$(1,282,111)	8%
Indirect Cost	\$(636,549)	\$(649,587)	2%
Net Income	\$298,041	\$11,011	260%
<i>Non-cash items adj.</i>			
Depreciation	\$119,209	\$126,201	6%
Capital Expenditure	(\$218,684)	\$(209,492)	(4%)
Estimated Cash Flow	198,566	\$(72,280)	374%

Sonrisas Dental Health Operations

	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	YTD	YTD Budget	B(W)
San Mateo Revenue	146,167	169,861	154,995	160,237	187,118	818,377	895,003	(76,625)
Coastside Revenue	55,195	36,338	40,578	44,708	32,102	208,921	156,972	51,950
Total Net Revenue	201,362	206,199	195,573	204,945	219,220	1,027,299	1,051,974	(24,676)
Direct Program Cost	250,922	238,541	241,643	215,696	234,792	1,181,594	1,282,111	100,517
Indirect Program Cost	121,699	126,951	137,369	124,935	125,595	636,549	649,587	13,038
Total Cost	372,621	365,492	379,012	340,631	360,388	1,818,143	1,931,699	113,555
TOTAL	(171,259)	(159,293)	(183,439)	(135,686)	(141,168)	(790,845)	(879,724)	88,879
Dividend/Other Income	67,000	70,003	67,292	344	154	204,793	201,070	3,723
Donations Received	223,149	86,942	50,901	52,967	95,133	509,092	314,665	194,427
Grant from PHCD	75,000	75,000	75,000	75,000	75,000	375,000	375,000	0
OTHER INCOME	365,149	231,945	193,193	128,311	170,287	1,088,885	890,735	198,150
NET INCOME	193,890	72,652	9,754	(7,374)	29,119	298,041	11,011	287,030



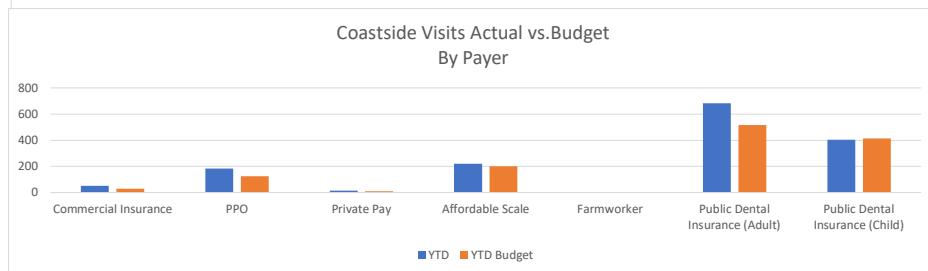
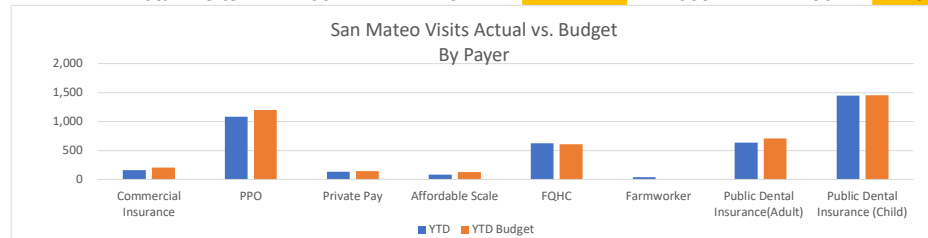
	Jul 21	Aug 21	21-Sep	21-Oct	21-Nov	YTD	Budget	Variance
San Mateo Visits	839	855	836	845	841	4216	4447	(231)
Coastside Visits	340	322	339	302	255	1558	1294	264
Total Visits	1179	1177	1175	1147	1096	5774	5741	33

Visits by Payer -San Mateo

	Nov 21	Nov Budget	Variance	YTD	YTD Budget	Variance
Commercial Insurance	27	38	(11)	160	204	(44)
PPO	202	225	(23)	1,085	1,202	(117)
Private Pay	22	27	(5)	135	144	(9)
Affordable Scale	20	24	(4)	84	130	(46)
FQHC	116	114	2	626	608	18
Farmworker	17		17	38		38
Public Dental Insurance(Adult)	145	132	13	640	706	(66)
Public Dental Insurance (Child)	292	272	20	1,448	1,453	(5)
Total Visits	841	832	9	4,216	4,447	(231)

Visits by Payer -Coastside

	Nov 21	Nov Budget	Variance	YTD	YTD Budget	Variance
Commercial Insurance	5	4	1	51	30	21
PPO	33	18	15	185	125	60
Private Pay	1	1	0	14	9	5
Affordable Scale	28	28	0	220	200	20
Farmworker						
Public Dental Insurance (Adult)	103	72	31	684	515	169
Public Dental Insurance (Child)	85	58	27	404	414	(10)
Total Visits	255	181	74	1558	1293	265



Avg. Income (Loss) per Visit		
YTD		
Net Revenue per Visit	\$	178.22
Direct Cost per Visit	\$	(204.69)
*Indirect Cost	\$	(77.17)
Net Income per Visit	\$	(103.63)

True Income (Loss) per Visit by Payer		
Payer	Avg. YTD	
Farmworker	\$	142.92
Commercial Insurance	\$	67.80
PPO	\$	(7.19)
Public Dental Insurance	\$	(207.43)
Private Pay	\$	178.04
FQHC	\$	20.65
Affordable Scale	\$	77.21

* Indirect cost represents clinic overhead cost and excludes fundraising program cost and outreach program cost

Sonrisas Dental Health Operations FY21 VS. FY20						
	Nov 21	Nov 20	Variance B(W)	YTD 22	YTD 21	Variance B(W)
Visits	1,096	812	284	5,774	3,957	1,817
San Mateo Revenue	\$187,118	\$105,804	\$81,314	\$818,377	\$523,421	\$294,956
Coastside Revenue	\$32,102	\$43,971	(\$11,868)	\$208,921	\$172,650	\$36,272
Total Net Revenue	\$219,220	\$149,774	\$69,446	\$1,027,299	\$696,066	\$331,233
Direct Program Cost	\$234,792	\$182,639	\$52,153	\$1,181,594	\$924,773	\$256,821
Indirect Program Co:	\$125,595	\$89,760	\$35,835	\$636,549	\$467,654	\$168,895
Total Cost	\$360,388	\$272,399	\$87,989	\$1,818,143	\$1,392,427	\$425,716
TOTAL	(\$141,168)	(\$122,625)	(\$18,543)	(\$790,845)	(\$696,361)	(\$94,484)
Dividend/Other Inco	\$154	\$65,900	(\$65,745)	\$204,793	\$263,907	(\$59,114)
Donations Received	\$95,133	\$65,232	\$29,900	\$509,092	\$264,711	\$244,381
Grant from PHCD	\$75,000	\$0	\$75,000	\$375,000	\$100,000	\$275,000
OTHER INCOME	\$170,287	\$131,132	\$39,155	\$1,088,885	\$628,619	\$460,267
NET INCOME	\$29,119	\$8,507	\$20,612	\$298,041	(\$67,742)	\$365,783

Sonrisas Dental Health
Balance Sheet

As of Date:

11/30/2021

Location:

Sonrisas Dental Health

Year To Date

11/30/2021

Current Year Balance

Assets

Current Assets

Cash and Cash Equivalents

11205 - Operating - Boston Private Checking	805,166.17
11211 - Boston Private-CD 1	219,857.59
11213 - Boston Private-CD 3	500,505.67
11600 - Petty Cash	581.41

Total Cash and Cash Equivalents 1,526,110.84

Accounts Receivable, Net 346,764.30

Other Current Assets 28,198.39

Total Current Assets 1,901,073.53

Long-term Assets

Property & Equipment

17300 - Improvements	1,101,383.70
17400 - Equipment	1,237,900.18
17500 - Furniture/Fixtures	128,309.06
17600 - Vehicle	111,934.08

17999 - Accum Depreciation (1,557,343.97)

Total Property & Equipment 1,022,183.05

Other Long-term Assets 16,297.00

Total Long-term Assets 1,038,480.05

Investments

Long Term Investments

11410 - Investment Acct. - Merrill Lynch	167,267.97
--	------------

Total Long Term Investments 167,267.97

Total Investments 167,267.97

Total Assets

3,106,821.55

Liabilities and Net Assets

Liabilities

Short-term Liabilities

Accounts Payable

21110 - Accounts Payable	59,817.76
23100 - Patient Prepayments	21,137.08
23200 - Patient Refunds Payable	4,534.93

Total Accounts Payable 85,489.77

Accrued Liabilities

22210 - Accrued Payroll	90,162.63
22220 - Accrued PTO	96,952.46
22250 - Accrued 401k Funds Payable	7,637.00
22260 - Accrued HSA Fund Payable	2,262.63

22320 - FSA Employee Account	2,353.61
Total Accrued Liabilities	199,368.33
Withholding Tax Payable	
22230 - Accrued Payroll Taxes	40,624.33
Total Withholding Tax Payable	<u>40,624.33</u>
Total Short-term Liabilities	<u>325,482.43</u>
Long Term Liabilities	
Notes Payable - Long Term	
28000 - PPP Loan	402,210.00
28001 - Estimated PPP Loan Forgiveness	(402,210.00)
Total Long Term Notes Payable	0.00
Other Long-term Liabilities	<u>8,240.63</u>
Total Long Term Liabilities	<u>8,240.63</u>
Other Liabilities	<u>83,988.56</u>
Total Liabilities	<u>417,711.62</u>
Net Assets	<u>2,689,109.93</u>
Total Liabilities and Net Assets	<u><u>3,106,821.55</u></u>

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Sonrisas Dental Health
Revenues and Expenditures - Budget vs Actual
As of November 30, 2021

As of Date: 11/30/2021
Location: Sonrisas Dental Health
Restriction: Unrestricted

	Month Ending 11/30/2021			Year To Date 11/30/2021		
	Actual	2021 2022 BUDGET	Budget Diff	Actual	2021 2022 BUDGET	Budget Diff
Revenue and Expenditures						
Net Program Income						
Patient Revenue						
Patient Services						
Commercial Insurance	8,405.00	15,181.81	(6,776.81)	75,810.00	83,461.88	(7,651.88)
PPO	101,894.21	101,995.19	(100.98)	500,516.67	555,662.06	(55,145.39)
Public Dental Insurance	299,400.80	239,310.67	60,090.13	1,347,392.80	1,360,197.37	(12,804.57)
Private Pay	4,752.00	8,312.31	(3,560.31)	37,876.00	44,833.14	(6,957.14)
Affordable Scale	23,533.00	16,752.62	6,780.38	104,937.00	104,397.05	539.95
Farmworker	6,048.00	0.00	6,048.00	12,773.00	0.00	12,773.00
FQHC	58,958.00	54,933.64	4,024.36	288,783.00	293,521.73	(4,738.73)
Gross Patient Revenue	502,991.01	436,486.24	66,504.77	2,368,088.47	2,442,073.23	(73,984.76)
Uncompensated Care						
Prior Period Adjustment	6,543.10	(3,200.00)	9,743.10	(3,837.36)	(16,000.00)	12,162.64
Uncompensated Care - Commercial Insurance	(1,275.90)	(2,197.41)	921.51	(12,678.70)	(12,252.51)	(426.19)
Uncompensated Care - PPO	(42,670.90)	(43,774.89)	1,103.99	(220,268.07)	(238,854.68)	18,586.61
Uncompensated Care - Public Dental Insurance	(207,650.10)	(166,926.91)	(40,723.19)	(936,556.30)	(948,069.02)	11,512.72
Uncompensated Care - Affordable Scale	(11,093.00)	(7,775.99)	(3,317.01)	(48,694.00)	(48,668.29)	(25.71)
Uncompensated Care - Farmworker	(863.00)	0.00	(863.00)	(1,183.00)	0.00	(1,183.00)
Uncompensated Care - FQHC	(25,524.00)	(21,967.96)	(3,556.04)	(108,528.00)	(117,379.33)	8,851.33
Fee Adjustments	(1,262.60)	(1,775.00)	512.40	(9,282.73)	(8,875.00)	(407.73)
Patient Account - Bad Debt Write-off	25.18	0.00	25.18	(10.93)	0.00	(10.93)
Total Uncompensated Care	(283,771.22)	(247,618.16)	(36,153.06)	(1,341,039.09)	(1,390,098.83)	49,059.74
Other Program Revenue						
Other Program Revenue	0.00	0.00	0.00	250.00	0.00	250.00
Total Other Program Revenue	0.00	0.00	0.00	250.00	0.00	250.00
Net Patient Revenue	219,219.79	188,868.08	30,351.71	1,027,299.38	1,051,974.40	(24,675.02)
Total Expenses						
Direct Expenses						
Direct Personnel Expense						

Direct Program Salaries	174,680.29	190,492.12	15,811.83	882,187.32	952,460.60	70,273.28
Payroll Taxes	11,107.31	13,486.85	2,379.54	62,400.71	67,434.25	5,033.54
Unemployment Taxes	468.59	2,285.90	1,817.31	2,816.81	11,429.50	8,612.69
Benefits	5,723.79	6,171.94	448.15	24,969.68	30,859.70	5,890.02
401k Match	3,652.67	5,200.43	1,547.76	20,258.34	26,002.15	5,743.81
Worker's Comp	829.12	662.30	(166.82)	4,145.60	3,311.50	(834.10)
Continuing Education	0.00	50.00	50.00	1,405.00	250.00	(1,155.00)
License and Registration	691.53	1,075.00	383.47	3,159.06	5,375.00	2,215.94
Total Direct Personnel Expense	197,153.30	219,424.54	22,271.24	1,001,342.52	1,097,122.70	95,780.18
Clinic Expenses						
Sterilization Services	756.00	756.00	0.00	4,035.00	3,780.00	(255.00)
Shredding	98.00	67.00	(31.00)	366.00	335.00	(31.00)
Dental Supplies	21,091.65	14,002.57	(7,089.08)	93,437.34	80,108.67	(13,328.67)
Small Dental Equipment	0.00	0.00	0.00	945.72	5,185.00	4,239.28
Dental Equipment Repair	1,099.20	1,036.00	(63.20)	6,183.61	5,684.00	(499.61)
Lab Fees	12,330.81	8,747.47	(3,583.34)	49,902.96	48,739.44	(1,163.52)
Uniforms	50.00	92.00	42.00	150.00	460.00	310.00
PPE& Covid Related	2,213.46	6,837.14	4,623.68	25,230.80	40,696.58	15,465.78
Total Clinic Expenses	37,639.12	31,538.18	(6,100.94)	180,251.43	184,988.69	4,737.26
Total Direct Expenses	234,792.42	250,962.72	16,170.30	1,181,593.95	1,282,111.39	100,517.44
Indirect Expenses						
Indirect Personnel Expenses						
Salaries/Wages	59,034.42	57,699.20	(1,335.22)	288,908.81	288,496.00	(412.81)
Payroll Taxes	4,070.37	4,085.11	14.74	21,421.05	20,425.55	(995.50)
Unemployment Taxes	0.00	761.63	761.63	0.00	3,808.15	3,808.15
Benefits	1,487.47	1,246.30	(241.17)	6,931.60	6,231.50	(700.10)
401k Match	1,508.99	1,730.98	221.99	10,442.23	8,654.90	(1,787.33)
Worker's Comp	352.88	519.70	166.82	1,764.40	2,598.50	834.10
Total Indirect Personnel Expenses	66,454.13	66,042.92	(411.21)	329,468.09	330,214.60	746.51
Facility Expenses						
Auto Expenses	92.75	110.00	17.25	463.75	550.00	86.25
Building Maintenance	1,074.03	899.00	(175.03)	4,851.71	4,595.00	(256.71)
Janitorial Service	2,465.00	2,260.00	(205.00)	12,565.00	11,300.00	(1,265.00)
Rent	3,484.00	3,600.00	116.00	17,052.00	17,700.00	648.00
Phone/Internet	1,656.81	1,833.00	176.19	8,416.19	9,165.00	748.81
Utilities	2,953.14	2,850.00	(103.14)	14,898.19	14,250.00	(648.19)
Total Facility Expenses	11,725.73	11,552.00	(173.73)	58,246.84	57,560.00	(686.84)
Office Expenses						
Claims Processing	368.24	156.00	(212.24)	1,009.60	780.00	(229.60)
Patient Notification	485.00	230.00	(255.00)	2,170.00	1,150.00	(1,020.00)
Office Supplies	1,649.67	1,000.00	(649.67)	4,746.11	5,000.00	253.89

Postage and Shipping	620.84	200.00	(420.84)	1,587.41	1,000.00	(587.41)
Printing Costs	493.31	155.00	(338.31)	641.30	1,325.00	683.70
Property Taxes	0.00	0.00	0.00	367.00	250.00	(117.00)
Dues, Fees & License	0.00	0.00	0.00	0.00	4.00	4.00
Employee Goodwill	82.05	290.85	208.80	759.21	1,814.25	1,055.04
Recruitment Expense	1,566.00	208.00	(1,358.00)	3,060.27	1,040.00	(2,020.27)
Total Office Expenses	5,265.11	2,239.85	(3,025.26)	14,340.90	12,363.25	(1,977.65)
Insurance						
Insurance - Auto	317.92	317.92	0.00	1,589.60	1,589.60	0.00
Insurance - Malpractice	514.33	514.33	0.00	2,571.65	2,571.65	0.00
Insurance - Liability & Property	761.68	761.67	(0.01)	3,808.40	3,808.35	(0.05)
Insurance - Directors & Officer Liability	498.82	345.50	(153.32)	2,556.24	1,727.50	(828.74)
Total Insurance	2,092.75	1,939.42	(153.33)	10,525.89	9,697.10	(828.79)
Fundraising Department						
Fundraising Expenses	530.98	3,167.00	2,636.02	7,326.87	9,350.32	2,023.45
Fundraising Consulting	5,000.00	4,863.00	(137.00)	29,103.25	31,780.00	2,676.75
Total Fundraising Department	5,530.98	8,030.00	2,499.02	36,430.12	41,130.32	4,700.20
Professional Fees						
Consultant - Professional Fees	2,275.00	2,900.00	625.00	22,225.00	17,000.00	(5,225.00)
Total Professional Fees	2,275.00	2,900.00	625.00	22,225.00	17,000.00	(5,225.00)
General						
Depreciation Expense	24,351.66	25,240.21	888.55	119,209.30	126,201.05	6,991.75
Marketing Expense	150.00	1,550.00	1,400.00	450.00	4,424.00	3,974.00
Meeting & Travel Expenses	42.17	27.00	(15.17)	160.33	933.00	772.67
Fees and Interest	57.82	1,200.00	1,142.18	3,895.26	6,000.00	2,104.74
Merchant Processing	1,139.67	880.00	(259.67)	5,211.59	4,400.00	(811.59)
Outreach Supplies	847.38	0.00	(847.38)	1,091.42	4,469.00	3,377.58
Training & Membership	689.00	0.00	(689.00)	1,465.05	1,180.00	(285.05)
Board Expense	0.00	414.00	414.00	3,554.63	2,070.00	(1,484.63)
Total General	27,277.70	29,311.21	2,033.51	135,037.58	149,677.05	14,639.47
Computer expense						
Computer Support	4,292.94	4,270.00	(22.94)	21,454.40	22,350.00	895.60
Software Support	681.00	799.00	118.00	8,820.40	9,595.00	774.60
Total Computer expense	4,973.94	5,069.00	95.06	30,274.80	31,945.00	1,670.20
Total Indirect Expenses	125,595.34	127,084.40	1,489.06	636,549.22	649,587.32	13,038.10
Total Total Expenses	360,387.76	378,047.12	17,659.36	1,818,143.17	1,931,698.71	113,555.54
Total Net Program Income	(141,167.97)	(189,179.04)	48,011.07	(790,843.79)	(879,724.31)	88,880.52
Grants and Other Income						
Grants and Donations						
Fundraiser	1,976.18	15,000.00	(13,023.82)	36,140.80	15,000.00	21,140.80
Donations	3,240.80	10,000.00	(6,759.20)	17,757.23	32,000.00	(14,242.77)

Incentives	0.00	0.00	0.00	690.00	1,000.00	(310.00)
Grants	89,915.70	53,333.00	36,582.70	454,504.10	266,665.00	187,839.10
PHCD Grants	75,000.00	75,000.00	0.00	375,000.00	375,000.00	0.00
Total Grants and Donations	170,132.68	153,333.00	16,799.68	884,092.13	689,665.00	194,427.13
Other Income						
Estimated PPP Loan Forgiveness	0.00	0.00	0.00	201,105.00	201,000.00	105.00
Interest Income	127.49	4.00	123.49	889.63	20.00	869.63
Dividends	0.00	10.00	(10.00)	13.94	50.00	(36.06)
Other Income	26.70	0.00	26.70	2,784.51	0.00	2,784.51
Total Other Income	154.19	14.00	140.19	204,793.08	201,070.00	3,723.08
Total Grants and Other Income	170,286.87	153,347.00	16,939.87	1,088,885.21	890,735.00	198,150.21
Net income	29,118.90	(35,832.04)	64,950.94	298,041.42	11,010.69	287,030.73

YTD Grants include \$140k which is restricted to San Mateo Build Out