

WEDNESDAY, JUNE 25, 2025 – 11:00 A.M. MEETING

BOARD OF DIRECTORS

PLEASE SEE PAGE 2 FOR MEETING LOCATION OPTIONS

			Time	Page	Target
I.	CALL TO ORDER				11:00
II.	PUBLIC COMMENTS		15		11:15
	<i>5 minutes allowed per speaker, with a cumulative total of 15 minutes per group</i>				
VI.	PRESENTATION (<i>Out of order due to presenter availability</i>)				
C.	First 5 Commission Funded Programs at Palomar Health				
	i. Healthy Development Services (<i>Addendum C – Pp21-29</i>)	Tara Dominguez	10	3	11:25
III.	INFORMATION ITEM(S)				
A.	Administrative Oversight for Palomar Health Development	Melissa Wallace	3	4	11:28
B.	First 5 Commission of San Diego Fiscal Reviews				
	i. Contract No. 546245 (Healthy Development Services-North Inland) – May 2025		3	5-7	11:31
	ii. Contract No. 545639 (First Steps-North Region) – February 2025	Tanya Howell			
IV.	OLD BUSINESS				
A.	Prior Meeting Follow-up	Tanya Howell	2	8	11:34
V.	MINUTES				
A.	Tuesday, December 12, 2024 (<i>Addendum A – Pp30-35</i>)	Tanya Howell	3	9	11:37
VI.	PRESENTATION(S)				
A.	Employee Recognition	Diane Hansen	10		11:47
B.	Update on Grants & Contracts Inventory (<i>Addendum B – Pp36-39</i>)	Aimee Ebner	10	10	11:57
C.	First 5 Commission Funded Programs at Palomar Health				
	ii. First Steps (<i>Addendum D – Pp40-50</i>)	Shirin Straus	10	11	12:07
VII.	NEW BUSINESS				
*A.	Resolution No. 06.25.25(01)-1 – Confirming the Election of the Vice-Chairperson, Secretary and Treasurer for Calendar Year 2025	Tanya Howell	6	12-14	12:13
*B.	Resolution No. 06.25.25(02)-2 – Confirming Appointment of Corporate Officers for Calendar Year 2025	Tanya Howell	6	15-16	12:19
*C.	April 2025 & YTD FY2025 Financial Report (<i>Addendum E – Pp51-55</i>)	Aimee Ebner	10	17	12:29
*D.	Resolution No. 06.25.25(03)-3– Setting the Date, Time & Location for the Remaining Board Meeting for Calendar Year 2025	Tanya Howell	6	18-20	12:35
VIII.	BOARD MEMBER COMMENTS/FUTURE AGENDA ITEMS		5		12:40
IX.	ADJOURNMENT				1:30

Next Regular Meeting: TBD

Palomar Health Development, Inc., Board of Directors		
Terry Corrales, RN, Chairperson	Linda C. Greer, RN, Director	Abbi Jahaaski, MSN, BSN, RN, Director
Andrew Tokar, Director		Diane L. Hansen, CPA, Director

- The Linda Greer Conference Room, 2125 Citracado Parkway, Suite 300, Escondido, CA 92029
 - PHD Board members who are also elected members of the Palomar Health Board of Directors will attend at this location, unless otherwise noticed below
 - Elected members of the Board of Directors of Palomar Health who are not members of the PHD Board and wish only to observe, non-Board member attendees, and members of the public may also attend at this location
- Join on your computer, mobile app or room device:
 - [Click here to join the meeting](#) | Meeting ID: 286 737 318 389 4 | Passcode: w2vu9UA6 |

OR

- Dial in using your phone (*audio only*):
 - 929.352.2216 | Phone Conference ID: 183 004 480# |
 - Elected members of the Board of Directors of Palomar Health who are not members of the PHD Board and wish only to observe, non-Board member attendees, and members of the public may attend the meeting virtually utilizing the above options

First 5 Commission Funded Programs At Palomar Health – Healthy Development Services

TO: Palomar Health Development Board

MEETING DATE: Wednesday, June 25, 2025

FROM: Tara Dominguez, MSW, North Inland Regional Coordinator, HDS

Background: The First 5 Commission of San Diego funds two programs at Palomar Health: Healthy Development Services (HDS) and First 5 First Steps.

Information about the HDS program and the progress that is being made to help the children of North San Diego County will be presented (*Addendum A*).

NOTE: The HDS program is being presented out of agenda order due to a calendaring conflict with the new date/time of this meeting.

Budget Impact: None

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:

Palomar Health Development, Inc. Administrative Oversight for Health Development

TO: Palomar Health Development Board

MEETING DATE: Wednesday, June 25, 2025

FROM: Melissa Wallace, PH VP of Finance, PHD Financial Services Advisor

Background: At the regularly scheduled meeting of the Health Development Board in October 2011, the Board approved the creation of a Financial and Accounting Services Agreement between Palomar Health Development (PHD) and Palomar Health (PH) for reimbursement of the time spent by the PH Finance Department to provide administrative oversight both for the grants being managed through PHD and the studies being conducted through the Research Institute (RI).

The agreement has been amended by the Board from time to time, most notably by:

- The addition of an automatic renewal clause to the agreement's term;
- The removal of reimbursement for Research Institute studies as those discontinued; and,
- A periodic "true-up" of the monthly compensation to PH, which is administratively reviewed on an annual basis.

Following this year's review, it was determined that the compensation currently being paid (\$3,500 per month) was in an appropriate amount. Therefore, no action is required at the Board level.

Budget Impact: None.

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:

**Palomar Health Development, Inc.
Information Items**

TO: Palomar Health Development Board

MEETING DATE: Wednesday, June 25, 2025

FROM: Tanya Howell, Corporate Secretary

Background: Both fiscal audits conducted this calendar year by the First 5 Commission on the two programs they fund (Healthy Development Services and First Steps) are attached.

Budget Impact:None.

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:



COMMISSION MEMBERS

MONICA MONTGOMERY STEPPE – Chair

SANDRA L. MCBRAYER – Vice Chair

DR. KELLY MOTADEL – Secretary

DR. KIMBERLY GIARDINA – Commissioner

RICK RICHARDSON – Commissioner

ALETHEA ARGUILEZ – Executive Director

May 12, 2025

Tara Dominguez, Program Manager
Palomar Health Development Inc., HDS-North Inland
1320 W. Valley Parkway, Ste. 301
Escondido, CA 9202

RE: First 5 Commission of San Diego Fiscal Review for Contract No. 546245

Dear Ms. Dominguez:

On May 12, 2025, the First 5 Commission of San Diego completed a Fiscal Review of Palomar Health, HDS-North Inland Region. The Fiscal Review included examining, on a test basis, evidence supporting the amounts stated in the Fiscal Invoice Claims for the month of **June 2024 for FY23/24 and November 2024 for FY24/25** to obtain reasonable assurance of compliance with Contract No. 546245.

The Fiscal Review involved limited tests of the financial records used to support the amounts submitted in the Fiscal Invoice Claim. The results of the Fiscal Review disclosed no instances of noncompliance under the terms of the agreement set forth in Contract No. 546245. The records presented were well maintained and substantiated the charges made to the First 5 Commission of San Diego under the contract agreement.

This report is intended solely for the information and use of the contractor and pertains exclusively to Contract No. 546245.

Sincerely,

FORTUNE CHENG
Fiscal Manager

cc: Alicia Castro



COMMISSION MEMBERS

MONICA MONTGOMERY STEPPE – Chair

SANDRA L. MCBRAYER – Vice Chair

RICK RICHARDSON – Secretary

DR. KIMBERLY GIARDINA – Commissioner

DR. KELLY MOTADEL – Commissioner

ALETHEA ARGUILEZ – Executive Director

February 20, 2025

Shirin Strauss, Program Manager
Palomar Health Development Inc., F5FS-North Region
120 Craven Road, Ste. 200
San Marcos, CA 92078

RE: First 5 Commission of San Diego Fiscal Review for Contract No. 545639

Dear Ms. Strauss:

On February 14, 2025, the First 5 Commission of San Diego completed a Fiscal Review of Palomar Health, F5FS-North Region. The Fiscal Review included examining, on a test basis, evidence supporting the amounts stated in the Fiscal Invoice Claim for **Fiscal Year 23/24 the month of December 2023 and for Fiscal Year 24/25 the month of August 2024** to obtain reasonable assurance of compliance with Contract No. 545639.

The Fiscal Review involved limited tests of the financial records used to support the amounts submitted in the Fiscal Invoice Claim. The results of the Fiscal Review disclosed no instances of noncompliance under the terms of the agreement set forth in Contract No. 545639. The records presented were well maintained and substantiated the charges made to the First 5 Commission of San Diego under the contract agreement.

This report is intended solely for the information and use of the contractor and pertains exclusively to Contract No. 545639.

Sincerely,

FORTUNE CHENG
Fiscal Manager

cc: Juanita Garcia

Board Follow-Ups

TO: Health Development Board

MEETING DATE: Wednesday, June 25, 2025

FROM: Tanya Howell, Corporate Secretary

Background: At the Board's request, a list of those items on which follow-up information has been requested is maintained, with items to remain on the list until each matter has been finalized.

6/21/2024 & 12/12/2024

1. Director Hansen was going to review options for having Ms. Brown and/or Ms. Knight report on PHF funding activities at a future PH Board meeting
 - a) Kristin Gaspar, VP of Philanthropy, will be making a presentation on grants received through the Foundation at the July 14th Palomar Health Board meeting

Budget Impact: N/A

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:

Board Meeting Minutes

Tuesday, December 12, 2024

TO: Palomar Health Development Board

MEETING DATE: Wednesday, June 25, 2025

FROM: Tanya Howell, Corporate Secretary

Background: The minutes of the meeting of the Board held on Tuesday, December 12, 2024, are attached for the Board's review (*Addendum B*).

Budget Impact: N/A

STAFF RECOMMENDATION: Staff recommends approval of the minutes of the meeting of the Board held on Tuesday, December 12, 2024.

Motion: X

Individual Action:

Information:

Required Time:

Palomar Health Development, Inc.
Update on Grants

TO: Palomar Health Development Board

MEETING DATE: Wednesday, June 25, 2025

FROM: Tanya Howell, Corporate Secretary

Background: Aimee Ebner will update the Board on grants managed by Health Development (Addendum C).

Budget Impact: None.

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:

First 5 Commission Funded Programs At Palomar Health – First 5 First Steps

TO: Palomar Health Development Board

MEETING DATE: Wednesday, June 25, 2025

FROM: Shirin Strauss, MA, ICCE, IBCLC, Program Director North Region First Steps

Background: The First 5 Commission of San Diego funds two programs at Palomar Health: Healthy Development Services (HDS) and First 5 First Steps.

Information about the First 5 First Steps program and the progress that is being made to help the children of North San Diego County will be presented (*Addendum D*).

Budget Impact: None

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:

Resolution No. 06.25.25(01)-1
Confirming Election of Officers for Calendar Year 2025

TO: Palomar Health Development Board

MEETING DATE: Wednesday, June 25, 2025

FROM: Tanya Howell, Corporate Secretary

Background: *Article III, Section 4.03(a) as amended January 27, 2015*, of the Bylaws of Palomar Health Development, Inc. (“Health Development”) requires that the Health Development Board’s Annual Meeting be held in January or February, and further states that the Health Development Board shall acknowledge the appointment of the new Board, confirm the election of Board officers and appoint Corporate officers. For good cause, this Annual Meeting was pushed to later in the year.

Article III, Section 3.02 requires that the Board of Directors of Palomar Health select the Chief Executive Officer and Chief Financial Officer of Palomar Health as *ex officio* members, with vote, of the Health Development Board.

Article III, Section 3.03 requires that the Palomar Health Board shall also appoint the directors of the Health Development Board. In December 2024, the Chair of the Board of Palomar Health verbally appointed Director Abbi Jahaaski, MSN, BSN, RN, to serve as a Director on the Health Development Board, replacing Director Laura Barry. In February 2025, the Chair of the Palomar Health Board formalized Director Jahaaski’s appointment, and he made no other changes to the previous Palomar Health Board appointments:

- Terry Corrales, RN, Chairperson
- Linda C. Greer, RN
- Abbi Jahaaski, MSN, BSN, RN
- Chief Executive Officer, Palomar Health, *ex officio* Director
- Chief Financial Officer, Palomar Health, *ex officio* Director

As Director Jahaaski’s appointment was acknowledged by Resolution at the December 2024 Health Development Board meeting, no further action is required regarding the Palomar Health Board appointments.

Article IV, Section 4.07 requires that the Health Development Board shall organize by the election of officers, with one member elected as Chairperson, one as Vice Chairperson and one as Secretary; and that a Treasurer may also be elected at that time.

The officers for Calendar Year 2024 were:

Terry Corrales, RN
Vacant
Linda C. Greer, RN
Andrew Tokar

Chairperson
Vice-Chairperson
Secretary
Treasurer

Resolution No. 06.25.25(01)-1
Confirming Election of Officers for Calendar Year 2025

Budget Impact: N/A

STAFF RECOMMENDATION: Staff recommends that the Health Development Board elect a Vice Chairperson, a Secretary and a Treasurer.

Further, it is recommended that the Health Development Board adopt Resolution No. 06.25.25(01)-1 to memorialize that action.

Motion:

Individual Action: X

Information

RESOLUTION NO. 06.25.25(01)-1

Confirming Election of Officers for Calendar Year 2025

WHEREAS, the Health Development Board shall elect officers at its annual meeting, pursuant to Section 4.07 of the Health Development Bylaws.

NOW, THEREFORE, IT IS HEREBY RESOLVED by the Board of Directors of Health Development that the remaining slate of officers is hereby elected for Calendar Year 2025:

Terry Corrales, RN

Chairperson

Vice-Chairperson

Secretary

Treasurer

PASSED AND ADOPTED at the meeting of the Board of Directors of Health Development held on June 25, 2025, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAINING:

DATED: June 25, 2025

APPROVED:

ATTESTED:

Terry Corrales, RN, Chairperson
Board of Directors
Palomar Health Development, Inc.

, Secretary
Board of Directors
Palomar Health Development, Inc.

Resolution No. 06.25.25(02)-2 Confirming Appointment of the Corporate Officers for Calendar Year 2025

TO: Palomar Health Development Board

MEETING DATE: Wednesday, June 25, 2025

FROM: Tanya Howell, Corporate Secretary

Background: The Bylaws of Palomar Health Development, Inc. {*ARTICLE IV, Sections 5.01-5.02*} state the officers of the Corporation shall be a President, a Secretary, and a Chief Financial Officer. Further, the officers of the Corporation shall be chosen annually by, and shall serve at the pleasure of, the Board.

The current slate of Corporate Officers was appointed at the June 21, 2024, meeting:

- Diane Hansen, President
- Tanya Howell, Secretary
- Andrew Tokar, Chief Financial Officer

The officers, "...shall hold their respective offices until their resignation, removal...or until their respective successors are elected and qualified."

As this is the Annual meeting of the Health Development Board, the Corporate Officers must again be chosen.

Budget Impact: N/A

STAFF RECOMMENDATION: Staff recommends that the Board appoint the following slate: Diane L. Hansen, Carla Albright, and Andrew Tokar to serve as President, Secretary and Chief Financial Officer, respectively, of the Corporation. Staff further recommends that the Board adopt Resolution No. 06.25.25(02)-2 Confirming Appointment of the Officers of the Corporation, as amended to include the names of those officers appointed at this meeting.

Motion:

Individual Action: X

Information:

RESOLUTION NO. 06.25.25(02)-2

RESOLUTION OF THE BOARD OF DIRECTORS OF
PALOMAR HEALTH DEVELOPMENT, INC.
CONFIRMING APPOINTMENT OF THE OFFICERS OF THE CORPORATION

WHEREAS, the Officers of the Corporation Palomar Health Development, Inc. [Health Development] shall be a President, a Secretary and a Chief Financial Officer – pursuant to Section 5.01 of the Health Development Bylaws; and,

WHEREAS, the Officers of the Corporation of Health Development shall be chosen annually by, and shall serve at the pleasure of, the Board – pursuant to Section 5.02 of the Health Development Bylaws.

NOW, THEREFORE, IT IS HEREBY RESOLVED by the Board of Directors of Health Development that the following slate is hereby appointed Officers of the Corporation of Health Development, to remain in those offices until the Annual Meeting for 2026:

Diane Hansen

President

Carla Albright

Secretary

Andrew Tokar

Chief Financial Officer

PASSED AND ADOPTED at the meeting of the Board of Directors of Palomar Health Development held on June 25, 2025, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAINING:

DATED: June 25, 2025

APPROVED:

ATTESTED:

Terry Corrales, RN, Chairperson
Board of Directors
Palomar Health Development, Inc.

, Secretary
Board of Directors
Palomar Health Development, Inc.

Palomar Health Development, Inc. Financial Report

TO: Palomar Health Development Board

MEETING DATE: Wednesday, June 25, 2025

FROM: Tanya Howell, Corporate Secretary

Background: At each regularly scheduled meeting of the Board of Directors of Health Development, the staff members provide the most recent financial report. Aimee Ebner will review Health Development's April 2025 and YTD FY2025 Financial Reports (*Addendum E*).

Budget Impact: None.

STAFF RECOMMENDATION: Staff recommends approval of Health Development's April 2025 and YTD FY2025 Financial Report.

Motion: X

Individual Action:

Information:

Required Time:

Resolution No. 06.25.25(03)-3
Setting the Date and Time for the Remaining Regular Meeting
for Calendar Year 2025

TO: Palomar Health Development Board

MEETING DATE: Wednesday, June 25, 2025

FROM: Tanya Howell, Corporate Secretary

Background: The Bylaws of Palomar Health Development, Inc. {*ARTICLE IV, Section 4.03(a), amended January 7, 2015*} require that the Board pass a Resolution stating the date, time and location of the Board's second regular meeting for the calendar year.

As this is the Annual Meeting of the Board, Resolution No. 06.25.25(03)-3—which will be edited to include the date, time and place of the Board's remaining regular meeting for the calendar year—has been drafted and is attached for the Board's review. The month of December has been chosen in order to allow time for completion of the Annual Audited Financials and review thereof by the Audit Committee of the Board.

The Board is requested to choose between the three following dates.

DATE TIME	PURPOSE OF MEETING	LOCATION
Monday December 8, 2025 11:00 a.m.	Second Regular Meeting Calendar Year 2025	See below
	OR	
Thursday December 11, 2025 1:00 p.m.	Second Regular Meeting Calendar Year 2025	See below
	OR	
Monday December 15, 2025 11:00 a.m.	Second Regular Meeting Calendar Year 2025	See below

LOCATION OPTIONS:

- IN PERSON:
 - The Linda Greer Conference Room, 2125 Citracado Parkway, Suite 300, Escondido, CA 92029
 - PHD Board members who are also elected members of the Palomar Health Board of Directors will attend at this location, unless otherwise noticed when the agenda is published
 - Elected members of the Board of Directors of Palomar Health who are not members of the PHD Board and wish only to observe, non-Board member attendees, and members of the public may also attend at this location
- VIRTUAL:
 - Elected members of the Board of Directors who are not members of the PHD Board and wish only to observe, non-Board member attendees, and members of the public may attend the meeting virtually utilizing an option that will be provided on the agenda and in the meeting invitation

Budget Impact: N/A

Resolution No. 06.25.25(03)-3
Setting the Date and Time for the Remaining Regular Meeting
for Calendar Year 2025

STAFF RECOMMENDATION: Staff recommends that the Board set the date, time and location for the Board's second regular meeting for Calendar Year 2025, and that the Board adopt Resolution No. 06.25.25(03)-3 after it has been amended to reflect the date and time chosen.

Motion:

Individual Action: **X**

Information:

**RESOLUTION OF THE BOARD OF DIRECTORS OF
PALOMAR HEALTH DEVELOPMENT, INC.
SETTING THE DATE, TIME AND LOCATION FOR THE
REMAINING BOARD MEETING FOR CALENDAR YEAR 2025**

WHEREAS, Palomar Health Development, Inc. [Health Development] is required, pursuant to Section 54954 of the California Government Code and Section 4.03(b) of the Health Development Bylaws, to pass a resolution adopting the date, time and location of the regular board meetings.

NOW, THEREFORE, IT IS HEREBY RESOLVED by the Board of Directors of Health Development that the following are the date, time and location for the remaining regular meeting for Calendar Year 2025 (January – December):

CALENDAR YEAR 2025 BOARD MEETING SCHEDULE

<u>DATE</u>	<u>PURPOSE OF MEETING</u>	<u>LOCATION</u>
Monday December 8, 2025 11:00 a.m. OR Thursday December 11, 2025 1:00 p.m. OR Monday December 15, 2025 11:00 a.m.	Regular Meeting Fiscal Year 2025	IN PERSON OR VIRTUAL¹

PASSED AND ADOPTED at the meeting of the Board of Directors of Health Development, held on June 25, 2025, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAINING:

DATED: June 25, 2025

APPROVED:

ATTESTED:

Terry Corrales, RN, Chairperson
Board of Directors
Palomar Health Development, Inc.

_____, Secretary
Board of Directors
Palomar Health Development, Inc.

¹IN PERSON:

- o The Linda Greer Conference Room, 2125 Citracado Parkway, Suite 300, Escondido, CA 92029
 - PHD Board members who are also elected members of the Palomar Health Board of Directors will attend at this location, unless otherwise noticed when the agenda is published
 - Elected members of the Board of Directors of Palomar Health who are not members of the PHD Board and wish only to observe, non-Board member attendees, and members of the public may also attend at this location

VIRTUAL:

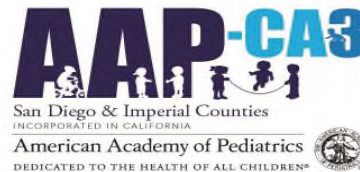
- o Elected members of the Board of Directors who are not members of the PHD Board and wish only to observe, non-Board member attendees, and members of the public may attend the meeting virtually utilizing an option that will be provided on the agenda and in the meeting invitation

Healthy Development Services (HDS)

Tara Dominguez, MSW

Valerie Martinez, RN, BSN, MHA, CIC, CPIHQ, CPPS

Omar Khawaja, MD, Executive Director



LIVEWELLSD.ORG

First 5 Funding at Palomar Health

Tobacco Tax Initiative - 1998

Welcome
Home Baby
2001

Healthy
Development
Services
2006

Palomar
Health
Lead Agency
2009

First Steps
Home
Visiting
2013

Funding
To Date:
\$57,828,075

**2001 – 2025
HDS and
First Steps**

Number of
Children Served:
47,727



**Annual Funding
\$1,851,499 (15 FTE)**



"I am very grateful to Francisco for equipping us with the tools and knowledge to understand our child's development."

1100

Children Served (est.)

8,000

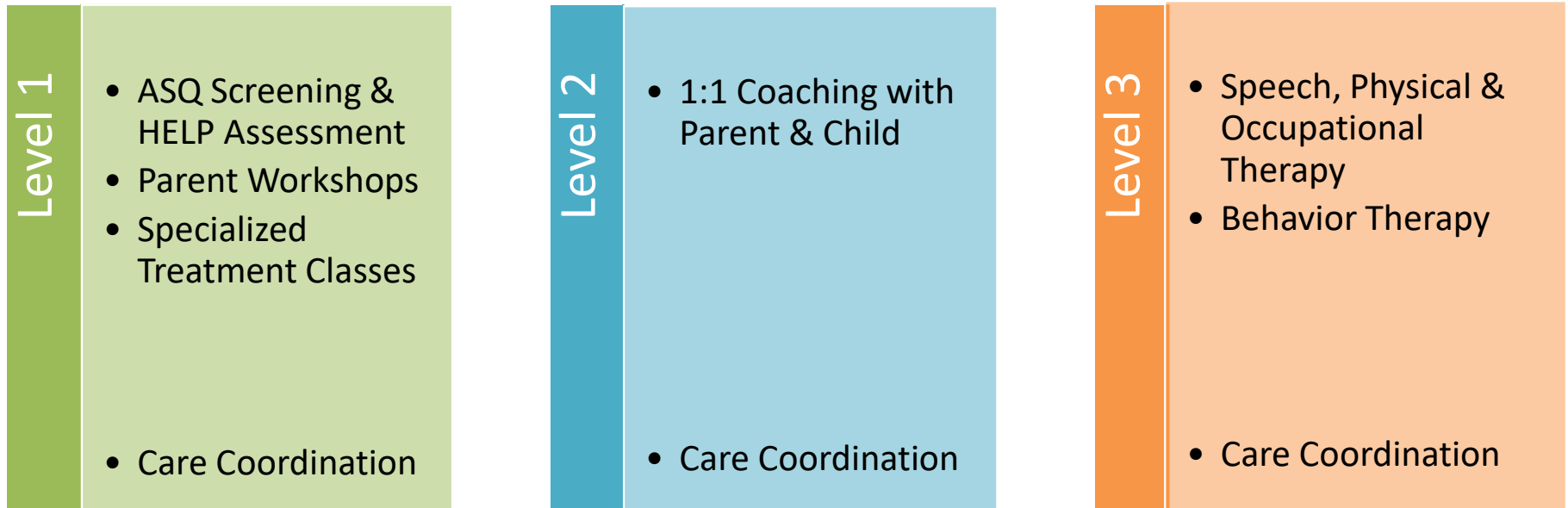
Treatment Sessions (est.)

100%

HDS Families Would Recommend HDS
to Family or Friends

HDS Services

A network of services offered for children from birth to age 5 with mild to moderate developmental and behavioral concerns.



Impact to the Early Childhood System of Care



HDS Services

Pathmakers at HDS

- Hands on support in specialized tx classes
- Observation in therapy
- Support clinicians with prep, set up, clean up
- Assist with department specific special projects
- Joining meetings and trainings when appropriate



HDS Services

99% of families report that with HDS they have more confidence in parenting.

92% of families feel their ability to help their child learn and develop has improved.

95% of children who complete an assessment make improvements.

Spotlight on North Inland

- Kinder ready specialized treatment class
- Kindergarten and speech camp
- Infant Massage classes
- Co-treat therapy groups for ST/OT
- Hybrid developmental/behavioral treatment classes for infants, toddlers, preschoolers
- Weekly case conference with multidisciplinary team including subcontractors
- Healthy Steps referral pathway with our 2 largest community clinic health systems

HDS is turning 20!

Reflecting on the important work we have accomplished and all of the families with young children that have come through our doors and our screens. We have an incredible team that has shared in many success stories right alongside those families.



Contact Information



- **Tara Dominguez**
Regional Coordinator HDS North Inland
Phone: 760-583-6761
Email: tara.dominguez@palomarhealth.org

ADDENDUM B

**BOARD OF DIRECTORS
CALENDAR YEAR 2024
Meeting Minutes**

ATTENDANCE ROSTER		
MEMBERS	MEETING DATE	
	6/21/2024	12/12/2024
Terry Corrales, RN, Chairperson	P	P
Linda Greer, RN	P	P
Laurie Edwards-Tate, MS	Resigned prior to meeting	
Laura Barry <i>(Didn't win re-election to PH Board in November)</i>	P (Voted onto BoD during meeting)	
Abbi Jahaaski <i>(Selected by PH Board Chair in December)</i>		V
Diane L. Hansen	P	P
Andrew Tokar	P	P
Staff Attendee		
Tanya Howell Board Assistant/Corporate Secretary	P	P
Guest Presenters ¹		

V = Virtual P = Present E = Excused

¹ See text of minutes for names of invited guests/presenters

BOARD OF DIRECTORS – MEETING MINUTES – THURSDAY, DECEMBER 12, 2024

AGENDA ITEM

• DISCUSSION

CONCLUSIONS/ACTIONS

**FOLLOW-UP/
RESP PARTY**

I. CALL TO ORDER

- Chairperson Corrales called the meeting to order at 1:04 p.m.
- Quorum comprised of Directors Corrales, Greer, Jahaaski, Hansen & Tokar
- **Notice of Meeting** and **Full Agenda Packet** were posted at Palomar Health’s (PH) Administrative Offices on Friday, December 13, 2024, and on the Palomar Health Development, Inc. (PHD) home page on the PH website on Monday, December 9, 2024, which is consistent with legal requirements. Notice of that posting was also made via email to the PHD Board and staff members.

II. PUBLIC COMMENTS

- There were no public comments

VII. NEW BUSINESS (*Out of order due to selection of a new Board member*)

A. Resolution No. 12.12.24(01)-6 – Acknowledging Selection of a New Board Member

MOTION: By Director Greer, seconded by Director Hansen, and carried to approve Resolution No. 12.12.24(01)-6 Acknowledging Selection of a New Board Member

Carried by the following vote, taken by roll call: Director Greer – aye; Chairperson Corrales – aye; Director Tokar – aye; Director Hansen – aye; Director Jahaaski – abstained; Absent:

Motion to Exclude Director Jahaaski from Vote Due to Virtual Attendance

MOTION: By Director Greer, seconded by Director Hansen, and carried to exclude Director Jahaaski from Vote Due to Virtual Attendance

Carried by the following vote, taken by roll call: Director Greer – aye; Chairperson Corrales – aye; Director Tokar – aye; Director Hansen – aye; Director – Jahaaski – abstained; Absent:

- Board Assistant Howell commented that the Resolution had been changed following initial distribution, and PH’s Board Chair, Jeff Griffith, had decided to only add one member to the PHD Board at this time, and the initial Resolution had contemplated other actions that did not occur
 - The new member to the PHD Board was Abbi Jahaaski, who was joining the meeting virtually from her vehicle while driving
- Following the passage of the Resolution acknowledging Director Jahaaski’s selection to the PHD Board, Director Greer made a motion to allow Director Jahaaski to listen to the meeting, but not to participate
 - Director Greer elaborated that the motion was being made for the benefit of Director Jahaaski, as she was new to the Board and was on the road, so unable to actually see any of the materials being presented
 - Director Tokar added that, were Director Jahaaski to be allowed to vote, each matter before the Board would require a motion and approval from the other Board members to allow Director Jahaaski’s vote from off site, before those matters could then be discussed and moved forward for vote, as required by Board-approved parliamentary steps for off-site Board member participation

BOARD OF DIRECTORS – MEETING MINUTES – THURSDAY, DECEMBER 12, 2024

AGENDA ITEM

• DISCUSSION

CONCLUSIONS/ACTIONS

**FOLLOW-UP/
RESP PARTY**

VI. PRESENTATION (*Out of order due to presenter availability*)

A. Update on Grants & Contract Inventory

Information only

- Director Hansen will schedule a PH Foundation report on grants to the PH Board in the near future

- Utilizing the presentation included as Addendum A, Aimee Ebner, Financial Services Manager, presented an update on grants
- There was a discussion about the reasoning behind PHD not obtaining new grants, which was basically because PHD didn't have any grant writers on staff, so a decision had been made to utilize the grant writers already on the PH Foundation team
- Director Hansen also commented that a follow-up from a prior meeting was still pending, as she had previously been requested by this Board to schedule a report-out to the PH Board on grants obtained on behalf of the District by the PH Foundation

VII. NEW BUSINESS (*Out of order due to presenter availability [D&E] & guest presenter [B]*)

D. Ratification of the FY2025 Operating Budget for Palomar Health Development

MOTION: By Director Greer, seconded by Director Hansen and carried to approve the FY2025 Operating Budget for Palomar Health Development as presented.

Carried by the following vote, taken by roll call: Director Greer – aye; Chairperson Corrales – aye; Director Jahaaski – abstained; Director Tokar – aye; Director Hansen – aye; Absent:

- Referencing the table on page 9, Ms. Ebner reviewed the budget, which had been approved by the Palomar Health Board and required ratification by this body
- In response to an inquiry, Ms. Ebner stated that the Interest Expense listed was on the Line of Credit with PH
 - The Line of Credit was \$1.7M, and it was a zero interest loan; however, the auditors had advised that an imputed interest needed to be provided as an accounting treatment

E. October 2024 & YTD FY2025 Financial Report

MOTION: By Director Greer, seconded by Director Hansen and carried to approve the October 2024 & YTD FY2025 Financial Report as presented.

Carried by the following vote, taken by roll call: Director Greer – aye; Chairperson Corrales – aye; Director Jahaaski – abstained; Director Tokar – aye; Director Hansen – aye; Absent:

- Utilizing the presentation included as Addendum B, Ms. Ebner presented the financial report through October 2024
- Income Statement at 6/30/2024
 - The Change in Net Assets fell \$21K short as a result of staffing levels, which hadn't been as high as anticipated in the budget and, therefore, generated less revenue
 - The loss of just over \$4K in Other Direct Expense was due to one of the funders having paid on an estimated invoice, which wound up being lower once the final invoice was issued, so the vendor had to be repaid to refund the overpayment

BOARD OF DIRECTORS – MEETING MINUTES – THURSDAY, DECEMBER 12, 2024

AGENDA ITEM

• DISCUSSION	CONCLUSIONS/ACTIONS	FOLLOW-UP/ RESP PARTY
<ul style="list-style-type: none"> Balance Sheet at 10/31/2024 <ul style="list-style-type: none"> Total Cash was down to \$613K, as the Total Note Payable to PH (LoC) of \$1.7M had been paid off in October, bringing the Total Liabilities down to \$637K <ul style="list-style-type: none"> The Cash in Bank – Money Market (MMF) was now at a zero balance, as that account had been liquidated, with the funds utilized toward paying off the LoC, now at zero PH VP of Finance Melissa Wallace commented that it was positive that PHD had been able to pay off and no longer carry a LoC, as that meant the District wasn't having to support PHD any more Income Statement at 10/31/2024 <ul style="list-style-type: none"> As noted above, income was dependent on salaries and benefits; and Other Revenue was primarily interest derived from the MMF <ul style="list-style-type: none"> As the liquidation of the MMF had occurred in September, so even though Other Revenue was under budget, YTD it had still earned just over \$5K The total Change in Net Assets was a \$16K loss, which Ms. Ebner anticipated would be recovered through revenues from the grant funding programs 		
B. Resolution No. 12.12.24(02)-7 – Authorizing Acceptance of the Independent Audit of the Annual Financial Report of Palomar Health Development, Inc., for Fiscal Year End 2024 as the Annual Report	MOTION: By Director Greer, seconded by Director Hansen and carried to approve Resolution No. 12.12.24(02)-7 – Authorizing Acceptance of the Independent Audit of the Annual Financial Report of Palomar Health Development, Inc., for Fiscal Year End 2024 as the Annual Report Carried by the following vote, taken by roll call: Director Greer – aye; Chairperson Corrales – aye; Director Jahaaski – abstained; Director Tokar – aye; Director Hansen – aye; Absent:	
<ul style="list-style-type: none"> No discussion 		
III. INFORMATION ITEM(S)		
<ul style="list-style-type: none"> None 		
IV. OLD BUSINESS		
A. Tuesday, December 19, 2023	MOTION: By Director Hansen, seconded by Director Greer, and carried to approve the minutes of the Tuesday, December 19, 2023, Board meeting Carried by the following vote, taken by roll call: Director Greer – aye; Chairperson Corrales – aye; Director Jahaaski – abstained; Director Tokar – abstained; Director Hansen – aye; Absent:	
<ul style="list-style-type: none"> Board Assistant Tanya Howell stated that the approval of the minutes had not actually been carried by a quorum vote at the June meeting, as there were two abstentions and Director Hansen had not yet joined the meeting prior to the vote <ul style="list-style-type: none"> Therefore, CLO Kevin DeBruin had requested that this item be added for vote at this meeting in order to formalize an approval 		

BOARD OF DIRECTORS – MEETING MINUTES – THURSDAY, DECEMBER 12, 2024

AGENDA ITEM

• DISCUSSION	CONCLUSIONS/ACTIONS	FOLLOW-UP/ RESP PARTY
B. Board Meeting Follow-ups		
<ul style="list-style-type: none"> Director Hansen was going to review options for having Ms. Brown and/or Ms. Knight report on PHF funding activities at a future PH Board meeting <ul style="list-style-type: none"> This matter was discussed during the grants portion of the meeting 		
V. MINUTES		
A. Monday, June 21, 2024	<p>MOTION: By Director Greer, seconded by Director Hansen, and carried to approve the minutes of the Monday, June 21, 2024, Board meeting</p> <p>Carried by the following vote, taken by roll call: Director Greer – aye; Chairperson Corrales – aye; Director Jahaaski – abstained; Director Tokar – aye; Director Hansen – aye; Absent:</p>	
<ul style="list-style-type: none"> No discussion 		
VII. NEW BUSINESS (Continued)		
C. Executed, Budgeted, Routine Physician Agreements	<p>MOTION: By Director Hansen, seconded by Director Greer and carried to approve the Executed, Budgeted, Routine Physician Agreements as presented</p> <p>Carried by the following vote, taken by roll call: Director Greer – aye; Chairperson Corrales – aye; Director Jahaaski – abstained; Director Tokar – aye; Director Hansen – aye; Absent:</p>	
<ul style="list-style-type: none"> Mrs. Howell stated that these were standard contracts for the physician who supported the grants programs, and Director Tokar added that they were both for Dr. Byron Chow, extending the terms of his contracts to act as Medical Director for the Healthy Development Services and First Steps programs 		
F. Resolution No. 12.12.24(03)-8 – Establishing the Date, Time and Location for the Annual Organizational Meeting for Calendar Year 2025	<p>MOTION: By Director Greer, seconded by Director Hansen and carried to approve Resolution No. 12.12.24(03)-8 – Establishing the Date, Time and Location for the Annual Organizational Meeting for Calendar Year 2025</p> <p>Carried by the following vote, taken by roll call: Director Greer – aye; Chairperson Corrales – aye; Director Jahaaski – abstained; Director Tokar – aye; Director Hansen – aye; Absent:</p>	<ul style="list-style-type: none"> Mrs. Howell will send an invitation for the chosen date and time
<ul style="list-style-type: none"> Mrs. Howell stated that the date of Friday, June 13, 2025, with a start time of noon, had been suggested by Management <ul style="list-style-type: none"> Location would be the Linda Greer Conference Room at Palomar Health’s Administrative Offices, 2125 Citracado Parkway, Suite 300, Escondido, CA It was likely that a virtual option would also be provided at a later date 		

BOARD OF DIRECTORS – MEETING MINUTES – THURSDAY, DECEMBER 12, 2024**AGENDA ITEM****• DISCUSSION****CONCLUSIONS/ACTIONS****FOLLOW-UP/
RESP PARTY****VIII. BOARD MEMBER COMMENTS/FUTURE AGENDA ITEMS**

- Chairperson Corrales stated that she was always amazed at how much we could do with so little, and thanked the team

IX. ADJOURNMENT

MOTION: Chairperson Corrales adjourned the meeting at 1:49 p.m.

SIGNATURES:**PHD Board Chairperson**_____
Terry Corrales, RN**PHD Board Assistant**_____
Tanya Howell

Next Meeting: Friday, June 13, 2025, at noon, with both in-person (Linda Greer Board Room, 2125 Citracado Parkway, Suite 300, Escondido, CA) and virtual options (virtual TBA)

ADDENDUM C Grant Update

June 25, 2025

Current Grants

TITLE	GRANTOR	PURPOSE	AWARDED	FY25 FUNDS REMAINING	BEG/END DATE	UPDATES
Healthy Development Services (HDS)	First 5 Commission	To serve as lead agency for the North Inland Region to provide integrated care and treatment services that address the health, developmental and behavioral needs of children ages birth through 5 years	\$1,851,499 Renewed Annually	\$1,242,048	07/01/24-06/30/25	*\$609,451 invoiced n FY25 (Jul24-Oct24) *\$65,910 overhead received in FY25 *Overhead budget of \$200,199 for FY25
First 5 First Steps	First 5 Commission	To provide a comprehensive, community-based Targeted at Risk Home Visiting project for the North Inland/North Coastal regions using the Healthy Families America (HFA) and Parents As Teachers (PAT) nationally-recognized evidence-based models. Palomar Health leads this project and provides education, resources and support through direct home visiting services, parenting workshops, and special events for children and families.	\$855,174 Renewed Annually	\$601,118	07/01/24-06/30/25	*\$254,056 invoiced in FY25 (Jul24-Oct24) *\$27,148 overhead received in FY25 *Overhead budget is \$89,784 for FY25
CalWORKs Home Visiting Program	County of San Diego HHSA	To provide direct home visiting services to North Inland/North Coastal families who are enrolled in CalWORKs (the California Work Opportunities and Responsibility to Kids program).	\$615,546 Renewed Annually	\$446,555	07/01/24-06/30/25	*\$168,991 invoiced in FY25 (Jul24-Oct24) *\$19,403 overhead received in FY25 *Overhead budget is \$68,347 for FY25

Current Grants

TITLE	GRANTOR	PURPOSE	AWARDED	FY25 FUNDS REMAINING	BEG/END DATE	UPDATES
Victim Services Fund	San Diego County Sheriff's Department	To provide forensic medical exams on an on-call basis for victims in San Diego County.	\$2,785,000 Multi-Year Award	\$128,550	1/1/24 – 12/31/24	*\$126,250 invoiced in FY25 (Jul24-Oct24) *Reimbursement rate of \$1,200 per initial exam for up to 443 exams. \$550 per follow-up exam for up to 114 exams.
In-N-Out Burger Child Abuse Prevention Project	In-N-Out Burger Foundation	To provide funding for SART/Child Abuse Program community education and bilingual interviewing at the center. Funds to be used to provide follow-up with families and children who have been through counseling.	\$87,000 Multi-Year Award \$7K awarded Nov 2024	\$7,000	7/1/24 – 6/30/25	*\$7K was awarded in Nov 2024 *Additional \$14,412 remains from prior year awards

Expired Grants

TITLE	GRANTOR	PURPOSE	AWARDED	FY24 FUNDS REMAINING	BEG/END DATE	UPDATES
Bioterrorism/ Emergency Preparedness	County of San Diego, Health & Human Agency	To enhance San Diego's Emergency Preparedness by utilizing HPP funding to purchase priority equipment and supplies including evacuation equipment, interoperable communications equipment, and surge capacity for pandemic influenza and fatality management.	\$1,625,483 Multi-Year Award July 2005 – June 2019	\$0	5/25/05- 6/30/19	*fund was fully expended in FY24.
Marjorie Mosher Schmidt Foundation - Child Abuse Program	Marjorie Mosher Schmidt Foundation	To provide funds for Nurse education as well as forensic imaging equipment.	\$27,000 Multi-Year Award Dec 2009 – Dec 2012	\$0	12/14/09	*\$244 currently remains in fund *Additional funding is not expected at this time

ADDENDUM D

**PALOMAR HEALTH
DEVELOPMENT, INC.**



Shirin Strauss, M.A., ICCE, LC, Program Director

Valerie Martinez, RN, BSN, MHA, CIC, CPIHQ, CPPS, Department Director

Omar Khawaja, M.D., Executive Director



LIVEWELLSD.ORG

Front Desk: 760.739.3261
FAX: 760.739.2835
Firststeps@palomarhealth.org



**PALOMAR
HEALTH**
Reimagining Healthcare®

June 25, 2025



What First Steps Families Say

- “My Family Support Specialist is kind, knowledgeable, and truly listens. This program has changed my life.”
- *“The books, the developmental activities, the support — its all made me a better parent. I feel more confident, and my baby is thriving.”*
- “At the beginning, when I had my baby, I had someone to talk to when I was all alone. That support helped me feel better and not feel so isolated in those early postpartum months.”
- *“Even with my second child, I learned so much. I am a better parent now. I’m so grateful for First Steps.”*



- ❖ Reduce child abuse and neglect, increase family self-sufficiency, all families have a medical home.
- ❖ All children enter kindergarten ready to learn.
- ❖ All children receive nurturing care from their family that leads to a healthy, long, and successful life.

First Steps FY24-25 Funding \$1,336,280 (11 FTE) (Countywide Reduction: From \$1,470,720)

First 5 San Diego CalWORKs
Tobacco Tax Initiative State of California

FY24-25 207

**Families Served (Enrolled)
(Enrolled for 3 ½ Years on Average)**

1,975
Home Visits

100%
**First Steps Families Would
Recommend First Steps
to Family or Friends**

Who We Serve

First Steps Services are offered to:

**Low-Income
Families
(<200% FPL)**

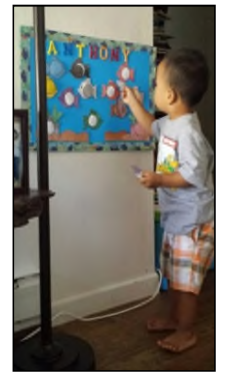
**Military
Families**

**Immigrant/
Refugee
Families**

**Teens
(13-21 yrs pld)**

**CalWORKS
Families and
FFPSA
Families**

- Free of charge for all expectant mothers (does not need to be first time mom)
- Live in North County (North Inland or North Coastal)
- Families that do not qualify for other home visiting services (A Safety-Net Program)



What We Offer Families

*All services provided
In-person and Virtually,
and in
English and Spanish.*



**Home Visits
Culturally Sensitive
Evidenced - Based
Curricula**



**Increase
Positive, Healthy
Parent-Child
Relationships**



**Positive
Parenting Skills
and Positive
Discipline**



**Child Development
Screening and
Age Appropriate
Development**



**Family Goal Setting
and Referral
Coordination**



**Infant Feeding
and Lactation
Support**



**Health, Wellness,
and Mental Health
Support**



**Social Support
Opportunities, Parenting
and Family Workshops,
and Special Events**

A Sampling of Outcomes and Referrals: FY23-24

Mental Health Support

- Of 129 Postpartum Depression Screenings, 68% (88/129) of our families are struggling with mild to severe depression (self reported).
- 82% of families who received a mental health referral (72/88) initiated and engaged in services.
- The largest number of referrals provided (662/750 or 88%) were for basic needs and child support (food, housing, clothing, childcare, etc.)



A Sampling of Outcomes, continued: FY23-24

Medical Home and Health Insurance

- By 30 days: 97% of our families are linked to a medical home
- By 60 days in our program, 100% of our families have a medical home, and have or are in the process of enrolling in health insurance options.

Breastfeeding

- Exclusive breastfeeding at 6 months of age was 49%, higher than the national average of 27.2%, and exceeds the Healthy People 2030 goal of 42.4%.

Immunizations

- 97% of infants in First Steps are up to date with their immunizations.

Parent Satisfaction Survey Highlights

- 100% of respondents (parents) **STRONGLY AGREE** or **AGREE** that their **Family Support Specialist helps them set goals that are important to their family**
- 100% of our families **STRONGLY AGREE** that the **program increases their understanding of their children's development**, and **they would recommend the program to a friend**
- 100% of respondents **STRONGLY AGREE** that their **Family Support Specialist respects their beliefs and values** and have helped them **make important changes in their family's health and well-being**



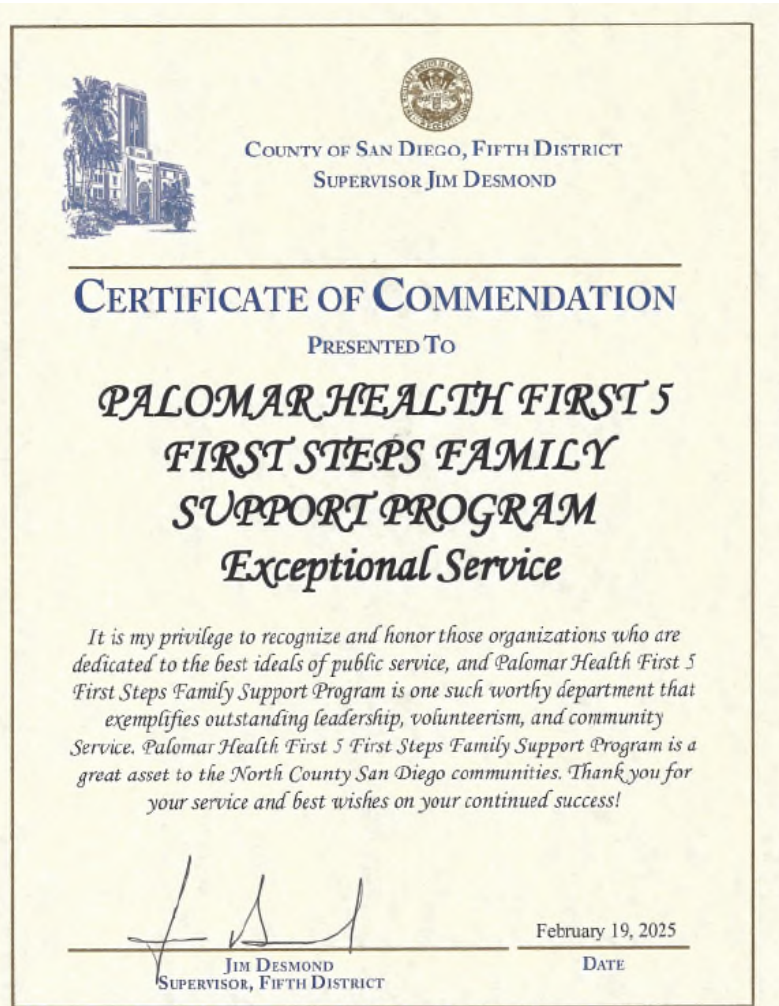


Palomar Health First Steps
A Recognized Industry Leader

February 2025

First Steps Program Commendation

Supervisor Jim Desmond
Fifth District, San Diego



**Nationally-
Recognized**



Certificate of Fidelity

This certifies that


*First 5 First Steps- North (Palomar
Health)*

has demonstrated fidelity to the

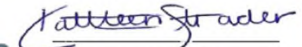
Healthy Families America® model.

To reflect this achievement, the site's accreditation expiration
date has been extended to

December 2026


Melissa Merrick, President and CEO
Prevent Child Abuse America

 **Healthy Families
America®**


Kathleen Strader, National Director
Healthy Families America

National Home Visitor Appreciation Week

Palomar Health proudly celebrates the incredible work of our First 5 First Steps Home Visitors/Family Support Specialists.



Jacqueline
Aguilar



Odilia
Cruz Cajiga



Gabriela
Garcia Zavala



Melisa
Marquez



Stephanie
Martinez



Yeenia
Navarro



Rosa
Vergara

April 21–25, 2025



PALOMAR HEALTH
Reimagining Healthcare

[Learn More](#)

Thank you to our exceptional team of home visitors,
who transform lives — one child and one family at a time.

Our First Steps Home Visiting Program supports families through the joys and uncertainties of parenting by providing education, resources and guidance. Through home visiting, our Family Support Specialists help ensure children are healthy, nurtured and ready to learn — while strengthening parent-child relationships, supporting family self-sufficiency and promoting overall wellbeing.

FY25-26: What's New

Contractual

1. FY26 – 30 First Steps Contract Re-Procurement
 - RFP Released Mid-June 2025: Proposal Due 6 Weeks Later
 - FY25-26 Contract Extension (July- Sept 2025)
 - New Contract Executed Fall 2025: Renewal FY26-30
2. 5-Year Re-Accreditation with Healthy Families America
 - Internationally-Recognized Best Practices for Positive Family Outcomes
 - December 2026

Programmatic

1. County Pilot Project
 - Family First Prevention Services Act (FFPSA)
 - Leveraging Funds Through Existing Service Provision
2. County Partnership: Public Health Nurse - First Steps
 - PHNs join Home Visitors
 - Prenatal Visit, Postpartum Visit, Follow Up As Needed
3. New Classes/Workshops
 - Childbirth Preparation Series
 - Positive Discipline Workshop
 - Prenatal Breastfeeding Classes
 - Infant Massage Classes
4. County Partnership: Dr. Seuss Books
 - \$100,000 of donated books
 - 22 titles, 500 of each book
 - For: 0-3 yr. olds - 90%, and 3-5 yr. olds - 10%
 - Distributed monthly to families
5. Strengthening Family Support
 - Coffee Hour - 2x/Month
 - Infant Feeding Support
 - Breastfeeding, Formula Feeding
 - 1:1, and Groups
6. Enhanced Staff Support
 - Intensive, Targeted Training
 - Engaging Higher Risk, County-Referred Families

Contact Information

Shirin Strauss, M.A., ICCE, LC
Program Director
First 5 First Steps Family Support Program
Phone: 760-739-3990
Email: Shirin.Strauss@Palomarhealth.org

Thank you,
Health Development
Board
For Your Support!



ADDENDUM E

Financial Performance

Fiscal Year 2025 – April 2025

June 25, 2025

Balance Sheet For the Period Ending April 30, 2025

Assets

Cash

Cash in Bank - Operating	740,665
Cash in Bank-Money Market	-
Total Cash	<u>740,665</u>

Prepaid Services

Prepaid Service Contracts	4,836
Total Prepaid Services	<u>4,836</u>

Software License	12,230
------------------	--------

Accumulated Amortization	(12,230)
--------------------------	----------

Total Assets	<u>\$ 745,502</u>
--------------	-------------------

Liabilities & Fund Balance

Payables

Accounts Payable - Customer	3,500
Total Payables	<u>3,500</u>

Note Payable - PPH

Note Payable - PPH	0
Note Payable - Current Portion	0
Note Payable - Debt Discount	0
Total Note Payable - PPH	<u>0</u>

Accrued Payables

Accrued Audit Expense	4,680
Total Accrued Payables	<u>4,680</u>

Fund Balance	621,086
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Excess Revenue over Expenditures	116,236
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Total Liabilities & Fund Balance	<u>\$ 745,502</u>
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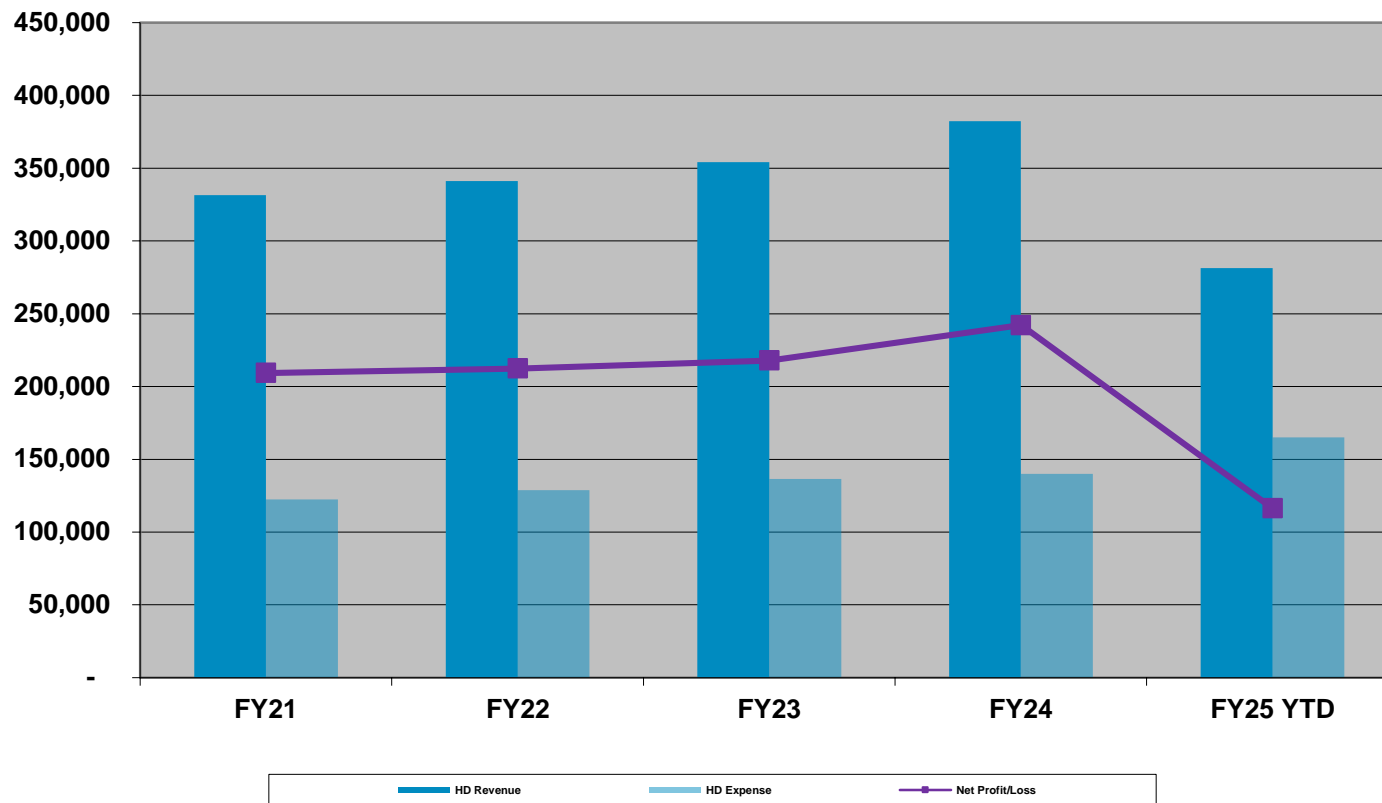
Income Statement

For the Period Ending April 30, 2025

	YTD Actual	YTD Budget	Budget Variance YTD
Revenue and Support			
Grants and Contracts			
Revenue - Grants/Contracts	276,149	298,333	(22,185)
Revenue - Other	5,201	15,000	(9,799)
Total Revenue	<u>\$ 281,349</u>	<u>\$ 313,333</u>	<u>\$ (31,984)</u>
Expense			
Accounting Fees	21,680	21,680	-
Consulting Fees	35,000	35,000	-
Supplies Hospitality	124	500	376
Repair & Maintenance	4,550	4,541	(9)
Interest	102,328	54,424	(47,904)
Insurance	1,404.00	1,170	(234)
License Fees	-	167	167
Other Direct Expense	28	17	(11)
Total Expenses	<u>\$ 165,113</u>	<u>\$ 117,498</u>	<u>\$ (47,615)</u>
Change in Net Assets	<u><u>\$ 116,236</u></u>	<u><u>\$ 195,836</u></u>	<u><u>\$ (79,599)</u></u>

Financial Trend

FY 2021 - FY 2025 YTD



April 2025 FYTD Indirect Revenue Sources

