



MEETING NOTICE

Board of Directors

A regular meeting of the Board of Directors of the Grossmont Healthcare District will be held Tuesday, December 2, 2025, at 9:00 a.m., by teleconference and in-person. Members of the public may participate virtually via Zoom or telephone, or appear in-person at the District Office at 9001 Wakarusa Street, La Mesa, California 91942.

[Join Zoom Meeting](#)

Meeting ID: 841 8000 0346

Passcode: 544112

**If you wish to join by audio only from your phone,
choose one of the numbers below:**

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

Meeting ID: 841 8000 0346

Passcode: 544112

Written comments may also be sent to info@grossmonthealthcare.org. Comments received no later than two hours prior to the start of the meeting will be provided to the Board or may be read aloud or summarized during the meeting.

AGENDA

December 2, 2025 – 9:00 a.m.

- A. Call to Order**
- B. Pledge of Allegiance**
- C. Approval of Agenda**

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D. Public Comment

Opportunity for citizens to speak on items of interest within the subject matter jurisdiction of the District. Persons wishing to address a matter not on the Agenda may be heard at this time; however, in accordance with California law, no Board discussion or action can be taken on items not on the Agenda. For those attending the meeting in person, “Request to Speak” cards should be filled out in advance and presented to the Board President or recording secretary. For the record, please state your name (voluntary). For those attending remotely, at the start of the meeting please submit a comment in the meeting chat that includes your name (voluntary), and organization (if applicable). Wait for your request to be recognized, unmute your microphone, and make your comment(s). The Board has a policy limiting any speaker to no more than three minutes.

E. Consent Action Items

Consent Action Items are normally acted upon by a single vote encompassing all items within this section. Since the public may directly address the Board before action on any item, a member of the public may, upon request, speak to the item(s) before the vote is taken.

1. [San Diego County Local Agency Formation Commission \(LAFCO\) Call for Ballots – Election to Special Districts Advisory Committee – Eligible Nominees](#)
2. [Board Meeting Minutes of October 7, 2025](#)
3. [Board Meeting Minutes of October 8, 2025](#)
4. [Board Meeting Minutes of October 16, 2025](#)
5. [Board Meeting Minutes of November 4, 2025](#)

F. Reports/Presentations/Discussion/Possible Action Items

1. Finance Committee – Director Lenac (11/12/25)
 - a) Presentation and Recommendation: [Fiscal Year 24/25 Audit Report](#) (Paul Kaymark, Nigro & Nigro)
 - i. The Finance Committee recommends that the Board accept the FY24/25 Audit Financial Statements

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2. Community Grants & Sponsorships Committee – Director Watkins (10/24/25)
- a) [FY25/26 Grant & Sponsorship Tracking Report](#) (For Information Only)
 - b) [FY25/26 Grant and Sponsorship Recommendations](#)
 - i. Presentation of recommendations for the FY25/26 grant and sponsorship cycle
 - c) Grant Requests for Consideration

Recommended for funding:

- (a) [East County Transitional Living Center \(ECTLC\): East County Crisis Checkpoint for Continuum of Care - \\$500,000 \(FY23-24 \\$12,500 Sponsorship; FY21-22 \\$35,000 Grant\)](#) **Committee Recommendation: \$200,000**
- (b) [Vista Hill Foundation: Vista Hill ParentCare Dual Diagnosis - \\$30,000 \(FY24-25 \\$30,000\)](#) **Committee Recommendation: \$30,000**
- (c) [Boys & Girls Club of East County: BGCEC Youth Meal Program - \\$50,000 \(FY24-25 \\$2,500 Sponsorship; FY20-21 \\$10,000 Grant\)](#) **Committee Recommendation: \$30,000**
- (d) [License to Freedom: Roots of Resilience - \\$139,800 \(FY24-25 \\$19,290\)](#) **Committee Recommendation: \$88,000**
- (e) [St. Madeleine Sophie's Training Center: SMSC Healthcare Students Volunteer Program - \\$25,000 \(FY24-25 \\$25,000\)](#) **Committee Recommendation: For Workforce Committee review and deliberation.**
- (f) [DAP Health, Inc.: DAP Health Centro Medico El Cajon X-ray Equipment and DR Software Upgrade - \\$94,899 \(FY24-25 \\$16,750\)](#) **Committee Recommendation: \$94,899**
- (g) [San Diego Rescue Mission: East County Homeless Outreach & Collaboration - \\$350,000 \(FY24-25 \\$25,000\)](#) **Committee Recommendation: \$150,000**

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- (h) [YMCA of SD County / East County Family YMCAs: LIVESTRONG at the YMCA Cancer Survivor Program - East County - \\$17,453 \(FY24-25 \\$17,500\)](#) **Committee Recommendation: \$15,000**
 - (i) [Neighborhood Healthcare: Neighborhood Lakeside Health Center Expansion - \\$450,000 \(No prior funding\)](#) **Committee Recommendation: \$250,000**
 - (j) [Southern Regional Resource Center, Inc.: Improving GHD Family Caregivers' Wellbeing Through Respite Care - \\$337,864 \(No prior funding\)](#) **Committee Recommendation: \$250,000**
 - (k) [East County Economic Development Council Foundation: Grossmont Healthcare District Career Pathways Initiative - \\$150,000 \(FY22-23 \\$105,000\)](#) **Committee Recommendation: For Workforce Committee review and deliberation.**
 - (l) [SDSU Research Foundation dba Center for Excellence in Aging & Longevity \(CEAL\): Strengthening Aging Supports in East County Through Caregiver Training, Peer Networks, and Community Connection - \\$144,473 \(FY24-25 \\$25,000\)](#) **Committee Recommendation: \$75,000**
 - (m) [Saddles In Service: Healing for Frontline Nurses and Medical Staff - \\$25,000 \(FY24-25 \\$25,000 Grant; FY24-25 \\$5,000 Sponsorship\)](#) **Committee Recommendation: \$25,000**
 - (n) [Volunteers in Medicine - San Diego Inc.: Free Medical Clinic for the Uninsured – Expanded Services - \\$250,000 \(FY24-25 \\$150,000\)](#) **Committee Recommendation: \$175,000**
 - (o) [Autism Society San Diego: Expanding Autism Support Services in East County - \\$250,000 \(FY24-25 \\$5,000 Sponsorship\)](#) **Committee Recommendation: \$100,000**
 - (p) [Alzheimer's San Diego: Support for GHD Residents Impacted by Dementia - \\$34,236 \(FY24-25 \\$23,000\)](#) **Committee Recommendation: \$20,000**
 - (q) [Home of Guiding Hands Corporation: Nursing Expansion for IDD Residents of Grossmont Healthcare District - \\$225,000 \(FY23-24\)](#)

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\$69,000; FY23-24 \$5,000 Sponsorship) Committee

Recommendation: \$125,000

- (r) Oncology And Kids, Inc.: Resident Oncology Camp - \$25,000 (FY22-23 \$20,000) Committee Recommendation: \$25,000
- (s) University of San Diego: Grossmont Healthcare District Behavioral Health Scholarship Fund - \$75,000 (No prior funding) Committee Recommendation: For Workforce Committee review and deliberation.
- (t) McAlister Institute for Treatment & Education Inc.: Integrated Recovery Health Project: Expanding Medical and Psychiatric Support for SUD Treatment in East County - \$223,820 (FY23-24 \$13,100) Committee Recommendation: \$200,000
- (u) Family Health Centers of San Diego, Inc.: FHCSO Older Adult Services - \$40,000 (FY23-24 \$2,500 Sponsorship; FY21-22 \$70,939 Grant) Committee Recommendation: \$40,000
- (v) Serving Seniors: Serving Seniors East County Nutrition & Aging Care Support Program - \$78,837 (FY24-25 \$30,000) Committee Recommendation: \$50,000
- (w) Institute for Public Strategies: Meet ME (Mountain Empire) Outdoors - \$149,966 (No prior funding) Committee Recommendation: \$100,000
- (x) Institute of Reproductive Grief Care: Reproductive Grief Education for Grossmont College Nursing Program - \$44,000 (FY24-25 \$2,500 Sponsorship) Committee Recommendation: \$25,000
- (y) San Diego Seniors Community Foundation: East County Longevity Hub - \$350,000 (No prior funding) Committee Recommendation: \$250,000
- (z) The Foundation for Grossmont & Cuyamaca Colleges: Advancing Cardiac Care Instruction in East County - \$75,000 (No prior funding) Committee Recommendation: For Workforce Committee review and deliberation.

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- (aa) [Bliss Care Foundation, Inc.: Blissful Care Expansion - \\$94,800 \(No prior funding\)](#) **Committee Recommendation: \$95,000**
- (bb) [Heartland Regional Fire Training Foundation: Heartland Fire Training EMS Pathway and Community Training Program - \\$25,000 \(No prior funding\)](#) **Committee Recommendation: \$25,000**
- (cc) [Impact Melanoma: San Diego County Skin Cancer Prevention GHD - \\$122,407 \(FY24-25 \\$19,237\)](#) **Committee Recommendation: \$80,000**
- (dd) [Feeding San Diego: Food is Medicine – Rural Initiative Food Distributions - \\$75,000 \(FY24-25 \\$25,000\)](#) **Committee Recommendation: \$75,000**
- (ee) [The San Diego LGBT Community Center: Advancing Health Equity for the LGBTQ+ Community through The Center’s Behavioral Health Services - \\$50,000 \(No prior funding\)](#) **Committee Recommendation: \$40,000**
- (ff) [San Diego Youth Services: Mental Health for Vulnerable Youth - \\$112,000 \(FY23-24 \\$24,999 Grant; FY23-24 \\$2,500 Sponsorship\)](#) **Committee Recommendation: \$56,000**
- (gg) [Meals-on-Wheels Greater San Diego, Inc.: Strengthening East County Senior Health: Meals and Innovation Hub Support - \\$200,000 \(FY23-24 \\$30,000; FY23-24 \\$5,000 Sponsorship\)](#) **Committee Recommendation: \$75,000**
- (hh) [San Diego Center for the Blind: The Nourish Project - \\$25,000 \(No prior funding\)](#) **Committee Recommendation: \$25,000**
- (ii) [Majdal: Arab Community Center of San Diego, fiscally sponsored project of Mission Edge San Diego: Supporting Holistic MENA Refugee & Immigrant Mental Health - \\$91,195 \(FY23-24 \\$11,440\)](#) **Committee Recommendation: \$92,000**
- (jj) [Jewish Family Services of San Diego: Continuum of Nutrition Support for Seniors - \\$40,000 \(FY24-25 \\$40,000\)](#) **Committee Recommendation: For Board review and deliberation due to recusal.**

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- (kk) [Resounding Joy, Inc.: Sounds of Legacy: Addressing Social Isolation Through Music Therapy for Seniors - \\$25,000 \(No prior funding\)](#)
Committee Recommendation: \$25,000
- (ll) [Home Start, Inc.: Expanded Specialized Behavioral Health Services for GHD Child Victims of Trauma, Abuse, & Crime - \\$88,552 \(FY24-25 \\$38,500\)](#) **Committee Recommendation: \$75,000**
- (mm) [The Salvation Army: East County Salvation Army Senior Nutrition Program - \\$74,775 \(FY24-25 \\$7,000\)](#) **Committee Recommendation: For Board Review and deliberation due to recusal.**
- (nn) [The New Children’s Museum: Ground & Grow: Trauma – Informal Ceramics for Youth - \\$55,000 \(No prior funding\)](#) **Committee Recommendation: \$25,000**
- (oo) [San Diego County Medical Society Foundation dba Champions for Health: In-home Wellness for Older Adults & Homebound Individuals - \\$30,000 \(FY24-25 \\$30,000\)](#) **Committee Recommendation: \$30,000**
- (pp) [Christie’s Place: Christie’s Place Mental Health Services for Youth and Families Living with HIV - \\$25,000 \(FY24-25 \\$5,000 Grant; FY24-25 \\$2,500 Sponsorship\)](#) **Committee Recommendation: \$25,000**
- (qq) [ElderHelp of San Diego: ElderHelp Care Coordination & Transportation Program - \\$65,000 \(FY24-25 \\$50,000 Grant; FY24-25 \\$10,000 Sponsorship\)](#) **Committee Recommendation: \$50,000**
- (rr) [We Support U: Personalized Repetitive Transcranial Magnetic Stimulation \(PrTMS\) for Treatment of Mild Traumatic Brain Injury mTBI \(aka Concussion\) - \\$750,000 \(No prior funding\)](#) **Committee Recommendation: \$100,000**
- (ss) [Legal Aid Society of San Diego, Inc.: Grossmont Healthcare District Health Access Project - \\$65,000 \(No prior funding\)](#) **Committee Recommendation: \$65,000**

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- (tt) [ArtReach: Addressing Behavioral Health & Social Isolation Through Visual Art Workshops with IRC's Women's Resiliency Center and Newcomer Youth Program - \\$25,000 \(FY24-25 \\$14,000\)](#)
Committee Recommendation: \$25,000
- (uu) [Burn Institute: Burn Institute Fire Prevention and Burn Survivor Services for Grossmont Health District Residents - \\$68,000 \(FY23-24 \\$34,000\)](#) **Committee Recommendation: \$34,000**
- (vv) [African American Writers & Artists: Seasons of Health & Wellness: Community Engagement Initiative - \\$25,000 \(No prior funding\)](#)
Committee Recommendation: \$25,000
- (ww) [For Their Thoughts Foundation Inc.: Expanding Dementia Health Literacy in Schools and Strengthening the Neuro-Healthcare Pipeline in East County - \\$46,100 \(FY24-25 \\$2,500 Sponsorship\)](#)
Committee Recommendation: \$40,000
- (xx) [Vision y Compromiso: Me Veo Bien, Me Siento Bien/I Look Good, I Feel Good, a chronic disease management program - \\$80,000 \(No prior funding\)](#) **Committee Recommendation: \$50,000**
- (yy) [Tremble Clefts San Diego, Inc.: Together, We Grow! - \\$176,829 \(No prior funding\)](#) **Committee Recommendation: \$50,000**

Not recommended for funding:

- (zz) [Eric Paredes Save A Life Foundation: Screen Your Teen - \\$13,200 \(FY24-25 \\$13,200\)](#)
- (aaa) [SD Imperial Counties Developmental Services Foundation aka Foundation for Developmental Disabilities: Expanding FDD's Emergency Help Fund Program Supporting San Diego Regional Center Clients and Their Families - \\$25,000 \(No prior funding\)](#)
- (bbb) [Trauma Intervention Programs of SD County Inc.: Crisis Intervention - \\$25,000 \(FY24-25 \\$20,000\)](#)
- (ccc) [Make-A-Wish Foundation of San Diego: Enhancing Pediatric Cardiac Care Through Resilience-Building Interventions - \\$25,000 \(No prior funding\)](#)

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- (ddd) [San Diego Hunger Coalition: Addressing Food Insecurity for GHD's Most Vulnerable Residents - \\$20,000 \(No prior funding\)](#)
- (eee) [Empowered Endings Foundation: Compassionate Navigation and Conversations: Supporting Seniors and Families in East County for Life at End of Life - \\$75,000 \(No prior funding\)](#)
- (fff) [Crisis House: Pathway to Home: Senior Support Initiative - \\$50,000 \(FY23-24 \\$8,000 Grant; FY23-24 \\$8,599 Sponsorship\)](#)
- (ggg) [Heaven's Windows: Child Nutrition Program - \\$25,000 \(No prior funding\)](#)
- (hhh) [Arms Wide Open: Performing Arts Classes for People with Disabilities - \\$25,000 \(FY24-25 \\$25,000\)](#)
- (iii) [Covenant Living at Mount Miguel dba Covenant Living of the West: Enhancing Transportation Access for Seniors at Covenant Living at Mount Miguel - \\$15,000 \(FY24-25 \\$15,000\)](#)
- (jjj) [Survivors of Torture, International: Health Education and Literary \(HEAL\) Program - \\$75,000 \(FY24-25 \\$19,290\)](#)
- (kkk) [Center for Community Solutions: TRIUMPH \(Trauma Recovery Integration Using Multiple Pathways to Healing\) - \\$25,000 \(FY24-25 \\$25,000\)](#)
- (lll) [Developmental Services Continuum, Inc.: DSC's Music Therapy Program - \\$25,000 \(FY24-25 \\$25,000\)](#)
- (mmm) [Jacobs & Cushman San Diego Food Bank: San Diego Food Bank's Fresh Produce for East County Program - \\$75,000 \(FY23-24 \\$18,000\)](#)
- (nnn) [Noah Homes, Inc.: Noah Homes IT Infrastructure Upgrades for Essential Medical Services and Compliance - \\$200,000 \(FY24-25 \\$25,000\)](#)
- (ooo) [Community, Action, Service and Advocacy \(CASA\): Bringing Shared Housing to East County to Help Prevent Homelessness - \\$25,000 \(No prior funding\)](#)

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- (ppp) [N.A.T.I.V.E. Placements: Project Hope - \\$50,000 \(No prior funding\)](#)
- (qqq) [Voices for Children: Court Appointed Special Advocate \(CASA\) Program Training Initiative - \\$25,000 \(FY24-25 \\$25,000 Grant; FY24-25 \\$10,000 Sponsorship\)](#)
- (rrr) [Centro de Salud de la Comunidad de San Ysidro, Inc.: Food is Medicine Rural Initiative - \\$258,930.69 \(FY24-25 \\$64,083 Grant; FY24-25 \\$5,000 Sponsorship\)](#)
- (sss) [Connections for Adults Living Independently, Inc.: Connecting Individuals to Supported Living Services: A Multipronged Media and Outreach Approach - \\$25,000 \(No prior funding\)](#)
- (ttt) [San Diego Blood Bank: East County Donor Center \(ECDC\) Support - \\$90,000 \(FY24-25 \\$19,290\)](#)
- (uuu) [Mama's Kitchen: Medically Tailored Meal Service – East County - \\$70,000 \(FY24-25 \\$30,000\)](#)
- (vvv) [San Diego Oasis: Wellness Plus – Comprehensive Health Education for Older Adults at San Diego Oasis' La Mesa Center - \\$65,000 \(No prior funding\)](#)
- (www) [American Pacific Health Foundation: Cognitive Assessment and Risk Education \(CARE\) Project - \\$25,000 \(No prior funding\)](#)
- (xxx) [Therapy Center Inc. dba Challenger Center: Empowering Independence and Dignity in Aging - \\$50,000 \(FY23-24 \\$18,750\)](#)
- (yyy) [So Say We All: Humanizing Healthcare Through Lived Storytelling - \\$23,500 \(No prior funding\)](#)
- (zzz) [Boys to Men Mentoring Network: Boys to Men Mentoring RECLAIM Project \(Restorative Engagement for Community Leadership and Intervention Among Men - \\$25,000 \(No prior funding\)](#)
- (aaaa) [Walk San Diego dba Circulate San Diego: East County Vision Zero Report Update and Community Engagement - \\$48,250 \(No prior funding\)](#)

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- (bbbb) [FundaMental Health: Bridging the Mental Healthcare Gap in the Grossmont Healthcare District - \\$25,000 \(No prior funding\)](#)
- (cccc) [Braille Institute of America, Inc. San Diego Low Vision Rehabilitation - \\$25,000 \(No prior funding\)](#)
- (dddd) [Newcomers Support and Development: In Arabic Medical Podcast - \\$25,000 \(No prior funding\)](#)
- (eeee) [Community Eldercare of San Diego dba St. Paul's PACE: St. Paul's PACE Nemeth Transportation Program - \\$320,000 \(FY24-25 \\$12,858\)](#)
- (ffff) [The Foundation for Care Integration: Hospital to Home Transportation Program - \\$100,000 \(No prior funding\)](#)

d) Sponsorship Requests for Consideration

Recommended for funding:

- (a) [Jacobs & Cushman San Diego Food Bank: San Diego Food Bank Gala - \\$10,000 \(FY23-24 \\$18,000 Grant\) \(Event Date: 04-18-26\)](#)
Committee Recommendation: \$5,000
- (b) [Autism Society San Diego Inc.: Autism Social and Mental Health Conference: Caring. Connection. Community. - \\$10,000 \(FY24-25 \\$5,000\) \(Event Date: 02-20-26\)](#) **Committee Recommendation: \$10,000**
- (c) [Boys & Girls Club of East County, Inc.: BGCEC's 4th Annual Community Health Fair - \\$10,000 \(FY24-25 \\$2,500\) \(Event Date: Spring 2026\)](#) **Committee Recommendation: \$5,000**
- (d) [ElderHelp of San Diego: ElderHelp's Essence of Life Awards and Charity Auction - \\$15,000 \(FY24-25 \\$10,000\) \(Event Date: 03-16-26\)](#) **Committee Recommendation: \$10,000**
- (e) [Transcendence Youth Arts Project: CREATE Performance 2026 - \\$10,000 \(FY24-25 \\$5,000\) \(Event Date: 04-03-26\)](#) **Committee Recommendation: \$10,000**

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- (f) [Institute of Reproductive Grief Care: The Next Frontier: Where Innovation Meets Compassion - \\$10,000 \(FY24-25 \\$2,500\) \(Event Date: 03-27-26\)](#) **Committee Recommendation: \$10,000**
- (g) [Center for Community Solutions: Grossmont Healthy Relationships Day - \\$14,500 \(FY24-25 \\$25,000 Grant\) \(Event Date: 03-12-26\)](#) **Committee Recommendation: \$7,000**
- (h) [San Diego Black Business Network: HealWellFest - \\$20,000 \(No prior funding\) \(Event Date: TBD\)](#) **Committee Recommendation: \$10,000**
- (i) [Thrive Lemon Grove: Lemon Grove Farmers Market - \\$10,000 \(No prior funding\) \(Event Date: 10-02-25\)](#) **Committee Recommendation: \$7,500**
- (j) [For Their Thoughts Foundation: Move For Their Thoughts \(MoveFTT\) 35 Day Mile-a-Day Challenge - \\$10,000 \(FY24-25 \\$2,500\) \(Event Date: 04-26-26\)](#) **Committee Recommendation: \$5,000**

Not recommended for funding:

- (k) [Southern Regional Resource Center, Inc.: Aging and Caregiving Awareness Campaign: Exhibits & Community-Based Conference - \\$70,000 \(No prior funding\) \(Event Date: N/A\)](#)
- (l) [NAMI San Diego: NAMIWalks San Diego - \\$5,650 \(FY21-22 \\$2,800\) \(Event Date: 04-25-26\)](#)
- (m) [Christie's Place: "A Woman's Voice" Annual San Diego HIV Women's Conference - \\$7,500 \(FY24-25 \\$2,500\) \(Event Date: 03-07-26\)](#)
- (n) [American Lung Association in California: LUNG FORCE Walk - \\$10,000 \(FY23-24 \\$20,000 Grant\) \(Event Date: TBD\)](#)

3. Policies & Procedures Committee – Director Ayres (10/30/25)

- a) Recommendation: Consideration to Approve Creation of Standing Workforce Development Committee

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- i. The Policies & Procedures Committee recommends the creation of a standing Workforce Development Committee in alignment with the District's mission statement
- b) Recommendation: Consideration to Dissolve Ad Hoc Committees
 - i. The Policies & Procedures Committee recommends dissolving the Workforce Development Ad Hoc Committee and transition it into a standing committee
 - ii. The Policies & Procedures Committee recommends dissolving the Chief Executive Officer Recruitment Ad Hoc Committee due to the hiring of the permanent Chief Executive Officer
4. [Board Reorganization – Election of Officers](#)

G. Board Member Comments/Reports

1. Monthly Stipend Report for Meetings Attended ([October](#) and [November](#)) – This report includes meetings from the prior month. Board Members are invited to provide brief reports on any community meetings, conferences, and/or trainings attended for which a stipend was paid, or for any other meetings of significance.
2. Board and Interim CEO Comments

H. Information Items

1. [Monthly Grant & Sponsorship Report for October 2025](#)
2. [Monthly Investment Transaction Report for October 2025](#)
3. [Monthly Financial Report for October 2025](#)
4. [Monthly Community Health Report for November 2025](#)
5. [Quarterly Community Health Report \(July – September 2025\)](#)
6. [2025 Committee Assignments](#)

I. Future Agenda Items - *Directors may move to agendize any item for discussion or presentation at a future meeting*

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J. Next Regularly Scheduled Meetings

1. Thursday, December 18, 2025, 9:00 a.m. (*This meeting is cancelled.*)
2. Tuesday, January 6, 2026, 9:00 a.m.

K. Adjournment

This certifies that a copy of this agenda was posted in the front entrance to the Grossmont Healthcare District offices located at 9001 Wakarusa Street, La Mesa, California at least 72 hours in advance of the meeting. If you have any disability which would require accommodation to enable you to participate in this meeting, please email Randi Baker, Executive Assistant & Office Manager, at rbaker@grossmonthealthcare.org, or call (619) 825-5050 at least 24 hours prior to the meeting.

/s/ Randi Baker _____
Randi Baker