



AGENDA
BOARD OF DIRECTORS MEETING
Wednesday, December 10, 2025, 6:00 pm
138 S. Brandon Rd., Fallbrook, CA 92028
Administrative Office, 1st Floor Community Room
**All meetings are hybrid unless otherwise noted.*

*Please contact the Board clerk for language translation services 48 hours in advance of the meeting
 In accordance with California Government Code Section 54956 teleconferencing will be used for this meeting. Members of the public will be able to participate by webinar by using this link: <https://us02web.zoom.us/j/84996606237?pwd=8g8qoAFVIYbfSYHgRnvjkgEy70AvsP.1>
 Meeting ID: 849 9660 6237. Passcode: 261246 Participants will need to download the Zoom app onto their mobile device. Members of the public will also be able to participate by telephone using the following number:
 +1-669-900-6833 Meeting ID: 849 9660 6237. Passcode: 261246

BOARD MEMBERS:

Board Chair Jennifer Jeffries, Vice-Chair Sally DeVito, Treasurer Howard Salmon, Secretary Anabel Canseco, Member Cindy Acosta

A. CALL MEETING TO ORDER | ESTABLISH A QUORUM | PLEDGE OF ALLEGIANCE

B. ANNUAL ORGANIZATION MEETING-

B1. Nomination and Election of Officers of the Board

General Counsel Aleks Giragosian will conduct the process for the election of officers.
 The Board Chair, who is elected, will then chair the meeting.

B2. Appointment of the Treasurer (Chair)

B3. Committee Assignments

Finance Committee

Facilities Committee

Strategic Planning Committee

Government & Public Engagement Committee

C. APPROVAL OF THE AGENDA -

D. PUBLIC COMMENTS FOR ITEMS NOT ON THE AGENDA | ANNOUNCEMENTS -

Members of the public may address the Board regarding any item listed on the Agenda at the time the item is being considered. Members of the public may also speak on any item not listed on the Agenda which falls within the subject matter jurisdiction of the District immediately prior to Board Comments & Items for Subsequent Meetings section below. Members of the public attending in-person need to fill-out a "Request to Speak" card and those attending by webinar need to raise their hand at this time and identify the Agenda item they would like to speak on. The Board has a policy limiting any speaker to not more than five minutes.

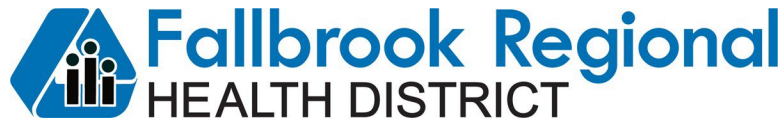
E. CONSENT ITEMS -



- E1. **Minutes of November 12, 2025, Facilities Committee Meeting**
(Staff Recommendation: Approve minutes of November 12, 2025, Facilities Committee meeting)
- E2. **Minutes of November 12, 2025, Board of Directors Meeting**
(Staff Recommendation: Approve Minutes of November 12, Board of Directors Meeting)
- E3. **Minutes of November 21, Strategic Planning Committee Meeting**
(Staff Recommendation: Approve Minutes of November 21, Strategic Planning Committee)
- E4. **Chief Programs Officer Report – Theresa Geracitano**
(Staff Recommendation: Receive and file report)
- E5. **Chief Administrative Officer Report – Judith Oswald**
(Staff Recommendation: Receive and file report)
- E6. **Chief Executive Officer Report – Rachel Mason**
(Staff Recommendation: Receive and file report)

F. DISCUSSION ITEMS-

- F1. **December 3, 2025, Finance Committee Meeting Packet & Minutes**
(Staff Recommendation: Approve Minutes of the December 3, 2025, Finance Committee Meeting)
- F2. **San Diego County Local Agency Formation Commission (LAFCO) Call for Ballots | Election to Special Districts Advisory Committee-**
(Staff Recommendation: Receive Ballots from Board of Directors for the Election to Special Districts Advisory Committee)
- F3. **FY 26/27 Community Needs Assessment – RFP Review**
(Staff Recommendation: Receive and Approve RFP for FY 26/27 Community Needs Assessment)
- F4. **Updated Community Health Contracts Grants Policy**
(Staff Recommendation: Receive and Approve Community Health Contracts Grant Policy)
- F5. **Update on Administration Office Solar Project and Boundary Adjustment –**
(Staff Recommendation: Receive and Approve Administration Office Solar Project and Boundary Adjustment)



G. CLOSED SESSION-

G1. PUBLIC EMPLOYEE EVALUATION (GOVERNMENT CODE § 54957)

Title: General Counsel

H. RETURN TO OPEN SESSION-

I. BOARD MEMBER COMMENTS & ITEMS FOR SUBSEQUENT MEETINGS -

Announcements for upcoming events:

See the District website event calendar at <https://www.fallbrookhealth.org/community-health-wellness-center>

District Offices will be closed for Christmas on Thursday, December 25 & Friday, December 26, 2025

District Offices will be closed for New Years Day on Thursday, January 1, 2026

J. ADJOURNMENT-

NOTE: I certify that on Friday, December 5, 2025, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Directors of Fallbrook Regional Health District, said time being at least 72 hours in advance of the meeting. The American with Disabilities Act provides that no qualified individual with a disability shall be excluded from participation in or denied the benefits of District business. *If you need assistance to participate in this meeting, please contact the District office 24 hours prior to the meeting on 760-731-9187. **Please contact the Board clerk for language translation services 48 hours before the meeting. "The purpose of the Board meeting is to conduct District business. All demonstrations which disrupt, interrupt, or obstruct the Board's ability to conduct District business are prohibited. Members of the public that behave in a manner that disrupts, interrupts, or obstructs the Board's ability to conduct District business may be asked to leave the meeting. No signs, posters or other large objects shall be brought into the Board Conference Room or other meeting place if doing so would disrupt, interrupt, or obstruct the orderly course of the meeting."

Raquel A Williams

Executive Assistant/Board Clerk



Fallbrook Regional HEALTH DISTRICT

MINUTES

FACILITIES COMMITTEE MEETING

Wednesday, November 12, 2025, at 5:00 pm

Administrative Office, 1st Floor Community Room
138 S. Brandon Rd., Fallbrook CA 92028

In accordance with California Government Code Section 54953 teleconferencing was used for this meeting. Board members, staff and members of the public were able to participate by webinar.

Committee Members: Chair Howard Salmon and Director Anabel Canseco

1. CALL MEETING TO ORDER/ROLL CALL

In attendance- Chair Howard Salmon, Director Anabel Canseco, CEO Rachel Mason, CAO Judith Oswald, CPO Theresa Geracitano, EA/Board Clerk Raquel Williams, Property Manager Roy Moosa

2. PUBLIC COMMENTS – ANNOUNCEMENT – None

3. DISCUSSION ITEMS-

Ongoing/Completed Projects at the Community Health & Wellness Center

- a.) SiteLogiQ Update – CEO Rachel Mason opened the discussion on the truncated domes that were placed at the CH&WC as part of the new ADA walkway. CEO Mason contacted SiteLogiQ Project Manager Greg Olson to inform him of the installation as this is the final component to the CH&WC solar project and will allow the solar panels to be energized. The Administration building solar project remains on hold due to negotiations with the Urgent Care operator.
- b.) Building A: Room 2 - Encinitas Design Group Update - Architectural Drawings, County Major Use Permit (MUP) and Minor Deviation (MD) Update- CEO Rachel Mason informed the committee that there was a discovery at the County by Encinitas Design Group when they went to get permits there was an issue that did not get resolved by previous contractors. Documentation is being prepared to submit the correct documentation to proceed with this project.
- c.) Building B: Education Rooms 3-6 and Exterior Restrooms Renovation- There has been a change in plans for this project the engineering aspect is more than expected. The rooms will no longer be conjoined, and the projects have been separated. The exterior restrooms needed renovations and must become ADA compliant. CEO Rachel Mason recently applied for a grant through Fallbrook Public Utilities District (FPUD) Community Benefit Program, and we were awarded \$120,000.00 out of the estimated \$160,000.00 that this project is going to cost. We will reach out to the general contractors on our list.



Since that falls under that \$200,000 threshold. We don't have to do the full formal bid process; we can do the slightly more informal bid process. More information is coming soon.

- d.) ADA Ramps & Sidewalks – The new sidewalks and ADA ramps from building A to building B are being done as we speak, the staff and public will no longer have to traverse the parking lot to get to the other side of the property. A \$30,000.00 grant from FPUD was also awarded for this project.
- e.) Building A - Roof Update- There is leak in building A in one of the offices and it will only be repaired; there is a plan to replace the roof in the future. Roofing repair estimates are being requested, and more information will be coming next month.

4. BOARD MEMBER COMMENTS AND FUTURE AGENDA ITEMS- None

- 5. ADJOURNMENT -** There being no further business the meeting was adjourned at 5:26 pm.

Raquel A Williams

Executive Assistant/Board Clerk





Fallbrook Regional
HEALTH DISTRICT
MINUTES

BOARD OF DIRECTORS MEETING

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138 S. Brandon Rd., Fallbrook, CA 92028

Administrative Office, 1st Floor Community Room

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BOARD MEMBERS:

Board Chair Jennifer Jeffries, Vice-Chair Sally DeVito, Treasurer Howard Salmon, Secretary Anabel Canseco, Member Cindy Acosta

A. CALL MEETING TO ORDER | ROLL CALL | ESTABLISH A QUORUM | PLEDGE OF ALLEGIANCE

Chair Jennifer Jeffries called the meeting to order at 6:02 p.m. and led the Pledge of Allegiance.

In attendance: Directors Jennifer Jeffries, Sally DeVito, Howard Salmon, Anabel Canseco, Cindy Acosta, General Counsel Matthew Slentz Staff members: Chief Executive Officer Rachel Mason, Chief Administrative Officer Judith Oswald, Chief Programs Officer Theresa Geracitano, CPA Susan Woodward, Executive Assistant/Board Clerk Raquel Williams, Managing Partner at Nigro & Nigro, CPA Paul Kaymark

Members of the public: Tom Frew, Roy Mossa, Gail Jones

B. APPROVAL OF THE AGENDA -

Action: It was moved by Director Salmon, seconded by Director DeVito to approve the agenda as presented.

Motion carried (5-0) - unanimous vote

C. PUBLIC COMMENTS FOR ITEMS NOT ON THE AGENDA | ANNOUNCEMENTS - None

D. CONSENT ITEMS -

D1. Minutes of September 10, 2025, Board of Directors Meeting

(Staff Recommendation: Approve minutes of September 10, 2025, meeting)

D2. Chief Programs Officer Report - Theresa Geracitano

(Staff Recommendation: Receive and file report)

D3. Chief Administrative Officer Report - Judith Oswald

(Staff Recommendation: Receive and file report)

D4. Chief Executive Officer Report - Rachel Mason

(Staff Recommendation: Receive and file report)

Action: It was moved by Director DeVito, seconded by Director Canseco to approve the consent items as presented.

Motion carried (5-0) - unanimous vote

E. DISCUSSION ITEMS-

- E1. Consideration and Approval of the FY24.25 Audit Report**
 (Staff Recommendation: Approve the FY24.25 Audit Report)
 The audit was presented by Managing Partner at Nigro & Nigro Paul Kaymark. He gave a brief presentation reading aloud the final communication letter and asked the Board if they had any questions. Board Chair Jennifer Jeffries thanked Paul and shared what made her feel good about our Finance Team, the accumulated amounts in investments make her hopeful and proud that we are conserving our resources for the next leap.
Action: It was moved by Director Salmon, seconded by Director DeVito to approve the Audit as presented.
Motion carried (5-0) – unanimous vote
- E2. Consideration of October 1, 2025 & November 5, 2025, Finance Committee Meeting Packets and Minutes** (Staff Recommendation: Approve minutes of October 1 & November 5, 2025, Finance Meetings)
Action: It was moved by Director Salmon, seconded by Director Acosta to approve minutes of October 1 & November 5, 2025, Finance Meetings
Motion carried (5-0) – unanimous vote
- E3. Consideration of Resolution 474 To Authorize Administrators of the Charles Schwab Account**
 (Staff Recommendation: Adopt Resolution 474 To Authorize Administrators of the Charles Schwab Account) CAO Judith Oswald shared with the Board of Directors that the District has a retirement account that she or CEO Rachel Mason are unable to access. A resolution is needed to access the information and funds.
Action: It was moved by Director DeVito, seconded by Director Salmon to Adopt Resolution 474 To Authorize Administrators of the Charles Schwab Account
Motion carried (5-0) – unanimous vote
- E4. Consideration of First Amendment to Purchase Agreement for property located at 617 E. Alvarado St.**
 (Staff Recommendation: Approve First Amendment to Purchase Agreement for property located at 617 E. Alvarado St.)
 CEO Mason opened the discussion reminding the Board about the negotiations going on with Dr. Skeoch and we thought we had a conclusion. However, on the day of the meeting Dr. Skeoch brought forward a concern saying that the new survey we have done is not specific enough as to where the line between the two properties is. Dr. Skeoch does not believe that this is an 50-50 equitable split, and he would like to have more clarity about it. Dr. Skeoch also indicated that he will need to pay the property taxes and will need to be reimbursed accordingly. Legal Counsel Matthew Slentz indicated that the agreement that is in the packet is no longer approvable. Negotiations will continue with Dr. Skeoch.
Action: It was moved by Director Salmon, seconded by Director Acosta, to withdraw the agreement as presented in the agenda.
Motion carried (5-0) – unanimous vote



E5. Consideration and Approval of the new FRHD job description: Administrative Services Coordinator- Finance & Systems

(Staff Recommendation: Approval of the new FRHD job description: Administrative Services Coordinator- Finance & Systems)- CEO Rachel Mason shared that we currently have a contract bookkeeper that comes into the office once a week. The Bookkeeper is great this is not a reflection of her work. As we are growing and upgrading systems, we have found that we have more needs than a once-a-week service can do. The District now has more than 30 software systems that need to be maintained, and this person will be responsible for that. This position will create an increase of \$45,000.00 in salaries and will be supervised by CAO Judith Oswald.

Action: It was moved by Director Salmon, seconded by Director DeVito the Approval of the new FRHD job description: Administrative Services Coordinator- Finance & Systems

Motion carried (5-0) – unanimous vote

E6. Consider Emergency Grant Funding to Fallbrook Food Pantry

(Staff Recommendation: Approve Emergency Grant Funding to Fallbrook Food Pantry)
CEO Mason opened the discussion with issues affecting the SNAP, WIC recipients and Federal workers who were affected by the shutdown. The Board of Directors has agreed to fund an additional \$40,000.00 per month for the next three months.

Action: It was moved by Director DeVito, seconded by Director Canseco to Approve Emergency Grant Funding to Fallbrook Food Pantry for \$40,000.00 per month for the next three months. November 2025, December 2025 , January 2026.

Motion carried (5-0) – unanimous vote

F. BOARD MEMBER COMMENTS & ITEMS FOR SUBSEQUENT MEETINGS -

Announcements for upcoming events:

See the District website event calendar at <https://www.fallbrookhealth.org/community-health-wellness-center>

G. ADJOURNMENT-

There being no further business, the meeting was adjourned at 6:45 pm.

Raquel A. Williams

Executive Assistant/Board Clerk



MINUTES
STRATEGIC PLANNING COMMITTEE

Friday, November 21, 2025, at 4:00 P.M.
Administrative Office, 1st Floor Community Room
138 S. Brandon Rd., Fallbrook, CA 92028

In accordance with California Government Code Section 54953 teleconferencing was used for this meeting. The public were able to participate by webinar.

BOARD COMMITTEE MEMBERS- Chair Jennifer Jeffries & Director Cindy Acosta

III. CALL MEETING TO ORDER/ ROLL CALL –

In attendance- Director Jennifer Jeffries, Director Cindy Acosta, CEO Rachel Mason, CPO Theresa Geracitano, CAO Judith Oswald, Executive Assistant/ Board Clerk Raquel Williams

2. PUBLIC COMMENTS – ANNOUNCEMENT – None

3. DISCUSSION ITEMS-

- a.) FY26-27 Community Needs Assessment – Request for Proposal (RFP) Review - CEO Rachel Mason opened the discussion on the RFP for the FY27/28 Community Needs Assessment (CNA). The last CNA was done in 2019/2020, and the District needs to update the data.
- b.) Clinical Services – CEO Rachel Mason informed the committee that conversations with Tri Cities are ongoing and more information will be coming forward. Ad-Hoc committee will be formed for this item.
- c.) CRM Software – CEO Rachel Mason, shared that the Client Relations Management Software (CRM) has been needed for a few different reasons, compiling the data from all the programs at the CH&WC and Board Chair, Jennifer Jeffries has asked for a mechanism to track attendees as well. Chief Programs Officer Theresa Geracitano has been diligently researching many different software programs and has identified a few that may work the CH&WC. Discussion ensued.
- d.) Q1 Community Health Contracts Impact Reports: Raquel Williams, EA/ Board Clerk – CEO Mason opened the discussion on the continued repetitiveness of the quarterly grant impact reports. Presently the grantees use a template from JotForm, an online grant application service, and unfortunately, they are not sharing anything new about the programs the district funds. It is adding another task that the grantee must do to receive the funds, we found that the quarterly reports are not as effective in showcasing what the funds did for their agency. Staff are proposing a move to an annual reporting format.
- e.) Program Development Review: CPO Theresa Geracitano opened the discussion on a new initiative for the CH&WC with the Fallbrook School of the Arts, Art Therapy still in development stages. Another is a (MBSR) Mindfulness Based Stress Reduction program focusing on stress reduction coming in the new year in both English and Spanish. In conjunction with The American Heart Association Heart Health Program proven to reduce high blood pressure a pharmacy style blood

pressure monitoring station will be placed in the Welcome center for easy access to the public. As well as BP kits for the public along with CPR mannequins and supplies for use on Wellness Wednesdays. Nutrition programs are also in development with more information coming soon. County of San Diego MOU has been finalized and now we are able to have County programming (Tai Chi, Senior programs, CPR) at the CH&WC.

- f.) New FRHD Grant Funding Philosophy – Review – CEO Rachel Mason gave a brief history of the grant application process. Our grant process is called restricted, grantees get a check and send in a quarterly impact report, we propose to move to an unrestricted grant process that’s generally called trust based grantmaking where we as the funder do our due diligence on the grantees checking financials and good standing in the community and anticipate a final impact report with data, stories and financial information at the end of the grant fiscal year. The committee agrees to move to trust based grantmaking. Discussion ensued.

4. BOARD MEMBER COMMENTS AND FUTURE AGENDA ITEMS- None
5. ADJOURNMENT-

There being no further business, the meeting was adjourned at 5:10 pm.



Raquel A. Williams

Executive Assistant/ Board Clerk

Programming

- With the holiday season and ongoing construction, we saw a natural decline in Center visits in November.
- *Mobility Mondays* remains a participant favorite, and we will continue this program in 2026 in partnership with West Pace Center.
- Spanish-Language Offerings:
 - *Healthy for the Holidays* workshop
 - First *Lotería Night* schedule for December 16. *Lotería* will be incorporated into the review sessions for the Diabetes Prevention Program to build interest and strengthen community relationships.
 - Diabetes Prevention Program
 - Insurance Enrollment
- New Partnerships:
 - We are working to contract with Leah's Pantry, California's CalFresh Healthy Living state educator, to bring evidence-based, bilingual nutrition and family programs to the Center.

Resource Navigation

- We continue to explore opportunities to bring navigation services directly to families in trusted community spaces, including the Fallbrook Library, new food distribution sites, Vallecitos School District, and Fallbrook Union Elementary School District.

Facilities & Systems

- ADA sidewalk and ramp construction is scheduled to be completed first week of December.
- Roof leak in Building A has been repaired.
- A CRM platform for Center programming has been identified, and we are waiting for pricing quote.
- We are building relationships with organizations that operate educational kitchens and have toured several San Diego-based teaching kitchens to inform the development of our own kitchen.

Wellness Center 2025	JAN	FEB	MAR	APR	MAY	JUNE	AUG	SEPT	OCT	NOV
Mental Health First Aid	0	0	4	22	12	16	0	5	0	0
CCHW	0	16	38	11	15	14	19	13	7	0
Wellness Wednesday-Screening/Workshop	18	30	6	29	13	15	6	32	18	0
Disease Specific Education (Lifestyle Change)	33	65	99	127	115	106	39	121	112	68
Partner Health & Wellness activities	156	198	244	355	230	130	162	195	194	128
Support Groups	74	68	86	60	61	58	58	52	70	68
FRHD Yoga	124	112	93	133	114	113	152	203	189	133
Community Safety	0	19	0	0	0	19	74	30	30	7
Club/ Organizational meetings	87	236	318	242	282	159	221	231	214	150
District Special Events	0	0	0	134	27		0		0	0
Youth Activity	0	0	0	0	0		2	1	0	0
Affiliate	7	23	5	11	35	44	34	42	34	40
Private Party/Event	0	0	0	0	0	96	0		55	0
Total Wellness Center Visits	499	767	893	1124	904	770	767	925	923	594

Number of Events 2025	JAN	FEB	MAR	APR	MAY	JUNE	AUG	SEPT	OCT	NOV
Private events	21	31	20	16	15	22	25	17	19	11
Public Events	33	43	70	74	94	63	56	72	75	52
Total Events	54	74	90	90	109	85	81	89	94	63
Events held by Grantees	11	8	18	13	18	11	11	7	7	8
Private Health Event/Rental	0	0	0	0	0	1	0	0	0	0
Off Campus Events										
Wellness Walks		1			1		1		1	0

Spanish Events								8	5	7
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New ADA ramps, and parking spaces:



Chief Administrative Officer Report – December 2025

Financial & Banking Operations

Bank Transition Timeline

Developed a comprehensive timeline for transitioning the District's primary banking institution

Month	Transaction Type	Reason
March	Tax apportionments	Ensure timely remittance to taxing authorities
March	Payroll	Include net pay, deductions, garnishments
March	SIMPLE IRA contributions	Avoid missing retirement deposits
April	ACH transactions	Update all electronic transfers to new account, these are the 'critical' payments: utilities, medical benefits, records storage
April	Vendor payments	Move last to ensure other obligations are met first
May	Investment funds: CalTRUST, CLASS, LAIF	Move remaining cash to maintain investment continuity and liquidity
June 15, 2026	Close Banc of CA	Close account. <u>Allowing for clean start to FY 26-27</u>

Projected Expenses & Account Management

Projected expenses for the second half of November and calculated amounts required from backup operating accounts. Requested and completed transfers, following through until tax apportionments were received on November 18th to meet obligations without drawing on backup or investment accounts.

Custodial Credit Risk Policy

Drafted a Policy on Custodial Credit Risk Deposits to address audit observations:

“The District's policy is to minimize custodial credit risk by maintaining deposits only with financial institutions that comply with the collateralization requirements of the California Government Code. The District relies on each depository institution's adherence to these statutory requirements and maintains deposits only in institutions that provide evidence of such compliance.”

Governance & Administrative Planning

New Position Development & Onboarding

Created a detailed timeline for the interview, hiring, onboarding, and training of the new Administrative Services Coordinator role.

Date	Task	Notes
December 8, 2025	Job posting opens	Position posted on relevant job boards and district website
December 15, 2025	Phone interviews	Initial screening of candidates via phone
January 5, 2026	In-person interviews	Selected candidates interviewed onsite
January 31, 2026	Hiring decision & offer	Candidate selected and offer extended; onboarding paperwork completed
April 30, 2026	Training completion	All Training completed



GFOA Account Verification

Coordinated with GFOA to confirm the District account accurately reflects district membership.

Project & Vendor Coordination

- Connected with LC Paving Office Manager to obtain a Project # from DIR and guidance on certified payroll for the sidewalk project; role limited to record maintenance, incorporating best practices from their 15 years of experience.
- Coordinated with Low Voltage and fire sprinkler maintenance vendors to schedule annual fire sprinkler tests at both the Community Health & Wellness Center and Administration Office. Scheduled annual fire extinguisher inspections and pressure checks.
- Updated Vonage phone system schedules to align holiday hours with District observances for Thanksgiving, Christmas, and New Year's.

Personnel & Legal Compliance

Implemented updates to personnel forms and file management based on memos from legal counsel firm Colantuono, Highsmith & Whatley, PC, as clarified by Aleks Giragosian and team.

CHIEF EXECUTIVE OFFICER'S REPORT – DECEMBER

Community Health & Wellness Center:

- Facility construction updates
 - Bldg. B Rooms 3/6 and exterior restrooms.
 - Bldg. B (exterior restrooms) – We were awarded \$120,000 from the FPUD Community Benefit Program for the renovation of the exterior bathrooms in Bldg. B. We hope to select our vendor at the January Facilities Committee meeting, with contract agreement to come to the January Board meeting.
 - Room 3 will be updated once the contract for the maintenance company has been agreed upon.
 - Room 6 will be reviewed with three new vendors and expect to have proposals at the January Facilities committee.
 - ADA Ramps & Sidewalk (sidewalk along bldg. A ramp to bldg. B, and ramp from bldg. B to pavilion). DONE! The final grant report for the \$28,950 from FPUD/CBP was submitted but is pending proof of payment once the final invoice has been received.
 - EDG – Demonstration Kitchen (bldg. A.) – We were informed that a Minor Deviation will be required from the County to move forward with permitting. An issue came up regarding the Right Turn Only sign, which required an encroachment permit that was never completed by the J Walen group back in 2021. I am working on that and hope to be able to complete our MD paperwork by the end of the month. – still in progress
 - SiteLogIQ –
 - CHWC: EV charging is working and in use. The solar has been approved by the County, so we're simply awaiting SDG&E's final approval to energize.
 - Admin. –Dr Skeoch's last demands regarding his "quantity of dirt" has held this up again, awaiting information regarding exact space requirements for the project to proceed.
- Bldg. B (HVAC) - Completed

Clinical Care Option – Pending additional info

- Had a follow up conversation with Tri-City Hospital District and Sharp medical regarding their pending agreement. Discussing options for expanded clinical and urgent care services along the 76 corridor.

Administrative Projects:

- Jasmine and I are finishing the Annual report for FY 24.25. Another amazing year of fabulous programming successes, increased District operational efficiencies, and growth opportunities.

Staff Updates:

- We had two November birthdays – Judith and Jess share the same birthday! No December birthdays or work anniversaries.

Board Updates/Reminders:

- Ethics and Harassment trainings are required – please refer to emails from Raquel regarding any updated due dates.

AGENDA
FINANCE COMMITTEE MEETING
Wednesday, December 3, 2025, at 10:00 am
138 S. Brandon Road, Fallbrook, CA 92028
First floor Zoom Room

*All meetings are hybrid unless otherwise noted

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<https://us02web.zoom.us/j/87587101623?pwd=YrbplaCkpG5amCSnswTZu5CNOeYSeA.1>

Meeting ID: 875 8710 1623 Passcode: 001654. Participants will need to download the Zoom app onto their mobile device. Members of the public will also be able to participate by telephone using the following dial in information: Dial #1.669.900.6833 Meeting ID: 875 8710 1623 Passcode: 001654

Finance Committee Members- Treasurer/Chair Howard Salmon & Director Sally DeVito

1. Call to Order-

2. Public Comments - Announcement

Members of the public may address the Board regarding any item listed on the Agenda at the time the item is being considered. Members of the public attending in-person need to fill-out a "Request to Speak" card and those attending by webinar need to raise their hand at this time and identify the Agenda item they would like to speak on. The Board has a policy limiting any speaker to not more than five minutes.

3. Review of Financial Statements for October 2025

Report 1 – Balance Sheet of **October 2025**

Report 2 – Profit & Loss - **October 2025**

Report 3 – Profit & Loss Actual vs YTD Budget – **October 2025**

Report 4 – Investment Compliance Report – **October 2025**

Report 5 - Check Detail Report as of **October 2025**

Report 6 – Credit Card Statements– **October 2025**

Report 7 – Community Development Disbursement as of **October 2025**

4. Discussion Items-

5. Board Member Comments and Future Agenda Item-

Next Finance Committee Meeting Wednesday, January 7, 2025, at 10:00 am.

6. Adjournment-

I certify that on November 25, 2025, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Directors of Fallbrook Regional Health District, said time being at least 24 hours in advance of the meeting. The American with Disabilities Act provides that no qualified individual with a disability shall be excluded from participation in or denied the benefits of District business. If you need assistance to participate in this meeting, please contact the Board Clerk at the District office 24 hours prior to the meeting on 760-731-9187.

Raquel A Williams

Executive Assistant/Board Clerk

Fallbrook Regional Health District

Report #1 - Balance Sheet Comparison

As of October 31, 2025

	TOTAL		
	AS OF OCT 31, 2025	AS OF SEP 30, 2025 (PP)	% CHANGE
ASSETS			
Current Assets			
Bank Accounts			
Banc of California - Checking	251,966.17	348,651.35	(27.73 %)
Five Star Bank Account	244,814.09	244,814.09	0.00 %
Petty Cash	0.00	0.00	
Total Bank Accounts	\$496,780.26	\$593,465.44	(16.29 %)
Other Current Assets			
Interest Receivable - Foundation	713.54	713.54	0.00 %
Interest Receivable - LAIF	0.00	0.00	
Loan Receivable - FRHD Foundation	25,075.05	24,825.05	1.01 %
Prepaid Expenses	0.00	0.00	
Prepaid Insurance	24,436.62	27,491.22	(11.11 %)
Reimbursement Receivable - CDD	(1,569.02)	(1,569.02)	0.00 %
Tax Apportionment Receivable	272,052.00	28,108.68	867.86 %
Total Other Current Assets	\$320,708.19	\$79,569.47	303.05 %
Total Current Assets	\$817,488.45	\$673,034.91	21.46 %
Fixed Assets			
Accumulated Depreciation - All Buildings	(379,598.08)	(374,748.66)	(1.29 %)
Accumulated Depreciation - Equipment	(73,429.04)	(72,965.54)	(0.64 %)
Construction in Progress	1,109,384.19	1,109,384.19	0.00 %
E. Mission Road	1,441,539.86	1,441,539.86	0.00 %
E. Mission Road - Improvements	498,444.96	497,873.40	0.11 %
E. Mission Road - Land	360,629.00	360,629.00	0.00 %
Total E. Mission Road	2,300,613.82	2,300,042.26	0.02 %
Equipment	85,471.17	85,471.17	0.00 %
S. Brandon Road	161,578.00	161,578.00	0.00 %
S. Brandon Road - Improvements	258,645.55	258,645.55	0.00 %
S. Brandon Road - Land	129,662.00	129,662.00	0.00 %
Total S. Brandon Road	549,885.55	549,885.55	0.00 %
Total Fixed Assets	\$3,592,327.61	\$3,597,068.97	(0.13 %)
Other Assets			
California Class	1,467,820.08	1,462,616.48	0.36 %
CalTrust - Liquidity Fund	1,402,149.38	1,397,172.09	0.36 %
CalTrust - Medium Term Fund	5,242,210.31	5,229,881.07	0.24 %
LAIF	409,840.22	405,415.36	1.09 %
Note Receivable - East Alvarado Street	0.00	0.00	
Total Other Assets	\$8,522,019.99	\$8,495,085.00	0.32 %
TOTAL ASSETS	\$12,931,836.05	\$12,765,188.88	1.31 %

Fallbrook Regional Health District

Report #1 - Balance Sheet Comparison

As of October 31, 2025

	TOTAL		
	AS OF OCT 31, 2025	AS OF SEP 30, 2025 (PP)	% CHANGE
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
Accounts Payable (A/P)	7,660.48	3,913.87	95.73 %
Total Accounts Payable	\$7,660.48	\$3,913.87	95.73 %
Credit Cards			
Five Star Bank - CC			
Five Star Bank - CC	6,107.16	5,536.00	10.32 %
Umpqua Bank - Credit Card			
Umpqua Bank - Credit Card	0.00	0.00	
Total Credit Cards	\$6,107.16	\$5,536.00	10.32 %
Other Current Liabilities			
Payroll - Tax Payable			
Payroll - Tax Payable	11,368.21	10,951.08	3.81 %
Payroll - Vacation & Sick Payable			
Payroll - Vacation & Sick Payable	51,064.74	51,064.74	0.00 %
Payroll - Wages Payable			
Payroll - Wages Payable	25,768.44	25,201.68	2.25 %
Refundable Deposits - Rental Security			
Refundable Deposits - Rental Security	480.00	680.00	(29.41 %)
Simple IRA Plan - Payable			
Simple IRA Plan - Payable	10,221.01	5,024.81	103.41 %
Total Other Current Liabilities	\$98,902.40	\$92,922.31	6.44 %
Total Current Liabilities	\$112,670.04	\$102,372.18	10.06 %
Total Liabilities	\$112,670.04	\$102,372.18	10.06 %
Equity			
Community Development Disbursement			
Community Development Disbursement	8,391,943.70	8,391,943.70	0.00 %
Opening balance equity			
Opening balance equity	0.00	0.00	
Retained Earnings			
Retained Earnings	0.00	0.00	
Unrestricted Operations Fund			
Unrestricted Operations Fund	4,701,354.80	4,701,354.80	0.00 %
Net Income			
Net Income	(274,132.49)	(430,481.80)	36.32 %
Total Equity	\$12,819,166.01	\$12,662,816.70	1.23 %
TOTAL LIABILITIES AND EQUITY	\$12,931,836.05	\$12,765,188.88	1.31 %

Fallbrook Regional Health District

Report #2 - Profit and Loss and YTD

October 2025

	TOTAL	
	OCT 2025	JUL - OCT, 2025 (YTD)
Income		
Property Tax Revenue	272,052.00	375,533.33
Rental Income	1,000.00	3,654.29
Wellness Center Income - Event/Space Rental		425.00
Total Income	\$273,052.00	\$379,612.62
GROSS PROFIT	\$273,052.00	\$379,612.62
Expenses		
Advertising & Promotions	3,013.19	12,283.51
Auto Expenses	93.50	682.55
Community Health Contracts		
Boys & Girls Club of North County - TP		9,489.20
Boys & Girls Club of North County - WS		19,539.00
D'Vine Path		14,625.00
Fallbrook Food Pantry		25,000.00
Fallbrook Senior Citizens		11,250.00
Foundation for Senior Care		21,375.00
Reins Therapeutic Horsemanship Program		6,750.00
San Diego Children's Discovery Museum		4,500.00
Voices for Children		3,375.00
Youth Fitness Grants		
Bonsall/Fallbrook Little League		5,000.00
Boys & Girls Club North County - Soccer		5,000.00
Fallbrook Band Boosters		5,000.00
Fallbrook Girls Softball		5,000.00
Total Youth Fitness Grants		20,000.00
Total Community Health Contracts		135,903.20
District Direct Care Services		
District Sponsored Events		33.82
Health Services & Clinics	5,900.00	63,293.21
Total District Direct Care Services	5,900.00	63,327.03
Dues & Subscriptions	9,036.00	18,278.99
Education & Conferences	3,154.79	47,770.54
Equipment Lease	1,669.84	6,524.78
General Insurance	2,747.80	10,991.20
IT Services	600.00	2,400.00

Fallbrook Regional Health District

Report #2 - Profit and Loss and YTD

October 2025

	TOTAL	
	OCT 2025	JUL - OCT, 2025 (YTD)
Legal & Accounting services		
Accounting	3,500.00	14,000.00
Independent Audit		8,000.00
Legal	5,500.00	19,772.50
Total Legal & Accounting services	9,000.00	41,772.50
Medical Records Expense	2,873.14	8,935.30
Meeting Expenses		541.16
Office Expenses		
General Office Expenses	109.52	819.71
Maintenance & Repairs	6,191.72	23,108.70
Office Supplies	421.05	1,492.49
Postage & Shipping		246.03
Software & Website	635.39	5,019.99
Total Office Expenses	7,357.68	30,686.92
Other Tax and Licenses	(266.58)	(266.58)
Payroll Expenses		
Board Stipends	1,323.00	6,063.75
Employee Benefits	9,783.62	39,149.32
Payroll Processing Fees	396.88	1,571.12
Payroll Taxes	5,456.51	21,597.91
Salaries	70,120.78	276,669.11
Simple IRA Match		5,250.51
Vacation & Sick Leave		(1,453.70)
Workers Compensation	306.80	1,710.20
Total Payroll Expenses	87,387.59	350,558.22
Utilities		
Cell Phones	415.94	1,663.67
General Utilities	3,788.10	13,170.88
Internet/Telephone	1,553.77	5,314.83
Total Utilities	5,757.81	20,149.38
Total Expenses	\$138,324.76	\$750,538.70
NET OPERATING INCOME	\$134,727.24	\$ (370,926.08)
Other Income		
Interest/Dividend Income	32,207.05	113,257.44
Unrealized Gain/Loss - LAIF		(485.81)
Unrealized Gain/Loss CalTrust - Medium Term	(5,272.06)	5,273.64
Total Other Income	\$26,934.99	\$118,045.27

Fallbrook Regional Health District

Report #2 - Profit and Loss and YTD

October 2025

	TOTAL	
	OCT 2025	JUL - OCT, 2025 (YTD)
Other Expenses		
Depreciation Expense		
Depreciation Expense - Brandon Road	1,108.42	4,433.68
Depreciation Expense - Mission Road	4,204.50	16,818.00
Total Depreciation Expense	5,312.92	21,251.68
Total Other Expenses	\$5,312.92	\$21,251.68
NET OTHER INCOME	\$21,622.07	\$96,793.59
NET INCOME	\$156,349.31	\$ (274,132.49)

Fallbrook Regional Health District

Report #3 - Profit & Loss Actual vs Operating Plan FY 25 - 26 - District

July - October, 2025

	ADMINISTRATIVE				WELLNESS CENTER				TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income												
Program Fees						0.00	0.00		\$0.00	\$0.00	\$0.00	0.00%
Property Tax Revenue	375,533.33	356,270.90	19,262.43	105.41 %					\$375,533.33	\$356,270.90	\$19,262.43	105.41 %
Rental Income	3,279.29	2,720.00	559.29	120.56 %	375.00		375.00		\$3,654.29	\$2,720.00	\$934.29	134.35 %
Wellness Center Income - Event/Space Rental		1,000.00	(1,000.00)		425.00	1,000.00	(575.00)	42.50 %	\$425.00	\$2,000.00	\$ (1,575.00)	21.25 %
Total Income	\$378,812.62	\$359,990.90	\$18,821.72	105.23 %	\$800.00	\$1,000.00	\$ (200.00)	80.00 %	\$379,612.62	\$360,990.90	\$18,621.72	105.16 %
GROSS PROFIT												
	\$378,812.62	\$359,990.90	\$18,821.72	105.23 %	\$800.00	\$1,000.00	\$ (200.00)	80.00 %	\$379,612.62	\$360,990.90	\$18,621.72	105.16 %
Expenses												
Advertising & Promotions	3,934.79	500.00	3,434.79	786.96 %	8,348.72	3,000.00	5,348.72	278.29 %	\$12,283.51	\$3,500.00	\$8,783.51	350.96 %
Auto Expenses	519.10	522.76	(3.66)	99.30 %	163.45	300.00	(136.55)	54.48 %	\$682.55	\$822.76	\$ (140.21)	82.96 %
Community Health Contracts									\$0.00	\$0.00	\$0.00	0.00%
Boys & Girls Club of North County - TP	9,489.20	9,489.20	0.00	100.00 %					\$9,489.20	\$9,489.20	\$0.00	100.00 %
Boys & Girls Club of North County - WS	19,539.00	19,539.00	0.00	100.00 %					\$19,539.00	\$19,539.00	\$0.00	100.00 %
D'Vine Path	14,625.00	14,625.00	0.00	100.00 %					\$14,625.00	\$14,625.00	\$0.00	100.00 %
Fallbrook Food Pantry	25,000.00	25,000.00	0.00	100.00 %					\$25,000.00	\$25,000.00	\$0.00	100.00 %
Fallbrook Senior Citizens	11,250.00	11,250.00	0.00	100.00 %					\$11,250.00	\$11,250.00	\$0.00	100.00 %
Foundation for Senior Care	21,375.00	21,375.00	0.00	100.00 %					\$21,375.00	\$21,375.00	\$0.00	100.00 %
NC Fire JPA (Ambulance)		100,000.00	(100,000.00)						\$0.00	\$100,000.00	\$ (100,000.00)	0.00%
Reins Therapeutic Horsemanship Program	6,750.00	6,750.00	0.00	100.00 %					\$6,750.00	\$6,750.00	\$0.00	100.00 %
San Diego Children's Discovery Museum	4,500.00	4,500.00	0.00	100.00 %					\$4,500.00	\$4,500.00	\$0.00	100.00 %
Voices for Children	3,375.00	3,375.00	0.00	100.00 %					\$3,375.00	\$3,375.00	\$0.00	100.00 %
Youth Fitness Grants									\$0.00	\$0.00	\$0.00	0.00%
Bonsall/Fallbrook Little League	5,000.00	5,000.00	0.00	100.00 %					\$5,000.00	\$5,000.00	\$0.00	100.00 %
Boys & Girls Club North County - Soccer	5,000.00	5,000.00	0.00	100.00 %					\$5,000.00	\$5,000.00	\$0.00	100.00 %
Fallbrook Band Boosters	5,000.00	5,000.00	0.00	100.00 %					\$5,000.00	\$5,000.00	\$0.00	100.00 %
Fallbrook Girls Softball	5,000.00	5,000.00	0.00	100.00 %					\$5,000.00	\$5,000.00	\$0.00	100.00 %
Total Youth Fitness Grants	20,000.00	20,000.00	0.00	100.00 %					\$20,000.00	\$20,000.00	\$0.00	100.00 %
Total Community Health Contracts	135,903.20	235,903.20	(100,000.00)	57.61 %					\$135,903.20	\$235,903.20	\$ (100,000.00)	57.61 %
District Direct Care Services									\$0.00	\$0.00	\$0.00	0.00%
District Sponsored Events		0.00	0.00		33.82	5,000.00	(4,966.18)	0.68 %	\$33.82	\$5,000.00	\$ (4,966.18)	0.68 %
Health Services & Clinics		166,666.68	(166,666.68)		63,293.21	69,213.32	(5,920.11)	91.45 %	\$63,293.21	\$235,880.00	\$ (172,586.79)	26.83 %
Total District Direct Care Services		166,666.68	(166,666.68)		63,327.03	74,213.32	(10,886.29)	85.33 %	\$63,327.03	\$240,880.00	\$ (177,552.97)	26.29 %
Dues & Subscriptions	17,550.99	17,930.00	(379.01)	97.89 %	728.00	1,475.00	(747.00)	49.36 %	\$18,278.99	\$19,405.00	\$ (1,126.01)	94.20 %
Education & Conferences	33,138.32	35,110.52	(1,972.20)	94.38 %	14,632.22	17,125.20	(2,492.98)	85.44 %	\$47,770.54	\$52,235.72	\$ (4,465.18)	91.45 %
Equipment Lease	3,262.39	3,185.12	77.27	102.43 %	3,262.39	3,185.08	77.31	102.43 %	\$6,524.78	\$6,370.20	\$154.58	102.43 %
General Election		0.00	0.00						\$0.00	\$0.00	\$0.00	0.00%
General Insurance	5,495.60	5,340.00	155.60	102.91 %	5,495.60	5,340.00	155.60	102.91 %	\$10,991.20	\$10,680.00	\$311.20	102.91 %
IT Services	1,200.00	1,400.00	(200.00)	85.71 %	1,200.00	1,400.00	(200.00)	85.71 %	\$2,400.00	\$2,800.00	\$ (400.00)	85.71 %
Legal & Accounting services									\$0.00	\$0.00	\$0.00	0.00%
Accounting	14,000.00	14,000.00	0.00	100.00 %					\$14,000.00	\$14,000.00	\$0.00	100.00 %
Independent Audit	8,000.00	11,000.00	(3,000.00)	72.73 %					\$8,000.00	\$11,000.00	\$ (3,000.00)	72.73 %
Legal	17,151.04	22,000.00	(4,848.96)	77.96 %	2,621.46	0.00	2,621.46		\$19,772.50	\$22,000.00	\$ (2,227.50)	89.88 %
Total Legal & Accounting services	39,151.04	47,000.00	(7,848.96)	83.30 %	2,621.46	0.00	2,621.46		\$41,772.50	\$47,000.00	\$ (5,227.50)	88.88 %
Medical Records Expense	8,935.30	21,200.00	(12,264.70)	42.15 %					\$8,935.30	\$21,200.00	\$ (12,264.70)	42.15 %
Meeting Expenses	433.22	550.00	(116.78)	78.77 %	107.94	200.00	(92.06)	53.97 %	\$541.16	\$750.00	\$ (208.84)	72.15 %
Office Expenses									\$0.00	\$0.00	\$0.00	0.00%
General Office Expenses	562.33	1,275.00	(712.67)	44.10 %	257.38	900.00	(642.62)	28.60 %	\$819.71	\$2,175.00	\$ (1,355.29)	37.69 %
Maintenance & Repairs	11,395.69	14,881.80	(3,486.11)	76.57 %	11,713.01	14,393.50	(2,680.49)	81.38 %	\$23,108.70	\$29,275.30	\$ (6,166.60)	78.94 %
Office Equipment & Fixtures									\$0.00	\$0.00	\$0.00	0.00%
Office Supplies	412.42	1,500.00	(1,087.58)	27.49 %	1,080.07	1,600.00	(519.93)	67.50 %	\$1,492.49	\$3,100.00	\$ (1,607.51)	48.14 %
Postage & Shipping	246.03	359.84	(113.81)	68.37 %		115.00	(115.00)		\$246.03	\$474.84	\$ (228.81)	51.81 %
Software & Website	2,887.69	1,790.62	1,097.07	161.27 %	2,132.30	2,093.50	38.80	101.85 %	\$5,019.99	\$3,884.12	\$1,135.87	129.24 %
Total Office Expenses	15,504.16	19,807.26	(4,303.10)	78.28 %	15,182.76	19,102.00	(3,919.24)	79.48 %	\$30,686.92	\$38,909.26	\$ (8,222.34)	78.87 %
Other Tax and Licenses	(266.58)		(266.58)						\$ (266.58)	\$0.00	\$ (266.58)	0.00%
Payroll Expenses									\$0.00	\$0.00	\$0.00	0.00%
Board Stipends	6,063.75	8,820.00	(2,756.25)	68.75 %					\$6,063.75	\$8,820.00	\$ (2,756.25)	68.75 %
Employee Benefits	15,145.40	17,382.79	(2,237.39)	87.13 %	24,003.92	24,000.00	3.92	100.02 %	\$39,149.32	\$41,382.79	\$ (2,233.47)	94.60 %
Payroll Processing Fees	785.56	716.40	69.16	109.65 %	785.56	477.60	307.96	164.48 %	\$1,571.12	\$1,194.00	\$377.12	131.58 %
Payroll Taxes	14,648.91	15,189.04	(540.13)	96.44 %	6,949.00	7,028.76	(79.76)	98.87 %	\$21,597.91	\$22,217.80	\$ (619.89)	97.21 %
Salaries	185,139.29	189,863.16	(4,723.87)	97.51 %	91,529.82	87,859.68	3,670.14	104.18 %	\$276,669.11	\$277,722.84	\$ (1,053.73)	99.62 %
Simple IRA Match	3,310.47	5,695.88	(2,385.41)	58.12 %	1,940.04	10,158.81	(8,218.77)	19.10 %	\$5,250.51	\$15,854.69	\$ (10,604.18)	33.12 %
Vacation & Sick Leave	(852.73)		(852.73)		(600.97)	0.00	(600.97)		\$ (1,453.70)	\$0.00	\$ (1,453.70)	0.00%
Workers Compensation	1,096.60	6,000.00	(4,903.40)	18.28 %	613.60	5,960.00	(5,346.40)	10.30 %	\$1,710.20	\$11,960.00	\$ (10,249.80)	14.30 %
Total Payroll Expenses	225,337.25	243,667.27	(18,330.02)	92.48 %	125,220.97	135,484.85	(10,263.88)	92.42 %	\$350,558.22	\$379,152.12	\$ (28,593.90)	92.46 %
Property Management Fees		500.00	(500.00)						\$0.00	\$500.00	\$ (500.00)	0.00%
Utilities									\$0.00	\$0.00	\$0.00	0.00%
Cell Phones	1,074.02	800.00	274.02	134.25 %	589.65	600.00	(10.35)	98.28 %	\$1,663.67	\$1,400.00	\$263.67	118.83 %
General Utilities	5,187.04	6,179.56	(992.52)	83.94 %	7,983.84	13,000.00	(5,016.16)	61.41 %	\$13,170.88	\$19,179.56	\$ (6,008.68)	68.67 %
Internet/Telephone	3,159.83	2,440.24	719.59	129.49 %	2,155.00	2,100.00	55.00	102.62 %	\$5,314.83	\$4,540.24	\$774.59	117.06 %
Total Utilities	9,420.89	9,419.80	1.09	100.01 %	10,728.49	15,700.00	(4,971.51)	68.33 %	\$20,149.38	\$25,119.80	\$ (4,970.42)	80.21 %
Total Expenses	\$499,519.67	\$808,702.61	\$ (309,182.94)	61.77 %	\$251,019.03	\$276,525.45	\$ (25,506.42)	90.78 %	\$750,538.70	\$1,085,228.06	\$ (334,689.36)	69.16 %
NET OPERATING INCOME	\$ (120,707.05)	\$ (448,711.71)	\$328,004.66	26.90 %	\$ (250,219.03)	\$ (275,525.45)	\$25,306.42	90.82 %	\$ (370,926.08)	\$ (724,237.16)	\$353,311.08	51.22 %
Other Income												
Interest/Dividend Income	113,257.44	0.00	113,257.44						\$113,257.44	\$0.00	\$113,257.44	0.00%
Unrealized Gain/Loss - LAIF	(485.81)		(485.81)						\$ (485.81)	\$0.00	\$ (485.81)	0.00%
Unrealized Gain/Loss CalTrust - Medium Term	5,273.64		5,273.64						\$5,273.64	\$0.00	\$5,273.64	0.00%
Total Other Income	\$118,045.27	\$0.00	\$118,045.27	0.00%	\$0.00	\$0.00	\$0.00	0.00%	\$118,045.27	\$0.00	\$118,045.27	0.00%
Other Expenses </												

INVESTMENT COMPLIANCE REPORT

This report is provided in compliance with Section 53646 of the California Government Code and aligns with best practice recommendations outlined in the Local Agency Investment Guidelines (LAIG).

LOCAL AGENCY INVESTMENT FUND (LAIF)

Through the Pooled Money Investment Account (PMIA), the State Treasurer invests taxpayers' money to manage the State's cash flow and strengthen the financial security of local governmental entities. PMIA policy sets as primary investment objectives safety, liquidity and yield.

As of October 31, 2025, the District's balance was \$409,840.22. This represents 4.81% of the District's investment portfolio. The Average Monthly Effective Yield for the month of October 2025 was 4.150%. In October 2025, the District reported \$4,424,86 in quarterly earnings.

As of October 31, 2025, the PMIA's holdings include US Treasury Securities, Federal Agency Debentures and Discount Notes, along with CDs and Commercial Paper.

CalTRUST

The CalTRUST Board works closely with the investment manager, State Street Global Advisors, to ensure that public dollars are managed securely and efficiently and are in full compliance with California Law. The primary objective is to safeguard the preservation of principal.

The District is invested in two CalTRUST Funds: Medium Term Fund and Liquidity Fund. As of October 31, 2025, the District's closing Net Asset Value was \$6,644,359.69. This represents 77.97% of the District's investment portfolio.

In October 2025, the District earned \$22,578.59 in dividend income and reported \$5,272.06 in unrealized losses. The One Year Yield on the Medium-Term Fund was 4.14% and the One Year Yield on the Liquidity Fund was 4.56%.

As of October 31, 2025, CalTRUST's holdings include US Treasury Securities, Investment Grade Corporates, Commercial Paper and CDs.

California CLASS

The California Cooperative Liquid Assets Securities System (California CLASS) is a pooled investment option that invests in high-quality, short-to-medium-term securities that prioritize principal preservation. The California CLASS management has appointed Public Trust Advisors LLC to serve as the Investment Advisor and Administrator. As of October 31, 2025, the District's balance was \$1,467,820.08. This represents 17.22% of the District's investment portfolio. In October 2025, the District reported \$5,203.60 in earnings. The 30-day average yield was 4.1889%.

As of October 31, 2025, California CLASS's holdings include US Treasury Securities, Federal Agency Securities, and CDs.

The investments of the District are in compliance with the District's 2025-2026 Investment Policy. The balances in the District's investment accounts give the District the ability to meet its expenditure requirements for the next twelve (12) months.

California State Treasurer *Fiona Ma, CPA*



Local Agency Investment Fund
P.O. Box 942809
Sacramento, CA 94209-0001
(916) 653-3001

November 03, 2025

[LAIF Home](#)
[PMIA Average Monthly Yields](#)

FALLBROOK REGIONAL HEALTH DISTRICT

DISTRICT ADMINISTRATOR
138 SOUTH BRANDON ROAD
FALLBROOK, CA 92028

[Tran Type Definitions](#)

Account Number: XXXXXXXXXX

October 2025 Statement

Effective Date	Transaction Date	Tran Type	Confirm Number	Web Confirm Number	Authorized Caller	Amount
10/15/2025	10/14/2025	QRD	1783980	N/A	SYSTEM	4,424.86

Account Summary

Total Deposit:	4,424.86	Beginning Balance:	405,415.36
Total Withdrawal:	0.00	Ending Balance:	409,840.22



CaITRUST
 PO Box 2709
 Granite Bay, CA 95746
 www.caltrust.org
 Email: admin@caltrust.org
 Fax: 402-963-9094
 Phone: 833-CALTRUST (225-8787)

25 Investment Account Summary

10/01/2025 through 10/31/2025

SUMMARY OF INVESTMENTS

Fund	Account Number	Total Shares Owned	Net Asset Value per Share on Oct 31 (\$)	Value on Oct 31 (\$)	Average Cost Amount (\$)	Cumulative Change in Value (\$)
FALLBROOK REGIONAL HEALTH DISTRICT						
CalTRUST Medium Term Fund	██████████	528,981.868	9.91	5,242,210.31	5,292,671.81	(50,461.50)
CalTRUST Liquidity Fund	██████████	1,402,149.380	1.00	1,402,149.38	1,402,149.38	0.00
Portfolios Total value as of 10/31/2025				6,644,359.69		

DETAIL OF TRANSACTION ACTIVITY

Activity Description	Activity Date	Amount (\$)	Amount in Shares	Balance in Shares	Price per Share (\$)	Balance (\$)	Average Cost Amt (\$)	Realized Gain/(Loss) (\$)
		FALLBROOK REGIONAL HEALTH DISTRICT					Account Number: ██████████	
CalTRUST Medium Term Fund								
Beginning Balance	10/01/2025			527,205.753	9.92	5,229,881.07		
Accrual Income Div Reinvestment	10/31/2025	17,601.30	1,776.115	528,981.868	9.91	5,242,210.31	0.00	0.00
Change in Value						(5,272.06)		
Closing Balance as of	Oct 31			528,981.868	9.91	5,242,210.31		
		FALLBROOK REGIONAL HEALTH DISTRICT					Account Number: ██████████	
CalTRUST Liquidity Fund								
Beginning Balance	10/01/2025			1,397,172.090	1.00	1,397,172.09		
Accrual Income Div Reinvestment	10/31/2025	4,977.29	4,977.290	1,402,149.380	1.00	1,402,149.38	0.00	0.00
Change in Value						0.00		
Closing Balance as of	Oct 31			1,402,149.380	1.00	1,402,149.38		

Please note that this information should not be construed as tax advice and it is recommended that you consult with a tax professional regarding your account.

Custom Account Statement CACCLASS

Entity Name	Investor ID	Report Period	Start Date	End Date	Average Yield for the Period
Fallbrook Regional Health District	[REDACTED]		10/1/2025	10/31/2025	4.1889%

Account Number	Account Name	Beginning Balance	Contributions	Withdrawals	Income Received During Period	Ending Balance	Income Earned for Period
[REDACTED]	FRHD_CLASS_Prime	1,462,616.48	0.00	0.00	5,203.60	1,467,820.08	5,038.08
	Total	1,462,616.48	0.00	0.00	5,203.60	1,467,820.08	5,038.08

Transactional Activity

[REDACTED] <u>FRHD_CLASS_Prime</u>		Contributions	Withdrawals	Balance	Confirmation Number
Date	Transaction Description				
10/01/2025	Beginning Balance			1,462,616.48	
10/31/2025	Income Dividend Reinvestment	5,203.60	0.00		
10/31/2025	Ending Balance			1,467,820.08	

Fallbrook Regional Health District

Report #5 - Check Detail

October 2025

DATE	TRANSACTION TYPE	NUM	NAME	AMOUNT
Banc of California - Checking				
10/01/2025	Check	15200	Department of Education - MOHELA	(437.50) 437.50
10/01/2025	Check	15211	U.S. Department of Education	(437.50) 437.50
10/02/2025	Expense		ADP, LLC	(25,201.68) (25,201.68)
10/02/2025	Expense		ADP, LLC	(10,951.08) (10,951.08)
10/06/2025	Expense		Iron Mountain	(2,873.14) 2,873.14
10/06/2025	Expense		CalPERS	(9,283.98) 5,748.74 3,535.24
10/07/2025	Check	15201	Five Star Bank - CC	(5,536.00) (5,536.00)
10/07/2025	Bill Payment (Check)	15207	Leslie Salmon	(900.00) (900.00)
10/07/2025	Bill Payment (Check)	15205	Juana Diaz	(400.00) (400.00)
10/07/2025	Bill Payment (Check)	15208	Portero Services	(250.00) (250.00)
10/07/2025	Bill Payment (Check)	15197	Amazon Capital Services	(391.13) (391.13)
10/07/2025	Bill Payment (Check)	15209	SDRMA	(720.67) (720.67)
10/07/2025	Bill Payment (Check)	15204	Jessalyn Lopez	(10.50) (10.50)
10/07/2025	Bill Payment (Check)	15198	Culligan of Escondido	(66.44) (66.44)
10/07/2025	Bill Payment (Check)	15199	Culligan of San Diego	(90.40)

Fallbrook Regional Health District

Report #5 - Check Detail

October 2025

DATE	TRANSACTION TYPE	NUM	NAME	AMOUNT
				(90.40)
10/07/2025	Bill Payment (Check)	15203	Howard Salmon - Reimburse	(860.40)
				(860.40)
10/07/2025	Bill Payment (Check)	15206	Knight Security & Fire Systems	(44.00)
				(44.00)
10/07/2025	Bill Payment (Check)	15210	Springston Design LLC	(600.00)
				(600.00)
10/07/2025	Bill Payment (Check)	15202	Fowler Pest Control, Inc.	(252.00)
				(252.00)
10/07/2025	Expense		SDG&E - 6994 - Brandon	(1,505.92)
				1,505.92
10/07/2025	Expense		SDG&E - 6994 - Brandon	(1,103.61)
				1,103.61
10/07/2025	Expense		Fallbrook Waste & Recycling - E. Mission	(107.68)
				107.68
10/07/2025	Expense		Fallbrook Waste & Recycling - E. Mission	(203.00)
				203.00
10/08/2025	Expense		FPUD - 7721-000	(52.48)
				52.48
10/08/2025	Expense		FPUD - 7720-002 - E. Mission Rd.	(52.48)
				52.48
10/08/2025	Expense		FPUD - 7720-001	(242.61)
				242.61
10/08/2025	Expense		FPUD - 7720-003 - E. Mission Rd.	(520.32)
				520.32
10/10/2025	Bill Payment (Check)		Rotary Club of Fallbrook	(182.00)
				(182.00)
10/10/2025	Expense		ADP, LLC	(218.94)
				109.47
				109.47

Fallbrook Regional Health District

Report #5 - Check Detail

October 2025

DATE	TRANSACTION TYPE	NUM	NAME	AMOUNT
10/15/2025	Check	15222	Skinny Gene Project	(4,200.00) 4,200.00
10/15/2025	Bill Payment (Check)	15212	24 Hour Elevator Inc.	(272.97) (272.97)
10/15/2025	Bill Payment (Check)	15215	Colantuono, Highsmith & Whatley, PC	(5,500.00) (5,500.00)
10/15/2025	Bill Payment (Check)	15219	Rotary Club of Fallbrook	(364.00) (364.00)
10/15/2025	Bill Payment (Check)	15214	America's Janitorial Service	(940.00) (940.00)
10/15/2025	Bill Payment (Check)	15221	Theresa Geracitano-reimburse	(185.50) (185.50)
10/15/2025	Bill Payment (Check)	15217	Juana Diaz	(400.00) (400.00)
10/15/2025	Bill Payment (Check)	15220	Safe and Sound Security	(75.87) (75.87)
10/15/2025	Bill Payment (Check)	15213	Amazon Capital Services	(187.71) (187.71)
10/15/2025	Bill Payment (Check)	15218	Katia Elizondo Marquez	(59.99) (59.99)
10/15/2025	Bill Payment (Check)	15216	Fallbrook Chamber of Commerce	(100.00) (100.00)
10/17/2025	Expense		ADP, LLC	(10,763.71) (10,763.71)
10/17/2025	Expense		ADP, LLC	(23,882.70) (23,882.70)
10/21/2025	Bill Payment (Check)	15228	LDC Always Green Landscape	(2,430.00) (2,430.00)
10/21/2025	Bill Payment (Check)	15229	Low Voltage	(693.75) (693.75)

Fallbrook Regional Health District

Report #5 - Check Detail

October 2025

DATE	TRANSACTION TYPE	NUM	NAME	AMOUNT
10/21/2025	Bill Payment (Check)	15226	Fallbrook Rooter & Drain Service	(189.00) (189.00)
10/21/2025	Bill Payment (Check)	15227	Juana Diaz	(400.00) (400.00)
10/21/2025	Bill Payment (Check)	15223	CellGate	(88.20) (88.20)
10/21/2025	Bill Payment (Check)	15230	Shirley Saenz	(700.00) (700.00)
10/21/2025	Bill Payment (Check)	15231	Small Steps Coaching	(100.00) (100.00)
10/21/2025	Bill Payment (Check)	15224	CSDA-State	(8,637.00) (8,637.00)
10/21/2025	Bill Payment (Check)	15225	Fallbrook Food Pantry	(200.00) (200.00)
10/21/2025	Expense		Pitney Bowes - Lease	(77.29) 38.64 38.65
10/24/2025	Expense		ADP, LLC	(177.94) 88.97 88.97
10/27/2025	Expense		Konica Minolta	(1,592.55) 796.27 796.28
10/28/2025	Bill Payment (Check)	15232	Rotary Club of Fallbrook Village	(35.00) (35.00)
10/28/2025	Bill Payment (Check)	15233	Juana Diaz	(400.00) (400.00)



ACCOUNTS PAYABLE

Account Number: XXXX XXXX XXXX 0944

ACCOUNT SUMMARY	
Credit Limit	\$15,000.00
Credit Available	\$8,889.00
Statement Closing Date	October 31, 2025
Days in Billing Cycle	31
Previous Balance	\$5,536.00
- Payments & Credits	\$5,536.00
+ Purchases & Other Charges	\$6,107.16
+ Cash Advances	\$0.00
+ Finance Charges	\$0.00
= New Balance	\$6,107.16
Questions?	Call Cardmember Services 1-855-401-4743
Or Write:	PO Box 332509 Murfreesboro, TN 37133-2509
Or visit:	MyApexCard.com

PAYMENT INFORMATION	
New Balance	\$6,107.16
Minimum Payment Due	\$6,107.16
Payment Due Date	November 25, 2025

Notice: SEE REVERSE SIDE FOR MORE IMPORTANT INFORMATION

TRANSACTIONS

Tran Date	Post Date	Reference Number	Transaction Description	Amount
			TOTAL XXXXXXXXXXXX 0944	\$5,536.00-
10/21	10/21	85593259600XVGYNQ	PAYMENT - THANK YOU	5,536.00-
		JUDITH OSWALD	TOTAL XXXXXXXXXXXX 2307	\$1,692.29
09/30	10/01	55432868H62H27ZHf	VBS*VONAGE BUSINESS 866-901-0242 GA	387.56
10/03	10/03	12302028L00J6KMPE	ADOBE SAN JOSE CA	149.93
10/09	10/09	12302028S00J49HTH	WP*GOVERNMENT TAX SEMI FALLBROOK CA	575.00
10/27	10/27	55506299QFQXQE0BE	SHAREFILE PAYLINK BURLINGTON MA	70.40
10/30	10/30	55432869F631YQPGK	VBS*VONAGE BUSINESS ATLANTA GA	389.41
10/30	10/30	82305099GEHM8RP9S	CANVA* I04685-55976205 CAMDEN DE	119.99
		JASMINE THOMAS	TOTAL XXXXXXXXXXXX 8726	\$448.15
09/30	10/01	55432868H62EBDXAB	FACEBK *3SB45ZQH42 FB.ME/ADS CA	60.43
10/10	10/10	55308768WEVPJAVAX	SHELL OIL10006292014 FALLBROOK CA	83.00
10/16	10/16	575402491MKTHXBRR	FACEBK *FNZZA2DH42 6505434800 CA	162.00
10/17	10/17	05436849300QWHB1V	DOLLAR TREE FALLBROOK CA	4.85
10/17	10/17	555008093F2X7BVR6	FALLBROOK ACE HARDWARE FALLBROOK CA	18.32

Transactions continued on next page

Please detach bottom portion and submit with payment using enclosed envelope



Cardmember Services
PO BOX 332509
Murfreesboro TN 37133

Payment Information

Account Number: XXXX XXXX XXXX 0944
 Payment Due Date: November 25, 2025
 New Balance: \$6,107.16
 Minimum Payment Due: \$6,107.16
 Past Due Amount: \$0.00

Make Check
Payable to:

Amount Enclosed: \$

ACCOUNTS PAYABLE
FALLBROOK REGIONAL HD
138 S BRANDON RD
FALLBROOK CA 92028-2205



Cardmember Services
PO BOX 306005
Nashville TN 37230-6005



TRANSACTIONS (continued)

Tran Date	Post Date	Reference Number	Transaction Description	Amount
10/18	10/18	0541019942LREE191	TARGET 00003038 OCEANSIDE CA	29.98
10/24	10/24	55436879AMALH5RN9	YAMA RESTAURANT FALLBROOK CA	32.10
10/30	10/30	12302029F00SV6L5B	FACEBK *DZOMP35H42 WILMINGTON DE	57.47
		RACHEL MASON-RUNNELLS	TOTAL XXXXXXXXXXXX 6849 \$727.09	
09/29	10/01	25247808H057W2FD5	COUNTY OF SAN DIEGO PL SAN DIEGO CA	571.56
10/22	10/22	5530959986J5FN8V9	SAN DIEGO UNION TRIB-S IRVINE CA	14.00
10/22	10/22	827111698EHMAVDYZ	VOICEOFSANDIEGO.ORG SAN DIEGO CA	10.53
10/27	10/27	75418239Q716N0E6V	CCI*CONSTANT-CONTACT WALTHAM MA	131.00
		JESSALYN LOPEZ	TOTAL XXXXXXXXXXXX 6498 \$844.39	
10/12	10/12	55310208X8X21JESN	SUPREMUS GROUP LLC MCKINNEY TX	99.00
10/26	10/26	52704879D95XN0KZK	HYATT REGENCY SONOMA W SANTA ROSA CA	182.12
		CHECK-IN 10/26/25	FOLIO #20514957	
10/27	10/27	82305099QEHNHHTHWE	DD *DOORDASH PANDAEXPR SAN FRANCISCO CA	21.53
10/27	10/27	82305099QEHNV6X59	LYFT *1 RIDE 10-26 SAN FRANCISCO CA	25.08
10/28	10/28	55432869D627X11L8	PANERA BREAD #202228 SANTA ROSA CA	33.59
10/29	10/29	52704879F972A1F66	HYATT REGENCY SONOMA W SANTA ROSA CA	460.37
		CHECK-IN 10/26/25	FOLIO #20514957	
10/30	10/30	82305099FEHNSL1XP	LYFT *1 RIDE 10-29 SAN FRANCISCO CA	22.70
		THERESA GERACITANO	TOTAL XXXXXXXXXXXX 9242 \$2,395.24	
10/01	10/01	55432868J62VYX6XY	WWW COSTCO COM 800-955-2292 WA	17.23
10/16	10/16	5543286915Y887057	WWW COSTCO COM 800-955-2292 WA	39.85
10/16	10/16	5543286915Y8871AK	WWW COSTCO COM 800-955-2292 WA	43.08
10/24	10/24	554328699613DQV5P	IN *BRAND ASSASSINS TEMECULA CA	2,270.00
10/24	10/24	55436879AMALH5RMF	YAMA RESTAURANT FALLBROOK CA	25.08

INTEREST CHARGE CALCULATION

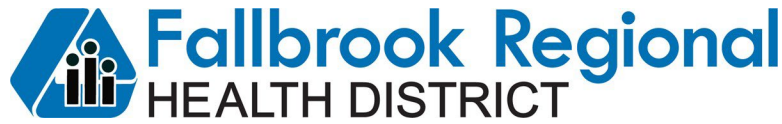
Your Annual Percentage Rate (APR) is the annual interest rate on your account

Type of Balance	ANNUAL PERCENTAGE RATE (APR)	Expiration Date	Balance Subject to Interest Rate	Days in Billing Cycle	Interest Charge
Purchases	23.99% (v)	-	\$0.00	31	\$0.00
Cash Advances	21.00% (f)	-	\$0.00	31	\$0.00

(v) = variable (f) = fixed

Fallbrook Regional Health District
Report #7 - Community Development Disbursements
 July - October, 2025

DATE	NUM	NAME	MEMO/DESCRIPTION	SPLIT	AMOUNT
Administration					
07/09/2025		County of San Diego Planning Services	CDD - Sitelogic - COUNTY OF SAN DIEGO PL SAN DIEGO CA	S. Brandon Road:S. Brandon Road - Improvements	739.87
Total for Administration					\$739.87
Wellness Center					
08/01/2025	1896	Kuhlman Scott Architecture	Permits and Printing	E. Mission Road:E. Mission Road - Improvements	997.35
08/29/2025	1873	Kuhlman Scott Architecture		E. Mission Road:E. Mission Road - Improvements	22,950.00
10/01/2025		County of San Diego Planning Services	COUNTY OF SAN DIEGO PL SAN DIEGO CA	E. Mission Road:E. Mission Road - Improvements	571.56
Total for Wellness Center					\$24,518.91



MINUTES

FINANCE COMMITTEE MEETING

Wednesday, December 3, 2025, at 10:00 am

138 S. Brandon Road, Fallbrook, CA 92028

First floor Zoom Room

*All meetings are hybrid unless otherwise noted

In accordance with California Government Code Section 54953 teleconferencing was used for this meeting. Members of the public were able to participate by webinar by using the following link:

Finance Committee Members- Treasurer/Chair Howard Salmon & Director Sally DeVito

1. **Call to Order-** In attendance: Treasurer/Chair Howard Salmon & Director Sally DeVito, CEO Rachel Mason, CAO Judith Oswald, CPO Theresa Geracitano, CPA Susan Woodward, EA/Board Clerk Raquel Williams
2. **Public Comments – Announcement-** None

3. **Review of Financial Statements for October 2025-** Treasurer Howard Salmon opened the discussion and found that there was nothing that stood out to him in the reports. CEO Rachel Mason continued the discussion with the standing reports. There was nothing unusual or remarkable to report.

Report 1 – Balance Sheet of October 2025

Report 2 – Profit & Loss - October 2025- This is where we start to see a positive in cash flow as the income from property tax payments are being received.

Report 3 – Profit & Loss Actual vs YTD Budget – October 2025- CEO Rachel Mason shared that this report shows the unfunded gains from monies being unspent. However, in the next three months the committee will see an overage in grant funds going to the Fallbrook Food Pantry. Due to the change in health insurers, there will also be a large expense on health insurance since the District will have to pay both CalPERS and SDRMA premiums.

Report 4 – Investment Compliance Report – October 2025- CEO Rachel Mason shared that a conversation would need to be had on the LAIF investment account. The finance team will make a recommendation coming forward.

Report 5 - Check Detail Report as of October 2025 – No new vendors and the bookkeeper was able to fill in all the names of the ACH payments. No blank spots.

Report 6 – Credit Card Statements– October 2025- CEO Rachel Mason shared that the large expense on CPO Theresa Geracitano's card was for the district truck getting a vehicle wrap. It turned out amazing.

Report 7 – Community Development Disbursement as of October 2025-

4. **Discussion Items-**
5. **Board Member Comments and Future Agenda Item-** None

Next Finance Committee Meeting Wednesday, January 7, 2025, at 10:00 am.

6. **Adjournment-**

There being no further business the meeting was adjourned at 10:22 am.

Raquel A Williams

Executive Assistant/Board Clerk



San Diego County Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

CALL FOR BALLOTS

November 12, 2025

TO: Independent Special Districts in San Diego County

FROM: Erica Sellen, Commission Clerk

SUBJECT: **Call for Ballots |
Election to Special Districts Advisory Committee**

On September 29, 2025, the San Diego Local Agency Formation Commission (LAFCO) solicited nominations pursuant to Government Code Section 56332 to fill seven open seats on the 15-member Special Districts Advisory Committee. A total of ten nominations were received following a 30-day filing period. All terms on the Special Districts Advisory Committee are four-years.

San Diego LAFCO is now issuing ballots to all 58 independent special districts in San Diego County and inviting each district to cast a ballot selecting up to seven eligible nominees. Write-in candidates are permitted, and spaces have been provided for that purpose. **Only cast one vote for each nominee on the ballot and vote certification form; a ballot that is cast for more than the indicated number of positions will be disregarded.** The ballot and vote certification form along with nominee resumes provided by the candidates are attached.

State Law specifies a district's vote is to be cast by its presiding officer, or an alternate member designated by the board and a valid signature is required on the ballot. **A ballot received without a signature will be voided.** A minimum of **30** ballots must be received to certify that a legal election was conducted. A candidate for a special districts advisory committee member must receive at least a majority of the votes cast to be elected. The ballots will be kept on file in this office and will be made available upon request.

Ballots may be submitted by mail, courier, hand delivered, or via email to Erica.Sellen@sdcountry.ca.gov. The deadline for receipts of the ballots by LAFCO is **5:00 p.m. on Monday, December 22, 2025**, any ballots received after the deadline will be voided. All election materials are available on the website: www.sdlafco.org. Should you have any questions, please contact me by email or at (619) 321-3380.

Erica Sellen
Commission Clerk

Attachments:

- A) Ballot and Vote Certification form
- B) Nominee Resumes

Administration

Keene Simonds, Executive Officer
2550 Fifth Avenue, Suite 725
San Diego, California 92103
T 619.321.3380
E lafco@sdcountry.ca.gov
www.sdlafco.org

Paloma Aguirre
County of San Diego

Joel Anderson
County of San Diego

Monica M. Steppe, Alt.
County of San Diego

Kristi Becker
City of Solana Beach

Dane White
City of Escondido

John McCann Alt.
City of Chula Vista

Chair Stephen Whitburn
City of San Diego

Marni von Wilpert, Alt.
City of San Diego

Vice Chair Barry Willis
Alpine Fire Protection

Jo MacKenzie
Vista Irrigation

David Drake, Alt.
Rincon del Diablo

Brigitte Browning
General Public

Eileen Delaney, Alt.
General Public

SPECIAL DISTRICTS ADVISORY COMMITTEE MEMBER
ELECTION BALLOT and VOTE CERTIFICATION

VOTE FOR ONLY SEVEN NOMINEES

- * **Mike Sims** (Bonita-Sunnyside Fire Protection District) []
- * **James Gordon** (Deer Springs Fire Protection District) []
- Erica Wolski** (Ramona Municipal Water District) []
- * **Jack Bebee** (Fallbrook Public Utility District) []
- Kurt Worden** (Lower Sweetwater Fire Protection District) []
- Lindsay Leahy** (Valley Center Municipal Water District) []
- * **Albert C. Lau** (Santa Fe Irrigation District) []
- * **Kimberly Thorner** (Olivenhain Municipal Water District) []
- * **Dave McQuead** (Rancho Santa Fe Fire Protection District) []
- * **Mark Robak** (Otay Water District) []

Write-Ins

_____ []

_____ []

As presiding officer or his/her delegated alternate as provided by the governing board, I hereby certify that I cast the votes of the _____ for the Special Districts Advisory Committee election.
(Name of Independent Special District)

(Signature)

(Print Name)

(Print Title)

(Date)

Please note: The order in which the candidates' names are listed was determined by random selection.

Return this Election Ballot and Vote Certification form to:
San Diego LAFCO
Erica Sellen
2550 Fifth Avenue, Suite 725
San Diego, CA 92103
Email: Erica.Sellen@sdcounty.ca.gov

* Incumbent member

Bio for Chief Mike Sims

I have been with Bonita FD for 30 years and in the Fire Service for 35 years

Promoted to Fire Chief at the Bonita Fire Protection District in 2018

Secretary for the San Diego County Fire Chiefs Association and Fire Districts Association

Chair of the Heartland Communications Facility Authority (our 911 dispatch center)

Chair of the Heartland Training Facility Authority (the training facility for all Central Zone FDs)

Advisory Committee member for San Diego LAFCO

Married for 30 years with 2 adult children

Hobbies include mountain biking, metal fabrication and working on classic cars

James E. Gordon
Director, Deer Springs Fire Protection District
 415.852.1086
Jegordon888@gmail.com

Professional History

- Director, Berkeley Research Group; October 2012 to 2014
- Managing Director, Navigant Consulting Asia; March 2005 to October 2012.
- Vice President of Pinkerton Consulting & Investigations; March 2001 to March 2005.
- Executive Vice President and CEO of Online Security; March 2000 to March 2001.
- Managing Director of Kroll Associates; March 1999 to March 2000.
- Managing Director of The Investigative Group, Inc.; June 1990 to March 1999.
- Partner, Philips & Gordon, Litigation Consulting Firm: May 1980 to June 1990.

Former Professional Associations

- American Bar Association (Associate Member)
- Inter-Pacific Bar Association
- High Technology Crime Investigator Association (HTCIA)

James Gordon retired in 2014 after a successful international consulting career and is serving his third term as a Director of the Deer Springs Fire Protection District. Mr. Gordon's professional career includes more than 25 years of experience and expertise advising clients faced with complex high stakes business disputes, litigation and investigations, especially in cross-border matters. Mr. Gordon has served as a consulting and testifying expert as well as a third-party neutral in a diverse range of business and discovery disputes.

Mr. Gordon was based in Hong Kong from 2009 to 2012 as Managing Partner for a global expert services and consulting firm. Mr. Gordon was the consulting expert and project lead on a diverse range of complex matters, including: special committee forensic investigations for Boards of U.S. listed Chinese companies; cross-border discovery; allegations of business fraud; undisclosed related third party asset transfers; Foreign Corrupt Practices Act (FCPA) investigations; deep-dive M&A and FCPA due diligence; international arbitration; royalty disputes; intellectual property rights (IPR); and dumping/trade issues.

Mr. Gordon worked on many of the highest-profile regulatory and enforcement investigations in US history, including: the Wall Street IPO Securities Litigation; Tyco; WorldCom; Parmalat; HealthSouth; and Enron. His work involved matters throughout Asia, China, Canada, UK and the United States

advising clients and their counsel in responding to investigations by: U.S. Department of Justice (DOJ); Securities and Exchange Commission (SEC); Federal Energy Regulatory Commission (FERC); the New York Stock Exchange (NYSE); NASDAQ; Federal Trade Commission (FTC); United States International Trade Counsel (USITC) and Congressional and Senate Investigations.

Mr. Gordon was a frequent presenter at In-House Corporate Counsel events, American Bar Association conferences and at the International Pacific Bar Association on topics critical to managing business risks

and resolving cross-border disputes including; *“Anti-Corruption and Fraud Investigations in Asia,” “Managing Counterparty Business Risk with Business Intelligence and Analytics,” “Developing Cost Effective Strategies for Managing Cross-Border Discovery,” “Electronic Discovery in Asia-U.S. Cross-Border Disputes,”* and *“Evidentiary Issues in CIETAC Arbitrations.”*

Representative Client Assignments

Special Committee Investigation for Chinese Board of US Listed Company

- For a US listed Chinese company, Mr. Gordon was retained by the Board of Directors to conduct an internal investigation in response to whistle blower allegations. Mr. Gordon led an extensive investigation throughout China to drill down on allegations of accounting irregularities; numerous dealings with related undisclosed third parties; and the sale of one of the company’s manufacturing facilities that was not an arm’s length transaction. Based on Mr. Gordon’s investigation, the company restated its financial statements, changed auditors and Mr. Gordon presented his team’s findings to US based regulatory agencies.

Audit Committee Internal Bank Investigation

- Mr. Gordon worked the bank’s general counsel and the auditors pertaining to a wide-ranging internal investigation which included: investigating whistle blower allegations; an in-depth information technology review; investigation of an external data breach; and investigation of internal misconduct. The summary of Mr. Gordon’s findings was provided to numerous regulatory and law enforcement agencies as well as the AMEX and NASDAQ stock exchanges resulting in no adverse impact to the client.

Major US Financial Institution – Breach of Contract Dispute

- Mr. Gordon was retained as the Court appointed Third-party Neutral Expert in a matter pertaining to allegations of a breach of an Insurance Recovery Agreement for thousands of real estate properties owned by the bank. Mr. Gordon led a team in analyzing hundreds of millions of fields of data from disparate sources including bank loan foreclosure and real estate owned (“REO”) property records, asset manager records, hazard insurance recovery provider data, and insurance claims. The case successfully resolved within a week of Mr. Gordon’s testimony.

ERICA WOLSKI

105 Earlham St | Ramona, CA 92065 | 760.877.9247 | ewolski@rmwd.org

EDUCATION

California State Polytechnic University Pomona, Pomona, CA B.S. Civil Engineering,
Environmental Option, December 2001

EXPERIENCE

General Manager

Ramona Municipal Water District | Ramona, CA

June 2022 – Present

Responsible for administrative activities of an agency that provides water, wastewater and parks and recreation services. Duties include budget development, contract negotiations, and oversight of day-to-day service delivery including of the above services. Implements vision and direction of the elected board of directors. Informs board of issues and opportunities. Interfaces with community organizations, government entities, and individuals on behalf of the organization. Items worked while at Ramona MWD that are related to LAFCO:

- Implementation of 2021 Municipal Service Review recommendations
- Fire/EMS Transfer from Ramona MWD to County Fire Protection District
- Out of Agency Service agreement to provide potable and recycled water to the Barona Reservation

Regional Manager

Woodard & Curran, San Diego, CA

September 2018 – June 2022

Managed a team of 23 people that included water resources/stormwater planners, engineers and hydrologists; environmental planners, and the software development team. Led or advised on technical completion for complex and challenging projects and performed technical tasks of significant difficulty or complexity in recycled water and regulatory work, primarily for potable reuse projects.

Associate Sanitary Engineer -

State Water Resources Control Board – Division of Drinking Water, Multiple, CA

2002–2005 & 2010–2018

Worked in multiple field offices inspecting and permitting drinking water and recycled water systems throughout the state of California. Provided oversight of County Local Primacy Agency program for San Diego and Imperial County small water system programs.

MEMBERSHIPS/ACTIVITIES

- American Water Works Association – member since 2002
- American Water Works Association – Water Utility Council 2017-present
- California Special Districts Association, member
- WateReuse California, member
- Ramona Leadership Council – monthly gathering of local heads of governments and non-profits to discuss community needs

SUMMARY: Over twenty years experience in all aspects of management and operation of public water and wastewater utilities. Oversee District operation with a staff of 68 FTE's with water treatment and distribution, wastewater treatment, reclamation and collection services.

EXPERIENCE: **Fallbrook Public Utilities District** **9/2017-Present**
General Manager

Oversee all District functions including Finance, Customer Service, Public Relations, Human Resources, Operations, and Engineering. Responsible for establishing a productive and positive work environment. Facilitates development and implementation of the Board of Directors overall vision for the District. Communicates and Coordinates District operational needs with the Board of Directors.

EXPERIENCE: **Fallbrook Public Utilities District** **2009-2017**
Assistant General Manager/District Engineer

Oversee all operations, engineering and planning functions of the District including maintenance/construction, meter services, purchasing, water system operations and wastewater treatment/water reclamation. Responsible for Planning and setting goals for each department and monitoring performance. Responsible for developing and implementing all capital projects.

EXPERIENCE: **Palomar College** **2010-Present**
Instructor – Advanced Water Treatment and Water Reclamation

Instructor of the advanced water treatment and water reclamation course at Palomar College. Course is designed for operators seeking their Grade III or IV water treatment operator or advanced water treatment certifications and additional training in advanced water treatment concepts including ozonation, UV, membranes and water recycling. Course reviews advanced water treatment and water recycling concepts and calculations.

EXPERIENCE: **Malcolm Pirnie, Inc.** **2000-2009**
Environmental Engineering Consulting
Sr. Project Engineer/Project Manager

Served as project Manager and/or Design Manager on 5-10 projects at any time. Managed overall project budget and resources for projects. Coordinated design and start-up with operations staff. Responsible for technical quality on numerous design projects valued at \$6 to \$50 million dollars in construction. Developed planning studies for facilities or agencies to guide future improvements, detailed design drawings for civil and mechanical and instrumentation and control disciplines and oversee construction of facilities.

EDUCATION:	California State University – San Marcos	2005-2007
	Masters of Business Administration	
	University of Illinois at Urbana-Champaign	1998-2000
	M.S. Environmental Engineering	
	Washington and Lee University	1994-1998
	B.S. Physics-Engineering	

LISCENCES:	Professional Civil Engineer, State of California.
	Grade 5 Water Distribution Operator California
	Grade 4 Water Treatment Operator California
	Grade 5 Wastewater Treatment Operator California
	Grade 4 Advanced Water Treatment Operator Certification
	Certified Special District Manager, California Special Districts

PROFESSIONAL ORGANIZATIONS/COMMITTEES:

San Diego California Special District Association Past Chair

San Diego LAFCO – Special District Advisory Group Vice Chair

American Water Works Association – Chair of Management and Leadership Technical Advisory Workgroup. Member Technical Advisory Group (TAG) to help establish legislative and policy priorities.

American Water Works Association CA/NV Section Trustee

ACWA, CSDA, WateReuse, California Water Environment Association - Member

Member of Fallbrook Village Rotary

Past Assignments

Chair of AWWA Management and Leadership Division. Chair and Vice chair of various CA-NV AWWA committees. Member of AWWA Technical and Education Council. Chair of San Diego Chapter of Water Reuse. Board member San Diego County Water Authority.

KURT WORDEN

(619) 245-4550
kworden0@gmail.com

Lincoln Acres
 CA 91950-7748
 United States

PROFILE

Special district board president with two decades of governance leadership, fiscal discipline, and intergovernmental collaboration. Experienced in advancing community safety, ensuring transparent operations, and representing small district interests in countywide planning and service delivery.

EXPERIENCE

Lower Sweetwater Fire Protection District (LSFPD) — Board President (2004 - Term Expiring December 6, 2028)

Led board oversight of fire protection and emergency medical services for Lincoln Acres through contract with National City Fire Department.

Chaired monthly public meetings, ensuring transparency, accountability, and meaningful community participation.

Maintained structurally balanced budgets, formal reserve policies, and timely audits; resolved historical compliance issues to strengthen fiscal accountability.

Coordinated with San Diego County Supervisors and departments to align fire protection priorities and support community risk reduction initiatives.

Represented Lincoln Acres residents in county-level forums and LAFCO processes, advocating for small district needs in regional service delivery and boundary planning.

Collaborated with regional agencies and service providers to ensure operational continuity, effective emergency response, and long-term service sustainability.

FISCAL ACCOMPLISHMENTS

Maintained structurally balanced budgets and formal reserve policies.

Ensured transparency through public posting of budgets and audits.

Resolved historical compliance issues, strengthening accountability.

INTERGOVERNMENTAL & COMMUNITY ENGAGEMENT

Partnered with San Diego County Supervisors and departments to secure funding, align fire protection priorities, and strengthen community risk reduction initiatives.

Represented Lincoln Acres residents in county-level discussions, ensuring small district needs were considered in broader service delivery planning.

Chaired open public meetings and maintained transparent communications, reinforcing trust and accountability between the district and the community.

Collaborated with regional agencies and service providers to maintain operational continuity and improve emergency response coordination.

PROFESSIONAL BACKGROUND

President, NDIA San Diego Chapter – Led board governance and industry-government collaboration initiatives.

Business Development Manager, Nova Power Solutions, Inc. (2006-Present)

Retired Master Chief Petty Officer, U.S. Navy (1981-2006)

EDUCATION

University of Redlands – Business Studies (coursework completed toward B.S., 2012)

AB1234 Ethics & Brown Act training (current)

SKILLS

Executive Advising & Policy Guidance – Principal advisor to senior leadership on workforce readiness, organizational policy, and community well-being.

Governance & Regulatory Oversight – Experienced in special district governance, compliance, and service delivery review.

Community & Stakeholder Engagement – Skilled in representing diverse groups, bridging leadership decisions with community impact.

Cross-Functional Collaboration – Adept at building consensus across agencies, partners, and stakeholders.

AWARDS

Meritorious Service Medal – Recognized for executive-level leadership as Senior Enlisted Advisor to a U.S. Navy Carrier Strike Group and Senior Cryptologic Manager for Naval Surface Forces.

Navy and Marine Corps Commendation Medal (5 awards) – Sustained excellence in leadership, policy advising, and workforce development.

NDIA Certificate of Recognition – Honored for fostering government-industry collaboration as Chair of the Navy Gold Coast Conference.

Lindsay Leahy, PE

General Manager – Valley Center Municipal Water District

SUMMARY

Accomplished water industry professional with over sixteen years of experience in the planning, design, construction, and operation of complex water, wastewater, and recycled water systems. Oversees comprehensive utility operations, including water distribution, wastewater collection and treatment, and water recycling programs serving 30,000 residents. Recognized for fostering collaboration, advancing innovation, and championing sustainable resource management within the public utilities sector.

EXPERIENCE

General Manager – Valley Center Municipal Water District

November 2025 – Present

Oversee all functions of the District, including Finance, Customer Service, Human Resources, Operations, and Engineering. Responsible for implementing Board directives, coordinating District operations, and maintaining an efficient, professional, and collaborative work environment.

Deputy General Manager – Santa Margarita Water District

February 2025 – October 2025

Oversaw all operations, engineering, and planning functions of the District, including maintenance and construction, water and recycled water treatment and distribution, and wastewater collection, treatment, and disposal serving over 200,000 residents and 74,000 customers. Directed capital project development and implementation while modernizing District policies and procedures.

Water Utilities Director / Principal Water Engineer – City of Oceanside

October 2018 – February 2025

Oversaw all water, wastewater, solid waste, and recycling services for the City, serving 180,000 residents and over 44,000 customers. Managed water, wastewater, recycled water, and advanced water treatment operations, including distribution, indirect potable reuse, and waste collection and disposal. Directed and managed a five-year, \$500 million Capital Improvements Program. Responsible for utility rate setting and for fostering a productive and positive work environment for more than 170 employees across the three utilities.

Senior / Associate / Assistant Engineer – City of Carlsbad

November 2015 – October 2018

Served as Project Manager overseeing up to five concurrent projects, managing budgets, contracts, and project delivery. Coordinated design, construction, and startup activities with consultants and Operations staff. Ensured technical quality for design projects valued up to \$15 million and mentored staff to enhance technical expertise and project execution efficiency.

Engineering Manager – Everest Solar System

November 2012 – November 2015

Established and managed the Engineering, Research & Development, and Project Management departments. Led the development of a commercial rooftop product line that reduced component costs and installation time.

Project Engineer – J.R. Filanc Construction Company, Inc.

June 2009 – November 2012

Managed construction of \$40–\$160M water and wastewater treatment plant projects, overseeing field operations including job cost control, scheduling, and safety compliance.

EDUCATION & CERTIFICATIONS

- Master of Public Administration, San Diego State University – 2019
- Bachelor of Science, Mechanical Engineering, California State University, Chico – 2009
- Water Management & Leadership Certificate, California State University, San Marcos – 2018
- Professional Engineer, CA – License No. M36974

LEADERSHIP & BOARD SERVICE

- San Diego County Water Authority Board - Director
 - Audit Committee
 - Engineering and Operations Committee
 - Administration and Finance Committee
 - Water Planning and Environmental Committee
 - Legislative and Public Outreach Committee
 - Board Governance Workgroup
- South Orange County Wastewater Authority Engineering Committee - Member
- LAFCO San Diego County Water Authority Municipal Service Review Working Group - Member

Albert C. Lau, P.E., MBA

Qualification Summary

Over 30 years of progressively responsible and successful utility management, engineering and planning experiences and including 25 years in leadership and senior management capacity overseeing in-house staff, consultants, and contractors. In my current position as the General Manager with Santa Fe Irrigation District, I am responsible for interfacing with elected officials, regulatory agencies, and other public agencies. I am also responsible for, under directions of the Board of Directors, plans, organizes, directs and reviews the overall activities and operations of the District. Receives policy direction from the Board of Directors and advises and assists the Board of Directors. Represents the District's interests at local, regional, State and Federal levels, and coordinates activities with outside agencies and the community.

Education

- ◆ M.B.A. (2004), San Diego State University, San Diego, CA
- ◆ M.S. Civil Engineering (1994), University of Colorado, Boulder, CO
- ◆ B.S., Civil Engineering (1992), California Polytechnic State University, Pomona, CA

Professional Experience

Position/Employer/Dates	Dates	Responsibilities
General Manager Santa Fe Irrigation District Rancho Santa Fe, CA	March 19' to present	Under policy direction from Board of Directors, directly responsible for plans, organizes, hires staff, directs and reviews the daily operations of the District to ensure District's mission is fulfilled.
Director of Engineering and Planning Padre Dam Municipal Water District Santee, CA	July 09' to March 19'	Member of the executive team for PDMWD. Successful re-organized the department to improved efficiency and effectiveness that has received numerous project awards.
Engineering Manager Padre Dam Municipal Water District Santee, CA	Sep '00 to July 09'	Directly responsible for capital project implementation and increased the quality, timeliness, responsiveness, efficiency, and overall production of my working group.
Senior Engineer Dudek & Associates Encinitas, CA	Apr '98 to Sep '00	Project manager/engineer consistently completed assignments/ projects on time and within budget. Maintained strong working relationships with public agencies and clients.
Project Manager/Engineer Tetra Tech, Inc. San Diego, CA	July '94 to Apr '98	Project engineer in charge of civil works for various projects.

Key Accomplishments

- Provide leadership, under policy directions from the Board of Directors, to develop a fair and equitable rate structure that would fit the unique and diverse consumption profile of Santa Fe Irrigation District.
- Key member of the senior executive team that developed a new strategic plan that focused on self-reliance and increased independence from imported water supply, more local control of wastewater treatment services, and strengthen financial position.
- Provided strategic leadership in updating the organization's strategy plan and champion for key initiatives of creating asset management plan and developing local water supply and resources.
- Act as the general manager in the absence of the general manager as required.
- Direct the implementation of the East County Advanced Water Purification Program, a partnership between Padre Dam, County of San Diego, Helix Water District and City of El Cajon. This is a \$500M surface water augmentation program, one of the first in the State of California. This regional water supply program will produce up to 30% of East San Diego County drinking water supply locally and provide long term price certainty and enhance local control for the program partners. To date, this program has received approximately \$40M in grants and over \$101M in State Revolving Fund and received regulatory approvals. Served as media spokesperson for interviews and conducted key elected official briefings.
- Served on the statewide advisory panel for the State Water Resources Control Board and Division of Drinking Water to investigate and report to the Legislature on the feasibility of developing uniform water recycling criteria for direct potable reuse and reservoir augmentation.
- Member of Regional Advisory Committee for the San Diego Integrated Regional Water Management Program. Work closely with Regional Water Management Group to develop criteria for prioritizing projects for IRWM grant programs for the region.
- Successfully negotiated multiple agreements with County of San Diego, City of El Cajon and Helix Water District to financially participate in determining the feasibility of the East County Advanced Water Purification Program.
- Directed and successfully negotiated Water Service Agreement in conjunction with the San Diego County Water Authority and Metropolitan Water District of Southern California with the Sycuan Band of Kumeyaay, first water service agreement to the tribal government in San Diego.
- Served as the co-chair for the Technical Advisory Committee for the Metropolitan Wastewater Joint Power Authority. Review budgets and monitor progress to ensure the regional wastewater treatment and transportation facilities are operated in an efficient and cost effective manner.
- Successfully negotiated with the Regional Water Quality Control Board for the renewal of the NPDES permit(s) for the Stoyer Wastewater Treatment Facility (three cycles). This is the only remaining inland live stream discharge permit in San Diego County.
- Successfully negotiated \$16M of refund from the City of San Diego, Metropolitan Wastewater Department for overbilling of wastewater treatment.
- Directed the implementation of the Advanced Water Purification Demonstration Project. Received \$3M in Department of Water Resources grant (Prop. 50) in constructing an advanced water treatment demonstration facility. Project received state-wide recognitions and regulatory approvals for final implementation from the Division of Drinking Water.

Professional Memberships, Registration, and Certifications

- ◆ Registered Professional Engineer - Civil (CA 59053)
- ◆ Committee member, San Diego Local Agency Formation Commission (LAFCO), Special District Advisory Committee
- ◆ Past President, California Special District Association (CSDA), San Diego Section
- ◆ Member, American Water Works Association (AWWA)
- ◆ Committee member, CA-NV AWWA, Advanced Water Operator Certification Committee
- ◆ Member, American Society of Civil Engineers (ASCE)
- ◆ Committee member, Water and Environment Committee, ASCE region 9
- ◆ Member, Water Reuse Association
- ◆ Member, Water Environment Federation & California Water Environmental Association

Recent Professional Recognitions, Publications, and Presentations

- 2016 Leadership Award, Water Environmental Federation, White House Water Summit.
- Lau, A., Huston, P. & Pecson, B., 2016. Padre Dam's Advanced Water Purification Program: Building a Better Future Inspired by Creativity from the Past. J. - Am. Water Works Assoc., 108:11:68.
- WateReuse California (2015) "Breaking IPR Boundaries at Padre Dam's Advanced Water Purification Demonstration Project" by Brian Pecson, Los Angeles, CA, in March, 2015.
- AWWA Annual Conference and Exhibition (2015) "Pushing the Boundaries of IPR at Padre Dam's Advanced Water Purification Demonstration Project", Anaheim, CA, in June, 2015.
- IWA International Symposium: Potable Reuse (2016) "Reducing the Need for the Environmental Buffer: Results from Padre Dam's Advanced Water Purification Testing", Long Beach, CA, in January, 2016.
- WateReuse California (2016) "Dual Pursuit of Surface Water Augmentation and Groundwater Recharge at Padre Dam", Santa Rosa, CA, in March, 2016.
- WateReuse Symposium (2016) "Maximizing Product Water through Brine Minimization", Tampa, FL in September, 2016.
- AWWA California-Nevada Annual Fall Conference (2016) "Maximizing Product Water through Brine Minimization", San Diego, CA in October, 2016.
- WateReuse California (2017) "Maximizing Disinfection Infrastructure for Both Potable and Non-Potable Reuse", San Diego, CA, in March, 2017.
- IWA International Conference on Water Reclamation and Reuse (2017) "Modifying Existing Infrastructure to Maximize Pathogen Control for Potable and Non-Potable Reuse", Long Beach, CA in July, 2017.
- WateReuse Symposium (2017) "Potable Reuse Case Study for Full-scale Predesign of RO with 95% Recovery", Phoenix, AZ in September, 2017.

Mr. Lau has served as the General Manager for Santa Fe Irrigation District since January, 2019. Mr. Lau holds a bachelor's degree in civil engineering from Cal Poly Pomona, a master's in civil engineering from the University of Colorado (Boulder), and an MBA from San Diego State University. Mr. Lau has over 30 years of experience in the water/wastewater industry. Previously, Mr. Lau served as Director of Engineering and Planning at Padre Dam MWD, where he was responsible for planning, engineering, capital improvements, and contract negotiations. Mr. Lau also oversaw the East County Advanced Water Purification Program, a new local and reliable water supply project for East San Diego County. Prior to Padre Dam, Mr. Lau worked at various private engineering consulting firms focusing on water and wastewater projects.

Mr. Lau currently serve on San Diego Local Agency Formation Commission (LAFCO), Special District Advisory Committee. Mr. Lau also serves on the American Society of Civil Engineers, region 9, Water and Environment Committee, member of the San Diego Integrated Regional Water Management Regional Advisory Committee. He was a member of the Advisory Group on Feasibility of Developing Criteria for Direct Potable Reuse and served as the vice-chair for the Technical Advisory Committee for the Metro Wastewater JPA. Mr. Lau also received leadership award in 2016 from Water Environmental Federation. He is also past president for San Diego chapter of California Special District Association.



Kimberly A. Thorner, Esq.
General Manager
Olivenhain Municipal Water District

October 30, 2025

It is with great interest that I submit the attached nomination for the Special District Representative for the San Diego Local Agency Formation Commission Special District Advisory Committee. I am the General Manager of Olivenhain Municipal Water District (OMWD) where I have served for the last 29 years. OMWD provides water, wastewater services, recycled water, hydroelectricity, and park/recreation facilities on behalf of approximately 87,000 customers over 48 square miles in northern San Diego County.

I currently serve as Chair of the San Diego Local Agency Formation Commission's Special Districts Advisory Committee (SDAC) and have served on the SDAC for the last 17 years where I have participated and provided input and guidance on dozens of important LAFCO issues during my tenure and have spoken at many LAFCO hearings on behalf of the SDAC.

I have served on WateReuse California's Board of Trustees for several past terms along with six terms as a member of the Association of California Water Agencies' Federal Affairs Committee. Previously, I was OMWD's representative to San Diego County Water Authority, serving on the Audit, Administrative and Finance, and Engineering and Operations committees. I also served as Project Manager for the David C. McCollom Water Treatment Plant and the Olivenhain Water Storage Project.

Throughout my tenure in the water industry, I have proven to be thoughtful, forthright, solution-oriented, and collaborative when tackling complex issues that affect multiple stakeholders. It would be my honor to continue serving on LAFCO's SDAC and I respectfully ask for your support and vote.

Sincerely,

A handwritten signature in cursive script that reads "Kimberly A. Thorner".

Kimberly A. Thorner, Esq.
General Manager
Olivenhain Municipal Water District

Kimberly A. Thorner, Esq.
kthorner@olivenhain.com

PUBLIC AGENCY WORK EXPERIENCE

- Olivenhain Municipal Water District, Encinitas, CA** 2006- Current
General Manager - Under my tenure, OMWD became a AAA rated agency, with rates in the lower half in the county, a customer satisfaction survey rating of 92% in 2022, a Platinum Accreditation from Special Districts Leadership Foundation, and the employees have voted OMWD Best Place to Work several times.
- Olivenhain Municipal Water District, Encinitas, CA** 2002 - 2006
Assistant General Manager
- Olivenhain Municipal Water District, Encinitas, CA** 1996 - 2002
Project Manager - Constructed World's Largest Immersed Membrane Treatment Plant at that time; Served on Project Team for the Olivenhain Dam

EDUCATION

Thomas Jefferson School of Law, San Diego, CA - Juris Doctorate, May 1995

- Editor for "The Restater" Law School Newspaper - 1993-1995
- Teaching Assistant, Legal Analysis -1993-1994
- President-Student Bar Association -1994-1995
- Academic Chairperson-Student Bar Association - 1993-1994
- American Jurisprudence Award - Fall 1992
- American Jurisprudence Award - Spring 1993
- West Publishing "Corpus Juris Secundum Award" - 1992-1993

University of Colorado, Boulder, CO - Bachelor of Arts in Political Science, May 1992

- Secondary Emphasis - German
- Active member of CU Law Club; CU Election Poll Manager -1991
- Interned with Former State Legislator and then County Commissioner, Sandy Hume - 1991

ACHIEVEMENTS & PROFESSIONAL BOARDS (Last 10 years)

- Certified Special District Administrator from the Special District Leadership Foundation (2007 – present)
- 2019 Special District Leadership Academy (Governance Foundations)
- Licensed Attorney
- WaterReuse California Board of Directors (2018–2024)
- 2015 California WaterReuse Advocate of the Year
- Founding member and lead for the North San Diego County WaterReuse Coalition (2010 to present)
- Association of California Water Agencies Federal Affairs Committee (2006 – 2021)
- San Diego Local Agency Formation Commission Special Districts Advisory Committee (2008 to present) & Chair (2014 to present)
- Board of Directors of the San Diego North Economic Development Council (2007 -2020)
- Integrated Regional Water Management Regional Advisory Committee (2008 to present)
- Kenneth Miller Founders Award Recipient – Water for People (2025)
- Countless presentations in the community, at Senate and Assembly hearings, & regulatory meetings
-

COMMUNITY INVOLVEMENT

- Water for People (San Diego Core Committee) & Emcee at Annual Lunch (2013 to present)
- Lead Planner and Host for the North County Water Summit with the SDNEDC (2015)
- Board of Management – Magdalena Ecke YMCA (2007 - 2017)
- Board of Directors (President) – Arroyo Vista Homeowner's Association (2009 – 2023)
- Classroom Volunteer – Olivenhain Pioneer Elementary – 2012 to 2018
- Hands On San Diego Volunteer

Mark Robak

53

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Cell Phone 619-778-3800

WATER INDUSTRY – ELECTED OFFICE

2005 - Present Otay Water District Spring Valley, CA

Board Member, Treasurer, Former President & Vice-President

- Oversee a public agency with \$150M annual budget, providing water and sewer and recycled water to 242,000 customers in a 126 square mile service area. Represent all of the District sewer ratepayers.
- Chair of Finance and Administration Committee. Provide guidance to finance department staff for annual budget cycle and instrumental in Board audits of District finances.
- Former Head of Labor Negotiations Committee.
- Former Chair of Engineering Committee. Fully engaged in oversight of key District CIP projects.
- Chief advocate at Board level for continuing development of District strategic plan and benchmarking study, including advocating for peer review as presented by AWWA.
- Instrumental in securing a feasibility study to bring recycled water to northern service area of the District. Public speaking on expansion of recycling water to the media, including local television.
- Represented District to Water Reuse Association, attending local, state and national level conferences.
- Was instrumental in the recent introduction of live streaming of Otay Board meetings.

1997 - Present San Diego Metro Wastewater Joint Powers Authority San Diego, CA

Board Member/Former Chair/Longest serving Board Member

- A joint-powers authority comprised of 15 other cities and districts that pay for 35% of the upkeep and capital costs of the City of San Diego's regional wastewater facilities, with 2.2 million customers in a 450 square mile service area, treating 180 million gallons a day.
- Former Member of the Independent Rates Oversight Committee (IROC) for City of San Diego.
- Former member of the Finance Committee, that reviewed and advised on City of San Diego Bond offerings affecting Municipal and Metro systems (approx. \$1.2B placed - May 2009)
- Former head of Strategic Ad-Hoc Committee charged with shaping vision and mission for the organization, along with a plan to achieve those goals.
- Assisted in development of a communications plan and design of organization website.
- Participant in American Assembly II process in 2005 that endorsed Indirect Potable Reuse.

2025 – Present San Diego County Water Authority San Diego, CA

Board Member

- A 34-member board representing 22 water agencies and cities with a \$1.8B budget for FY 24-25
- Member of the Engineering & Operations, and Water Planning & Environmental Committee's

2005 – 2025 Water Conservation Garden El Cajon, CA

President/Board Member

- Oversaw a joint-powers authority comprised of six public agencies creating an award winning five-acre display area that showcases water conservation to the general public and landscaping professionals.

1996 - 2001 Padre Dam Municipal Water District Santee, CA

President, Treasurer, Board Member

- Oversaw public agency with \$40M annual budget, providing water, sewer and recycled water to 135,000 customers in an 85 square mile area.
- While President of the Board the Board (1998), championed a Competitive Challenge program that was instituted comparing the agency to best management practices of the private sector. Has saved Padre Dam ratepayers \$1,800,000 annually to date.
- Represented Santee Lakes area and helped develop a Master Plan for 190-acre Santee Lakes Park & Campground, allowing it to become self-supporting and enhance recreational benefits for the community.
- Assisted in negotiations with employee bargaining unit in securing a new labor agreement.

WATER INDUSTRY

Council of Water Utilities – Former President

- Brought speakers on regional water issues to regular lunch meetings
- Combined it with local Chapter of the CSDA in 2024

Water Conservation Garden

- Led formation and recruitment of Board Members that led to creation of *Friends of the Garden* foundation to assist in fundraising for the operation of the facility. This entity became the management structure for the Garden effective January 2011, which was disbanded in 2024. Our goal when we formed it was to achieve at least half of our funding from outside the industry, which the Garden did achieve.
- Obtained signage on Jamacha Road through my political connection with former Senator Dennis Hollingsworth. The Garden had previously been rebuffed by Caltrans who has jurisdiction on road.
- Started and maintained their Facebook site, which I turned over to them, as well helping start other social media sites.

Water-Wise AA Degree program/Cuyamaca College

- During my tenure (4 years) as President of the Water Conservation Garden, I was the chief advocate getting a new Water-Wise AA Degree program implemented in conjunction with Horticulture Department at Cuyamaca College. Worked with the College and SDCWA staff to achieve it.
- The program is a model for junior colleges throughout the state.

YesToTap on Twitter

- Developed and maintain the leading Tap Water advocacy site in San Diego County.
- Averages 3,000+ impressions per month. Followers throughout U.S. and world.
- Developed a tapwater pledge for organizations.
- Goal is to develop website and other advocacy methods.

Otay Mark

- Have the leading water Twitter site (non SDCWA) in San Diego averaging approximately 30,000 views per month with a high of approximately 100,000+. Followed by opinion leaders throughout the state.
- Leading advocate of SDCWA's member agencies on their specific accomplishments.
- Also have a website, with Facebook, Instagram, YouTube and Flickr.

Television & Media

- Have appeared in interview format on local news on water and wastewater issues
- Have relationships with local print, online and television reporters
- Was guest curator for a week on Voice of San Diego's Instagram page for water issues

Political

- Have advised locally elected officials on water issues, including current Supervisor Joel Anderson, when first elected to Padre Dam, prior to higher office.
- Have extensive connections with locally elected officials throughout San Diego County.
- Have helped develop social media strategy for locally elected officials.

Social Media Instruction

- Taught social media with a focus on Twitter to agencies at the San Diego Chapter of the California Special Districts Association. Analyzed all water agencies for their social media effectiveness.
- Started the Chapter's Facebook and Twitter sites.
- Advised agencies on areas of improvement including SDCWA.

Water & Wastewater Technology Program

- Completed Water Distribution Systems – WWTR 130 – Grade A
- Completed Wastewater Collection Systems – WWTR 132 – Grade A

Organization Overview:

Fallbrook Regional Health District (FRHD) is a public independent California Special Healthcare District. The District is governed by a five-member, elected board of directors who oversee the District's use of ad valorem property taxes to provide community health and wellness services. Most of the District's services are provided at the Community Health and Wellness Center campus located at 1636 East Mission Road in Fallbrook, CA. The District's focus is on providing services that promote healthy behaviors and support prevention of disease.

FRHD is requesting proposals for a *Community Needs Assessment* (CNA). This assessment will be used to guide planning and program service provision to the 42,000 residents within the District's sphere of influence - Bonsall, De Luz, Fallbrook and Rainbow.

Purpose of Community Needs Assessment

The District aligns its strategic planning with the *Social Determinants of Health* (SDoH) - the non-medical factors that influence health. These are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life.

The District is currently using data provided through a Community Needs Assessment (CNA) that was completed in 2020. We are seeking to update our CNA to reflect current San Diego County data, as well as the specific status of SDoH in the District's sphere of influence.

It is expected that the final document will include data gathered using quantitative and qualitative research processes. The final document will include an executive summary, an explanation of methodology, analysis of data, and recommendations for services or program interventions based on the findings from the CNA.

District Support:

The selected proposer will have access to the District's 2020 CNA and subsequent planning efforts. They will also have access to District staff for support in organizing focus groups and interviews. District staff will assist in distribution of surveys, translation services for focus groups, interviews and survey creation.

Scope of Work

1. **Quantitative Profile:** The selected provider will use U.S. Census Bureau and other recognized and reliable sources for general demographic information to create a profile of the community within the service area and the county. The selected provider will reference, when relevant, other CNAs conducted adjacent to the service area (San Diego County, Temecula – Riverside County, and North County cities of Escondido, Vista and Oceanside) information. At a minimum, the assessment will include an analysis of SDoH in relation to age, gender, and ethnicity.
2. **Qualitative Profile:** The selected provider will facilitate a variety of stakeholder focus groups. The number and nature of the stakeholder groups will be determined in consultation with the FRHD. It is anticipated that the groups will represent community-based organizations, faith-based

organizations, business entities, military families, youth older adults. and K-12 schools. The sphere of influence includes a significant number of Spanish speaking residents who will participate in focus groups to reflect a significant and specific demographic of our community.

In addition to focus groups, the qualitative component of data gathering could include surveys, as agreed on by the proposer and FRHD.

Note: The selected proposer will affirm using the commonly acknowledged professional standards of qualitative and quantitative research as the foundation for the approach to gathering, analyzing and reporting data collection.

3. Analysis: The selected proposer will collect and analyze both qualitative and quantitative data using the SDoH as the framework to organize and discuss the data. In addition to an overall analysis of the data for all communities in the District's sphere of influence, the analysis will be organized to reflect gender, ethnicity, age, gender and any other significant demographic revealed by the data.
4. Findings: The written analysis is to be presented in a format that distills the analysis of data into observations and recommendations for strategic planning purposes. Linkage between the observations and recommendations to data is required. The final document should include an organized, easily retrievable archive of all data gathering instruments and data collected.

The 2026 CNA Document

The final document must include an Executive Summary or other abbreviated document that can be distributed electronically. A PowerPoint presentation will be presented at a Board of Directors meeting and will be used by FRHD for community events. The District is looking for a final document that can be disseminated to the public and stakeholders. It must be in a format that can be distributed electronically or in print.

Proposal Format and Content:

- Introduction/ Organizational Capacity Limit 2 pages
Provide a brief history of experience with similar research projects.
- Personnel Limit 2 pages with resumes as an attachment
Please provide a brief description of the qualifications and experience of those who will be working on this project. Provide their resume as an attachment.
- Work Plan Limit 5 pages
Provide a narrative description of how you will meet the requirements outlined in the scope of the project. The work plan must describe how you will plan for San Diego County level statistics to be captured and analyzed separately from the regional analysis. Please include what platform you will use for the survey and how you will conduct key stakeholder interviews including low-income participants and/or focus groups or any combination.

- Organizational Standards Limit 3 pages

Please summarize how you intend to meet all the requirements for this project.

- How would you structure focus group processes to create an environment conducive to open communication on the SDoH needs of specific stakeholder groups?
- How do you structure one-on-one interviews?
- Data Analysis Questions
 - Based on the qualitative and quantitative data, how will you analyze the data to identify the highest priority gaps in community resources relative to community needs?
- Review of currently available assets and resources in the FRHD service area of San Diego County that address the identified gaps.
- Based on the SDoH gap analysis, how will you go about identifying what services and/or resources should be considered for implementation to reduce the gaps?

- References Limit 1 page with attachments

Please provide at least three professional references who can discuss your specific qualifications for this project.

- Budget Limit two pages

Provide a budget summary and justification. This can be a separate document in Excel spreadsheet or a pdf document. We do not require a detailed budget, but enough information to demonstrate you understand the requirements for the project and have planned for implementation costs needed to successfully complete the project.

Proposal Review Timeline (may be modified at FRHD’s discretion):

- January 5, 2026 - RFP release date
- March 30, 2026 - Deadline for RFP questions to be submitted via email March 30, 2026
Inquiries concerning this RFP should be directed via email to Rachel Mason, CEO, put “CNA Question” in the subject line: rmason@fallbrookhealth.org by March 30, 2026
- April 20, 2026, by 4pm - Submission Deadline Date
It is the responsibility of the applicant to ensure that the District receives the proposal by the date and time specified above. Submit proposal via email to rmason@fallbrookhealth.org with the subject line “CNA RFP” no later than 4pm on Monday April 20, 2026. All files should be submitted as a PDF.

*****Late proposals will not be considered.*****

- Week of June 10, 2026 - Notification of award
- February 19, 2027 - Project Completion
- March 10, 2027 (tentative) - CNA Community Presentation to FRHD Board and public.
- May 17, 2027 - Time period for services to be completed and invoiced.

Proposal Review Process:

The review process will be conducted in two stages, as follows:

1. Preliminary Proposal Review examines the proposal to ensure it contains all requirements specified in the RFP. If it does not, it will be rejected. A proposal must meet the following mandatory conditions and requirements:
 - a. The proposal must reflect the format indicated in the RFP by the deadline. A proposal not received by the specified date and time will be rejected.
 - b. As detailed in the RFP, all relevant sections must be in order, and attachments must be included and received by the deadline.
 - c. All costs incurred in the preparation of the Proposal will be the responsibility of the applicant and will not be reimbursed by the District.
2. Review Committee Process
 - a. All proposals meeting the requirements above will be evaluated by a Review Committee composed of FRHD Staff and the Strategic Planning Committee of the Board.
 - b. An interview with the top applicant(s) will be conducted.
 - c. The Review Committee will submit its recommendation to the FRHD Board of Directors for approval.

A decision regarding the selection of the successful applicant is expected to be made on or about the week of June 10, 2026. Upon conclusion of final negotiations with the successful applicant all applicants submitting proposals will be informed in writing of the decision.

Right to Reject

The Fallbrook Regional Health District reserves the right to reject all proposals and to waive any informality in proposals received whenever such rejection or waiver is in the interest of the CNA. A contract for the accepted proposal will be based on the factors described in this RFP.

Technical Assistance:

Questions regarding this RFP may be directed to Rachel Mason, CEO
Fallbrook Regional Health District
Phone: 760.731.9187 Email: rmason@fallbrookhealth.org
138 S. Brandon Rd., Fallbrook, CA 920

FRHD: A case for moving toward a trust-based grantmaking model

ⁱ When funders give to nonprofits but require that their contributions be used only for specific projects, those funds are *restricted*. On the other hand, *unrestricted* funding is financial support that a nonprofit can use to support their mission any way they see fit. Think about two people offering you a check. One says, “Here is some money, but I’ve already decided what you can spend it on.” The other says, “Spend this on whatever you need—I trust you.” Operating from a place of trust will help build more collaborative, equal partnerships that are built to last.

Unrestricted funds can go toward the essential overhead costs that keep nonprofit agencies running. This can include staff salaries, rent, technology, equipment, and more. The stress and negative impact of the starvation cycle squander resources and staff time. In short, it’s the infrastructure an organization needs to run their programs and have an impact on the community.

MacKenzie Scott, who has donated more than \$19 billion to over 2,000 organizations since 2019, explains providing unrestricted funds this way: *“Because we believe that teams with experience on the front lines of challenges will know best how to put the money to good use, we encouraged them to spend it however they choose.”* As Scott explains, unrestricted funding is rooted in the belief that the nonprofit doing the work is the wisest judge of how their funds should be spent.

The power dynamics dictate that funders must be the ones to reimagine their relationships with grantees. To that end, the Fallbrook Regional Health District recognizes the importance of expertise and experience from diverse sources, particularly valuing the insights that come from lived experience and community proximity.

The benefits of giving unrestricted funds

Shifting away from project-based grants means rethinking long-held practices, but doing so can strengthen our relationships with grantees and improve long-term outcomes for the community. Along with options for multi-year support, this allows nonprofits the time to develop, evaluate, and improve programs that address systemic and complex social issues. Philanthropic practice becomes truly transformative when we center the expertise of those closest to the challenges we aim to address.

Trust-based philanthropy encourages funders to see their role as collaborators, learners, and co-conspirators in the success of grantee partners. Letting nonprofits determine how to spend the grant funds helps to build relationships rooted in trust. This trust fortifies the connection between funder and grantee. It establishes a more open line of communication and creates a foundation for deeper collaboration.

Rather than telling an organization how to use their resources, FRHD is reframing the conversation around listening. By asking potential grant partners: *What do you need? What*

FRHD: A case for moving toward a trust-based grantmaking model

would make the biggest impact on your work? Starting from a place of openness and respect can do wonders not only for the relationship between funder and grantee, but for the community.

Nonprofits that are directly connected to the communities they serve are in the best position to know how to address the most urgent needs. They have first-hand experience, they've seen what works, what doesn't, and they know what opportunities exist to make a real difference. Putting decisions in their hands is the best chance to build effective programs.

It is by letting the organizations FRHD supports prioritize what the community needs, which means that the right needs are driving the actions. Nonprofits will not have to chase the funding, playing games with renaming programs to "fit" the funders priorities. Unrestricted funding allows the staff to focus on the most important work, allowing them to be much more effective by completely engaging in the mission work.

By providing unrestricted funding, we are also easing the reporting burden. Rather than reporting on each specific program, leaders can think holistically about their impact. The nonprofit partners will continue to track outcomes, but they won't have the tedious task of creating siloed reports for each program. Instead, they can produce one summary that examines their comprehensive impact and invest more time driving innovation, doing direct service work, pursuing professional development, or anything else that will better serve their mission.

If a nonprofit has plenty of support for their programs but doesn't have enough to keep the lights on or pay their staff, they aren't going to be very stable. We can help break the starvation cycle, which deprives organizations of the operational resources they need to function and fulfill their missions. The last thing the community wants is an organization that has a great mission but doesn't have the stability to enact long-term solutions. This instability prevents them from being able to show up when the community needs them most.

A team that's barely scraping by is not going to have the flexibility to react when a crisis hits. For instance, organizations with strong infrastructures could move swiftly and were in the best position to quickly provide aid to communities impacted by COVID. On the flip side, those nonprofits that had money tied to specific projects were forced to negotiate with funders to reallocate resources or start at square one with new fundraising efforts. FRHD had this very situation occur, and unlike most other funders we were able to quickly flex so that the nonprofit partner was able to do what was needed, on a short turn around. While some funders simply pulled back their funds. By allowing nonprofit discretion over how funds are used, the whole organization can be nimbler and more resilient. Community needs are always evolving. Being able to adapt quickly in response is essential.

FRHD: A case for moving toward a trust-based grantmaking model

Nonprofits that worry about how to make next month's payroll and rent do not have the capacity to do long-term planning. Making unrestricted grant funding supports retention and recruitment of key personnel, and nonprofits can invest in and retain effective leaders. This can also significantly increase innovation, giving unrestricted funds, giving leaders the opportunity to try new approaches. They can invest in developing technologies and emerging efforts. Without this freedom, many organizations are limited to doing things how they have always done them. This hamstringing any efforts to make meaningful change and often leaves many nonprofits mired in old, inefficient—or worse, ineffective—processes.

3 common misconceptions about unrestricted funding

When supporting specific programs, it's easy to draw the line from the money given to the impact on the community. But when providing funds without strings attached, we are supporting all the programs an organization runs. Program-specific data can be overly simplistic and can obscure some of the larger takeaways from the nonprofit's total impact. FRHD will need to rethink what metrics need to be included in the agency's impact report, but you won't have any trouble highlighting FRHD's contribution to an agency's mission. Not only can we see the outcomes from program work, but we will be able to showcase what the funds allowed the nonprofit to do on a broader scale—whether that was hiring more employees, retaining effective leaders, investing in new technology, innovating, or starting new initiatives.

Some people worry that giving money without attaching specific requirements means taking a risk that the money might be wasted. The question is, do you trust the nonprofits that you're supporting? If we don't have confidence in the organizations, then we should rethink how we choose our partnerships. But if we've found nonprofits that are trusted in the community, have a strong track record of delivering on promises, and have a clear mission that aligns with FRHD, then we shouldn't worry that resources will be wasted. They are out there doing the work—we can see that daily in our community.

Essentials for providing unrestricted funding

Our ability to foster good productive relationships with grantee partners begins with being clear about our grantmaking priorities, eligibility, and decision-making criteria.

To choose the right nonprofit partners, FRHD must have a clear understanding of what kind of work will be supported.

- FRHD will have clear understanding of the purpose, strategy and characteristics of possible grantee partners. Only partnerships with a strong mission alignment will be considered for funding.

FRHD: A case for moving toward a trust-based grantmaking model

- Review all potential grantee partners view an equity lens. Ensure that our funding requirements and assumptions are not biased toward organizations with more access to resources than others. We will consider ways that grantmaking can be directed to where resources are most needed.
- FRHD will stay committed to the transparency of how grant funding decisions are made. Especially as it relates to who is eligible, how prospective grantees are identified, and how organizations can approach us if they think their work may be eligible for funding.

Assessing the potential impact of the grantee in the community can be done through less laborious and more insightful processes.

- The community is small, so FRHD will be able to observe the organization in action by attending their events, following them on social media, and reading their newsletters and reports. FRHD will also plan to engage with our nonprofit partners' boards at their meetings to gain a sense of each organization's culture and dynamics.
- FRHD will review partner publications, since most nonprofits document their learnings in the form of blog posts, annual reports, or videos. Stay apprised by regularly reviewing these materials and being ready to share observations or questions with our partners.
- FRHD will review publicly available information, such as the nonprofit's website to understand the organization's purpose, programs, and leadership. FRHD will examine publicly available 990s to better understand the grant partners' financial health. Additionally, exploring platforms such as Candid or Charity Navigator as additional sources of information will be employed.

By reviewing how the shift to unrestricted funding made an impact, FRHD will be able to expand our efforts in more strategic ways. We'll be able to see what worked best and how the agency got there. When we are in authentic, trusting and longer-term relationships with nonprofits and communities, together we can make better-informed decisions about where funding is most needed to support communities, engage in community-driven solutions that are more responsive to current conditions and allow those receiving philanthropic dollars to be more adaptive as conditions change.

ⁱ Adapted in large part from the following sources:

Grantmakers for Effective Organizations (GEO). *Community-Driven Philanthropy: Participation, Partnership and Power*. Washington, DC: GEO, 2025. Available at www.geofunders.org.

Steele, L. (2025). No Strings Attached: A Guide to Giving Unrestricted Funds: Learn how to provide unrestricted funds to help support stability, longevity, and trust in the philanthropic sector. Available at <https://www.submittable.com/blog/unrestricted-funds/>

Sahni, N., Lanzerotti, L., Bliss, A., & Pike, D. (2017). Is Your Nonprofit Built for Sustained Innovation? *Stanford Social Innovation Review*. https://ssir.org/articles/entry/is_your_nonprofit_built_for_sustained_innovation

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The District is a government entity under the Local Health Care District Law (Statutes 1945, Chapter 932; Health and Safety Code, Division 23, Sections 32000 et seq., of the State of California). The District serves residents of the Fallbrook, Bonsall, Rainbow and De Luz areas of northern San Diego County.

Created by residents for residents, Healthcare Districts throughout California provide vital services for the community members who create and oversee them. As the most responsive form of local government, Healthcare Districts are established, operated, and controlled by local voters who understand each community's concerns and ensure that each District is effectively meeting their local health care needs.

GUIDELINES

PROGRAMS: The District provides grant funding through our Community Health Contract Grant process to organizations that meet the health and wellness needs of our community and are consistent with the District's mission.

The Health Care District Act (Health & Safety Code section 32121) has evolved over the years to provide very broad authority to Health Care Districts. Currently, Health Care Districts have numerous powers, which include the establishment, maintenance, and operation, or the providing of assistance in the operation of, one or more health facilities or health services, including but not limited to, outpatient programs, services and facilities; retirement programs, services, and facilities; chemical dependency programs, services, and facilities; or other health care programs, services, and facilities for the benefit of the people served by the District.

Moreover, among other powers, the District may establish, maintain, and operate, or provide assistance in the operation of, free clinics, diagnostic and testing centers; health education, wellness, and prevention programs; rehabilitation, aftercare, and any other healthcare services; provider groups; and organizations that are necessary for the maintenance of good physical and mental health in the communities served by the District.

POPULATION SERVED: The District provides grant funding through the Community Health Contracts (CHC) program. Community Health Contract funds must benefit the residents of the communities served by the Fallbrook Regional Health District. The District's service area and sphere of influence area covers 110.57 square miles. This includes Bonsall, De Luz, Fallbrook, and Rainbow. Estimated population of the District is 50,985 (US Census, 2020).

APPLICANT ELIGIBILITY: To be eligible for consideration, the applicant must meet the following requirements:

1. The agency must be an incorporated nonprofit organization with a tax-exempt

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status under California state law and Section 501(c)(3) of the Internal Revenue Code or be a public/governmental agency, program, or institution.

Newly established agencies must:

- a. Demonstrate, through written agreement with a 501(c)(3) qualified agency that, for the one-year period of the CHC, they will fall under the auspices of that qualified agency. The agency providing umbrella status must meet the District requirement of being an established provider of healthcare related preventive or intervention services to the public in the District community.
2. For-profit (commercial) organizations are eligible to apply but will only be considered if providing services that are not available by a nonprofit provider. All policies and requirements apply equally to for-profit and non-profit recipients. Including, but not limited to the inclusion of financial information, budgets and reporting or results.
3. The agency must demonstrate the ability to provide services and/or programs that will benefit the residents of the District.
4. Funded services must be provided within the District and demonstrate the ability to make services and/or programs easily accessible to District residents.

PRIOR GRANT RECIPIENTS: Noncompliant or inefficient use of funds may render organizations ineligible for future funding. The District reserves the right to consider extenuating circumstances under which grants may be provided to prior grant recipients, and exceptions to these circumstances.

INELIGIBLE FOR FUNDING: The District will not fund:

- Endowments
- Awarding grants to, and limiting funds for, foundations that are sponsored or controlled by, or associated with, a separate grant recipient.
- Expenses related to fundraising or lobbying of public officials or other political purposes
- Organizations intending to "pass-through" or re-grant District funds to other organizations, unless serving as the fiscal agent or umbrella for a designated local nonprofit. Funds must be clearly used to support District residents.
- Basic research, defined herein as the pursuit of knowledge without immediate practical program or human applications
- Sectarian purposes
- Programs related solely to the provision of housing, or for employment opportunity and/or educational pursuits for the purpose of employment.
- All other restricted uses contained herein.

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REVIEW PROCESS: All CHC funding requests are reviewed by the District Chief Executive Officer and Board Directors. During the review process, the District may require additional information from applicants. This information may include oral or written clarification of CHC request detail. The District may include a panel of community stakeholders to review the completeness and merit of the applicants and provide feedback to the Chief Executive Officer. Final funding decisions will be made by the District Board of Directors at a public meeting. See application and review schedule for specific dates. Certain rights are reserved to Board discretion and action.

RIGHTS RESERVED BY THE BOARD OF DIRECTORS: The Fallbrook Regional Health District Board of Directors reserves the right to decline or accept application(s) upon fair consideration in accord with CHC guidelines established and provided to all applicants. On applications accepted and approved, the Board reserves the right to determine the amount of funding to be awarded. The Board also reserves the right to adjust category designation in accord with its established criteria.

APPLICATION CRITERIA: All CHC Grant applications must be able to demonstrate that health and /or wellness activities will meet the following criteria:

1. Applicant addresses the Social Determinant of Health paradigm, and must demonstrate how it positively addresses better health and/or wellness outcomes:
 - Economic Stability (Employment, Food Insecurity, Housing Instability, Poverty)
 - Education Access & Quality (Early Childhood Education and Development, Enrollment in Higher Education, High School Graduation, Language and Literacy)
 - Social & Community Context (Civic Participation, Discrimination, Incarceration, Social Cohesion)
 - Healthcare Access & Quality (Access to Health Care, Access to Primary Care, Health Literacy)
 - Neighborhood & Built Environment (Access to Foods that Support Healthy Eating Patterns, Crime and Violence, Environmental Conditions, Quality of Housing)
2. If awarded a Final Impact Report demonstrating agency progress toward the provision of services to the community will be required.
3. Programs or services should be able to demonstrate that they are developed from evidence-based program(s)/best practices.
4. The application will list how and where acknowledgement of Fallbrook Regional Health District funding support will be included. This includes all print and electronic materials, press releases, website references, and any other form of

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written and verbal publicity that relates to the funded program. Acknowledgment should include an official sponsor line, as well as the FRHD logo. Examples of these acknowledgments are to be included in the Final Impact Report.

5. While not a required element of proposals, programs that demonstrate collaborations with other agencies in the provision of the services will be viewed favorably in the reviewing process.
6. Preference may be given to applicants with a demonstrated financial need for FRHD funding, and which and to organizations that meet the needs of underserved individuals and communities.

APPLICATION AND EVALUATION SCHEDULE

COMMUNITY HEALTH CONTRACT WORKSHOPS: Informational session, Q&A, and collaborative brainstorming will occur in January and February where applicants will meet with District staff to understand how the application portal operates, clarify eligibility criteria and other technical aspects of the application.

APPLICATION WINDOW: Open, first business day in March at 10:00am, and closes on the last business day of the month at 4:00pm. Applications are accepted via an online portal accessible through the District's website;
<https://www.fallbrookhealth.org/community-health-contracts>.

Technical assistance from District staff is available upon request during the application window.

APPLICATION EVALUATION PERIOD: The Chief Executive Officer and staff will review each application for completeness before submitting copies to the Board of Directors. All applications are evaluated by each Board Director. Site visits may be scheduled.

ANNOUNCEMENT OF AWARDS: The Board of Directors may call a special meeting or announce the awards sometime within the month of May. The date and location for this meeting will be announced publicly, and all applicants will be notified.

DISTRIBUTION OF CHC GRANT AGREEMENT: Signed agreements must be returned to the District by the 1st Wednesday of July to complete execution prior to scheduling Quarter 1 payments and/or site visits.

QUARTER 1 PAYMENT AND SITE VISITS: Board of Directors and staff will begin making disbursements and or may conduct site visits during the month of July.

Exact dates will be updated and posted on <https://www.fallbrookhealth.org/calendar> annually.

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REPORTING & PAYMENT DISTRIBUTION GUIDELINES: By accepting the contract, the recipient agrees to periodic monitoring of their contracted program(s) by District staff members. Recipient agrees to submit timely periodic written and/or oral reports to the Board as requested by the District. Additionally, grantees are expected to participate in District Community Health Program events and attend, representatively, District Board meetings when requested. A final report will be due before the end of July of the year following the award date.

Payment Distribution will be on or after the following payment dates:

- 1st Quarter Check: 1st Wednesday of July (may vary depending on July 4 holiday)
- 2nd Quarter Check: 1st Wednesday of November
- 3rd Quarter Check: 1st Wednesday of February
- 4th Quarter Check: 1st Wednesday of May

A District staff member will contact recipients to schedule a site visit when payment distributions will be made. Board Member(s), the Chief Executive Officer and/or other District staff may be present at site visits.

SPONSORSHIP OF CHARITABLE EVENTS: The District does not currently provide sponsorships of charitable events. However, support for these events may be considered at a future time, which would be publicly announced and would follow the below guidelines:

1. Organizations requesting the District to sponsor a charitable event shall solicit in the form of a letter or in combination with a grant request application, as well as any appropriate back-up materials, including a list of sponsorship levels, if applicable.
2. The request shall clearly indicate the amount requested, the sponsorship opportunity levels, and how the event will benefit a community health care program that provides services in the District.
3. The request shall include the price per individual ticket/pass to attend, as well as the portion of the amount attributed to the purchase of goods and services.
4. The request shall include a final accounting of the prior year's event, if applicable, as well as a budget for the event being requested, so the District can clearly determine the cost of holding the event in comparison to the funds benefitting community health care programs. No less than eighty percent (80%) of the revenue shall be applied to the organization's programs and not to event expenses.

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5. Events advertised in brochures and/or fliers that give the appearance of being sent by the District as part of a mass mailing shall not be considered.