

SAY San Diego, Inc.
Board of Directors' Meeting (Zoom)
February 18, 2025
Minutes

Vision

Opportunity, equity, and well-being

Mission

SAY San Diego partners with youth, adults, families and communities in reaching their fullest potential.

**Powerful
Impact Goals**

Child and Youth
Development

Youth, Adult and
Family Wellness

Community
Engagement

SAY San Diego's Strategic Priorities 2022-2025

- 1) Equity, Diversity and Inclusion:** We will ensure that equity, diversity and inclusion actions are visible and broadly inclusive, to produce structural, anti-racist changes within SAY San Diego, across our spheres of influence, and in the systems and communities where we work.
 - 2) Communications:** We will strengthen and support all staff, board members and partners to confidently talk about SAY San Diego's overall results and mission.
 - 3) Leveraging Resources:** We will improve our comprehensive approach to whole person and whole family care by implementing a SAY San Diego resource and referral hub.
 - 4) Sharing Expertise:** We will actively share staff expertise in healthy living and healthy relationships across our communities, partners and workforce.
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Board members present: Omar Baza, Theresa Carter, Carly Couture, Sara Hyzer, David Kern, Tibyasa Matovu, Trisha Monteleon, Louie Nguyen, Danielle Pena, Barbara Ryan, Janie Wardlow

Regrets: None

Staff present: Mary Baum, Lisa Bridges, Joe Buehrle, Jane Drover, Chris Jewell, Allie Lindsley, Kevin O'Neill, Kelly Vales

Minutes taker: Allie Lindsley

Quorum Present? Yes, 11 of 11

PROCEEDINGS

The meeting was called to order at 4:02 pm by President, Theresa Carter

CONSENT ITEMS

Approved February Consent items included:

- Board Minutes January 2025
- Mission Moment
- Finance Committee Report
- Federal Funding Summary
- Strategy and Development Report
- Grants/Fundraising Report

*On a motion by **Trisha** and a second by **Barbara** the **February 2025 Consent Items** were approved by unanimous consent.*

ACTION ITEMS:

Formation of New Ad-Hoc Risk/Opportunity Committee – Board management discussed the need to prepare strategically for potential risks and opportunities. Louie shared that, after President Trump took office, he issued executive orders that were disruptive to the nonprofit sector. On the first day, an emergency cash management meeting was held with the Board Treasurer (Dave), Nancy, and Jane to address the potential impacts of the freezing of federal funds on SAY San Diego.

The Finance Committee discussed the idea of forming an ad-hoc Risk/Opportunity Committee to respond quickly to these changes, as the cadence of actions coming from Washington, D.C. was much faster than the typical timing of regularly scheduled board meetings. A smaller group of board members and staff would be designated to stay abreast of the actions and have the ability to respond promptly. The committee would serve a dual purpose: addressing risk issues while also laying the groundwork for what could evolve into a traditional governance committee.

The committee's cadence would be as-needed, responding to issues arising from federal actions. Joe will be the staff lead and Louie will join as a member. Board members expressed positive reactions to the formation of the committee and the possibility that it could eventually transition into a governance committee.

There is an urgency to establish this committee now, as it will address both operational risk and compliance matters. While the Finance Committee focuses on funding, the proposed Risk/Opportunity Committee would take a broader view, considering the impact of federal actions on SAY San Diego's funding streams. Specifically, the committee will ensure that the board has visibility into the origin of the funding and potential risks associated with it, such as whether state funding is reliant on federal support, which could be impacted by new policies.

The intent of the committee is to serve as a board oversight group, providing management with input and advice on how to monitor and respond to executive orders. It is not a decision-making body. The goal is to ensure that the board is kept informed early about what is happening and can proactively address any risks. Joe and Louie will take the lead in further developing the committee, and recruitment for the committee will be handled offline in the interest of time.

*On a motion by **Sara** and a second by **Trisha** the **Ad Hoc Risk/Opportunity Committee** was approved by unanimous consent.*

DISCUSSION ITEMS:

Executive Team Updates–

101 Ash Building - Joe and Chris provided an update on the City Building at 101 Ash. SAY San Diego has been actively involved in efforts to make San Diego and downtown more family-friendly through various committees and coalitions. Due to these efforts and the relationships built, SAY was connected with a developer who bid on the 101 Ash property. The developer included SAY in their proposal to create an onsite childcare center at the new multi-family housing development. This represents the first piece of the puzzle, as the developer has been awarded the building.

The project will include 200 affordable housing units and a 4,000-square-foot infant care and preschool center for children up to four years old. The remaining ground floor will be retail space. The project prioritizes licensed care and quality standards, aiming to make childcare affordable and accessible. Priority will be given to residents and city employees who work downtown. Downtown San Diego has historically been a "childcare desert," with limited options available for families.

The developer is currently working on financing and licensing, and SAY San Diego will be responsible for startup and operating costs. Rent for the childcare center will be free, but SAY will need to cover the costs of setting up and operating the center. The center is expected to take two years to reach full enrollment, with a plan to account for operating losses during the first two years. The estimated startup costs range from \$500,000 to \$1 million, with projected annual revenue of \$140,000 at full enrollment for the preschool. If the center prioritizes infant care, revenue is expected to be approximately \$30,000 annually.

The space will take a couple of years for design and construction before it is ready for occupancy. Business models for early childhood education are challenging, and SAY will need to continue advocating for additional funding for this sector. There is also ongoing work on a 2026 ballot measure to support early childhood education. Childcare is vital to the local economy, but while the financial projections are not strong in the start up phase, other forms of support, such as fundraising campaigns, naming rights, and creative funding ideas, will be explored to help offset costs.

Community Engagement - Two state-funded contracts are set to end in June. One of these contracts, which supports the LGBTQ+ community, has been refunded, and The Collective work will continue. However, SAY San Diego did not receive funding to continue the Smoke-Free San Diego project. Despite this, the organization remains committed to continuing tobacco prevention work and will explore new ways to sustain and advance these efforts.

People & Culture - In the last two quarters of the previous year, SAY San Diego successfully implemented the full automation of open enrollment benefits. This change has led to noticeable workflow efficiencies, allowing more time to be dedicated to talent recruitment. However, there has been some anxiety and fear within the workplace regarding how the political climate and

changes under the new administration may impact the organization. While SAY has a strong workforce, these changes and the uncertainties surrounding them have become distracting and concerning for staff. HR is available to help navigate these challenges and provide support to employees during this time.

Philanthropy – The team successfully migrated all data, including donor information, into Raiser's Edge over the course of three months. This transition ensures that good data is entered and produces good data in return. The migration has brought together donor, fundraising, and grant data in one centralized place, leading to greater consistency in data and the ability to generate better reports. The new system provides a deeper understanding of donor preferences, something that was not possible with the old database, and will improve communication by enabling multiple touchpoints throughout the year to foster stronger relationships.

The giving pages have also been redesigned, offering a fresh and improved experience. Board feedback on these changes is being solicited. A key challenge moving forward is navigating the federal funding freeze and tracking any concerns from corporate donors regarding potential disruptions. It is important for funders to feel confident that their donations are safely directed to SAY San Diego.

To address these concerns, SAY is working to engage donors and provide them with timely updates as more information becomes available. The organization is striving to be more proactive in communication, ensuring that updates are shared even if all answers are not yet available. While efforts are currently being made to selectively reach out to donors, SAY aims to be more consistent and proactive in its messaging moving forward. The capacity of the new database will help facilitate these improvements in communication.

Youth, Adult, Family Wellness – Kelly's team is working closely with Child & Family Wellbeing, and they have agreed to exclusively send their referrals to SAY for healthcare navigation services. However, the unit is facing a significant challenge with the ongoing shortage of licensed therapists. Specifically, there is a need for a licensed therapist to supervise the school-based mental health program. The competition for licensed therapists is fierce, and we do not have the budget for competitive pay, making it difficult to fill these crucial roles.

Committee Updates–

Finance Committee Highlights – SAY San Diego's financial position remains quite strong, currently showing an overall excess. The investment fund is performing well, although transitional years can present ups and downs. In terms of federal funding, SAY receives just under 5% of its funding directly from federal sources, with 10% from pass-through funds. There is some uncertainty, particularly with the PrimeTime program, which represents a significant unknown.

Given the current circumstances, it was decided that the investment contribution for this year should be put on hold for now. The organization will take a conservative approach and revisit this decision later in the year. Preserving cash is a priority during this time of uncertainty.

SAY has been actively discussing these concerns in Executive Team (ET) meetings and attending relevant webinars. A drawdown was made for January contracts, and the organization has been

fully paid for its January federal contract funding. However, \$125,000 in monthly revenue, which comes directly from federal funds, could be at risk if this funding is stopped.

It was noted that it is important to be cautious and clear in messaging any difficult financial decisions, as SAY continues to support the community. The newly formed Risk Committee will track these actions and provide advice moving forward. SAY's funding sources are diverse, but the potential impact of funding cuts is a concern, and the organization needs to be prepared for unexpected challenges.

Internally, a depository of documents has been created to track ongoing funding and potential risks, with Joe leading these efforts for the ET. PrimeTime, which is a cornerstone program for the community, may require corporate donor engagement to support its continuation if federal funding is pulled. The PrimeTime contract is secured through the 2027 school year.

There is also some uncertainty around the ELOP (Extended Learning Opportunities Program) funding, which is renewed every 2-3 years with the San Diego Unified School District (SDUSD).

Fundraising Committee Report – SAY San Diego has received \$60,000 in unrestricted funding from Price Philanthropies, which will provide significant support to the organization.

Calendar Check:

- A welcome event for Louie will be held at Theresa's house on Thursday, April 10th. Allie will send a calendar hold.
- The Play 4 SAY event is scheduled for September 4th. Now that the event is moved up to September, there will be more evening light available, which could enhance the experience and make clean up easier.

The board meeting was adjourned at 5:05 pm by Theresa Carter, President. The board met for a closed session. Closed session notes are filed and available at board member request.

Next meeting: March 18, 2025 12 pm to 1:30 pm at the Viewridge Office

Trisha Monteleon, Secretary

Date