

SAY San Diego Board of Directors Retreat

Friday September 13, 2024

WD-40 Headquarters

Board members present: Dhalia Balmir, Omar Baza, Theresa Carter, Nancy Gannon Hornberger, Sara Hyzer, David Kern, Tibyasa Matovu, Danielle Pena, Barbara Ryan, Janie Wardlow

Regrets: Trisha Monteleon

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

Guests: none

Minutes taker: Allie Lindsley/Jane Drover

Quorum Present? Yes, 10 of 11

Welcome- Theresa Carter, Board President, reviewed retreat objectives and agenda for the day. The goal of the retreat is for board members to gain insights and information on SAY San Diego as a whole, so they are well positioned to make the best decision in hiring the next CEO.

Barbara Ryan, 20 years of service - Theresa presented a special recognition and gift for Barbara Ryan, a highly valued board member, in honor of her 20 years of dedicated service.

GENERAL STATE OF THE ORG IN VIEW OF CEO TRANSITION - Nancy Gannon Hornberger, CEO highlighted overarching trends and focus areas for the organization's transition to a new CEO. Nancy highlighted the strength of the organization and the decades of experience of the Executive Team. There are some potential areas of risk that were presented for the board to consider as they make a hiring decision on the incoming CEO, including:

- Interruption of program delivery, however we currently have stable programs, with signature programs that have been in place for decades. We also have many contracts that will continue into the future.
- Loss of institutional knowledge as key employees leave SAY, however, we currently have leadership and knowledge distributed across the agency, with 91 overseeing a staff of over 400 at multiple deep levels. Staff turnover is down due to intentional efforts in retention.
- Decreased public funding and donor attrition, however, we have added an AVP of Philanthropy to the Executive team. We experience the typical 5% donor attrition. We have diversified funding. Our public funder partnerships are well cultivated and have proven to be sustainable.

- Board attrition, which will be addressed later in the agenda when the board discusses vacancies and board building.

HIGHLIGHTS FROM EXECUTIVE TEAM REPORTS FROM THEIR VIEWPOINTS

Joe Buehrle, Strategy and Development

Highlights –

- Success in private philanthropy donations
- Increase in diverse government contracts this year
- 308% increase in our social media reach
- First EDI foundations training for all staff
- 54% increase in internal referrals to the Resource & Referral Hub
- No major compliance breaches and a proactive, strength-based approach to the compliance plan
- Capacity of the unit has grown with the hire of AVP of Philanthropy and Data Specialist

Challenges –

- Resource & Referral Hub, EDI, Compliance, Communications/Marketing, Resource Development are functions with one full-time staff member, and consultants or other departments augmenting where possible
- Need to grow unrestricted funds to help expand the work of the unit
- Communications budget is small this fiscal year with a conservative budget; it was cut in half due to belt-tightening.

How the Board can help – Follow, friend, and like SAY pages on social media. Read and share info from the monthly newsletter. Dedicate time to spend at SAY events to get a deeper understanding of the staff and the work.

Mary Baum, Philanthropy

Highlights –

- Solid in funding and partner relationships
- Continuing to identify new funding and diversifying sources
- Awarded the County Prevention Hub funded for \$10M over 5 years
- Growth in the Back 2 School campaign
- On track to hit the \$125k stretch goal for Play 4 SAY
- First \$10k sponsor secured for Play 4 SAY

Challenges –

- Need for increase in unrestricted funding to enhance programs
- Funders changing what can be included in the indirect rate
- Continuing to refine the fundraising strategy
- Grant writer capacity

How the Board can help – Board members introduce Mary to at least one person each that would be interested in supporting SAY.

Lisa Bridges, People and Culture –

Highlights –

- 408 current employees, 145 people hired in the last fiscal year
- Reduced staff turnover, improved recruitment and retention of staff
- Completed the payrate analysis for 23/24
- Completed job description review for all positions & made templates
- Revamped the performance review toolkit
- Shifted all performance reviews to quarter 3 for ease of tracking and completion
- Added 4 mental wellness days per year and Headspace app to benefits
- Automated open enrollment through ADP

Challenges –

- Need increased capacity in HR department to reach stretch goals
- Need career pathing, clear pathways to advancement for staff
- Need to build on staff training and development

How the Board can help – attend SAY all staff events and connect with the staff, help them to feel valued. Help raise unrestricted funds to support additional training and development.

Kevin O’Neill, Community Engagement –

Highlights –

- Grew the budget from 3.5M to 7M
- Expanding capacity in more communities
- Known as trusted partners in the community and able to pivot as conditions change on the ground
- Pivoted to FFPSA funds and serving a new population in First 5 First Steps

Challenges –

- Programs are underfunded and staff are stretched

- ATOD has multiple public contract re-procurements coming up
- First 5 is reducing funding for early home visiting program

How the Board can help – Help raise unrestricted funding for gaps and increased sustainability.

Chris Jewell, Child and Youth Development –

Highlights –

- 47 programs serving 3800 students daily
- 261 staff, the largest unit in the agency
- Strong leadership team with decades of experience
- Strong relationships with school administrators, high trust of SAY
- UTK and Preschool for All implemented in afterschool programming
- Unit has built back strong after Co-vid
- In house expertise to help businesses explore offering onsite childcare

Challenges –

- State funding has been flat for PrimeTime for some time
- Daily reimbursement rate for PrimeTime is low
- Unclear on longevity of early education funding
- Must continue to increase wages to be competitive with other providers

How the Board can help – Visit programs and engage with staff. Help raise unrestricted funding.

Connect SAY with partners who want to support STEAM learning opportunities.

Kelly Vales, Youth, Adult and Family Wellness –

Highlights –

- Moved into the Health Navigation/CalAIM space, started with 2 health navigators and are now up to 12 health navigators. Outcomes are positive with a reduction of 50% of repeat visits to the ER by clients in the program
- Running a pilot for Wellness Coaches
- Awarded the Prevention Hub (renamed Family Connection Hub) by Child and Family Well-Being with 2-1-1 and YMCA as subcontractors
- Dads Corps infusing EDI into program curriculum

Challenges –

- Payrates in the nonprofit space are low
- Dads Corps federal contract up for re-procurement

- CBT lowered reimbursement pay points per service

How the Board can help – Assist in advocacy for the nonprofit sector and wages. Work with AVP of philanthropy on identifying and bringing in consistent, multi-year donors.

Jane Drover, CFO and Allie Lindsley, Sr. Manager Administration –

Highlights –

- Increase in overall budget to \$30M
- Consistently maintain a cash flow that ensures the fulfillment of the agency's financial obligations
- Trusted partners proven by our history of excellent financial audits and contract specific reviews
- Added a part time help desk position to assist IT department
- Successfully launched monthly connection events for all staff

Challenges –

- Sustainability, we are largely funded by public sources, most being flat funded cost for reimbursement contracts, all with defined contract terms
- Need to increase wages for retaining talented staff

How the Board can help – recruitment of members with finance and philanthropy experience. Join and participate in the fundraising committee. Attend all staff events and get to know the workforce.

BOARD DEVELOPMENT AND ANNUAL MEETING PREVIEW: Theresa presented a proposed Board of Directors' slate to be voted on at the Annual Meeting in October. A page was provided to show the three members seeking renewal of their three-year terms, seven mid-term members and one member ending her service. There will be two board member vacancies in the upcoming board year.

Theresa reviewed a proposed slate of officers and the executive committee and highlighted that it is proposed to welcome Omar Baza as the Second VP and Trisha Monteleon as Secretary. The officers and executive committee will otherwise be the same as this year, for continuity and stability during the CEO transition.

Theresa mentioned that the board attendance policy requires attendance at six of eight scheduled board meetings. It was asked if this posed any challenges. Barbara asked if life difficulties are still factored-in and the answer is yes. Dhalia shared her academic commitments and life in general made it hard for her last year, but she is recommitting to stay engaged and attend. It was agreed

that extenuating, often unplanned circumstances can impact attendance and should be considered separately.

Theresa told the board that members approached Nancy to ask for a secret ballot. Theresa expressed her opposition to a secret ballot, citing incongruity with the desired board culture of collaboration, inclusion and trust, and that an anonymous ballot allows members to hide concerns rather than address them. Nancy clarified that a request came to her for open discussion and a private, traditional written ballot, and it was the second such inquiry in recent years. Members agreed to regard the proposed ballot as anonymous. Theresa asked the members their preferences regarding the ballot. Members had a debate about it. Dani suggested that the group compromise and have robust discussion and a closed ballot. Dhalia and Barbara supported continuing with an open, verbal voting process. Barbara mentioned that voting a slate verbally had always been SAY's process. Janie said she could see it both ways. Sara expressed concerns about the undue influence of leaders and risk of group think and peer pressure. She expressed that she was disappointed that Theresa expressed such strong opposition before opening the floor. Theresa said she had studied the issue and sought advice, and that led her to feel strongly that an open process is the best way. Nancy mentioned that there may be concerns about psychological safety and tension created when voting against a fellow board member. Barbara clarified that members could step forward to be elected (self nomination) even if they are not on the proposed ballot. Dave mentioned that members have different styles and while open discussion suits some, it may isolate or prevent others from sharing concerns.

Action taken: Theresa requested a vote to decide between the requested anonymous written ballot or an open verbal vote. Either way, discussion would be held prior to the vote.

The vote was 4-to-4: Four votes for an anonymous written ballot; four votes for the open, verbal ballot, no abstentions. Theresa called the vote in favor of continuing with an open ballot.

Due to time, the remaining topics of board committees and future board recruitment will be held over until October's meeting.

Nancy and Jane were dismissed and board members went into a closed session. Closed session notes are maintain under seal by SAY San Diego and available upon request.