

**SAY SAN DIEGO Board of Directors' Meeting**  
**Jan. 21, 2025, 4:00 – 5:30 p.m.**  
**Via Zoom. Meeting ID: 738 680 4767 Passcode: 2025SBOD**

**4:00 p.m. Call to Order, Confirmation of Quorum: Theresa Carter, President**

Changes or additions to the agenda?

**CONSENT ITEMS (not discussed unless a member requests an item be discussed):**

Board Minutes October 2024

Strategy and Development Report

Retreat Minutes Sept. 2024

Grants/Fundraising Report

Executive Team Updates and Mission Moment

**4:05 pm – ACTION ITEM: Theresa**

**1. Nomination of Carly Couture for the Board (Nancy GH)**

- Presentation of nominee, nominated by Trisha Monteleon
- Discussion and vote

**4:15 pm – DISCUSSION ITEMS: Theresa**

**2. Annual Compliance Update (Omar Baza, Compliance Committee; Jenny Lambert, Sr. Director)**

- Overview
- Discussion/Q&A

**3. Initial Insights into Implications of Incoming Admin. (Nancy GH, Jane Drover)**

- Discussion (Revenue concerns, Social/community concerns)
- Q&A

**4. Committee Reports**

- Fundraising Committee – Holiday Hopes (Tibyasa Matovu; Mary Baum, AVP)
- Finance (Dave Kern; Jan Drover, CFO)

**4:55 pm – CLOSED SESSION:**

- Transition Committee (Theresa Carter)
- Legal matter (SAY Counsel)

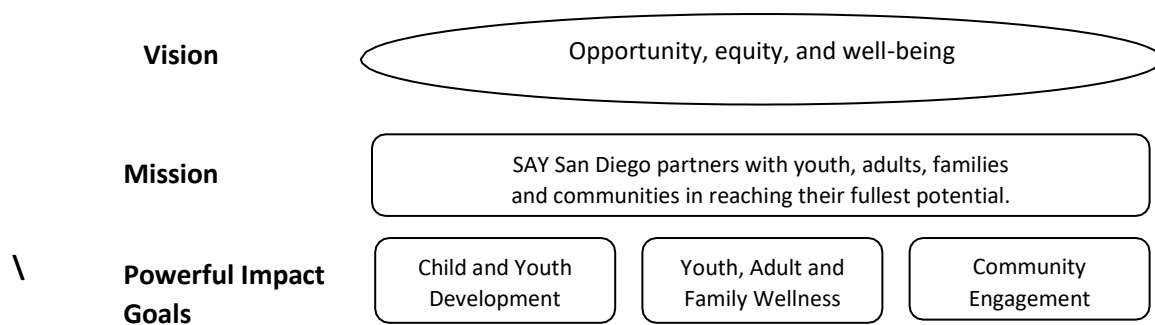
**5:30 pm ADJOURN**

**NEXT MTG: Tuesday, Feb 18, 4:00 pm via ZOOM**

**CONSENT**

**SAY San Diego, Inc.**  
**Board of Directors' Meeting Hosted**  
**on Zoom October 15, 2024**  
**Minutes**

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**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:** Dhalia Balmir, Omar Baza, Theresa Carter, Melanie Delgado, Nancy Gannon Hornberger, Sara Hyzer, David Kern, Tibyasa Matovu, Trisha Monteleon, Barbara Ryan

**Regrets:** Dani Pena, Janie Wardlow

**Staff present:** Mary Baum, Lisa Bridges, Joe Buehrle, Jane Drover, Chris Jewell, Kelly Vales

**Minutes taker:** Jane Drover

**Quorum Present?** Yes, 10 of 12

**PROCEEDINGS**

The meeting was called to order at 4:00 pm by President, Theresa Carter.

**CONSENT ITEMS**

**Approved October Consent items included:**

- Board Minutes June 2024
- Board Business Minutes August 2024
- Executive Team Updates and Mission Moment
- Strategy and Development Report
- Grants/Fundraising Report

*On a motion by **Barbara** and a second by **Dhalia** the **October 2024 Consent Items** were approved by unanimous consent.*

## **ACTION ITEMS:**

- 1. Annual Board Member Forms** – Members were asked to complete the required annual forms by November 22, 2024. The forms are available on the board member portal and can be completed electronically. An email with a link to the forms will also be sent.
- 2. Election Slate** – The follow persons sought renewal for their three-year terms for the period November 2024 to September 2027:

• Dhalia Balmir                      • Theresa Carter                      • David Kern

**Slate of Officers** – the following persons sought election as officers of the Board for the term of one year from October 2024 to September 2025:

• Theresa Carter, President                      • David Kern, Treasurer  
• Sara Hyzer, 1<sup>st</sup> Vice President                      • Trisha Monteleon, Secretary  
• Omar Baza, 2<sup>nd</sup> Vice President

*On a motion by Sara and a second by Dave, the floor was closed for additional nominations.*

**CEO Resolution** – Resolution sought for Nancy Gannon Hornberger to continue to serve as CEO of SAY San Diego until such time that a new CEO begins. The CEO is duly authorized to enter into contracts and otherwise legally obligate the corporation pursuant to the bylaws. Further, the CEO is duly authorized to discharge other obligations pursuant to the legitimate activities of the corporation and serves as a voting member of the Board.

*On a motion by **Dhalia** and a second by **Omar** the **Election Slate, Slate of Officers and CEO Resolution** were approved by the board. **(9 in favor, 0 opposed, 1 abstention)**.*

- 3. Resolution re: 2024-2025 Number of Members** – The current bylaws allow for five to 21 members of the board. Discussion occurred regarding the desire to change the number or continue with the authorized number of 12 members of the board. Concern was raised about having an even number, which can result in a tie. It was suggested the number of members be increased to 13. With the departure of one board member and the increase to 13 members, there will be two vacancies.

*On a motion by **Barbara** and a second by **Trisha**, **increasing the number of board members from 12 to 13** was approved by the board. **(9 in favor, 0 opposed, 1 abstention)**.*

- 4. Resolution re: Ad Hoc Committees** – members are asked to participate in a minimum of one committee. The following ad-hoc committees were discussed:
  - Compliance Committee – this is a staff led committee with board members participating once per quarter. There are currently one to two vacancies. Dhalia agreed to join, and Sara will join after her participation with the Search and CEO Transition Committees ends in the Spring of 2025.
  - Search Committee – this is a board committee with no vacancies. This committee is expected to end by 3/31/2025.
  - Transition Committee – this committee's focus will be the onboarding of the new CEO. The members will appointed by the President as follows: Theresa (President), Sara (1<sup>st</sup> VP) and Dave (Treasurer). All agreed to serve. Expected duration is three to 12 months, with a heavier initial commitment.

- Fundraising Committee – Tibyasa has agreed to be chair, and joined by Janie and Omar (Omar following the completion of the Search Committee), with staff support from Mary and Joe, this committee will seek to drive unrestricted funding, with an eventual goal of 5% of the total budget. This committee is separate from the staff- led Champions committee, which will continue its work internally on grants, gifts, drives and Play4SAY.

*On a motion by **Dhalia** and a second by **Sara**, the resolution to convene the named **Ad Hoc Committees** was approved by the board. (9 in favor, 0 opposed, 1 abstention).*

5. **Adoption of 2024-2025 Board Calendar** – The board calendar, of eight meetings in the board year (five virtual and three in person) was reviewed as to dates and content, and discussed.

*On a motion by **Barbara** and a second by **Dave**, the **2024-2025 Board Calendar** was approved by the board. (8 in favor, 0 opposed, 2 abstentions).*

## **DISCUSSION**

**Board Vacancies and Board Development** – With the increased number of board members, there are now two member vacancies. Trisha has one perspective member. Members are asked to continue recruitment efforts. Sara asked what skills are needed most: Theresa responded that connected individuals who can boost unrestricted fundraising would be a top priority.

**Board Update - Farewell to Melanie** – Melanie has been a great asset over her 10 years of board membership. She’s done incredible work with youth, and with, and for SAY San Diego. Theresa and Nancy highlighted her community contributions and achievements, and her commitment to SAY San Diego and its staff. Melanie shared that it was her honor and privilege to serve.

**Financials, Year-end Overview** – The fiscal year ended strongly (June 30, 2024) with all relevant financial metrics increased over the prior year. Nancy gave credit to management, both financial and programmatic, for the success. Excess is a combination of net operating gains and net nonoperational income. The organization is financially healthy for the next CEO.

**Play4SAY Topline Overview** – Mary spoke about the initial read-out. She thanked board members for achieving 100% board support for the event! There were new sponsors, existing sponsors who increased their giving (congratulations on achieving the first premium sponsorship of \$10,000), and returning sponsors. A strategy for 2025 is to start soliciting sponsors earlier, to ensure we get on their annual giving calendars, and encourage them to increase their giving levels. It may be helpful to connect sponsors to program interests. It is the most successful event yet and anticipated to achieve the \$125,000 revenue goal. Feedback is encouraged, there will be an electronic survey to allow for comments.

**Next meeting:** Tuesday 1/21/25 4:00 pm on Zoom

**The board meeting was adjourned at 4:59 pm into closed session by Theresa Carter, President.**

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Trisha Monteleon, Secretary

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Date

**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.

## **SAY SAN DIEGO -EXECUTIVE TEAM REPORTS TO THE BOARD**

Period: Winter 2024-2025

Please note that the following are simply highlights of work being done by the executive team. Since this is very brief and not a full reflection of all activities, feel free to inquire about anything where you would like more information.

**MISSION MOMENT:** Please watch out for SAY San Diego's 2024 Annual Report!! A draft summary is attached. The report reflects more than \$7 million in growth of revenues over just the past year and great impacts and outcomes for our more than 35,000 clients. The Strategy and Development Unit will be widely circulating the full report and posting it to our website later this week!

**CHILD AND YOUTH DEVELOPMENT (CYD), Chris Jewell:** [chris@saysandiego.org](mailto:chris@saysandiego.org)

### **Accomplishments/Activities of Note:**

The Child and Youth Development Unit is back after the winter break and ready for a robust second semester of planning for our signature conference event and for student enrollment in our spring and summer vacation programs.

The CYD Events committee comprised of a group of Site Supervisors and our Program Support Specialist is responsible for planning our annual "Bring the Noise for After School" full day conference for all staff in the CYD unit. This conference will be held on Friday Feb. 14 at Lewis Middle School from 8:00 am-1:00 pm. The conference will offer two professional development workshop opportunities for each staff member to participate in. We will have both external and internal presenters for this conference, and staff are paid for their time to attend, learn and grow.

This month, the VP of CYD (Chris) and our current CEO (Nancy) met with Dr. Fabiola Bagula, the current interim superintendent for the San Diego Unified School District to discuss a partnership for implementing infant care and preschool programs in school clusters for district employees and community members. Dr. Bagula toured our SAY Early Childhood Center and was highly impressed with the Center and how we are making this benefit available for our employees. This is in the beginning phases of exploration; however, we are very excited for this potential partnership.

**COMMUNITY ENGAGEMENT (CE): Kevin O'Neill:** [kevin@saysandiego.org](mailto:kevin@saysandiego.org)

### **Accomplishments/Activities of Note:**

**Military Family Resource Center:** The Military Family Resource Center, through a grant with the Prebys Foundation, is beginning a two-year social emotional family resource center at Miller Elementary School. To kick this off, SAY will be hosting a Ribbon Cutting event on Thursday, 23 January 2025 from 12-1pm. If any board members would like to attend, please let [Monica Moon](#) know and she can send a calendar invite. Military officials and media presence will be in attendance.

**ATOD:** Here is a news segment featuring the President of one of our youth coalitions, *Change Comes with Support*. Rose highlights the group's efforts to regulate smoke shops in SD. This news segment got CCS a meeting with Councilmember von Wilpert's office to discuss the issue (scheduled for this Friday). Manuel Andrade, SAY's Community Organizer facilitating this effort, is also featured! [FDA battles vape makers in Supreme Court – NBC 7 San Diego](#)

Our National City coalition, *National City Coalition for Better Health*, has successfully secured Tobacco Retail Licensing as an informational item on the January 21 City Council agenda. We expect it to be an

action item on the February 18 agenda, where it will be voted on by the council. National City is one of the few remaining jurisdictions in the county that does not regulate their tobacco retailers.

**City Heights Youth Advocates** (City Heights Clean and Safe) (comprised of high school students from City Heights), completed their holiday sticker shock campaign where they raised awareness around the risks of youth alcohol use, by placing informational stickers and decals for costumers at three local convenience stores/markets in City Heights. This also included tamper seals for adults to place on their opened alcohol bottles to help prevent unauthorized access.

**Stash Your Stash** (Project Safeguard): The Stash Your Stash campaign engaged another cannabis retailer partner, Hikei. Over the holidays, Hikei delivered over 3,000 stickers to customers with messaging and information on safe storage and responsible consumption of cannabis. Both Hikei and existing partner, Marsh and Ash, will continue to support the campaign's third iteration in the Spring 2025. Check out the campaign's LinkTree: [Stash Your Stash | Linktree](#)

**Youth Unite** (Elevate Youth and Safeguard): Youth Unite has continued its second school year at O'Farrell charter school by serving 20 to 30 middle school students. In the fall, these students discussed the basics of community building and advocacy. This spring, they will be creating an advocacy campaign of their own. We also completed our first semester at San Diego High School, where we have been working with the restorative program to support youth who have been experiencing behavioral and attendance challenges on campus. Students have received mentorship support, team building, and will also be creating their own advocacy projects in the spring, where they will focus on healthy relationships and substance use challenges at school.

**Club ELEVATED** students at Canyon Hills High School are working on a positive social norms campaign in relation to teen alcohol use. The students are surveying their classmates on why they are remaining alcohol-free and will be utilizing this information to support a visual arts campaign in the upcoming semester. January – April 2025

**Mission Bay Youth Advocates** (MBYA) at Mission Bay High School will be holding their annual Sticker Shock campaign around the Super Bowl. Students will be partnering with a local pizza retailer in the beach communities. The event will include students placing stickers on pizza boxes to remind adults not to allow youth under the age of twenty-one to drink alcohol. MBYA will also be providing education on the social host ordinance and prevention on driving under the influence. The goal is to get media coverage of this event to spread the word across San Diego. February 2025

**Clairemont High School** students are beginning the From Sugar to Heroin project this semester. They will learn from subject matter experts on different substances and the project will culminate in a town hall on May 21st where students will display the project they completed on their substance of choice. March - May 2025

**PRESIDENT AND CEO, Nancy Gannon Hornberger:** [nancy@saysandiego.org](mailto:nancy@saysandiego.org)

#### **Accomplishments/Activities of Note:**

*Transition Planning:* I have handed off all of my external roles for SAY San Diego to the VPs and other well-qualified staff, including for funding/program partners, elected officials, and decision-making groups with which I have been engaged. I will detail this in transition notes for the next CEO. Along with the above, I have undertaken key organizational tasks for the hand-off of my files and will be providing a set of notes about key relationships, projects in motion, and prospective opportunities for the CEO and board

transition committee. I have been coordinating with the CEO designee and transition committee to implement announcements, and other preparations. One notable item is that the new CEO will be hiring a dedicated full-time executive assistant who will be taking over the role of board liaison from Allie (likely in March). We are incredibly grateful for Allie's gracious and highly effective support of the board over the past 12 years!!

*CBO MediCal Coalition:* As Kelly reported in the board retreat, SAY has had a very productive launch into CalAIM – which is the use of expanded MediCal coverage for youth, families and adults to address social determinants of health. Our program, Neighborhood Networks, has steadily grown our health navigation, case management and housing support services for MediCal clients. The larger initiative statewide is now being swamped by for profit/venture capital competition – by national and out of state companies that can pay higher wages and stand to take losses over many years. While so far there has only been an upside for SAY financially and programmatically, I was invited to the Community-Based Organizations MediCal Coalition meeting Jan. 15-16, 2025, to help to develop an educational and advocacy agenda for our sector in this work. The coalition is a powerhouse group.

*Infant and Preschool Possibilities:* As Chris reported, she and I met with Fabiola Bagula regarding possible partnership for infant and preschool expansion. Great possibilities.

**Please see separate consent items for the Strategy and Development reports.**

## **Finance Committee Meeting Minutes**

**Monday, January 13, 2025**

**Board Members Present:** Dave Kern, Dani Pena, Nancy Gannon Hornberger, Tibyasa Matovu

**Staff Present:** Jane Drover

**Financial Statements:** Discussed both operational and nonoperational revenues, making a final determination that nonoperational revenues will include all investment related income, including interest, dividends, and unrealized gains or losses. This is done to promote transparency and clarity related to SAY San Diego's financial performance. Changes were made to be reflected on the document included in the board packet.

The committee discussed the reserve account as it nears \$6MM in investments. An emphasis was made that the reserves are not now, nor ever intended for operations and should not be considered as available operational funds. Using reserves would provide the necessary cash, but would create an operational deficit, as there is no offsetting revenue for the incurred expenses.

November highlights include:

- Overall year to date excess of \$274K
- A draw of \$400K from the line of credit to carry cash flow through the holidays. The amount was fully repaid on 1/2/25
- Staff growth of 12% between 11/23 and 11/24
- An increase of just under \$1MM in reserves between 11/23 and 11/24

**Closed Session:** The committee moved into closed session to discuss two topics which will be brought to the full board in its closed session on January 21, 2025.

Next meeting: Monday, February 10, 2025 at 3:00 pm via Zoom.

## FISCAL SUMMARY REPORT FOR FY 24-25 – AS OF 11/30/24

### Revenue and Expense Summary with PY Comparatives:

|                          | CYTD Actual<br>11/30/24 | PYTD Actual<br>11/30/23 | % Change<br>CYTD to<br>PYTD | CYTD Budget<br>11/30/24 | % Variance<br>CYTD Actual<br>to CYTD<br>Budget |
|--------------------------|-------------------------|-------------------------|-----------------------------|-------------------------|------------------------------------------------|
| Revenue                  | \$12,037,000            | \$12,115,000            | -0.64%                      | \$12,599,474            | -4.46%                                         |
| Expenses                 | \$11,763,000            | \$11,737,000            | 0.22%                       | \$12,221,563            | -3.75%                                         |
| Operational<br>Excess    | (\$97,000)              | \$310,000               | -131.29%                    | \$322,911               | -130.04%                                       |
| Nonoperational<br>Excess | \$371,000               | \$68,000                | 445.59%                     | \$75,000                | 394.67%                                        |
| Net Excess               | \$274,000               | \$378,000               | -27.51%                     | \$397,911               | -31.14%                                        |

CYTD=Current Year-to-Date

PYTD=Prior Year-to-Date

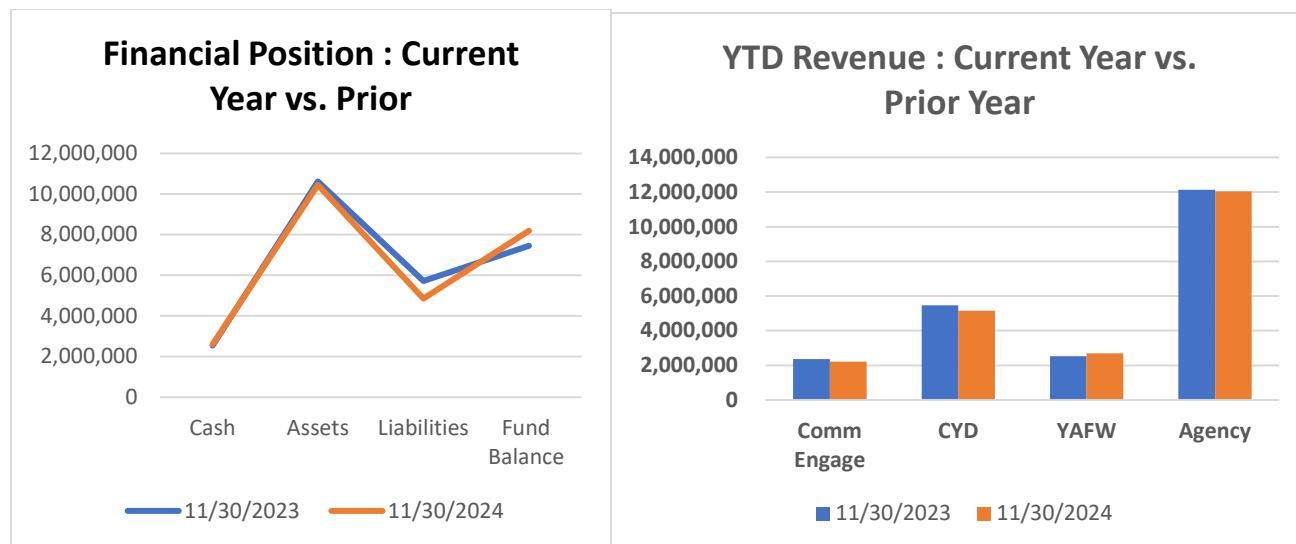
**Notes:** While revenues, expenses and overall net excess remain steady year over year, the operational decline in the current year is related to the ending of four funding contracts on June 30, 2024, three of which were performance-based contracts generating an excess of revenues over expenses.

### Key social enterprise and performance-based programs (excludes cost for reimbursement contracts):

|                                | CYTD Actual<br>11/30/24 | PYTD Actual<br>11/30/23 | % Change<br>CYTD to<br>PYTD | CYTD Budget<br>11/30-24 | % Variance<br>CYTD Actual<br>to CYTD<br>Budget |
|--------------------------------|-------------------------|-------------------------|-----------------------------|-------------------------|------------------------------------------------|
| Fee-Based<br>Extended Learning | 497,603                 | 381,844                 | 30.32%                      | 497,208                 | 0.08%                                          |
| Fee Based<br>Preschool         | 2,286                   | 887                     | 157.72%                     | 17,507                  | -86.94%                                        |
| Performance<br>Based Contracts | 52,762                  | 99,602                  | -47.03%                     | 91,072                  | -42.07%                                        |

### Statement of Financial Position Summary with PY Comparatives:

|                                         | Actual 11-2024 | Actual 11-2023 | \$ Increase/(Decrease) | % Growth/(Decline) |
|-----------------------------------------|----------------|----------------|------------------------|--------------------|
| Available Cash                          | \$2,602,000    | \$2,543,000    | \$59,000               | 2%                 |
| Short Term Assets<br>(what we have)     | \$11,510,000   | \$10,673,000   | \$837,000              | 8%                 |
| Short Term Liabilities<br>(what we owe) | \$3,521,000    | \$3,636,000    | (\$115,000)            | (3%)               |
| Fund Balance (Net<br>Worth)             | \$8,200,000    | \$7,450,000    | \$750,000              | 10%                |



**Notes:** Three of the four contracts that ended were in the Community Engagement unit, reflected by its slight decrease in revenues over PY. The SD Unified School District did not offer as many summer programs in the current year versus the prior year, reflected by CYD’s slight decrease in overall revenue YTD.

## Strategy and Development – October 2024 Updates

### **Communications:**

- See BOD Report attached.

### **Resource Development:**

- See BOD Report attached.

### **Monitoring & Evaluation**

- See the annual 2024 Program Compliance Review Summary Report attached.

#### Data & Evaluation

- The 2024 SAY Annual Report was developed and submitted to our marketing firm/web host (to be published in January 2025).
- The Coordinated Eviction Prevention System (program within the YAFW unit) concluded, and all final analysis of outcomes was completed. Additionally, all program data (final client n = 368) was exported and transferred to the primary contractor.
- Evaluation/data collection plans were created and implemented for three new programs- Family Connection Hub (YAFW), The Lighthouse at Miller Elementary School (CE), and Youth Participatory Action Research at Field Elementary School, Lincoln High School, and Crawford High School (CE).

#### Compliance & Monitoring

- The Compliance Committee met in October and November 2024. The November meeting was with the full committee, including the Board Committee Members. We welcomed Dhalia as a new committee member.
- The 2024 Annual Program Compliance Review Summary report was completed (and is included in the Board consent packet for January 21, 2025).
- The 2024 Security Risk Assessment was completed and associated action items are being prioritized for completion, including 1) installing cable locks for computer equipment in reception and conference rooms; 2) completing an agency-wide asset inventory and tracking tool; and 3) purchasing and installing security cameras at all RFID swipe card doors.
- A data breach was reported to the Privacy Officer in November and involved the break-in of a staff vehicle which contained a lockbox with SAY client forms, including individual identifiers. This breach was determined to be low-risk and not a reportable HIPAA violation, however clients were made aware that this information was possibly viewed and shared without authorization.
- A compliance review was completed of the Mid-City Family Resource Center worksite during December. No compliance violations were noted in common areas, reception or meeting rooms. In staff areas (cubicles, offices), 20 of 96 workspaces (21%) had a violation, most of which were unlocked desk drawers that contained private client data or client data that was left on the desk. All program managers with out-of-compliance staff were notified of the details and asked to create corrective action plans.

### **Equity, Diversity and Inclusion:**

- Facilitated, "6 Tips for Managing the Election Season" presentation

- Hosted North County LGBTQ Resource Center to present to CYD department on how to be an ally toward LGBTQ+ community
- 1 EDI Committee Meeting hosted. Created goals for 2025.
- 2 Masculinity Education Groups hosted.
- Applied for scholarship through the San Diego Foundation and was accepted to Heart Centered Connections Certificate Program (HCC). HCC is through University of San Diego School of Leadership and Education Sciences focused on teaching participants about neurodiversity, nervous systems, and embodied equity.
- Hosted 2 Post Election Community Circles to discuss the outcome of the election season
- Attended New Hire Orientation
- Completed EDI Empathy Interviews with Executive Team members to review EDI workplan
- Attended Policy and Procedures, Training and LRAT Committee meetings
- Attended Partners in Equity meeting hosted by YMCA
- Facilitated Social Identity Wheel to students at San Diego High School for Youth Unite in collaboration with Community Engagement staff

### **Resource and Referral Hub:**

- Holiday Hopes Distribution and Pick Up Event:
  - First year event was held at Mid-City FRC and included a Saturday pick up date
    - From staff feedback survey:
      - 97% of staff who completed survey noted that new location was more accessible to families
      - 90% found weekends more accessible as well; the other 10% attended during the week
  - Distributed gift cards and gifts to 276 families with over 700 children
  - Distribution included the 3 programmatic units
    - CYD: 20 sites
    - CE: 13 programs
    - YAFW: 9 programs
  - 114 Families attended Holiday Hopes and Toy Shop themselves
    - This is 41% of all pickups (2023: it was estimated that about 25% of cards/gifts were picked up by clients)
  - In kind value of donated gifts was 20k+
- Nice Guys 2024 – Connected and coordinated 15 families to this yearly event (included groceries and Walmart gift card for each family)

## Communications – October 2024 BOD Summary

### Digital Footprint

- Facebook:

| <u>Page Likes</u>                                                                                                                                             | <u>Accounts Reached</u>                                                                                                                               | <u>Page Visits/<br/>Views</u>                                                                                                                                                                                                                                                      | <u>Page Followers</u>                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Oct: 2,827 likes                             <ul style="list-style-type: none"> <li>+0.04% (+1)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Oct: 840                             <ul style="list-style-type: none"> <li>-9.8% (-91)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Oct: 3,980 views                             <ul style="list-style-type: none"> <li>+201% (+2,658)</li> </ul> </li> <li>Oct: 384 visits                             <ul style="list-style-type: none"> <li>-4% (-16)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Oct: 3,182                             <ul style="list-style-type: none"> <li>+0.09% (+3)</li> </ul> </li> </ul> |

- LinkedIn:

| <u>Followers</u>                                                                                                                                         | <u>Page Visits</u>                                                                                                                                                                                                    | <u>Impressions</u>                                                                                                                                         | <u>Engagement</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Oct: 3,190                             <ul style="list-style-type: none"> <li>+1.69% (+53)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Oct: 573 page views                             <ul style="list-style-type: none"> <li>-26.8% (-210)</li> <li>207 unique visitors</li> <li>-28.6% (-83)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Oct: 2,850                             <ul style="list-style-type: none"> <li>-12.12% (-393)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Oct:                             <ul style="list-style-type: none"> <li>47 reactions                                     <ul style="list-style-type: none"> <li>-52% (-51)</li> </ul> </li> <li>2 comments                                     <ul style="list-style-type: none"> <li>+100% (+1)</li> </ul> </li> <li>2 reposts                                     <ul style="list-style-type: none"> <li>-60% (-3)</li> </ul> </li> </ul> </li> </ul> |

- Instagram:

| <u>Followers</u>                                                                                                                                                   | <u>Accounts Reached</u>                                                                                                                                   | <u>Engagement</u>                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Oct: 1,577 followers                             <ul style="list-style-type: none"> <li>+1.94% (+30)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Oct: 2,030                             <ul style="list-style-type: none"> <li>+34.1% (+516)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Oct: 217 profile visits                             <ul style="list-style-type: none"> <li>+12.4% (+24)</li> </ul> </li> <li>Oct: 293 content interactions                             <ul style="list-style-type: none"> <li>+27.4% (+63)</li> </ul> </li> </ul> |

- YouTube:

| <u>Subscribers</u>                                                                                                                                           | <u>Views</u>                                                                                                                                              | <u>Watch Time</u>                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Oct: 40 subscribers                             <ul style="list-style-type: none"> <li>0% (+0)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Oct: 82 views                             <ul style="list-style-type: none"> <li>-7.9% (-7)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Oct: 1 hour                             <ul style="list-style-type: none"> <li>-41.2% (-0.7)</li> </ul> </li> </ul> |

## **KWSM Digital Marketing Company Key Findings**

### **Google Analytics/SEO**

- Organic search traffic increased slightly this month, mostly from branded search terms.
  - Year-over-year metrics are looking strong, with a 29% increase in organic search traffic compared to October 2023.
- With the Play 4 SAY promo winding down leading up to the event on Oct. 10th, we see less total traffic to the site than in August and September. That being said, total traffic is up 36% compared to October 2023. This indicates that despite the seasonal nature of our website traffic, there is still year-over-year growth.

### **Social pulses**

- Instagram had 10 new followers this month, and the top post was the City Heights Day of the Dead event promo.
- LinkTree sent more sessions to the website than in September.
- Facebook gained 3 new followers this month, and the top post was the Indigenous Peoples' Day reflection.
- LinkedIn gained 53 new followers, and the top post was a corporate sponsor shout-out before Play 4 SAY.

### **Highlights**

- Our webpage with the most engagement is "SAY San Diego Supports Youth, Adults, Families & Communities with 3,019 sessions, more than 4x more than the 2<sup>nd</sup> most visited page, "Career at SAY at Diego..."

### **Upcoming/Recommendations**

- Branded search terms are making the strongest impact on organic search traffic. KWSM recommends adding more content to program pages for SEO optimizations to rank better for non-branded terms.
- We are now preparing to launch the Holiday Hopes campaign in November.
- We are also gathering materials/metrics/photos to start drafting 2024 Annual Report.
- We will be preparing for the Network for Good platform migration to Raisers Edge in 2025

## Communications – November 2024 BOD Summary

### Digital Footprint

- Facebook:

| <u>Page Likes</u>                                                                                                                                             | <u>Accounts Reached</u>                                                                                                                               | <u>Page Visits/<br/>Views</u>                                                                                                                                                                                                                                                      | <u>Page Followers</u>                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Nov: 2,828 likes                             <ul style="list-style-type: none"> <li>+0.04% (+1)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Nov: 806                             <ul style="list-style-type: none"> <li>-4.1% (-34)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Nov: 3,592 views                             <ul style="list-style-type: none"> <li>-9.7% (-388)</li> </ul> </li> <li>Nov: 368 visits                             <ul style="list-style-type: none"> <li>-4.2% (-16)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Nov: 3,186                             <ul style="list-style-type: none"> <li>+0.13% (+4)</li> </ul> </li> </ul> |

- LinkedIn:

| <u>Followers</u>                                                                                                                                         | <u>Page Visits</u>                                                                                                                                                                                                                                                                                | <u>Impressions</u>                                                                                                                                          | <u>Engagement</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Nov: 3,216                             <ul style="list-style-type: none"> <li>+0.82% (+26)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Nov: 270 page views                             <ul style="list-style-type: none"> <li>-52.9% (-303)                                     <ul style="list-style-type: none"> <li>120 unique visitors</li> </ul> </li> <li>-42% (-87)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Nov: 1,661                             <ul style="list-style-type: none"> <li>-41.71% (-1189)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Nov:                             <ul style="list-style-type: none"> <li>25 reactions                                     <ul style="list-style-type: none"> <li>-46.8% (-22)</li> </ul> </li> <li>0 comments                                     <ul style="list-style-type: none"> <li>-100% (-2)</li> </ul> </li> <li>2 reposts                                     <ul style="list-style-type: none"> <li>0% (+0)</li> </ul> </li> </ul> </li> </ul> |

- Instagram:

| <u>Followers</u>                                                                                                                                                   | <u>Accounts Reached</u>                                                                                                                               | <u>Engagement</u>                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Nov: 1,587 followers                             <ul style="list-style-type: none"> <li>+0.63% (+10)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Nov: 1,990                             <ul style="list-style-type: none"> <li>-2% (-40)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Nov: 175 profile visits                             <ul style="list-style-type: none"> <li>-19.4% (-42)</li> </ul> </li> <li>Nov: 279 content interactions                             <ul style="list-style-type: none"> <li>-4.8% (-14)</li> </ul> </li> </ul> |

- YouTube:

| <u>Subscribers</u>                                                                                                                                           | <u>Views</u>                                                                                                                                                | <u>Watch Time</u>                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Nov: 40 subscribers                             <ul style="list-style-type: none"> <li>0% (+0)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Nov: 40 views                             <ul style="list-style-type: none"> <li>-51.2% (-42)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Nov: 0.8 hours                             <ul style="list-style-type: none"> <li>-20% (-0.2)</li> </ul> </li> </ul> |

## **KWSM Digital Marketing Company Key Findings**

### **Google Analytics/SEO**

- Organic social media drove 122% more site traffic than in October, mostly to the home page, Holiday Hopes, Careers, and Dads Corps pages.
- We launched our 2024 Holiday Hopes campaign this month and garnered 496 sessions to the landing page.
- Though overall site traffic decreased compared to August-October, we see a 47% increase compared to November 2023. This shows that despite coming down from the busier autumn season (back to school and Play 4 SAY), there is still strong year-over-year improvement.
  - Organic search traffic is also up 16% compared to November 2023.

### **Social pulses**

- Instagram gained 81 followers and drove 15 users to the website. The top post was about the Turkey Giveaway Health Fair from the SD Food Bank.
- Facebook gained 4 new followers, and the top post was a picture of the Holiday Hopes fundraiser with a CTA to donate for Giving Tuesday.
- LinkedIn gained 26 new followers, and the top post was photos of the SAY team being recognized as an honoree at the 2nd Annual Leading the Way Awards.

### **Highlights**

- 122% increase in traffic to website from social media posts!

### **Upcoming/Recommendations**

- To better rank for more program-related keywords, we need to add more keyword-rich content to the site. One of the easiest way to accomplish this is through blogging. We should discuss this more in our January 2025 strategy meeting.
- Planning our next quarterly Social Media/Communications group meeting for staff
- Working on the 2024 Annual Report
- Preparing for NFG transition to Raisers Edge

## Communications – December 2024 BOD Summary

### Digital Footprint

- Facebook:

| <u>Page Likes</u>                                                                                                                                              | <u>Accounts Reached</u>                                                                                                                                         | <u>Page Visits/<br/>Views</u>                                                                                                                                                                                                                                                             | <u>Page Followers</u>                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Dec: 2,838 likes                             <ul style="list-style-type: none"> <li>+0.35% (+10)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Dec: 32,085                             <ul style="list-style-type: none"> <li>+3880.8% (+31,279)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Dec: 86,175 views                             <ul style="list-style-type: none"> <li>+2299% (+82,583)</li> </ul> </li> <li>Dec: 631 visits                             <ul style="list-style-type: none"> <li>+71.5% (+263)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Dec: 3,196                             <ul style="list-style-type: none"> <li>+0.31% (+10)</li> </ul> </li> </ul> |

- LinkedIn:

| <u>Followers</u>                                                                                                                                         | <u>Page Visits</u>                                                                                                                                                                                                 | <u>Impressions</u>                                                                                                                                         | <u>Engagement</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Dec: 3,241                             <ul style="list-style-type: none"> <li>+0.78% (+25)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Dec: 163 page views                             <ul style="list-style-type: none"> <li>-39.6% (-107)</li> <li>78 unique visitors</li> <li>-35% (-42)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Dec: 1,858                             <ul style="list-style-type: none"> <li>+11.86% (+197)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Dec:                             <ul style="list-style-type: none"> <li>57 reactions                                     <ul style="list-style-type: none"> <li>+128% (+32)</li> </ul> </li> <li>0 comments                                     <ul style="list-style-type: none"> <li>+0 (0%)</li> </ul> </li> <li>1 reposts                                     <ul style="list-style-type: none"> <li>-50% (-1)</li> </ul> </li> </ul> </li> </ul> |

- Instagram:

| <u>Followers</u>                                                                                                                                                   | <u>Accounts Reached</u>                                                                                                                                  | <u>Engagement</u>                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Dec: 1,599 followers                             <ul style="list-style-type: none"> <li>+0.76% (+12)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Dec: 1,016                             <ul style="list-style-type: none"> <li>-48.9% (-74)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Dec: 176 profile visits                             <ul style="list-style-type: none"> <li>-0.57% (+1)</li> </ul> </li> <li>Dec: 224 content interactions                             <ul style="list-style-type: none"> <li>-19.7% (-55)</li> </ul> </li> </ul> |

- YouTube:

| <u>Subscribers</u>                                                                                                                                              | <u>Views</u>                                                                                                                                              | <u>Watch Time</u>                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Dec: 41 subscribers                             <ul style="list-style-type: none"> <li>+2.5% (+1)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Dec: 54 views                             <ul style="list-style-type: none"> <li>+35% (+14)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Dec: 0.7 hours                             <ul style="list-style-type: none"> <li>-12.5% (-0.1)</li> </ul> </li> </ul> |

## **KWSM Digital Marketing Company Key Findings**

### **Google Analytics/SEO**

- Though total site traffic decreased in December compared to prior months, we see this trend year-over-year as fewer people search for programs during the holidays. The important benchmark is that total traffic is UP 26% compared to December 2023, showing annual growth.
  - Top pages (on page 5 of this report) all show an increase in traffic compared to December of last year, with increases coming from all traffic sources. This shows year-over-year improvement in leading users to the website from organic search, direct search, social media posts, and ads.

### **Social pulses**

- Instagram has 12 new followers this month and 310 new followers in the past year. The top post this month was a promo for the Future Civic Leaders Program held by the City of San Diego.
- Facebook gained 10 new followers this month and 65 new followers in the past year. The top post was a call to donate to Holiday Hopes on Giving Tuesday.
- LinkedIn gained 25 new followers this month and 543 new followers in the past year. The top post was a shout-out for City Heights Clean and Safe Coalition and their tamper-proof seals.

### **Highlights**

- We drove 1,830 tracked link clicks to the Holiday Hopes landing page from our Meta Ads.
  - They also garnered 43 post reactions and 1 comment
  - Due to limited tracking capabilities within Network For Good, we cannot determine how many direct donations came from each marketing effort.

### **Upcoming/Recommendations**

- As mentioned previously, and highlighted above, our transition away from NFG will allow for more in-depth and accurate data analysis surrounding our donors and communications.
- In 2025, we should revisit the possibility of blogging to support SEO performance for all of SAY's programs and initiatives.
- Prepare and launch the new CEO campaign in January (press release, homepage banner, PR blog, social media posts, and email announcement).

**Resource Development Board Report - August 2024**  
**Summary FY24-25 - July - December**

| Grant Revenues Summary<br>7/1/2024-12/31/2024 |            |                |                      |
|-----------------------------------------------|------------|----------------|----------------------|
| Category                                      | Source     | <u>Denials</u> | <u>Revenue</u>       |
|                                               | Government |                | \$ 24,009,124        |
|                                               | Private    |                | \$ 983,743           |
| <b>Total</b>                                  |            |                | <b>\$ 24,992,867</b> |

| Corporate and Individual Donations Revenue Summary<br>7/1/2024-12/31/2024 |                 |               |                |               |
|---------------------------------------------------------------------------|-----------------|---------------|----------------|---------------|
| Category                                                                  | Corporate       | Individual    | <u>Revenue</u> |               |
| Agencywide/Campaigns                                                      |                 |               | \$             | -             |
| Back to School                                                            | \$ 7,120        | \$ 140        | \$             | 7,120         |
| Play4SAY                                                                  | \$ 123,810      | \$ 83         | \$             | 92,000        |
| Holiday Hopes                                                             | 32,176.00       | \$ 77         | \$             | 32,253        |
| <b>Total</b>                                                              | <b>\$ 7,120</b> | <b>\$ 140</b> | <b>\$</b>      | <b>99,120</b> |

## Government Grant Revenues

7/1/24 - 12/31/24

| Renewal                                                              | Amount                 | Source  |
|----------------------------------------------------------------------|------------------------|---------|
| <b>Prime</b>                                                         |                        |         |
| Advancing Momentum for Tobacco-Free CA                               | \$ 400,000             | State   |
| Empowering Local Communities to End the Tobacco Epidemic             | \$ 300,000             | State   |
| SDSU Tobacco Research Center                                         | \$ 232,000             | State   |
| Alcohol and Drug Prevention North Central                            | \$ 462,473             | County  |
| Alcohol and Drug Prevention Central                                  | \$ 380,860             | County  |
| Neighborhood Networks - Navigators                                   | \$ 570,783             | County  |
| Cognitive Behavioral Therapy, Countywide (New contract)              | \$ 1,067,500           | County  |
| Community Services for Families, North Central (New contract)        | \$ 1,697,686           | County  |
| Drug-Free Communities                                                | \$ 125,000             | Federal |
| First 5 San Diego                                                    | \$ 767,587             | County  |
| Healthy Start                                                        | \$ 221,184             | SDUSD   |
| SDUSD - School Based Mental Health                                   | \$ 595,000             | SDUSD   |
| Prime Time                                                           | \$ 9,142,024           | SDUSD   |
| Project KEEP                                                         | \$ 635,324             | County  |
| Regional Tobacco Prevention Effort                                   | \$ 100,000             | County  |
| Resilience Community Mentoring Program                               | \$ 341,455             | County  |
| SAMHSA Safeguard San Diego                                           | \$ 300,000             | Federal |
| Elevate Youth                                                        | \$ 308,251             | State   |
| US Dept of Health & Human Services-ACF - Dad's Corp                  | \$ 681,730             | Federal |
| State of CA - Health & Human Services - OCAP                         | \$ 121,959             | State   |
| State of CA - Health & Human Services - Family Resource Centers      | \$ 238,792             | State   |
| CalWorks Home Visiting                                               | \$ 815,258             | State   |
| County CSF - Central                                                 | \$ 124,911             | County  |
| County CSF - Central - Clinician                                     | \$ 107,196             | County  |
| County - Probation - CBT                                             | \$ 257,680             | County  |
| UCSD Spencer Grant - Empowering Refugee Families in SD               | \$ 13,500              | UCSD    |
| PRACTICE Medically Integrated CHW Contract                           | \$ 284,465             | County  |
| State of California Natural Resources Agency, Youth Community Access | \$ 237,156             | State   |
| County of San Diego - Prevention Hub                                 | \$ 1,841,892           | County  |
| <b>Subtotal - Prime</b>                                              | <b>\$ 21,971,666</b>   |         |
|                                                                      |                        |         |
| Harm Reduction Coalition                                             | \$ 150,000.00          | County  |
|                                                                      |                        |         |
| SBCS - SafeCare Contract Receivable                                  | \$ 35,566.00           | County  |
| MHS/TURN - Courage to Call                                           | \$ 10,000.00           | Federal |
|                                                                      |                        |         |
| <b>Subtotal - Subs</b>                                               | <b>\$ 195,566.00</b>   |         |
|                                                                      |                        |         |
| <b>Total Renewal</b>                                                 | <b>\$ 2,037,458.40</b> |         |
|                                                                      |                        |         |
|                                                                      |                        |         |
|                                                                      |                        |         |
| <b>TOTAL GOVERNMENT</b>                                              | <b>\$24,009,124</b>    |         |

## Private Grant Revenues

7/1/24 - 12/31/24

| Private Funding Sources                              | Amount            | Unit       | Program                                       |
|------------------------------------------------------|-------------------|------------|-----------------------------------------------|
| <u>Corporate</u>                                     |                   |            |                                               |
| Northrop Grumman                                     | \$ 10,000         | CYD        | STEAM Grant                                   |
| Northrop Grumman                                     | \$ 5,000          | CYD        | STEAM Grant                                   |
| PwC Foundation, Reimagine Grant                      | \$ 25,000         | OP         | STEAM Hub Club                                |
| Western Alliance Community Foundation                | \$ 5,000          | Agencywide | General Operating                             |
| Blue Shield of California                            | \$ 10,000         | Agencywide |                                               |
| Sycuan Casino                                        | \$ 10,000         | Agencywide |                                               |
| City Heights Business Association                    | \$ 1,360          | CE         | City Heights Events                           |
| The Berry Good Food Foundation                       | \$ 1,500          | CE         | Lincoln                                       |
| The Country Friends, FY 2025 Human Care Funding      | \$ 10,000         | CE         | FSS Valencia Park                             |
| Rancho Santa Fe Foundation                           | \$ 18,166         | CE         | MFRC                                          |
| Torrey Pines/Western Alliance Bank                   | \$ 5,000          | Agencywide | General Operating                             |
| The Rice Family Foundation                           | \$ 10,000         | Agencywide | Resource and Referral Hub                     |
| <i>Subtotal</i>                                      | <u>\$ 111,026</u> |            |                                               |
| <u>Foundation</u>                                    |                   |            |                                               |
| Price Philanthropies                                 | \$ 60,000         | CE         | Mid-City FRC                                  |
| Price Philanthropies                                 | \$ 18,000         | CE         | Clean and Safe Coalition                      |
| Price Philanthropies                                 | \$ 123,717        | CYD        | Recruitment                                   |
| Rice Foundation                                      | \$ 10,000         | OP         | Bridges to Success Resource Hub               |
| Conrad Prebys Foundation                             | \$ 150,000        | CE         | Healthy Start Military Family Resource Center |
| Conrad Prebys Foundation                             | \$ 100,000        | CE         | Lincoln                                       |
| San Diego Women's Foundation                         | \$ 75,000         | YAFW       | Youth Mental Health                           |
| Hervey Family Fund                                   | \$ 25,000         | OP         | Bridge Funds                                  |
| The San Diego Foundation (Outdoor Access)            | \$ 37,000         | CE         | Real Connections                              |
| San Diego Chinese Women's Association                | \$ 1,000          | Agencywide | Back to School                                |
| The Rice Family Foundation                           | \$ 10,000         | Agencywide |                                               |
| The San Diego Foundation                             | \$ 25,000         | CYD        | '24 ECI Capacity Building Grant               |
| The San Diego Foundation                             | \$ 75,000         | CE         | CCC                                           |
| David W. Hearst, Jr. Foundation                      | \$ 20,000         | CE         | Military Family Resource Center               |
| Walter J & Betty C Zable Foundation                  | \$ 50,000         | CE         | Healthy Start Military Family Resource Center |
| San Diego Foundation (Karen Wahler/Michael Gay Fund) | \$ 12,500         | Dev/PR     |                                               |
| The Rauch Family Foundation                          | \$ 6,000          | Dev/PR     |                                               |
| Jewish Community Foundation                          | \$ 2,500          | Agencywide |                                               |
| Schwab Charitable (Jerome & Carole Turk)             | \$ 5,000          | Agencywide |                                               |
| David C Copley Foundation                            | \$ 2,000          | Agencywide |                                               |
| San Diego Healthcare Quality Collaborative           | \$ 10,000         | CE         | CE Mini Grants/Donations                      |
| San Diego Seniors Community Foundation               | \$ 5,000          | YAFW       | YAFW Mini Grants/Donations                    |
| Walter J. & Betty C. Zable Foundatio                 | \$ 50,000         | CE         | Military Family Resource Center programs      |
| <i>Subtotal</i>                                      | <u>\$ 872,717</u> |            |                                               |
| <b>Total</b>                                         | <b>\$ 983,743</b> |            |                                               |
| <b>Total Private Grants</b>                          | <b>\$ 983,743</b> |            |                                               |

Grant Denials  
7/1/24 - 12/31/24

| Funder                                                                                                              | Amount    | Program           | Notification Date |
|---------------------------------------------------------------------------------------------------------------------|-----------|-------------------|-------------------|
| Kuhle Family Foundation                                                                                             | \$100,000 | Valencia Park FSS | 8/22/2024         |
| Harrah's Resort Southern CA Grant                                                                                   |           | Dad's Corp        | 8/7/2024          |
| 2024 Sober Truth on Preventing Underage Drinking Act (STOP Act) Grant                                               | \$60,000  | ATOD              | 9/6/2024          |
| Office of Justice Programs (OJP) Community-Based Violence Intervention and Prevention Initiative Site-Based (CVIPI) |           | ATOD              | 12/5/2024         |
| • California Community Reinvestment Grants (CalCRG) Program FY 2024-25:PHASE 1                                      |           | ATOD              | 12/9/2024         |
|                                                                                                                     |           |                   |                   |
|                                                                                                                     |           |                   |                   |
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|                                                                                                                     |           |                   |                   |
|                                                                                                                     |           |                   |                   |
| Total Denials                                                                                                       | \$160,000 |                   |                   |

## Quarterly Grants Management Report

\*Reflecting Q4: October – December 2024 activity

### New Grant Awards (Q4 2024)

Total New Funding Secured: \$43,166

- **The Country Friends, FY 2025 Human Care Funding Request**, support for Valencia Park Elementary programs through healthy lifestyle initiative in partnership with Paddle for Peace (surf and science activities). Amount: \$10,000. Awarded: 12/17/2024.
- **Rancho Santa Fe Foundation**, 2024 Supporting Our Heroes Grant for programming at MFRC. Amount: \$18,166. Awarded: 12/3/2024.
- **Torrey Pines/Western Alliance Bank**, General Operating Support. Amount: \$5,000 Awarded: 11/26/2024.
- **The Rice Family Foundation**, support for Bridges to Success - Resource & Referral (R&R) Hub. Amount: \$10,000 Awarded: 11/6/2024.

### Declined Proposals

- **Office of Justice Programs (OJP) Community-Based Violence Intervention and Prevention Initiative Site-Based (CVIPI)** - San Diego Clean and Safe Coalition funding to prevent and reduce violent crime through comprehensive, evidence-based community violence intervention programs. Declined: 12/9/24.  
**Analysis:** Part of a highly competitive national funding pool (121 total applications); Selection Rate: 11.6% (14 funded proposals).
- **California Community Reinvestment Grants (CalCRG) Program FY 2024-25: PHASE 1** Support for enhancing services and addressing current staffing patterns within the CBT program, YAFW unit. Declined: 12/5/24  
**Analysis:** fierce competition for limited resources in Phase 2. Statewide Competition Scale: 410 applications; Funding Gap Analysis: \$668M requested vs. \$48M available; Success Metrics: Phase 1 scoring threshold of 9 (current application score: 6)

### Q4 Submitted (Pending) Proposals:

- **Stavros Niarchos Foundation–Global Grant Program LOI Request** enhancing harm reduction strategies and mental health initiatives for The Collective, ATOD. Submitted: December 18, 2024
- **IKEA San Diego - Community Involvement Program**, In-kind donations of products and/or equipment for First 5 First Steps and Military Family Resource Center. Submitted: December 13, 2024
- **Conrad Prebys Foundation - Prebys Sparx Initiative 2024:** Support for innovative solutions leveraging arts, culture, and nature to address mental health disparities and promote behavioral well-being among youth ages 0-25. School-based Family Support

Services Crawford & Lincoln HS with Valencia Park Elementary and ATOD youth engagement program component. Submitted: December 4, 2024

- **California Tobacco Control Program (CTCP)- [RFA 24-10095] Ending California's Tobacco Epidemic in Every Community:** Two proposals submitted for funding for *San Diego Smoke-Free Project* and *The Collective* (ATOD) to accelerate efforts through policy, system, and environmental change strategies. Submitted: November 8, 2024
- **California Coastal Commission WHALE TAIL® Competitive Grants Program 2024-25:** Support for Lincoln High School youth access to natural resources of the California Coast and its watersheds through education, stewardship, and outdoor experiences. Submitted: November 4, 2024.

### Upcoming Funding Opportunities

- **Dr. Seuss Foundation Early Education & Literacy Grant** - *Invitation-only opportunity in partnership with San Diego Foundation* to support family literacy programs at Hancock, Miller, and Field Elementary Schools. Due: [January 24, 2025](#)
- **Human Dignity Foundation Winter Grant Cycle** enhancing support around harm reduction strategies and mental health initiatives for The Collective (ATOD). Due: [February 14, 2025](#)
- **San Diego Chinese Women's Association Grant** supporting the Back 2 School Drive. Due: [March 31, 2025](#)
- **U.S. Bank Foundation - Community Possible Grant**, Programs advancing economic development tied to work, home, and play, focusing on addressing systemic economic barriers for the CE Unit's initiatives in early childhood health and development (*applications are due on a rolling basis*).
- **Department of Health and Human Services (HHS) Fatherhood FIRE Grant (ACF-OFA)** Comprehensive fatherhood initiative targeting adult fathers (18+) with children under 24, including community and post-incarceration populations. Program focus: marriage promotion, responsible parenting, and economic stability. Applying for Dads Corps. *Target due date: May 1, 2025.*
- **Department of Health and Human Services (HHS) - Relationships, Education, Advancement, and Development for Youth for Life (READY4Life), Administration for Children and Families (ACF-OFA) HHS READY4Life Grant** - Youth development initiative supporting marriage education, parenting, and career advancement: applying for Dads Corps. *Target due date: May 1, 2025.*
- **National Institutes of Health (NIH) - Tobacco, Alcohol, and Cannabis Policy Research for Health Equity (R01)**, ATOD & UCSD joint research project to promote responsible retail practices and expand "Stash Your Stash" public education campaigns for cannabis/tobacco harm reduction. *Target submission: June 5, 2025.*

### Upcoming Reports

- **Conrad Prebys Foundation - Real Connections for Youth Final Report** for the 2023 Real Connections program supporting Field Elementary and Lincoln High School. Due date: [1/29/2025](#)
- **PWC - 2023 Reimagine Grant Impact Report** for delivering social-emotional learning services at Field Elementary and Lincoln High School. Due date: [1/31/2025](#)
- **San Diego Foundation Early Childhood Initiative - 2024 Capacity Building Grant** for Early Childhood Center's *Creative Encounters: Best Practices to Boost Early Childhood Education* initiative. Mid-Project Update: [tentative 1/31/2025](#)

### **Submitted Reports**

- **The San Diego Foundation - Expanded Learning County Program Final Report**, 2023-2024 PRSO (Parent Student Resident Org) - Crawford Community Connection (CE). Submitted: 11/27/24
- **Bristol Myers Squibb - Federal Transparency Report**, 2024 Resource/Referral Hub Navigation & Emergency Financial Assistance Program Payments or Transfers of Value (POTV) documentation needed for the corporate funder to comply with the Federal Physician Payments Sunshine Act. Submitted: November 1, 2024
- **Price Philanthropies Foundation, General Operating Support Survey**, submitted: 10/8/2024
- **Price Philanthropies Foundation - Extended Day Program Annual Report**, 2023-2024 Grant designated for supporting the extended care program at San Diego public schools - CYD. Annual Report submitted on October 4, 2024.

## Fundraising – 4<sup>th</sup> Quarter of 2024 BOD Summary

### Network For Good

- Summary

|                 | \$ Amount   | # of Donations | # of Donors | Avg. Donation |
|-----------------|-------------|----------------|-------------|---------------|
| Individual      | \$43,828.00 | 164            | 139         | \$267.24      |
| Corporate       | \$40,098.36 | 26             | 19          | \$1,542.24    |
| Quarterly Total | \$22,856.00 | 104            | 91          | \$219.77      |
| FYE 25 Total    | \$83,926.36 | 190            | 158         | \$441.72      |

- FYE 25 Campaigns

|                      | \$ Amount    | # of Donations | # of Donors | Avg. Donation |
|----------------------|--------------|----------------|-------------|---------------|
| Play 4 SAY           | \$123,810.00 | 99             | 83          | \$1,250.60    |
| Holiday Hopes        | \$32,176.00  | 77             | 74          | \$417.87      |
| Back to School       | \$7,260      | 21             | 17          | \$345.71      |
| The Collective       | \$582.00     | 30             | 26          | \$19.40       |
| SDMFC                | \$1,425.00   | 5              | 5           | \$285         |
| Community Engagement | \$970        | 4              | 4           | \$242.50      |
| SAY SD Donation Page | \$4,246.00   | 21             | 18          | \$202.19      |

### Highlights

- We achieved an impressive 20%+ increase in revenue for Play 4 SAY
- Holiday Hopes also saw exceptional success, with a 25%+ increase in revenue

**ACTION**



**SAY San Diego**  
**Board of Directors**  
**Prospective Member Nomination Form**

***Dear Prospective Board Member:*** Thank you for your interest in SAY San Diego! Together, we aim high and strive to achieve our vision of opportunity, equity and well-being for all San Diegans. Across our organization, we share the belief that all San Diego children, youth, and families can achieve greatness – positive health, safety and security, creative and productive educational and occupational opportunities, and an overall high quality of life. This has been a guiding belief since SAY San Diego’s beginnings in 1971. It is our mission to partner with youth, adults, families and communities to reach their full potential.

SAY San Diego does not do this work alone. We are very fortunate to have robust collaborations with government at the county, state, and federal levels; with all branches of the military; with schools, faith institutions, philanthropic, nonprofit, and corporate partners; and with hundreds of talented individuals who give of their time as volunteers each year. Board members are a key part of this community collaboration. Board members hold the public stake in our nonprofit organization. Board service is voluntary and provides needed governance in the form of fiscal, legal, strategic and creative oversight to ensure SAY San Diego is effective, responsive and sustainable.

**Candidate Information**

|                           |                                                                    |
|---------------------------|--------------------------------------------------------------------|
| Full name:                | Carly Couture (Sheane)                                             |
| Home address:             | 4110 Tamilynn Ct, San Diego, CA, 92122                             |
| Home/mobile phone number: | 602-531-7904                                                       |
| Work phone number:        |                                                                    |
| E-mail address:           | <a href="mailto:carly@embarkwithus.com">carly@embarkwithus.com</a> |
| Employment/Position:      | Managing Director                                                  |



Please check-off any of the following skills or experiences that the candidate possesses:

- ☒ **X Business development**
- ☐ Community leadership
- ☒ **X Contacts, networking**
- ☐ Culturally diverse life experience
- ☐ Educational programming (early age to college)
- ☐ Equity, diversity and inclusion
- ☐ Evidence based practices
- ☐ Entrepreneurial, social enterprise
- ☐ Faith community leadership
- ☐ Practice of law/legal services
- ☒ **X Finance, accounting, insurance expertise**
- ☐ Fund raising, donors, philanthropy
- ☐ Human resources
- ☐ Media, public relations
- ☐ Public health
- ☐ Public policy, advocacy, social justice
- ☐ Real estate
- ☐ Research, data and/or evaluation
- ☐ Volunteer management, service enterprise
- ☐ Youth/family support partner
- ☐ Other, please say more if you wish:

Please confirm candidate agreement with the following board member requirements:

- ☒ Will attend Board meetings with the exception of extenuating circumstances.
- ☒ Will support the goal of 100% of board members giving to the organization with an annual cash contribution that honors the urgency of SAY San Diego's mission.
- ☒ Will be a vocal champion for SAY San Diego and to invite others to give their time and financial support to SAY San Diego.

### Narrative Questions:

- Please tell us how the candidate will contribute to advancing SAY's vision, mission and goals:

As a candidate for the board position, I am enthusiastic about contributing to SAY's vision, mission, and goals by utilizing my experience in business development, accounting, and auditing. I intend to harness my connections within the San Diego business community to elevate awareness of SAY's initiatives. By engaging with both current and prospective clients, I can effectively promote the organization's mission and motivate local businesses to participate in SAY's fundraising efforts. Additionally, I am looking forward to joining the Business Development Committee to generate ideas and implement strategies that will enhance unrestricted fundraising and discover new ways to involve businesses in supporting our mission.



With over a decade of experience as a CPA and public company auditor at PwC, I bring a strong background in accounting and auditing. This expertise can contribute to strategic financial insights and ensure the organization's resources are managed effectively to maximize impact.

Additionally, I am passionate about community involvement and believe in the power of collaboration to drive positive change. I am committed to fostering partnerships and exploring innovative opportunities that align with SAY's goals, ultimately helping to expand its reach and influence.

- Please describe the candidate's previous board and/or governance experience (if any) with (name or org):

None – This would be my first board and/or governance position.

- Please list past or present affiliations, organizations, educational experiences of note (e.g., membership, professional, civic):

- Certified Public Accountant (CPA), California
- Certified Public Accountant (CPA), Arizona
- Chartered Professional Accountant (CPA), Ontario, Canada
- ProVisors Candidate, set to join officially in January 2025

- How will the candidate help to promote and uphold SAY San Diego's commitment to equity, diversity and inclusion?



As a candidate for the board, I am deeply committed to promoting and upholding SAY San Diego's dedication to equity, diversity, and inclusion. I believe that fostering an inclusive environment is essential for driving meaningful change and ensuring that all voices are heard and valued.

In my professional experience, I have consistently advocated for diverse perspectives and equitable practices, recognizing that they lead to more innovative solutions and stronger communities. I will actively work to ensure that SAY San Diego's programs and initiatives reflect these values by supporting policies and practices that promote inclusivity and equal opportunities for all individuals, regardless of their background.

Additionally, I am committed to engaging with diverse communities and stakeholders to better understand their unique needs and challenges. By doing so, I aim to help SAY San Diego develop and implement strategies that are both inclusive and impactful, ultimately contributing to a more equitable society.

Please feel free to attach any additional information, including a bio and/or recommendations from others.

Submitted by: Carly Couture (signature)

Print

Name:

Carly Couture

**If not a self-nomination**, please provide nominator's phone number and email contact:

**Nominator:** Trisha Monteleon: (949) 572 1579; trisha.m.monteleon@pwc.com

Please submit via email to:

Nancy Gannon Hornberger, CEO: [nancy@saysandiego.org](mailto:nancy@saysandiego.org)

Or by mail:

Nancy Gannon Hornberger, CEO at the address in the footer below.

# DISCUSSION



## SAY San Diego - Compliance Plan Summary

### Overview

Social Advocates for Youth San Diego (SAY San Diego) shall **conduct its business in accordance with applicable laws and regulations** and consistent with the SAY San Diego code of conduct/ethics and shall **ensure such conduct through the administration of a compliance program**. Employees, **board members**, volunteers, and interns are **expected to adhere to this Compliance Plan** as it relates to their specific function within the organization.

#### The Compliance Program/Plan:

- Establishes a **code of conduct** and written policies and procedures
- Assigns **compliance monitoring** efforts
- Develops **training and education** for **board** and staff concerning the compliance program
- Conducts regular **internal monitoring** and auditing
- Develops **accessible lines of communication** to keep **board** and staff aware of compliance activities
- **Responds appropriately to detected violations** including prompt corrective action
- Establishes **standards** that ensure the **board** and staff are aware that compliance is taken seriously and violations will be dealt with consistently

### Code of Conduct

It is the policy of SAY San Diego that the organization's **business be conducted according to high ethical standards**. The various elements of the Code of Conduct are embedded in various agency manuals, and address the following:

- Legal compliance
- Quality of care
- Confidentiality
- Health Insurance Portability and Accountability Act (HIPAA)
- Valuing the SAY San Diego workforce
- Conflicts of interest
- Business relationships
- Protection and security of assets

### Compliance Monitoring Systems

The monitoring and oversight of the compliance program is conducted by these responsible parties: the **Board of Directors**, the Compliance Committee, the Privacy and Security Officers, and management.

- The **Compliance Committee**, combined of staff and **board members**, under the supervision of the CFO and the Privacy Officer, monitors the agency-wide compliance program which includes assessing all areas of risk management within the agency.
  - The **Board of Directors'** obligations with respect to agency compliance arise within the oversight function to assure that SAY San Diego carries out responsibilities and complies with the law.
- The **Board of Directors** has the authority to investigate, act on, and/or resolve any compliance issues relating to SAY San Diego.

### Training, Education, and Communication

- The Privacy Officer works with the Compliance Committee, Executive Team, and management to provide a **systematic training program** that introduces, enhances, and maintains awareness of policies among all SAY representatives.
- All staff receive **mandatory training upon hire**, with subsequent **annual training thereafter**, and as needed.
- **At least annually, the Board of Directors receive training** concerning the Code of Conduct and the standards for compliance.

## Internal Monitoring Processes

- At least annually, each program and subcontractor are reviewed for compliance with SAY standards, and with legal and regulatory requirements, to include a sample of participant service records and corresponding invoices.
- On-going monitoring includes review of contracts/agreements, financial claims/processes, and staff screenings/clearances.
- The **Board of Directors** receives a **summary report of compliance activities** at least quarterly.
- Any **substantive breaches** of policy, statute or regulation **shall be reported in writing and presented to the board.**

## Reporting of Suspected Compliance Issues

- SAY San Diego maintains an **open-door policy** with respect to receiving any and all information regarding suspected non-compliance of billing, contractual, and statutory requirements, and/or ethical standards.
- SAY San Diego staff **must report any activity which they believe is in violation** to the applicable unit VP, applicable program manager, and Privacy Officer.
- The identity of the individual reporting such information shall be held confidentially, and the individual shall not experience retaliation.

## Response, Modification, and Disciplinary Standards

- All **violations are documented.** In all cases, the Privacy Officer can seek assistance from the Compliance Committee and the **board**, if appropriate.
- In more **severe cases**, the Privacy Officer **shall request assistance from the board** in determining a response.
- Any representative **engaging in a violation** of any law or regulation may be **disciplined.** The standards shall be consistently enforced through disciplinary proceedings and sanctions. These may include informal reprimands, formal reprimands, demotion, financial penalties, suspension, and termination.

## Government Investigations

- SAY San Diego shall fully comply and **cooperate with any appropriate request by a government agency.** The Privacy Officer will notify the CEO, Compliance Committee and/or **board**, as appropriate to the circumstances of the request.

## FOR MORE INFORMATION AND/OR TO REPORT KNOWN OR SUSPECTED NON-COMPLIANCE:

- See complete **Compliance Plan** [HERE](#).
- See **HIPAA Policies** [HERE](#).

## Contact Information

- **Privacy Officer:** Jenny Lambert, Senior Director, Monitoring and Evaluation  
Email: [jlambert@saysandiego.org](mailto:jlambert@saysandiego.org) | Phone: 858-715-2404
- **Security Officer:** Ben Mortenson, Director, Information Technology  
Email: [bmortensen@saysandiego.org](mailto:bmortensen@saysandiego.org) | Phone: 858-715-2413
- **Confidential Compliance Hotline** (maintained by the Privacy Officer): Phone: 858- 565-4148 Ext. 228
- **California State Attorney General's Whistleblower Hotline:** 1-800-952-5225  
The Attorney General will refer calls to the appropriate government authority for review and possible investigation.
- **For Board information**, contact Allie Lindsley, Senior Manager, Administration:  
Email: [alindsley@saysandiego.org](mailto:alindsley@saysandiego.org) | Phone: 858-715-2442