

SAY SAN DIEGO Board of Directors' Meeting

April 15, 2025: 4 to 5:30 pm

Virtual Meeting Held on Zoom

<https://saysandiego-org.zoom.us/j/88364534167>

Meeting ID: 883 6453 4167

Passcode: AprilBoD25

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 March 2025

Strategy and Development Report

Special Vote by email Minutes

Grants/Fundraising Report

Mission Moment

2025 Employee Anniversary Awards Save Date

Financial Report

4:05 pm – ACTION ITEM:

1. **Presentation of FY 23/24 Audit** (Trisha Monteleon, Audit Committee, Bobby LaCour, Auditor)
 - Brief Intro
 - FY23/24 Independent Audit
 - Q&A – Vote(s) to Accept

4:25 pm – DISCUSSION ITEMS:

1. **Executive Team Updates (1 win & 1 challenge)**
 - a. Child & Youth Development (Chris)
 - b. Community Engagement (Kevin)
 - c. Finance (Jane)
 - d. People & Culture (Lisa)
 - e. Grants & Fundraising (Mary)
 - f. Strategy & Development (Joe)
 - g. Youth, Adult, Family Wellness (Kelly)
2. **Update on Schedule: Budget, Staff Retreat, Board Retreat, Strategic Plan** (Louie)
3. **Finance Committee Report** (Jane)

4:50 pm – CLOSED SESSION:

1. Give Get Policy (Louie)
2. Transition Update (Louie)

5:30 pm ADJOURN

NEXT MTG: Tuesday, May 20, 4 pm to 5:30 pm on Zoom

CONSENT

SAY San Diego, Inc.
Board of Directors' Meeting
4775 Viewridge Ave. San Diego, CA 92123
March 18, 2025
Minutes

Vision

Opportunity, equity, and well-being

Mission

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

**Powerful
Impact Goals**

Child and Youth
Development

Youth, Adult and
Family Wellness

Community
Engagement

SAY San Diego's Strategic Priorities 2022-2025

- 1) Equity, Diversity and Inclusion:** We will ensure that equity, diversity and inclusion actions are visible and broadly inclusive, to produce structural, anti-racist changes within SAY San Diego, across our spheres of influence, and in the systems and communities where we work.
 - 2) Communications:** We will strengthen and support all staff, board members and partners to confidently talk about SAY San Diego's overall results and mission.
 - 3) Leveraging Resources:** We will improve our comprehensive approach to whole person and whole family care by implementing a SAY San Diego resource and referral hub.
 - 4) Sharing Expertise:** We will actively share staff expertise in healthy living and healthy relationships across our communities, partners and workforce.
-

Board members present: Omar Baza, Theresa Carter, Carly Couture, Sara Hyzer, David Kern, Tibyasa Matovu, Danielle Pena, Barbara Ryan, Janie Wardlow

Regrets: Trisha Monteleon

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

Guests: None

Minutes taker: Allie Lindsley

Quorum Present? Yes, 11 of 12

PROCEEDINGS

The meeting was called to order at 12:01 pm by President, Theresa Carter

CONSENT ITEMS

Approved March Consent items include:

- Board Minutes February 2025
- Mission Moment
- Fiscal Summary Report for FY 24-25
- Strategy and Development Report
- Grants/Fundraising Report

*On a motion by **Sara** and a second by **Barbara** the **March 2025 Consent Items** were approved by unanimous consent. (11 in favor, 0 oppose)*

ACTION ITEMS:

Resolution of the Board of Directors - Banking Signatories – Jane Drover presented the Resolution for additions and removals of signatories to the Torrey Pines Bank account. Resolution of the Board of Directors of Social Advocates for Youth, San Diego, Inc.

Be it resolved, that effective this day, Tuesday March 18, 2025, the Board of Directors of Social Advocates for Youth, San Diego, Inc., hereby approves the following changes to the corporate banking account held with Torrey Pines Bank ending in 7540:

Addition of Authorized Signatories:

Luong (Louie) Nguyen - Chief Executive Officer

Mary Baum -Associate Vice President

Lisa Bridges -Associate Vice President

Removal of Authorized Signatories:

Nancy Gannon Hornberger – Former Chief Executive Officer

Continuation of Authorized Signatories:

Joseph Buehrle

Jane Drover

Christine Jewell

*On a motion by **Omar** and a second by **Dave** the **Banking Signatories Resolution** was approved by unanimous consent. (11 in favor, 0 opposed)*

DISCUSSION ITEMS:

Board Committee Updates–

Risk & Opportunities Committee – The committee is in process of reviewing our funding. To date we have seen a small cut of \$150k grant for tobacco prevention that was reduced 25% this quarter. This grant will be monitored each quarter for sustainability. The Valencia Park healthy start grant is 100% federal pass through to the County. Kevin's unit has excess revenue in another grant to cover this program should more cuts come. We expect it will be a harsher

impact next fiscal year. The committee is continuing to track funding sources and potential cuts.

Fundraising – Tibyasa has been working closely with Mary to set fundraising goals. Stretch goals include increasing unrestricted giving 20%, increasing Play 4 SAY revenue by 50%, and increase corporate support/number of corporate partnerships.

Louie’s welcome event will be held on Thursday 4/10 at the home of Theresa Carter. This event is a wonderful opportunity for donors, foundations, and partners to meet Louie, along with our Board, leadership team. WE aim to elevate the visibility of the organization, increase awareness, and introduce SAY to new potential supporters. Tibyasa has generously stepped up and sponsored ½ of the event with a \$1500 contribution. We hope to have 100% board funding of this event. It is a great opportunity to give for board members who have not made their fiscal year 24/25 giving.

Finance Committee – The committee did not meet this month due to scheduling conflicts. A full summary of activities can be found in the board report. Our cash position is strong and our receivables are current. We are showing an excess due to our investments, however our operation budget is in a small deficit. Our Child and Youth Development funding from Extended Learning Opportunities department at SDUSD is stable and guaranteed through 2027. Board Treasurer noted that we have jumped from a \$21M budget to a \$30M budget due to an increase in programming and additional ELO revenue through PrimeTime.

Executive Team Updates –

Chris Jewell (Child & Youth Development) – WIN: The Marvin Elementary afterschool program increased their licensed capacity by 40 students this month. This enabled families to enroll in the program after being on the waitlist. CHALLENGE: Multi Family Housing developers would like to partner with SAY to open up childcare centers in their housing developments. This is a great opportunity as the developer will provide the space, however, SAY would need to build out the space and get it licensed, which is costly without revenue coming in.

Community Engagement – WIN: Crawford Community Connection received a 2 year extension on their OCAP grant. CHALLENGE: With the current administration in place, there may be cuts to Community Organizing. Start to explore using the boards voice to advocate for funding with decision makers and legislators. Kevin will work with board members interested in advocating on behalf of SAY.

People and Culture – WIN: Rolling out protocols to support staff who may encounter ICE at their programs/sites. CHALLENGE: Workforce is concerned for their jobs, families and clients in the current political climate. HR is sharing resources including, Employee Assistance Program (EAP), qualifications for leave of absence, and space for employees to share their concerns.

Finance – WIN: New Accounts Receivable Clerk is on board. CHALLENGE: The 25 Salary Survey was returned to Jane and Lisa and the salaries we currently pay are quite deflated in comparison to the survey data. We are not currently in the 25% for staff. The team has begun analysis of the data and will drill down in future meetings as we begin budgeting for fiscal year 25/26.

Youth, Adult, Family Wellness – WIN: Neighborhood Networks program secured permanent

housing for 14 homeless clients in January/February. CHALLENGE: FFPSA funds are federal and future billing is not guaranteed.

The board meeting was adjourned at 12:29 pm by Theresa Carter, President. The board met for a closed session. Closed session notes are filed and available at board member request.

Next meeting: April 15, 2025 virtual on Zoom

Trisha Monteleon, Secretary

Date



Resolution of the Board of Directors of Social Advocates for Youth, San Diego, Inc.

Be it resolved, that effective this day, Tuesday March 18, 2025, the Board of Directors of Social Advocates for Youth, San Diego, Inc., hereby approves the following changes to the corporate banking account held with Torrey Pines Bank ending in 7540:

Addition of Authorized Signatories:

- Luong (Louie) Nguyen - Chief Executive Officer
- Mary Baum – Associate Vice President
- Lisa Bridges – Associate Vice President

Removal of Authorized Signatories:

- Nancy Gannon Hornberger

Continuation of Authorized Signatories:

- Joseph Buehrle
- Jane Drover
- Christine Jewell

This resolution passes with a majority vote as certified by the Corporate Secretary's true signature below.

A handwritten signature in blue ink, appearing to read "Trisha Monteleon", is written over a horizontal line.

Trisha Monteleon

A handwritten date "3/18/2025" in blue ink is written over a horizontal line.

Date

SAY San Diego, Inc.
Board of Directors'
April 1, 2025 Special Vote by Email
Minutes

Board members present by email: Omar Baza, Theresa Carter, Carly Couture, Sara Hyzer, David Kern, Tibyasa Matovu, Trisha Monteleon, Louie Nguyen, Danielle Pena, Barbara Ryan, Janie Wardlow

Regrets: None

Minutes taker: Allie Lindsley

Quorum Present? Yes, 12 of 12

ACTION ITEM

We are seeking approval to apply for \$12,000 in funding through the County Community Enhancement Program, offered by Supervisor Montgomery Steppe, District 4. These funds will support the planning and coordination of 4 events/campaigns: San Diego Unity Games, Light Our Way, The Collective activities at Pride, and Dia de los Muertos in City Heights. In order to proceed, we require a Board Resolution granting us permission to submit this application.

Please find the resolution language in the attached document, which states that the Board: *Approves the filing of an application with the County of San Diego for Community Enhancement Program funding during the current fiscal year.*

County Community Enhancement Program Grant Application was approved by email consent. (7 in favor)

CONSENT ITEMS

Approved February Consent items included:

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

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

ACTION ITEMS:

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

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

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

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

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

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

DISCUSSION ITEMS:

Executive Team Updates–

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

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

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

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

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

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

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

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

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

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

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

Committee Updates–

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

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

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

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

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

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

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

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

Calendar Check:

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

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

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

Trisha Monteleon, Secretary

Date

Learn more about **City Heights Safe and Clean Coalition!**

The City Heights Clean and Safe Coalition mobilizes *Promotoras* and youth in policy education and advocacy that is built on culturally relevant approaches. These efforts lead to the prevention of alcohol, tobacco, and other drug (ATOD) related issues and improve cleanliness and safety of the community. The City Heights Clean and Safe Youth Group meets on the first and third Thursday of each month!

**CITY HEIGHTS
YOUTH
ADVOCATES**

OUR COALITION EMPOWERS CITY HEIGHTS YOUTH THROUGH
ADVOCACY AND LEADERSHIP TO ENHANCE SAFETY AND
CLEANLINESS IN CITY HEIGHTS. WE UNITE YOUNG PEOPLE TO CREATE
LASTING POSITIVE CHANGE

**JOIN
NOW!**
AGES 14-18

MEETINGS ON THE
1st and 3rd THURSDAY
of EVERY MONTH
FROM 4:00PM-5:30PM
4275 EL Cajon Blvd.
San Diego, CA 92105

- ★ VOLUNTEER HOURS
- ★ NETWORKING
- ★ INCENTIVES
- ★ HELP YOUR COMMUNITY
- ★ GET IT DONE REPORTING

If you're interested or have questions, contact us at (619) 379-6221

A project of SDP San Diego, partially funded by the Strategic Communities Support Program and Pilsa Wellstar.org.

FISCAL SUMMARY REPORT FOR FY 24-25 – AS OF 2/28/25

Revenue and Expense Summary with PY Comparatives:

	CYTD Actual 2/28/25	PYTD Actual 2/29/24	% Change CYTD to PYTD	CYTD Budget 2/28/25	% Variance CYTD Actual to CYTD Budget
Revenue	\$19,765,000	\$21,815,000	-9%	\$19,860,000	0%
Expenses	\$19,631,000	\$20,744,000	-5%	\$20,004,000	-2%
Operational Excess	(\$240,000)	\$725,000	-133%	(\$224,000)	7%
Nonoperational Excess	\$374,000	\$345,719	8%	\$80,000	368%
Net Excess	\$134,000	\$1,070,719	-87%	(\$144,000)	193%

CYTD=Current Year-to-Date

PYTD=Prior Year-to-Date

Notes: While SAY San Diego is showing an operational loss, this is consistent with the approved annual budget. The modest net total net excess exceeds the YTD budget by just under 200%.

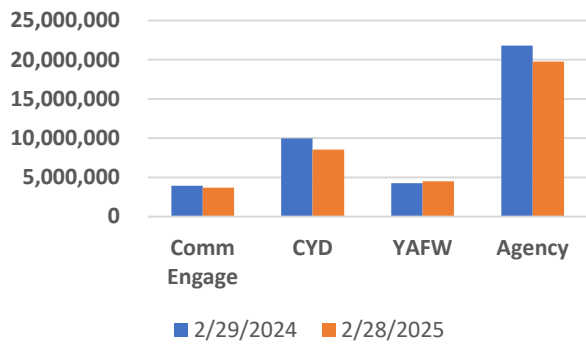
Key social enterprise and performance-based programs (excluding cost for reimbursement contracts):

	CYTD Actual 2/28/25	PYTD Actual 2/29/24	% Change CYTD to PYTD	CYTD Budget 2/28/25	% Variance CYTD Actual to CYTD Budget
Fee-Based Extended Learning	759,000	861,856	-12%	745,000	2%
Fee Based Preschool	(11,000)	31,000	-135%	17,000	-165%
Performance Based Contracts	88,000	90,000	-2%	90,000	-2%

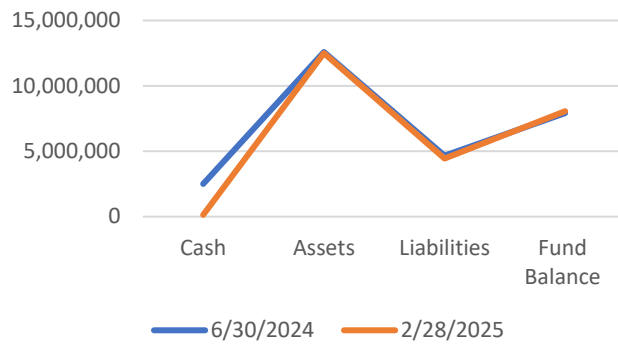
Statement of Financial Position Summary with Prior Year-End Comparatives:

	CYTD Actual 1/31/25	Year-End 6/30/24	% Change	\$ Change
Available Cash	\$1,333,000	\$2,500,000	-47%	(\$1,167,000)
Short Term Assets (what we have)	\$10,955,000	\$11,048,889	-1%	(\$93,889)
Short Term Liabilities (what we owe)	\$3,103,000	\$3,332,000	-7%	(\$229,000)
Fund Balance (net worth)	\$8,000,000	\$7,900,000	1%	\$100,000

YTD Revenue : Current Year vs. Prior Year



Financial Position : Current Year vs. Prior Year-End



Notes: Three of four contracts that ended at 6/30/24 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, coupled with the loss of a fee-based site is reflected in CYD's slight decrease in overall revenue YTD.

Strategy and Development – April 2025 Updates

Communications:

- See BOD Report attached.

Resource Development:

- See BOD Report attached.

Monitoring & Evaluation

Data & Evaluation

- SAY San Diego Key Performance Indicators Overview and agency wide summary in development.

Compliance & Monitoring

- No data breaches or security incidents were reported this past month.

Equity, Diversity and Inclusion:

- Facilitated 2 EDI Foundations Trainings (223 staff have attended)
- Attended Training, Policy and Procedure, and LRAT Committee
- Facilitated Masculinity Education Group
- Presented 2024 EDI Consultations and Conversations Data to Executive Team
- EDI Department Consultations & Conversations Infographic Summary completed. See attached below.

Resource and Referral Hub:

- Established referral pathway between Neighborhood Networks and Koinonia Health
- Met with Guajome Schools to promote programming at their schools
- Updated count of Resources & Events shared via Resource Newsletter to include April. Numbers are from items shared so far in 2025 (Jan-April)
 - Resources: 163 (127)
 - Events: 128 (95)

SAY San Diego Board of Directors

Risk and Opportunity Ad Hoc Committee

March 2025 Update

Purpose Statement: Provide current information on the latest known and potential impacts related to the Federal Executive Orders; and how SAY is being proactive to respond mitigating risks.

- Board of Directors Participants: Janie Wardlow, Dani Pena, and Louie Nguyen
- Staff Participants and Role:
 - Kevin O'Neill, VP of Community Engagement: Convening the program focused Immigration Action Team.
 - Jane Drover, CFO: Compliance Committee and Finance Committee representative
 - Joe Buehrle, VP of Strategy and Development, Committee Co-Chair.

Actions and Updates:

- Common documentation repository/ SharePoint folder set up to save and track up to date information regarding Federal Executive Orders maintained [HERE](#).
- Jane Drover and Joe Buehrle meet with BOD member Dave Kern to review and demo the custom APP he created to track and map how a given SAY San Diego focused “summary prompt” can be run through the APP to rate language and give an unbiased glance rating on how much the EO may impact SAY San Diego in the following:
 - Relevance - how much it relates to SAY
 - Correspondence – Positively impacts
 - Divergence - Negatively impacts
- Risk Assessment completed to determine known immediate concerns:
 - SAY San Diego legal and compliance concerns/vulnerabilities? **Low**
 - Be targeted for proactive federal oversight? **Low**
 - Reduction in pass through federal funding? **Low**
 - Reauthorization/re-procurement of current funding/contracts in a future cycle? **Medium**
 - Reduction in new opportunities to pursue direct federal funding? **Medium**
 - Potential impact of precieved unknowns, rhetoric, etc. on SAY culture? **High**
 - Discussion: Change the language for our culture? How do we hold ourselves accountable to internal and external language. “Code switch” where needed but stay true to who we are and continue the work?
 - Action: Host expanded conversation at the April Program Network to include:
 - Q & A “Townhall” – Risks, Rumors and Response?

- Updates related to the Executive Orders' challenges and opportunities.
 - What questions, concerns or rumors do you have or are we hearing?
- Discussion – Refocus & Reground. Mission & Vision Commitments – SAY San Diego culture/values/identity.
 - Why do you do what you do?
 - What inspires you in your work?
 - Observed and/or aspirational, how does SAY's culture align?
- Internal review of DEI focused documents and framing of Director of EDI position completed. External review completed and updated statement located on website [HERE](#).
- Internal Immigration Action Team completing set up of organizational protocol, subgroups unit/program specific practices.
 - Staff sub-workgroups completed scenario planning and developing protocols and training to cover the following:
 - Home Visits
 - SAY San Diego office locations and entry points
 - School Sites hosting preschool and extended day programs.
 - Protocols and process being sent for legal review and finalized.
 - Expanded staff training to be scheduled in April.



2024 SAY EDI Department Consultations & Conversations

In 2024, there were a total of 137 EDI engagements, averaging approximately 2.83 engagements per week.



EDI Department Pillars

- Pillar 1 Learning and Development
- Pillar 2 Program Curriculum and Policy
- Pillar 3 Organization Policy and Practices
- Pillar 4 Community Engagement



Engagements by Topic

- Race and Ethnicity
- Gender
- General EDI Topics (Election Stress, Working with Clients & Staff)



Engagements by Units

- 19% Administration
- 20% Youth, Adult, and Family Wellness
- 28% Community Engagement
- 33% Child and Youth Development



Engagements by Level of Staff

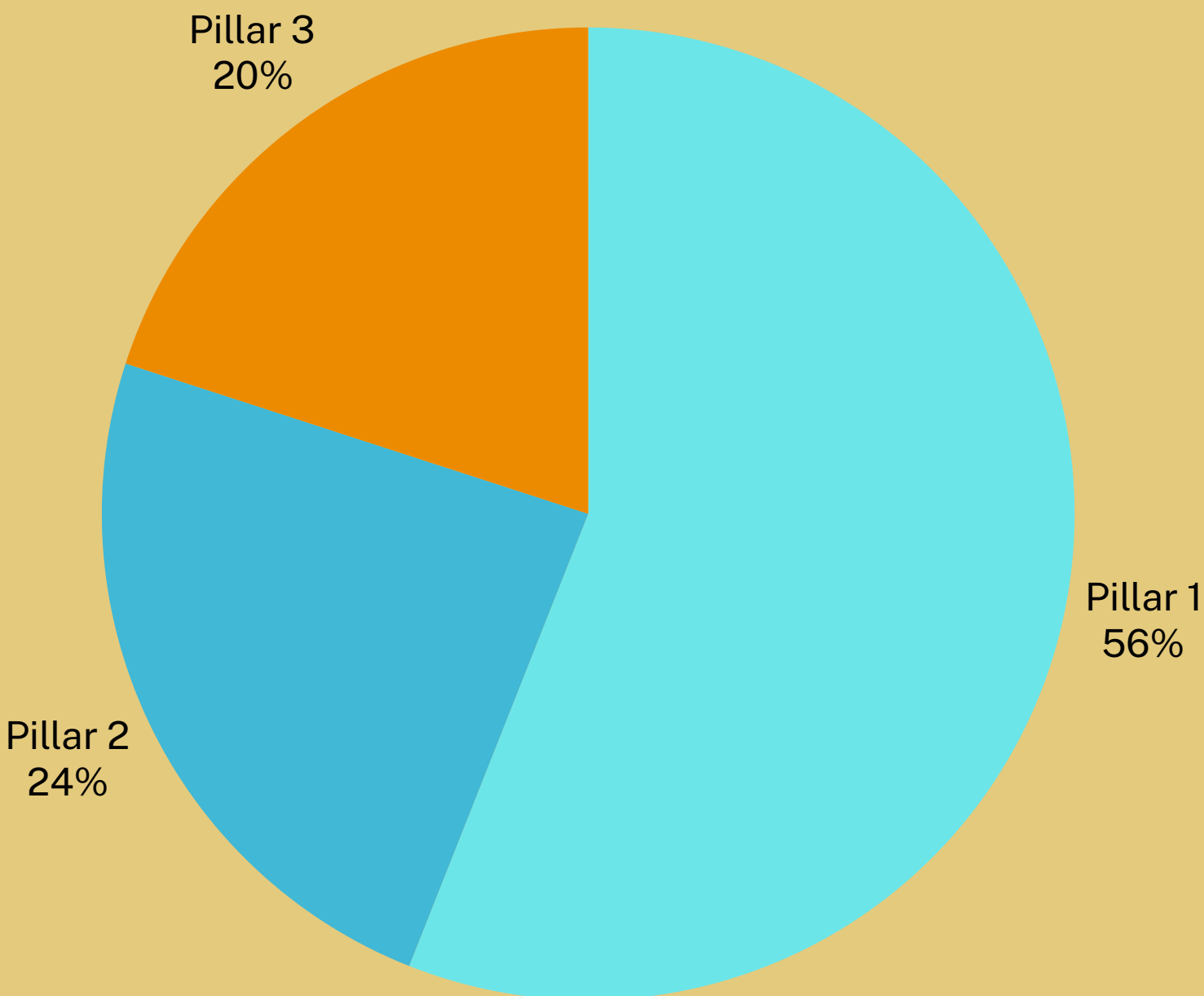
- 19% from Directors & VP's
- 20% Supervisors & Managers
- 61% Line Staff



Q1 2024
16 engagements
1.2 per week



Q1 2025
53 engagements
4.1 per week



Communications – March 2025 BOD Summary

Digital Footprint

- Facebook:

<u>Page Likes/Fans</u>	<u>Accounts Reached</u>	<u>Page Visits/ Views</u>	<u>Page Followers</u>
- Mar: 2,839 likes +0.18% (+5)	- Mar: 822 -91.8% (-7,494)	- Mar: 3,638 views -72.6% (- 9,639) - Mar: 425 visits -4.5% (- 20)	- Mar: 3,198 + 128.6% (+16)

- LinkedIn:

<u>Followers</u>	<u>Page Visits</u>	<u>Impressions</u>	<u>Engagement</u>
- Mar: 3,495 +2.34% (+82)	- Mar: 640 page views +19.4% (+104) 277 unique visitors +30.1% (+64)	- Mar: 4,628 -79.7% (- 18,169)	- Mar: 184 reactions +138.96% (+107) 5 comments 0% (+5) 5 reposts 0% (+5)

- Instagram:

<u>Followers</u>	<u>Accounts Reached</u>	<u>Engagement</u>
- Mar: 1,785 followers +3.48% (+60)	- Mar: 4,658 -27.16% (-1737)	- Mar: 375 profile visits +45.91% (+118) - Mar: 363 content interactions -5.71% (-22)

- YouTube:

<u>Subscribers</u>	<u>Views</u>	<u>Watch Time</u>
- Mar: 41 subscribers +0% (+0)	- Mar: 74 views -5.13% (-4)	- Feb: 1.3 hours -13.33% (-0.2)

- Raisers Edge – Email Blasts

<u>Open Rate</u>	<u>Click Rate</u>	<u>Audience</u>
- Mar: 22.25% -43.67% (-17.25) 3,398 opens +8.9% (+280)	- Mar: 0.9% +0% (+0) 142 clicks 100%(+71)	- Mar: 7648 recipients -3.1% (-241)

KWSM Digital Marking Company Key Findings

Google Analytics/SEO

- Total website traffic increased with more visits from organic search (SEO) and referral sources. Average session duration and conversion count improved across all traffic sources.

Social pulses

- Instagram gained 60 new followers, and LinkTree drove 28 sessions to the website. The top post was pictures from SAY events to celebrate International Women's Day, which garnered 42 likes.
- Facebook gained 16 new followers this month, and the top post was of Louie and the SAY team having coffee. We recommend snagging more pictures like these regularly to show the faces of SAY.
- LinkedIn gained 82 new followers and had a 31% increase in post clicks. The top post was the photo of Louie speaking at the Lunar New Year Proclamation.
- The top YouTube video was of Positive Social Norms, which had an average view duration of nearly 3 minutes.

Highlights

- 3 Corporate Partnership requests: Friends of Dana and Correia, San Diego Dons WPSL, and Meals on Wheels San Diego County, as well as 1 Onsite Childcare consultation request from Daniel Lee.
 - Most of these conversions come from organic search, which shows that SEO efforts are reaching the target audience.
- Year-over-year (YoY) site metrics are looking strong, with noticeable increases in traffic from SEO, referral sources, and social media posts.
- The Dads Corps program page had 40% more sessions this month, following KWSM's meta optimizations on that page.

Upcoming/Recommendations

- Our focus in April is to continue optimizing specific, seasonal program pages, including Spring Camps and Summer Camps.
- No campaigns required ads this month. In April, KWSM will submit an ads strategy to promote Play 4 SAY
- KWSM will submit a website and brand messaging audit, a Thought Leadership program for SAY's leadership team members, and a Play 4 SAY 2025 campaign timeline to SAY in April.
- Launch new Spring and Summer Camps pages to increase SEO traffic and STEAM Camp downloads.
- We recommend creating an "Engaged Contacts" list in Raiser's Edge to help improve email marketing open rates.
- Once created, add Welcome Event video to YouTube with an SEO-optimized title and description.

SAY San Diego

Grants Board Report – March 2025

Comprehensive grant activity through March 31, 2025

AWARDED:

- **Western Alliance/Torrey Pines Bank Community Grant**, General Operating Support. Amount: \$15,000. Awarded: 3/25/2025.
- **Human Dignity Foundation Winter Grant Cycle** for The Collective (ATOD) to support participation in the 2025 San Diego Pride events, including Early Bird Festival Booth and Pride Parade entry. Amount: \$3,000. Awarded: 3/16/2025.
- **Price Philanthropies Foundation Grant** supporting the 2025 Light Our Way graduation banners in City Heights. Amount: \$1,000. Awarded: 3/11/2025.
- **Dr. Seuss Foundation Early Education & Literacy Grant** - *Invitation-only opportunity in partnership with San Diego Foundation* to support family literacy programs at Valencia Park, Perry, Miller, Field Elementary Schools, and MFRC playgroups. Amount: \$35,000. Awarded: 3/5/2025.
- **Price Philanthropies Foundation** - Funding awarded for unrestricted operational support. Amount: \$60,000 one-year grant. Awarded: 2/7/2025.
- **California Tobacco Control Program (CTCP)- [RFA 24-10095] Ending California's Tobacco Epidemic in Every Community:** Funding for *The Collective (ATOD)* to accelerate efforts through policy, system, and environmental change strategies. Amount: \$ 870,000 (\$290,000/per year for 3 years) running July 2025- June 2028. Notice of Intent to Award: 2/4/2025.
- **Busyhead Project Fund - administered by the Vermont Community Foundation**, General Operating Support. Amount: \$5,906.07. Awarded: 1/16/2024. **Per donor request, this grant will remain confidential and listed publicly as 'anonymous.'*
- **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.
- **PwC Foundation - Reimagine Grant**, expanding & enhancing the STEAM Hub Club program, CYD. Amount: \$25,000. Awarded: 9/20/2024
- **Walter J. & Betty C. Zable Foundation**, Military Family Resource Center programs. Amount: \$50,000. Awarded: 9/4/2024
- **Northrop Grumman Charitable Grant**, SAY STEAM Hub Club - CYD, Amount: \$5,000 Awarded: 7/16/2024

- **David W. Hearst, Jr. Foundation**, Military Family Resource Center-Family Mental Health Programs. Amount: \$20,000. Awarded: 6/20/2024. **Per donor request, this grant will remain confidential and listed publicly as 'anonymous.'*
- **County of San Diego, Prevention Hub** – Funding for care navigation, needs assessment for families, *Community Pathway Eligibility* screening, and *Community Information Exchange* system onboarding, in partnership with 211 San Diego & YMCA, Notice of accepted SOW posted on 6/24/2024. Total 5-year contract maximum approved by County for \$ \$9,209,462.
- **San Diego Foundation-'24 ECI Capacity Building Grant**, applying for Early Childhood Center's Creative Curriculum improvements and staff professional development. Amount:\$25,000. Awarded: 6/12/2024
- **San Diego Women's Foundation**, School-based mental health program, *Youth Adult and Family Wellness*. Amount: \$75,000. Awarded: 5/28/2024
- **San Diego Chinese Women's Association**, Back to School Gift Card Program, \$1,000. Awarded: 5/1/2024.
- **State of California Natural Resources Agency, Youth Community Access**. Funding to provide youth field trips to natural and cultural resources and training to conduct community needs assessments addressing challenges impacting youth wellbeing. Amount: \$237,156. Awarded 4/8/2024.
- **The Conrad Prebys Foundation: Youth Mental Health Innovation & Scaling Initiative**. For expanding mental health services to Miller Elementary through the Military Family Resource Center, \$125,000 each year for two years (total \$250,000). Awarded 4/3/2024.
- **Opening the Outdoors [San Diego Foundation]**, Multi-year grant continuation, Real Connections to the Outdoors Project- Field Elementary and Lincoln HS, \$37,000. Awarded 3/26/2024.
- **Hervey Family Fund [San Diego Foundation]**, Resource and Referral Hub, Bridges to Success Program, \$25,000. Awarded 3/22/2024.

DECLINED:

- **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. Requested Amount: \$1 million. Declined: 3/26/2025
- **Kaiser Permanente San Diego Community Health Grant**, *Real Connections for Youth* at Lincoln HS for evidence-based programming improving school performance and supporting school & family connectivity. Requested Amount: \$99,000. Declined: 3/10/2025
- **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. Requested Amount: \$50,000 Declined: 2/6/2025
- **California Tobacco Control Program (CTCP)- [RFA 24-10095] Ending California's Tobacco Epidemic in Every Community:** Funding for *San Diego Smoke-Free Project* to accelerate efforts through policy, system, and environmental change strategies. Amount: \$900,000 over 36 months (\$300,000/per year). Declined: 2/4/2025

- **Stavros Niarchos Foundation–Global Grant Program LOI Request** enhancing harm reduction strategies and mental health initiatives for The Collective, ATOD. Declined: 1/29/2025
- **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.
- **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
- **2024 Sober Truth on Preventing Underage Drinking Act (STOP Act) Grant**, Substance Abuse and Mental Health Services Administration (SAMHSA), Center for Substance Abuse Prevention (CSAP), Applying for ATOD: *City Heights Clean & Safe Coalition and What I Wish My Parents Knew Program Implementation*. Declined: 9/6/24.

PENDING (SUBMITTED):

- **CA State Commission for Behavioral Health, 0-5 Maternal Behavioral Health Initiative** to support SAY San Diego as a subcontractor in two partnerships with Rady Children's Hospital (\$50K for training and workforce development, Strategy & Development/EDI) and YMCA of San Diego County (\$100K for MFRC to expand home visiting). Requested Amount: \$150,000. Submitted: March 28, 2025.
- **San Diego Chinese Women's Association Grant** supporting the Back 2 School Drive. Requested amount: \$1,300. Submitted: March 28, 2025
- **San Diego Foundation Mental Health Service Expansion Grant** supporting social-emotional learning services at Lincoln High School. Maximum request amount: \$50,000. Submitted: March 27, 2025
- **Citi Foundation - Global Innovation Challenge:** to support bridge funding for the Dads Corps Alumni program, youth 15-24 workforce & employability training. Requested Amount:\$500,000 total (\$250,000 per year for 2 years). Submitted: March 18, 2025
- **Robert Wood Johnson Foundation Local Data for Equitable Communities** funding for Tobacco License Program to collect community input, educate retailers, and develop public information materials. Requested Amount: \$50,000 (for 9 months). Submitted: March 18, 2025.
- **2025 Sober Truth on Preventing Underage Drinking Act (STOP Act) Grant, Substance Abuse and Mental Health Services Administration (SAMHSA)**, Applying for ATOD: Implementing Operation Backpack Starts at Home to Reduce Youth Alcohol Access in Social Settings Using the Positive Community Norms Framework. Requested Amount: \$60,000. Submitted: March 17, 2025
- **Strategic Prevention Framework - Partnerships for Success for Communities and Tribes, Substance Abuse and Mental Health Services Administration (SAMHSA)** for implementing evidence-based strategies to reduce youth access to alcohol, marijuana, and synthetic drugs through the San Diego Clean and Safe Coalition (ATOD). Requested Amount: \$300,000. Submitted: March 14, 2025.

- **Child and Youth Plan Services (RFP #10090230-25-P), City of San Diego Office of Child and Youth Success**, Focus Areas: Education and Career Pathways, Economic and Workforce Development, Youth Empowerment, and Engaging Activities for historically underserved youth populations. Applying to support the *Youth Summit activities and Real Connections at Lincoln High School*. Requested Amount: \$100,000. Submitted: 3/13/2025
- **The Parker Foundation, General Grant Support 2025**, to address social disconnection and resource gaps affecting Crawford High School students, with a focus on newcomer students. Proposed to support Crawford Community Connection Family Resource Center services. Requested Amount: \$50,000. Submitted: 3/13/2025.
- **The Kinship Fund Partner Grants 2025** for addressing barriers to youth opportunity, focusing on women and girls and whole-person well-being. Proposed to support Whole Family 2Gen services at Valencia Park Elementary. Requested amount: \$50,000. Submitted: March 7, 2025
- **New York Life Foundation/Afterschool Alliance OST Grant** for strengthening out-of-school time programs serving middle school students in low-income communities. Proposed to enhance CYD's Innovation Middle School program to improve attendance, better support underserved youth, and ensure successful 8th-to-9th-grade transitions. Requested: Two-year grant of \$100,000 total (\$50,000 per year for two years). Submitted: March 7, 2025
-
- **Human Dignity Foundation Winter Grant Cycle** enhancing support around harm reduction strategies and mental health initiatives for The Collective (ATOD). Requested amount: \$5,000. Submitted: February 14, 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. Requested: in-kind donations of products and/or equipment totaling \$2,362. 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. Requested Amount: \$1 million. Submitted: December 4, 2024.
- **North Island (CA) Credit Union Foundation**, expanding the Dads Corps Program to provide more parenting resources, healthy communication skills, and financial literacy training. Amount Requested: \$5,000. Submitted: August 21, 2024.
- **CA Natural Resources Agency - Youth Community Access Grant**, expanding the ATOD Elevate Youth program to provide youth access to natural/cultural resources, focusing on low-income and underserved communities. Requested Amount: \$500,000. Submitted: August 14, 2024. **Progressed to Phase 2 – interview scheduled for 5/23/2025**
- **Sundt Foundation - 25th Anniversary Special Grant**, Military Family Resource Center programs. Requested Amount: \$25,000. Submitted: June 7, 2024

UPCOMING FUNDING OPPORTUNITIES

- **San Diego County District 4 Community Enhancement Program** to support ATOD-related programming & initiatives: Light our Way, Unity Games Inner City Athletic League partnership, the Collective programming, and related initiatives. [Submitted April 1, 2025.](#)
- **Office Of Child Abuse Prevention (OCAP), Strong Communities Extension Grant** supporting the continuation of the Crawford Community Connection Family Resource Center. [Awarded Amount: \\$420,000 for a two-year extension.](#) [Revised Scope of Work and Request Letter due: April 16, 2025.](#)
- **San Diego Foundation Growth, Education, and Mentorship for Student Scholars (GEMS) Grant** to support expanded learning programs focusing on social-emotional learning, mentorship, and academic motivation for students in grades 5-9 with a priority on middle school. Maximum request amount: \$50,000. [Due: April 25, 2025.](#)
- **Drug-Free Communities (DFC) Support Program - Competing Continuation (Year 6)** re-applying for ATOD, Clean & Safe Coalition. [Due: May 5, 2025](#)
- **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 \[not released yet\]](#)
- **Department of Health and Human Services (HHS) - Relationships, Education, Advancement, and Development for Youth for Life (READY4Life), Administration for Children and Families (ACF-OFA) Grant-** Youth development initiative supporting marriage education, parenting, and career advancement: applying for Dads Corps. [Target due date: May 1, 2025 \[not released yet\]](#)
- **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. [Currently Paused!](#)

UPCOMING REPORTS

- None pending at this time.

SUBMITTED REPORTS

- **PwC - 2023 Reimagine Grant Impact Report** for delivering social-emotional learning services at Field Elementary and Lincoln High School. Submitted: 1/31/2025

- **Sierra Health Foundation Financial Report, Year 2** for Elevate Youth program. Submitted: 1/31/2025
- **Office Of Child Abuse Prevention (OCAP) Grant Quarterly Report [Q2]** for Crawford Community Connections. Submitted: 1/30/2025
- **Conrad Prebys Foundation - Real Connections for Youth Final Report** for the 2023 Real Connections program supporting Field Elementary and Lincoln High School. Submitted: 1/29/2025
- **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 Completed: 1/17/2024
- **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
- **Price Philanthropies Foundation, General Operating Support Survey**, submitted: 10/8/2024
- **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: 11/1/2024
- **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: 10/4/2024.



Save the Date

2025 ANNIVERSARY AWARDS

FRIDAY MAY 16, 2025

BALBOA PARK CLUB

CEREMONY: 9:30 AM TO 11 AM

LUNCH: 11 AM TO 12 PM

**WE ARE SO EXCITED TO CELEBRATE
OUR **SAY SAN DIEGO**
EMPLOYEE ANNIVERSARIES!**

**THIS EVENT IS ON PAID TIME
RSVP INFORMATION TO FOLLOW!**

2025 Anniversary Awards



30

**Chasm Bone
Dawn Kamali**



25

**Val Preite
Iriz Stone
Hope Wolfe**

20

**Mary Baum
Claudia Ciarmoli
Sandra De La Torre
Robert Hall**

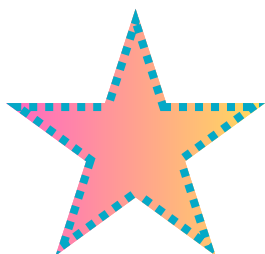


15

**Joe Buehrle
Alma Perez
Tom Weber**

10

**Jenny Lambert
Krystal Arreola-Sanchez**



5

**Alicia Duarte
Stephanie Garcia
Tyler Linvill
Rosalinda Lopez
Janeen Sturney
Linda Sundy
Emily Teposte**

**CLOSED
SESSION
BOARD
MEMBERS
ONLY**

SAY San Diego Board of Directors “Give and Get” Policy - DRAFT

This policy fosters a culture of shared responsibility and engagement among the members of our SAY San Diego Board of Directors.

As is nonprofit Board best practices, SAY has a “Give or Get” Board support opportunity campaign for our Board Members. A “Give or Get” Board support opportunity campaign is defined as a program whereby a Board member can provide a direct donation of \$2,500 (place holder) to SAY San Diego or get \$5,000 (place holder) for SAY San Diego.

Board Members Can Choose From A, B, or C:

- A. Give: Support SAY San Diego by making a financial gift of at least \$2,500 each calendar year.
- B. Get: Support SAY San Diego by acquiring services or items from the below menu; the value of which equates to at least \$5,000 each calendar year

Get Menu and Imbued Values of Items and Services:

- Host an event for over 20 people for SAY San Diego. Value: \$5,000
 - Example: A Board member opens her home to host an event for SAY San Diego. That Board member will be credited \$5,000 for the year the event happens.
- Acquire auction items, prize drawings, and restaurant/vendor donations
 - Value: dollar for dollar of what the items are sold for
 - Example: A Board member acquires an auction item that ultimately sold for \$100. That Board member will be credited for \$100 for the year the item sold.
- Referrals to potential individual donors and corporate sponsors
 - Value: dollar for dollar within 2 years of the referral
 - Example: A Board member makes an introduction to a relationship that results in a \$1,000 donation/corporate sponsorship within 2 years of the introduction. That Board member will be credited \$1,000 for the year that the donation happened. Donations that occur after 2 years would not qualify.

SAY San Diego Board of Directors “Give and Get” Policy – DRAFT (cont’d)

- Invite a SAY San Diego leadership member to an event with many potential donors
 - Value: dollar for dollar within 2 years of the referral
 - Example: A Board member invites a leadership member to a gala. The leadership member meets a prospective donor who donates \$1,000 within 2 years of the meeting. That Board member will be credited with \$1,000 for the year that the event happened.
 - Board member lands media coverage for SAY San Diego, eg op-ed piece, news coverage, etc.
 - Value: \$500
 - Example: A Board member uses her connections to get TV coverage for Play For SAY. That Board member will be credited with \$500 for the year that the event happened.
- C. Hybrid: Support SAY San Diego through a combination of A & B.
- A Board member who is utilizing option B and is short of the \$5,000 goal at the conclusion of the year can meet their full obligation via a direct contribution.
 - Example: A Board member utilizing the Get option B is short by \$1,000 by the end of the year. That Board member can make a direct contribution of \$500 to meet his full obligations. · \$1 from A = \$2 from B (place holder)

Bonus

For the first Board member to raise double the required amount of either A or B, the CEO will treat that Board member and a guest to a REALLY nice dinner!

Board Member Acknowledgment:

By signing below, I acknowledge and agree to the SAY San Diego Give and Get Policy, understanding my role as a Board member, and the mutual benefits that come from my active participation.

· Board Member Name: _____

· Signature: _____

· Date: _____