

SAY SAN DIEGO Board of Directors' Meeting

Tuesday, June 17, 2025: 12pm to 1:30 pm

Onsite Meeting Held at SAY San Diego
4775 Viewridge Avenue, San Diego, CA 92123
In the Community Room

CLOSED SESSION

12:00 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) {5 minutes}:

Board Minutes May 2025

Strategy and Development Report

Mission Moment

Grants/Fundraising Report

CLOSED SESSION

12:05 pm – {35 minutes total}:

- 1) Assessments & 2025/2026 Strategic Plan {30 minutes}
 - a) Action item that requires approval
- 2) Finalize Give or Get Agreement {5 minutes}

OPEN SESSION

12:40 pm – {40 minutes total}:

1. Fundraising update, including end-of-year update and Play 4 SAY status {10 minutes} - Mary
2. Budget {10 minutes} - Jane
 - a) Action item that requires approval
3. Finance Report {5 minutes} - Jane
4. Board Recruitment Update {10 minutes} – Louie
5. Open up nominations for committees and officer roles for 2025/2026 {5 minutes} - Theresa
 - a) Action items that will require approval

CLOSED SESSION for Outside Board Members Only

1:20 pm – {10 minutes total}:

1:30pm ADJOURN

NEXT MEETING: Board Retreat on Friday, September 5th, 11:00 am to 4:00 pm in-person. Location TBD

CONSENT

SAY San Diego, Inc.
Board of Directors' Meeting
4775 Viewridge Ave. San Diego, CA 92123
May 20, 2025
Minutes

Vision

Opportunity, equity, and well-being

Mission

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

**Powerful
Impact Goals**

Child and Youth
Development

Youth, Adult and
Family Wellness

Community
Engagement

SAY San Diego's Strategic Priorities 2022-2025

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

Regrets: Omar Baza, Sara Hyzer, Danielle Pena,

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

Quorum Present? Yes, 8 of 11

PROCEEDINGS

The meeting was called to order at 4:01 pm by President, Theresa Carter

CONSENT ITEMS

Approved March Consent items include:

- Board Minutes April 2025
- Mission Moment
- Strategy and Development Report
- Grants/Fundraising Report

*On a motion by **Barbara** and a second by **Dave** the **May 2025 Consent Items** were approved by unanimous consent. (8 in favor, 0 oppose)*

DISCUSSION ITEMS:

Finance Update – The Fiscal Summary Report was given by Treasurer Dave Kern, we have a healthy excess of \$240k and the net excess is from our investment returns. All revenue categories are trending to the YTD budget projections.

Budget Process Update – Jane is working on finalizing the budget and will have a draft for Louie’s review by the end of May. The finance committee will review the draft budget at their June meeting. There will be some fiscal challenges, but we will have a solid budget for review. There has been a delay from San Diego Unified School District on the allocations for the 25/26 school year. These may end up as projections in the draft budget with final allocations being added once received. Thank you to Jane for all her hard work on the draft budget.

SAY San Diego Profile – TV Interview – Louie was interviewed by 10 News on the 50th anniversary of The Fall of Saigon and the interview was hosted at the SAY San Diego main office, with visibility for SAY.

California Endowment – Louie Nguyen was appointed to the California Endowment Board of Directors and attended his first meeting in April. The California Endowment, a private, statewide health foundation, was established in 1996 to expand access to affordable, quality health care for underserved individuals and communities, and to promote fundamental improvements in the health status of all Californians. The Endowment challenges the conventional wisdom that medical settings and individual choices are solely responsible for people’s health. The Endowment believes that health happens in neighborhoods, schools, and with prevention.

Goodbye Joe Buehrle – Joe has accepted a position as the CEO of HomeStart, a local San Diego nonprofit. He has been a tremendous asset to SAY and we wish him well on his next journey.

Board Committee Updates

Fundraising – Tibyasa and Mary to meet to finalize the Fundraising Plan. The Fundraising Committee is working on opportunities where board can support, corporate partnerships, and SAY storytelling opportunities.

Play 4 SAY Update – Existing sponsor letters have gone out. And we are engaging our current list of donors to participate. The team has developed an extensive list of new partner to reach out

to. The landing page to register is live on the SAY website. We are asking for the boards help in meeting our stretch goal of \$200k by helping to connect us with silent auction items, and connections to partners for sponsorships and teams. The team is working creatively on extra additions to the event. Suggestions was made to ask our largest sponsor from last year, Maravi Life Science, to connect us to other c-suite colleges in the life sciences arena.

The meeting was adjourned at 4:42 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: June 17, 2025 12 pm at Viewridge office in person.

Trisha Monteleon, Secretary

Date

Photovoice Showcase

On May 22nd, the City Heights Youth Advocates had their End of the Year celebration and Photovoice Showcase! The Photovoice Project provides our youth an opportunity to document and capture pictures of how alcohol impacts their communities. Photos are such a powerful way to show people a glimpse into the realities that our youth see and experience firsthand.



As part of our celebration, we took time to recognize our graduating seniors who have been active members of our coalition over the past few years. Their commitment to improving the City Heights community and promoting substance use prevention among their peers has been truly inspiring. We wish them all the best in their exciting next chapter!

Communications – May 2025 BOD Summary

Digital Footprint

- Facebook:

<u>Accounts Reached</u>	<u>Page Visits/ Views</u>	<u>Page Followers</u>	<u>Engagement</u>
- May: 1,372 +35.84% (+362)	- May: 7,336 views +31.35% (+1,751) - May: 532 visits +8.1% (+40)	- May: 3,190 +0.06% (+2)	- May: 168 content interactions +41.18% (+49)

- LinkedIn:

<u>Followers</u>	<u>Page Visits</u>	<u>Impressions</u>	<u>Engagement</u>
- May: 3,621 +1.52% (+70)	- May: 573 page views +43.62% (+174) 223 unique visitors +12.06% (+24)	- May: 4,579 -35.17% (-2,484)	- May: 103 reactions -55.8% (-130) 6 comments -40% (-4) 5 reposts -37.5% (-3)

- Instagram:

<u>Followers</u>	<u>Accounts Reached</u>	<u>Engagement</u>
- May: 1,937 followers +3.53% (+66)	- May: 3,294 +130% (+1862)	- May: 375 profile visits +51.82% (+128) - May: 348 content interactions +37.55% (+95)

- YouTube:

<u>Subscribers</u>	<u>Views</u>	<u>Watch Time</u>
- May: 42 subscribers +0% (+0)	- May: 319 views +59.5% (+119)	- May: 1.9 hours -17.39% (-0.4hr)

- Raisers Edge – Email Blasts

<u>Open Rate</u>	<u>Click Rate</u>	<u>Audience</u>
- May: 27.05% +17.86% (+4.1%) 3,990 opens +16.5% (+565)	- May: 1.05% -73.42% (-2.9) 151 clicks -74.32% (-437)	- May: 7325 recipients -1.53% (-114)

KWSM Digital Marketing Company Key Findings

Google Analytics/SEO

- Total site traffic increased by 7% compared to April, due to increases from organic search, referral traffic, and clicks from social media posts.
- There were 57 “Register Today” button clicks on the Play 4 SAY landing page and 48 General Donation button clicks for online giving.
- The Careers page experienced a 44% surge in traffic, becoming the second most-visited page on the site after the home page. Our new Summer Camps page received 424 sessions, mainly from organic search traffic. This page is proving to be useful for SEO purposes.
- The Play 4 SAY landing page garnered 241 sessions.

Social pulses

- Facebook and Instagram both saw increases in performance across the board. 7 new Facebook followers and 66 new Instagram followers.
 - The top-performing post on both channels was the announcement of Louie’s appointment to the California Endowment’s Board of Directors.
- LinkedIn gained 70 new followers this month. Post performance dipped slightly after a strong April, but metrics are still looking healthy overall.
 - Louie’s Board of Directors announcement was the top performer on this channel as well.
- The top-performing YouTube video this month was the Play 4 SAY Short. Shorts are driving the majority of video views on this channel.

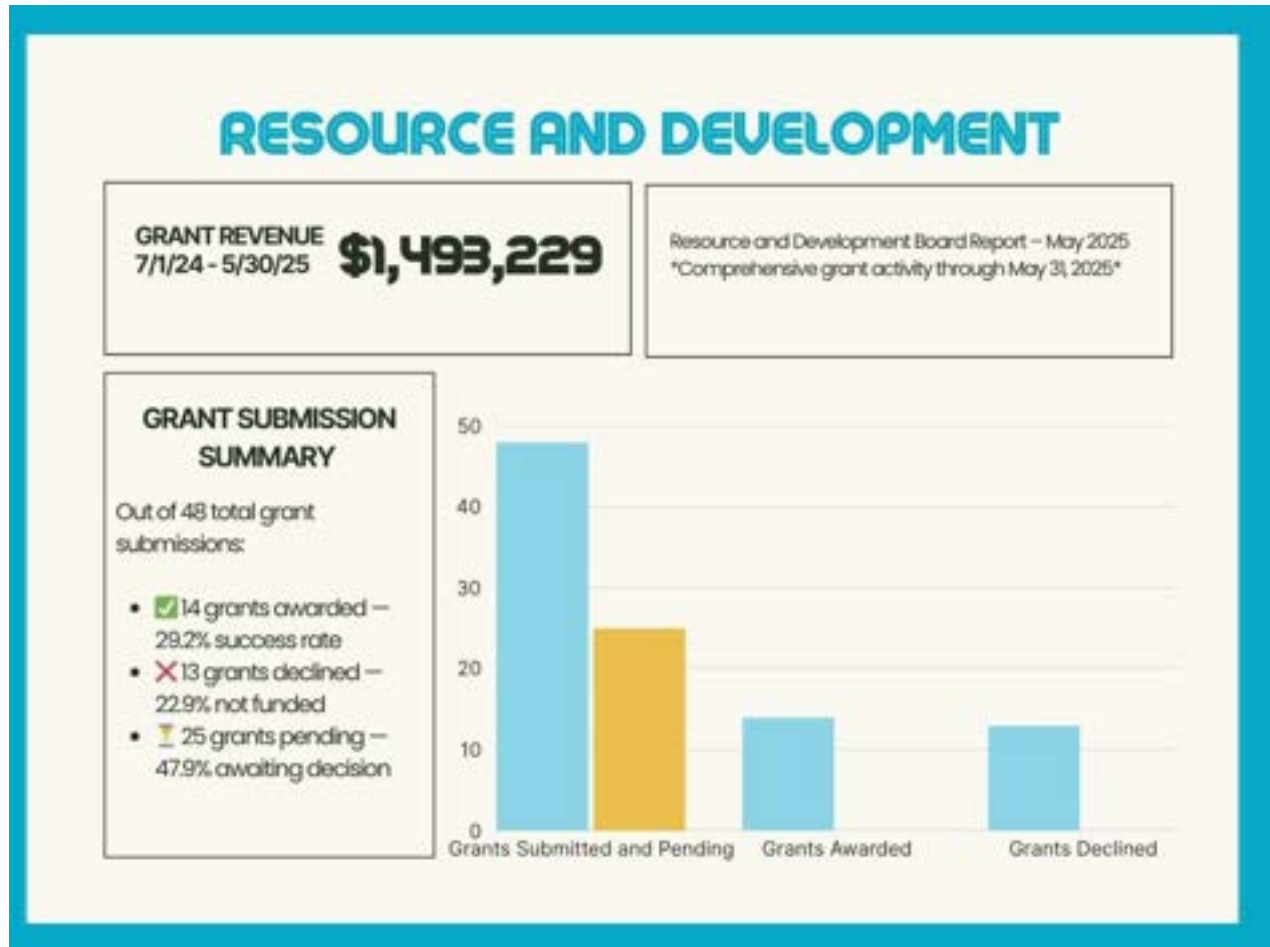
Upcoming/Recommendations

- We’d like to see better open rates, low open rates (below 30%) can cause emails to be marked as spam. KWSM recommends we investigate if Raisers Edge has a “least engaged contacts” tag, which would allow us to exclude contacts who rarely/never open our emails.
- Communications announcing that registration is live for Play 4 SAY has gone as well as personalized letters inviting previous and prospective donors.
 - We will be announcing/highlighting our first Platinum sponsor, Acrisure, on social media June 11th and will continue to highlight donors as they come in! We also will highlight Acrisure in the Play 4 SAY Reminder E-Blast that is going out in early June.
- Organic search remains the primary driver of traffic to the site. May was an 11% increase in clicks from Google Search traffic. The top-performing terms are a mix of branded phrases and Louie’s name, indicating users are searching to learn more about him.
 - KWSM recommends we revisit the conversation about creating a comprehensive landing page for Louie, his story, and his vision for SAY.

SAY San Diego

Grants Board Report – May 2025

Comprehensive grant activity through May 31, 2025



Strategic Analysis

May demonstrated strong momentum in our core program areas, with \$143,000 in new awards reinforcing our strategic positioning in tobacco control, youth mental health, and community-based programming.

The advancement of two major applications to Phase 2 (The City of San Diego's Child and Youth Plan Services and the CA Natural Resources Agency Youth Community Access Grant) interviews signals a positive trajectory for our larger strategic initiatives.

Our decline rate remains manageable, with rejections this month reflecting increasingly competitive funding landscape rather than programmatic weaknesses.

The pending Sierra Health Foundation application for \$400,000 in LGBTQIA+ community services represents our largest outstanding opportunity and would significantly expand our harm reduction programming.

The consistency of smaller awards from established partners indicates strong relationship maintenance, which provides operational stability while we pursue larger funding opportunities.

AWARDED:

- **San Diego County District 4 Community Enhancement Program** to support ATOD-related programming and initiatives, including Light Our Way, Unity Games, Inner City Athletic League partnership, Collective programming, and related initiatives. Amount: \$12,000. Awarded: 5/30/2025
- **San Diego County Tobacco Control Resource Program for Coastal Cities (RFQ 1454)** re-applying to support the San Diego Smoke-Free Project, Advancing Momentum for a Tobacco-Free California. Budget adjusted to \$75,000 annual contract price limit as per the County's request. Awarded: 5/20/2025
- **Price Philanthropies Foundation Fund via Jewish Community Foundation**, supporting the 2026 Light Our Way graduation banners in City Heights. Amount: \$5,000. Awarded: 5/16/2025
- **San Diego Foundation Mental Health Service Expansion Grant** supporting social-emotional learning services at Lincoln High School. Maximum request amount: \$50,000. Awarded: May 13, 2025
- **San Diego Chinese Women's Association Grant** supporting the Back 2 School Drive. Amount: \$1,000. Awarded: 5/4/2025
- **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. **Extension of project performance period from 10/31/2025 to 3/30/2026. No change in the award amount. Extension executed: 5/29/2025**
- **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:

- **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). Declined: 5/16/2025
- **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. Declined: 5/9/2025
- **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. Declined: 4/25/2025.
- **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. Declined: 4/21/2025
- **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

PENDING (SUBMITTED):

- **Sierra Health Foundation contracted by CA Department of Health Care Services - Opioid and Stimulant Use Education and Outreach in 2S/LGBTQIA+ Communities RFP** to support prevention, education, and referral services addressing opioid and stimulant use disorders within 2S/LGBTQIA+ communities for the ATOD (The Collective). Award Duration: 2 years (July 2025- June 2027). Requested Amount: \$400,000. Submitted: May 5, 2025
- **Drug-Free Communities (DFC) Support Program - Competing Continuation (Year 6)** re-applying for ATOD, City Heights Clean & Safe Coalition. Estimated Award Ceiling: \$125,000. Submitted: May 2, 2025
- **San Diego Foundation Growth, Education, and Mentorship for Student Scholars (GEMS) Grant** to support youth-driven leadership and cross-age mentorship connecting Crawford High School students with H. Mann Middle School students - using Youth Participatory Action Research (YPAR) methodology to build skills and ease the transition to high school for City Heights youth. Requested amount: \$115,420. Submitted: April 24, 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. Submitted: April 16, 2025.
- **U.S. Bank Foundation - Community Possible Grant LOI request** for programs advancing economic development tied to workforce development on addressing systemic economic barriers. Applying for the Cognitive Behavioral Therapy program - youth on probation workforce training (YAFW unit). Requested Amount: \$100,000. Submitted: April 4, 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
- **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: March 13, 2025. **Progressed to Phase 2 – interview successfully completed 5/22/2025** 🇺🇸

- **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
- **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 equipment totaling \$2,362. Submitted: December 13, 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 successfully completed 5/23/2025** 🇺🇸

UPCOMING FUNDING OPPORTUNITIES

- **Navy Federal Credit Union Philanthropic Giving** \$1,000 grant approved to support SAY Military Families services. Application required to receive funds. No set due date.
- **PwC FY25 Reimagine Grant** proposed to support social-emotional learning services at Lincoln High School. Maximum request amount: \$25,000. Due: **June 26, 2025**
- **Bank of America Empowering Communities Grant** for community leadership development and systemic reform initiatives to support The National City Coalition for Better Health, a resident-led coalition addressing tobacco harm and environmental health disparities in National City's Hispanic/LatinX community (ATOD). Unspecified award amount. Due: **June 30, 2025**
- **Decolonizing Wealth Project - Youth Mental Health Fund Grant** for culturally responsive mental health care expanding access for BIPOC and LGBTQ+ youth ages 12-24. Two grant types: Anchor Grants (\$100,000-\$250,000) and Opportunity Grants (\$30,000-\$100,000). Proposed to support YAFW unit - program TBD. Application due: **July 10, 2025**
- **Walter J. & Betty C. Zable Foundation Grant**, to support the Military Family Resource Center programs. Request amount: TBD. Application due: **August 1, 2025.**

- **NIH Risk and Protective Factors of Family Health and Family Level Interventions (R01)**
supporting research on family health, well-being, and resilience in populations experiencing health disparities. Proposed to support ATOD program family-level interventions. No set award amount/TBD based on proposed project budget needs; maximum 5-year project period. Next due date: **October 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. .
Estimated Due Date: June 24, 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.
Estimated Due Date: June 24, 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

- **Zable Foundation Courtesy Report** - covering funded Military Family Resource Center programs. *Due June 30, 2025.*
- **Elevate Youth California (EYC) Standard Cohort 4** - Financial report and biannual progress report (covering January 1 - June 30, 2025 reporting period) *due July 31, 2025.*

SUBMITTED REPORTS

- **Conrad Prebys Foundation - Youth Mental Health Innovation & Scaling Initiative Interim Year 1 Report** for expanding mental health services to Miller Elementary through the Military Family Resource Center. Submitted: 5/30/2025.
- **San Diego Women's Foundation - Year 1 Highlights Mini Report,** School-based mental health program, *Youth Adult and Family Wellness.* Submitted: 5/16/2024
- **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: 1/17/2025

DISCUSSION

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ACTION

Job	FY24-25	FY25-26 Survey	FY25-26 Actual	% Variance	
Title	25th Percentile	25th Percentile	25th Percentile	Actual to Survey*	Notes
Management					
Chief Executive Officer	160,686	197,707	171,934	-13%	
Chief Financial Officer	137,484		147,108		Did Not Survey - Position Currently Combined W/EVP
Executive Vice President	144,031	181,042	154,113	-15%	
Vice President	130,937	164,584	140,103	-15%	
Associate Vice President	97,943	141,238	104,799	-26%	
Senior Operating Director		131,889	131,889	0%	New Position
Senior Director	80,656	122,539	86,302	-30%	
Director	73,393	111,805	78,531	-30%	
Senior Manager	66,131	87,311	70,760	-19%	
Manager	60,008	76,312	64,209	-16%	
Child and Youth Development – Early Childhood Education					
Site Supervisor I	23.00	32.25	24.61	-24%	
Site Supervisor II	23.75	33.00	25.41	-23%	
Site Supervisor III	24.50	33.75	26.22	-22%	
Assistant Site Supervisor	20.00	27.68	21.40	-23%	
Inclusion Aide	19.50	19.40	19.50	1%	
Teacher	19.00	18.27	19.00	4%	
Youth Leader	19.00	18.27	19.00	4%	
Teacher's Aide	17.50	17.25	17.50	1%	
Center Director	28.90	32.25	30.92	-4%	
Lead Teacher - Infant	21.30		21.30		Did Not Survey
Teacher - ECE	18.75		18.75		Did Not Survey
Teacher's Aide - ECE	17.50		17.50		Did Not Survey
Enrollment Associate	19.24	18.85	19.24	2%	
Client Support					
Clinician I	29.13	30.53	30.53	0%	
Clinician II	32.04	33.55	33.55	0%	
Case Manager I	23.00	28.09	26.00	-7%	
Case Manager II	25.30	30.90	28.60	-7%	
Prevention Specialist	25.85	27.09	27.66	2%	
Senior Prevention Specialist	28.44	29.80	30.43	2%	
Community Organizer	23.00	26.13	24.61	-6%	
Senior Community Organizer	25.14	28.74	26.90	-6%	
Resource Associate		22.42	22.42	0%	New Position
Program Support					
Supervisor	25.54	34.40	27.33	-21%	
Coordinator	24.04	31.56	25.73	-18%	
Program Support Specialist		27.09	27.09	0%	New Position
Administrative & Strategic					
Payroll Specialist	23.15	24.88	24.77	0%	
HR Generalist	30.57	32.19	32.19	0%	
HR Specialist	24.85	27.27	26.59	-2%	
Recruiting Specialist	25.36	26.68	26.68	0%	
Clerk/Data Clerk	19.57	20.78	20.78	0%	
Administrative Assistant	20.38	22.37	21.81	-3%	

Job	FY24-25	FY25-26 Survey	FY25-26 Actual	% Variance	
Title	25th Percentile	25th Percentile	25th Percentile	Actual to Survey*	Notes
Accounts Receivable		21.35	21.35	0%	
Office Coordinator		22.54	22.54	0%	New Position
Data Specialist		29.02	29.02	0%	New Position
Help Desk Technician		22.07	22.07	0%	New Position
Accounting Specialist		28.84	28.84	0%	New Position
Media Specialist	25.14	27.23	26.90	-1%	

* Negative percentage indicates position
is below market rate



Assessments & Proposed 2025 – 2026 Priorities





Macro risk 1 - the nonprofit sector is facing potential existential risks.

Macro risk 2 - our after-school program position is threatened.

SAY is a good organization doing good work with good people. We are meeting our mission, living by our values, and having an impact in communities most in need. We have a strong reputation, although it is mixed.

HOWEVER

In light of the macro risks, if we don't innovate, change, or grow, our ability to provide care and service to our community will be severely hampered.

Even without the macro risks, we are not meeting our potential for growth and impact.

Here's why, SAY's lacking...





An entrepreneurial culture that can assess and take the risks necessary for growth in the current environment

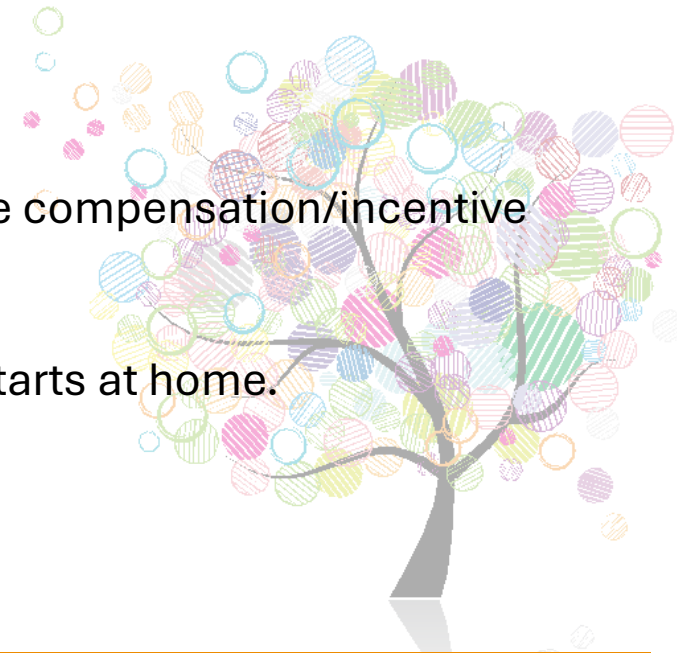
- Suboptimization of camps and ECC
- Same after-school program fees for schools in high-income areas as low-income areas

The data, CRM and knowledge management tools and capabilities to accurately assess, plan and grow

- Little sense of the level of satisfaction of clients
- Can't tell impactful stories (and raise profile) without data

The talent that can successfully execute a **growth strategy** and an equitable compensation/incentive structure that can retain and attract talent that will drive that growth

- "I have seen this all before."
- Staff compensation is materially below the 25th percentile. Impact starts at home.





A marketing/fund raising profile and strategy that will generate revenue needed for growth and to lessen reliance on government funding

- Our current VP of philanthropy, while earnest and capable, has a little over 1 year of experience
- We need an overarching development strategy that encompasses stewardship, grant writing, and major gifts lead by a seasoned fundraising professional
- Mission drift

A board and governance structure that helps support and drive a next-level organization

- Board in the midst of transition from operational to hybrid operational and fundraising
- Could use a revisit of best practices as well as roles and responsibilities

An effective facility management strategy

- FRC facility (in City Heights) sits empty most of the time
- Landline is of questionable need

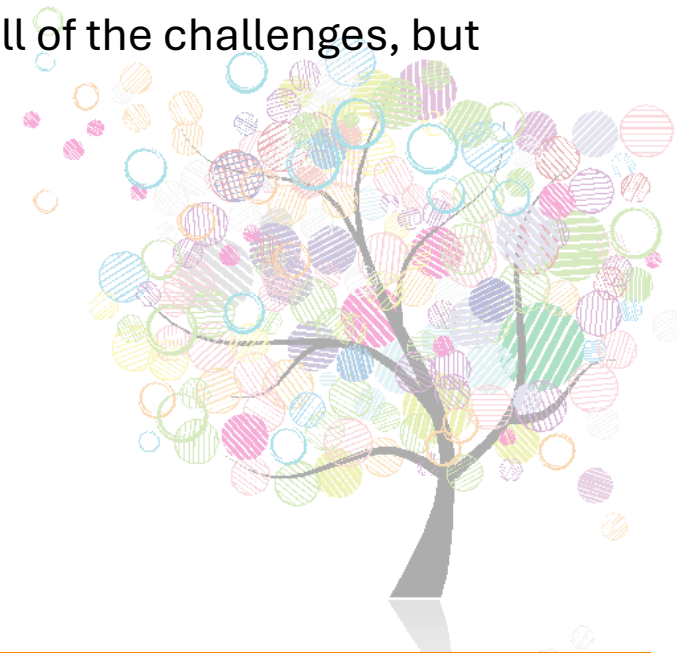




So What?

Addressing these challenges will be a multi-pronged and multi-year effort requiring upfront investment in talent and systems that will result in the growth and impact we all want to see.

This next fiscal year will be a transition year. We will not be able to address all of the challenges, but can make significant progress in the desired direction.



Please insert text here





2025 -2026 Proposed Priorities

Talent - Restructure & Reorganize

- Not replace Joe's position and disband his unit, Strategy & Development
- S&D staff members will be reassigned, with some positions likely not renewed
- The savings will be used to invest in the newly created Development Unit
 - Two new positions –
 - VP of Development – a seasoned development officer with soft skills and vast contacts who will oversee stewardship, fundraising, and grant writing
 - Senior grant writer who can go after larger and more complex grants, both local and national
- Stretch goal of \$850,000 in unrestricted capital
- Budget Implications – all in annual compensation costs for the new roles will be appx \$380,000, although these positions will pay for themselves.

Systems – implement the knowledge management and data systems that will generate the information necessary for success.

- Introduce the Japanese concept of Kaizen, constant improvement
- Jennifer Lambert, our data manager, is high performing but underutilized and underdeputized.
- Senior leadership will work with Jennifer to create a data collection infrastructure to lessen friction
- Budget implications – little to no additional costs required, but will contribute to better fundraising



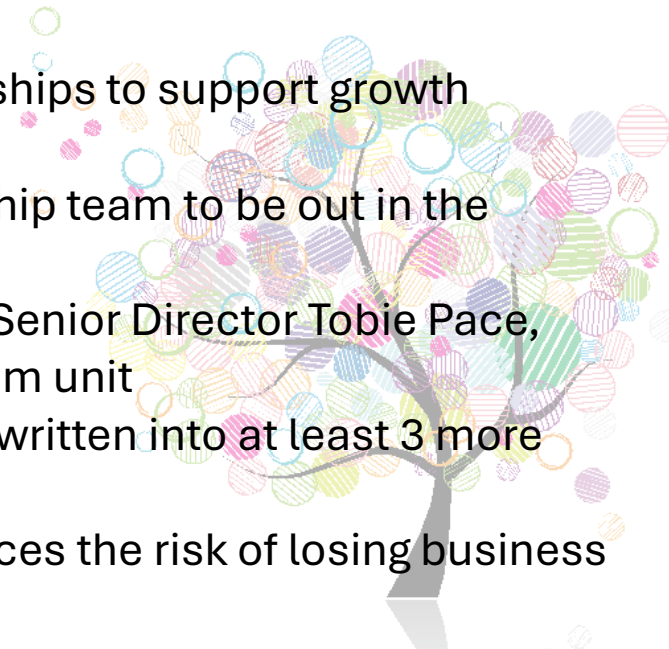


Financial – Fortify current unrestricted revenue sources, generate additional revenues, and eliminate costs

- Work with the team to optimize Viewridge ECC and Jerabeck childcare to increase revenues by 10% (~\$65,000). More kids being cared for, greater impact.
- Lean on strategic relationships to mitigate the potential loss of fee-based after-school programs due to the expansion of Primetime
- Launch one social enterprise concept. The goal is breakeven, while creating impact.
- Move staff compensation closer to 25th percentile. Impact starts at home.
- Reduce \$50,000 of costs
- Budget Implications – Neutral. The increase in compensation will be offset by cost reduction, philanthropy, and optimization of existing social enterprises.

Strategic Relationships – Raise profile and strengthen key strategic relationships to support growth

- 25% more TV and press coverage than the prior year
- Create 25% more opportunities for board members and the leadership team to be out in the community to tell our stories
- Build a closer relationship with Superintendent Bagula Fabiola and Senior Director Tobie Pace, both of whom have incredible influence over our after-school program unit
- Increase SAY's reputation in the affordable housing space so SAY is written into at least 3 more housing projects
- Budget implications – modest increase in costs for cultivation, reduces the risk of losing business





New Business - develop a finished business plan for a new social enterprise to launch in FY2026

- The plan must be scalable
- We will utilize San Diego Venture Partners to vet the feasibility of the business model
- The social enterprise will likely require an investment of high 6-figures. External financing will be necessary, which Louie will raise
- Budget implication – modest in this fiscal year, meaningful in future years

Governance - start the work on new Board Development and Governance practices to support the next level

- Board retreat Sept 2025
- Rewrite Board manual to capture best practices
- Bring on 2-3 new board members who can support this next Board phase of fundraising and high-profile exposure
- Lay the ground for a smooth transition of the Board chair and committee chairs
- Budget implication - none





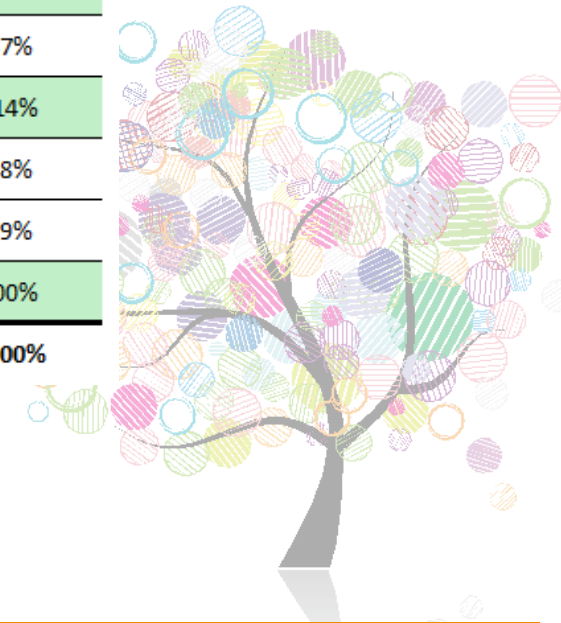
END





Competitive Landscape

	Geographic Spread	By Enrollment				By Sites	
		Before	After	Total	% of Total	Total	% of Total
Arc	Everywhere	606	4,854	5,460	24.41%	34	23.61%
BeUtmost		13	56	69	0.31%	1	0.69%
Champions		0	153	153	0.68%	1	0.69%
Harmonium	Everywhere	1,049	3,921	4,970	22.22%	33	22.92%
Leaders of Tomorrow		0	994	994	4.44%	5	3.47%
SAY	Everywhere	597	3,930	4,527	20.24%	29	20.14%
SDUSD		127	364	491	2.20%	3	2.08%
Strategic Kids		47	286	333	1.49%	2	1.39%
YMCA	No North	880	4,487	5,367	24.00%	36	25.00%
		3,319	19,045	22,364	100.00%	144	100.00%



Job Title	FY24-25 25th Percentile	FY25-26 Survey 25th Percentile	FY25-26 Actual 25th Percentile	% Variance Actual to Survey*	Notes
Management					
Chief Executive Officer	160,686	197,707	171,934	-12%	
Chief Financial Officer	137,484		147,308		Did Not Survey - Position Currently Combined W/EO
Executive Vice President	144,031	181,042	154,313	-15%	
Vice President	130,937	164,584	140,303	-15%	
Associate Vice President	97,943	141,238	104,799	-26%	
Senior Operating Director		131,889	131,889	0%	New Position
Senior Director	80,656	122,539	86,302	-30%	
Director	73,393	111,805	78,531	-30%	
Senior Manager	66,131	87,111	70,760	-19%	
Manager	60,008	76,312	64,209	-16%	
Child and Youth Development - Early Childhood Education					
Site Supervisor I	23.00	32.25	24.61	-24%	
Site Supervisor II	23.75	33.00	25.41	-23%	
Site Supervisor III	24.50	33.75	26.22	-22%	
Assistant Site Supervisor	20.00	27.68	21.40	-23%	
Inclusion Aide	19.50	19.40	19.50	1%	
Teacher	19.00	18.27	19.00	4%	
Youth Leader	19.00	18.27	19.00	4%	
Teacher's Aide	17.50	17.25	17.50	1%	
Center Director	28.90	32.25	30.52	-4%	
Lead Teacher - Infant	21.30		21.30		Did Not Survey
Teacher - ECE	18.75		18.75		Did Not Survey
Teacher's Aide - ECE	17.50		17.50		Did Not Survey
Enrollment Associate	19.24	18.85	19.24	2%	
Client Support					
Clinician I	29.53	30.53	30.53	0%	
Clinician II	32.04	33.55	33.55	0%	
Case Manager I	23.00	28.09	26.00	-7%	
Case Manager II	25.30	30.90	28.60	-7%	
Prevention Specialist	25.85	27.09	27.66	2%	
Senior Prevention Specialist	28.44	29.80	30.43	2%	
Community Organizer	23.00	26.13	24.61	-6%	
Senior Community Organizer	25.34	28.74	26.90	-6%	
Resource Associate		22.42	22.42	0%	New Position
Program Support					
Supervisor	25.54	34.40	27.33	-21%	
Coordinator	24.04	31.56	25.73	-18%	
Program Support Specialist		27.09	27.09	0%	New Position
Administrative & Strategic					
Payroll Specialist	23.15	24.88	24.77	0%	
HR Generalist	30.57	32.19	32.19	0%	
HR Specialist	24.85	27.27	26.59	-2%	
Recruiting Specialist	25.36	26.68	26.68	0%	
Clerk/Data Clerk	19.57	20.78	20.78	0%	
Administrative Assistant	20.38	22.37	21.81	-3%	

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

Fiscal Year 2025-2026

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 to SAY San Diego or get \$5,000 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 fiscal 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 fiscal 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 \$1000 donation/corporate sponsorship within 2 years of the introduction. That Board member will be credited \$1000 for the year that the donation happened. Donations that occur after 2

years would not qualify. It will be on the Board members to track if the donations happen within 2 years of the introduction.

- 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 \$1000 within 2 years of the meeting. That Board member will be credited with \$1000 for the year that the event happened. It will be on the Board members to track if the donations happen within 2 years of the introduction.
- 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 \$1000 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

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: _____

Notes on Final Draft of 25/26 Budget

- Revenues: \$32,000,000
- Expenses: \$32,000,000
- Agency Net Gain \$150,000

Category	Direction	% Change Year Over Year	\$ Change Year Over Year
Revenue	↑	4.4%	\$1.3MM
Expenses	↑	4.3%	\$1.3MM
Net Excess	↑	400.0%	\$122K
Highlighted Items			
Grants & Contracts	↑	5.0%	\$1.1MM
Social Enterprise Revenue	↓	-12.0%	(\$563K)
Gifts and Contributions	↑	139.0%	\$495K

HIGHLIGHTS:

- With a commitment to increasing wages towards market value, an increase of 7% over current rates is budgeted for 7/1/25. An additional merit increase of up to 3% is budgeted based on the performance evaluation process effective 10/1/25.
- This will be financed through a combination of:
 - ✓ Increased unrestricted funds via two new positions: the newly created Vice President of Development and a Senior Grant Writer. Combined with the current resource development staff, the unrestricted fundraising goal for FY25-26 has been increased to \$850K.
 - ✓ Reduction in expenses, e.g. office footprint, land lines, etc.

CHALLENGES:

- Expansion of Primetime will reduce both revenues and net margin for the after-school programs.
- Explicit but unpredictable threats - Medicaid cuts, governmental budget cuts, including Federal, State and County, Federal Executive Orders, etc.

Additional Information:

	Proposed Budget FY25-26	Current Budget FY24-25	% Change	\$ Change	Notes
Grants & Contracts	\$22.6MM	\$21.5MM	5%	\$1.1MM	Driven by a combination of new and increased funding
Social Enterprise	\$4.3MM	\$4.9MM	-12%	(\$562K)	Expansion of PrimeTime programming impacts fee-based programs
Contributions & Gifts	\$850K	\$355K	139%	\$495K	Increased Development Team Staff
Salaries & Benefits	\$20.8MM	\$20.7MM	0%	\$45K	Increased wages are offset by loss of staff from seven contracts.
Operational Excess	(\$41K)	(\$89K)	54%	\$48K	
Nonoperational Excess (Investments)	\$194K	\$120K	62%	\$74K	Based on historical trends.

For full detail, please see attached Line Item Summary Budget.

Social Advocates for Youth, San Diego, Inc.
Line Item Budget Summary w/ Comparative
July 1, 2025 - June 30, 2026

	<u>7/1/2025 to 6/30/2026</u>	<u>7/1/2024 to 6/30/2025</u>	<u>Percent Change</u>	<u>Dollar Change</u>	<u>Notes</u>
Revenue					
Grants and Contracts	22,558,114	21,454,341	5.1%	1,103,773	Includes one new contract (\$1.7MM), an increase in an existing contract (\$2.2MM), and the sunsetting of seven contracts (\$2.4MM)
Social Enterprise Revenue	4,305,749	4,868,684	-11.6%	(562,936)	Due to expansion of the no cost PrimeTime program, demand for fee for service programs will decrease. A 5% increase in fees is incorporated for FY25-26
Indirect Cost Reimbursement	3,914,391	3,606,114	8.5%	308,277	
Contributions and Gifts	<u>850,000</u>	<u>355,000</u>	<u>139.4%</u>	<u>495,000</u>	Increased unrestricted fundraising goal, to be driven by greater P4S sponsorships, increased private grant writing capacity and increased focus on cultivation
Total Revenue	<u>31,628,253</u>	<u>30,284,139</u>	<u>4.4%</u>	<u>1,344,114</u>	

Expenses

Salaries & Benefits	20,776,466	20,731,581	0.2%	44,885	Includes 3% COLA, 4% equity increase and up to 3% merit increases for all staff. Reflects the loss of staff of the sunsetting contracts.
Contract Services	1,871,624	1,616,217	15.8%	255,407	New contract includes subcontractor costs of \$550K
Facilities Costs	1,539,473	1,447,308	6.4%	92,165	

	<u>7/1/2025 to 6/30/2026</u>	<u>7/1/2024 to 6/30/2025</u>	<u>Percent Change</u>	<u>Dollar Change</u>	<u>Notes</u>
Client Support	1,867,146	1,334,085	40.0%	533,061	Includes additional contract funds awarded to be used for targeted populations.
Operations	1,623,894	1,532,400	6.0%	91,494	Increased costs for web based applications, including data, payroll and accounting platforms.
Other Expenses	<u>76,028</u>	<u>105,382</u>	-27.9%	<u>(29,354)</u>	
Total Direct Expenses	<u>27,754,632</u>	<u>26,766,973</u>	<u>3.7%</u>	<u>987,659</u>	
Indirect Cost	<u>3,914,391</u>	<u>3,606,114</u>	<u>8.5%</u>	<u>308,277</u>	
Total Expenses	<u>31,669,022</u>	<u>30,373,087</u>	<u>4.3%</u>	<u>1,295,935</u>	
Net Excess/(Deficit) - Operations	<u>(40,769)</u>	<u>(88,948)</u>	<u>-54.2%</u>	<u>48,179</u>	
Net Excess/(Deficit) - Non - Operations	<u>194,000</u>	<u>120,000</u>	<u>61.7%</u>	<u>74,000</u>	Investment revenue is based on historical trends of account specific dividends.
Net Excess/(Deficit)	<u><u>153,231</u></u>	<u><u>31,052</u></u>	<u><u>393.5%</u></u>	<u><u>122,179</u></u>	

FISCAL SUMMARY REPORT FOR FY 24-25 – AS OF 4/30/25

Revenue and Expense Summary with PY Comparatives:

	CYTD Actual 4/30/25	PYTD Actual 4/30/24	% Change CYTD to PYTD	CYTD Budget 4/30/25	% Variance CYTD Actual to CYTD Budget
Revenue	\$25,477,257	\$27,476,062	-7%	\$25,432,830	0%
Expenses	\$24,930,917	\$26,171,485	-5%	\$25,024,580	0%
Operational Excess	\$258,383	\$973,557	-73%	\$308,250	-16%
Nonoperational Excess (Investments)	\$287,957	\$331,020	-13%	\$100,000	188%
Net Excess	\$546,340	\$1,304,577	-58%	\$408,250	34%

CYTD=Current Year-to-Date

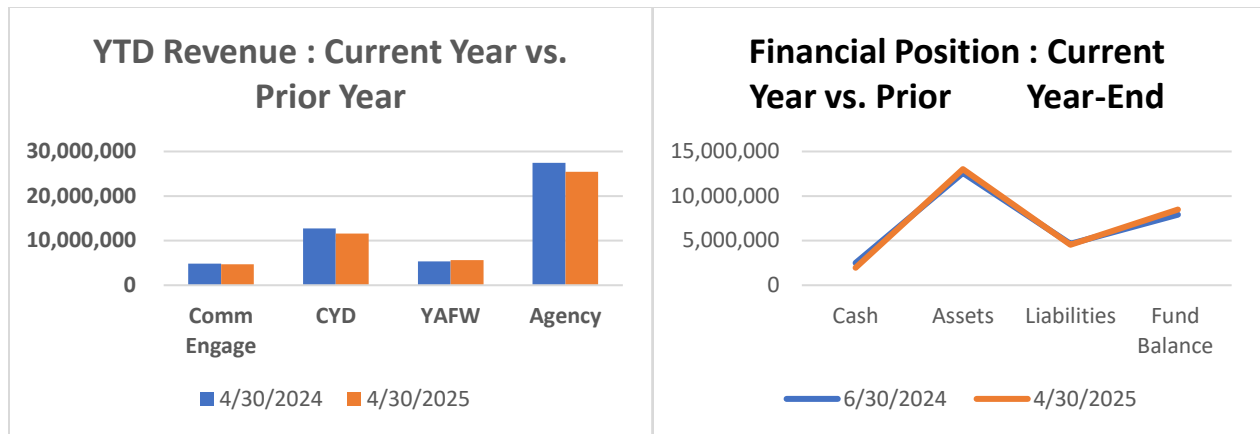
PYTD=Prior Year-to-Date

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

	CYTD Actual 4/30/25	PYTD Actual 4/30/24	% Change CYTD to PYTD	CYTD Budget 4/30/25	% Variance CYTD Actual to CYTD Budget
Fee-Based Extended Learning	1,126,372	1,106,844	2%	954,391	18%
Fee Based Preschool	21,000	39,937	-47%	19,837	6%
Performance Based Contracts	113,526	119,642	-5%	113,227	0%

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

	CYTD Actual 4/30/25	Year-End 6/30/24	% Change	\$ Change
Available Cash	\$1,962,000	\$2,500,000	-22%	(\$538,000)
Short Term Assets (what we have)	\$11,479,623	\$11,049,000	4%	\$430,623
Short Term Liabilities (what we owe)	\$3,217,000	\$3,332,000	-3%	(\$115,000)
Fund Balance (net worth)	\$8,472,000	\$7,900,000	7%	\$572,000



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 decrease in overall revenue YTD.

Finance Committee Meeting Minutes

Monday, June 9, 2025

Board Members Present: Dave Kern, Tibyasa Matovu, Dani Pena, Louie Nguyen

Staff Present: Jane Drover

Financial Statement Review: The Committee reviewed the statements prior to meeting. It was noted that the financial statements are stable, but will reflect several one-time year end expenses in June including depreciation and accrued vacation. It was also noted that the school year ended in May of this year, meaning less school-based activities in June as compared to previous years.

Fiscal Year 25-26 Draft Budget: Reviewed and discussed the draft budget for upcoming fiscal year 25-26 and the corresponding notes. The committee is supportive of the strategic investments in the Resource Development activities with note taken of the increased fundraising goal resulting from these investments. It was answered that while there was an increase in revenue, it comes from government sources, furthering our dependency on public funds.

The budget currently has no projected use of reserve funds. Unless decided otherwise after completion of the Reserve Use policy, all dividends will continue to be reinvested.

We discussed the budget as a dynamic and strategic document, with goals and assumptions. There are expectations that after a mid-year review there will be a revised plan based on actual trends and impacts.

The presentation of the draft budget to the board was discussed, resulting in a more compact, efficient presentation. The committee will make a motion to approve the budget once presented to the board.

Next meeting: Monday, August 11, 2025 at 3:00 pm via Zoom.

Prospective New Board Members

Name	Attributes	Linkedin
Stephen Chin	Manager & Community Relations at Sharp HealthCare. Hyper-connected in the donor community, so can support our fundraising. He would add a marquee glow to our org. He's a highly experienced board member. He can meet our give or get policy, perhaps even exceed. Has deep knowledge of the local nonprofit ecosystem and the gov't entities surrounding it.	https://www.linkedin.com/in/stephen-chin-5806223/
James Robbins	A retired architect who sold his business. From Oklahoma, so you know he's great. Was formerly on the board of the Museum of Contemporary Arts, among other high-profile boards. He often hosts fundraisers at his downtown home. He can exceed our give or get policy.	https://www.linkedin.com/in/james-robbins-1a1b045/
Amy Truong	Owns a boutique organic tea shop in La Jolla that has a strong following among the affluent set. Her wife is an award-winning actress. Can meet our give or get policy. She can support our fundraising efforts through her loyal client relationships. As a small business owner, she can provide valuable insights to future social enterprise concepts.	https://www.linkedin.com/in/amy-truong-79604240/
Robert Gaan	26 years as chief investor relations officer of Chris Weil & Co, a well-known investment firm in town. Was formerly chair of the SD Youth Symphony. An experienced board member. Very connected in the corporate space. Can exceed our give or get policy.	https://www.linkedin.com/in/robert-gaan-cfp%C2%AE-371232133/

2024 – 2025
BOARD OF DIRECTORS
SAY SAN DIEGO (SOCIAL ADVOCATES FOR YOUTH)



Theresa Carter –President
Community Member

Sara Hyzer – 1st Vice President
WD-40 Company

Omar Baza – 2nd Vice President
SEMI Foundation

David (Dave) Kern – Treasurer
Community Member

Trisha Monteleon – Secretary
PricewaterhouseCoopers LLP

Carly Couture – Board Member
Embark Consulting

Tibyasa Matovu – Board Member
Cetera Financial Group

Danielle Pena – Board Member
PHG Law Group, Founder

Barbara Ryan – Board Member
Santee School Board

Janie Wardlow - Board Member
Retired Elementary School Principal, SDUSD

Louie Nguyen – Chief Executive Officer
SAY San Diego, Inc.

SAY San Diego Board Committees Oct. 2024- Sept. 2025

Board members are invited and expected to serve on one or more committees of the Board. The following includes two areas for board member involvement: Standing Committees and *Ad Hoc* Committees/Workgroups.

Current members in [blue](#)

STANDING COMMITTEES (REQUIRED AND DEFINED IN THE BYLAWS):

Audit committee: [Trisha Monteleon \(Chair\)](#), [Sara Hyzer](#). Staffed by Jane Drover.

Selects the auditor to perform the annual independent agency audit. Meets prior to the audit start. Reviews and comments on the audit prior to a final version being presented to the Board of Directors. The Chair is appointed by the Board President and must be other than the Treasurer, CEO or CFO.

New Chair: TBD

Schedule: TBD

Executive committee: [Theresa Carter \(Chair\)](#), [Sara Hyzer](#), [Omar Baza](#), [Dave Kern](#), [Trisha Monteleon](#), [Barbara Ryan](#), [Louie Nguyen](#), one vacancy. Staffed by Louie. All Officers of the Board and one Member at Large, appointed by the Board President, constitute the Executive Committee. The Committee is chaired by the Board President. The Executive Committee facilitates nominations and is charged with setting goals for this cycle related to the agreed-upon priority to seek board nominations to better represent the community that SAY serves, as set in August 2022. The committee is also responsible for organizing the content of the Annual Board Retreat (in August). Lastly, as needed the committee conducts essential board business between meetings.

Schedule: March, June, October, prior to full board meeting.

Finance committee: [Dave Kern \(Chair\)](#), [Tibyasa Matovu](#), [Dani Pena](#), [Louie Nguyen](#). Staffed by Jane Drover. Chaired by the Treasurer, the Finance Committee reviews the financial statements of the agency, ensures relevant and consistent reporting to the board, and provides for long-term financial and investment planning.

Schedule: 2nd Monday of each month at 3:00 pm (except July and December).

AD HOC COMMITTEES (AS AGREED on 10-15-24 BY BOARD RESOLUTION):

“Be it resolved that the SAY San Diego Board will establish and/or continue the following *ad hoc* committees in the upcoming board year, October 2024 through September 2025.”

Fund Raising Committee: [Tibyasa Matovu \(Chair\)](#), [Janie Wardlow](#), [Omar Baza](#), [Carly Couture](#).

Staffed by Mary Baum. The committee, composed of board members and high wealth allies from the philanthropic community, will generate unrestricted (UR) giving/general support to SAY San Diego in keeping

with a specific goal set each board year (e.g., UR giving is now less than 1% of the organization’s revenues – less than \$300k – and we would like to aim for 5%+ in coming years). The committee will provide stewardship and giving opportunities for current and new donors of means, as well as corporate partners.

Chair:

Schedule: TBD

Compliance committee: [Trisha Monteleon](#), [Omar Baza](#). Staffed by Jane Drover and Jennifer Lambert (Chair). Partners with staff, to conduct an annual review and produce a written report of all data, findings and trends related to privacy, security, and the organization’s legal and fiduciary obligations, with recommendations for any needed quality improvements. Ideally, includes a member of the Audit Committee. The Treasurer and CEO cannot serve on the committee, per SAY San Diego’s compliance plan.

Chair: TBD

Schedule: TBD

Search committee: [Barbara Ryan](#), [Sara Hyzer](#), [Trisha Monteleon](#), [Omar Baza](#), [Theresa Carter](#).

Staffed by Allie Lindsley

This committee was appointed by the Board President to ensure a strong and positive transition of the CEO’s leadership. The committee has selected an executive search firm, and established a process for implementation of a search for a new CEO, in close coordination with the board. The committee shall complete its work by approx. March 31, 2025.

Chair: Barbara Ryan, Co-Chair: Sara Hyzer

Schedule: Varies based on committee availability.

Transition Committee: [Theresa Carter](#), [Sara Hyzer](#), [Dave Kern with new CEO](#) Staffed by Allie Lindsley

This committee, appointed by the Board President, will provide guidance and support to the New CEO to ensure a strong and positive transition of leadership. Duration is TBD.

Chair: TBD

Schedule: TBD