



SAY San Diego Board of Directors

(Re) Orientation Booklet

Based on the work of 2020-2021 Board Fellow, Amanda Berry

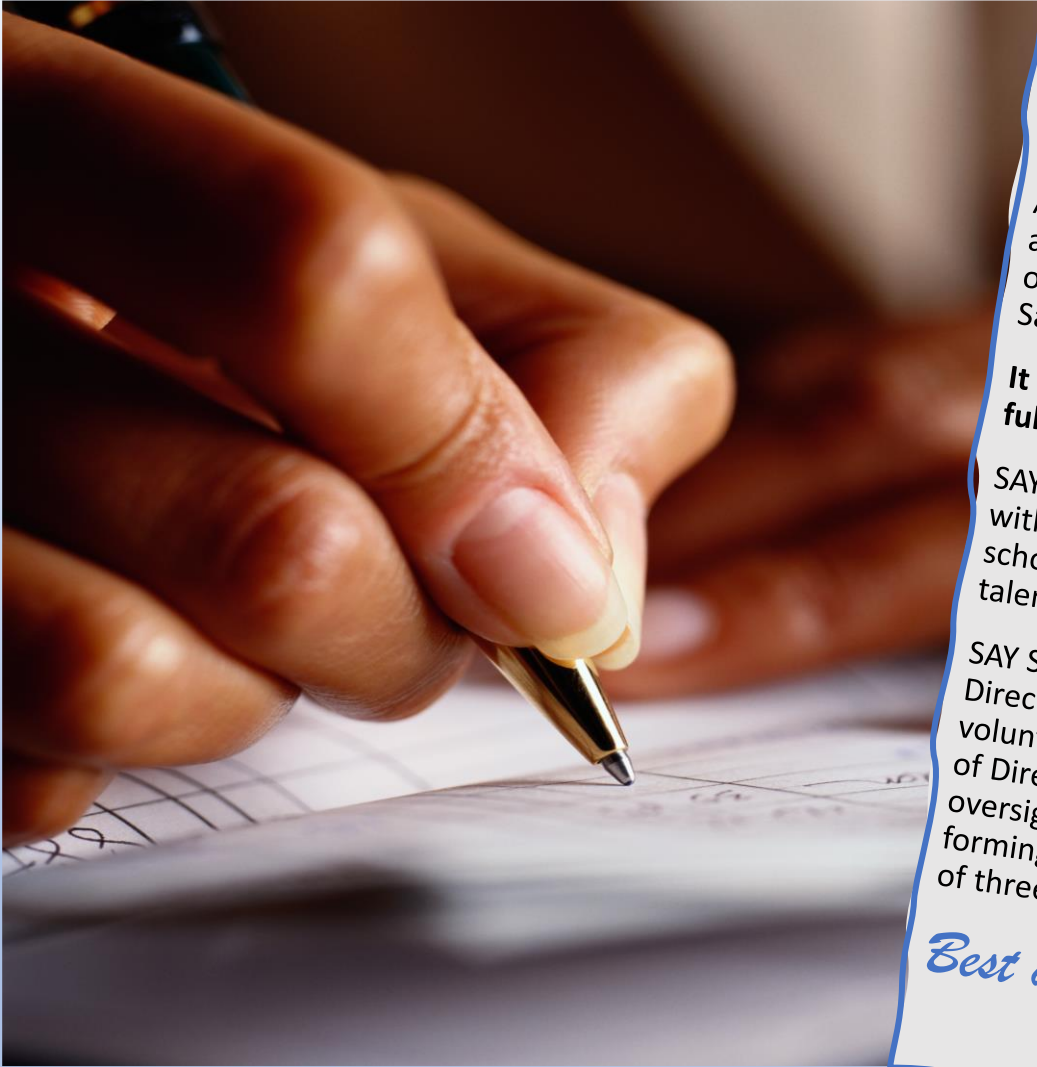
WELCOME TO THE SAY SAN DIEGO BOARD OF DIRECTORS!

This SAY San Diego (Re) Orientation is designed to assist and support members of our Board of Directors to fulfill their responsibilities and maximize their opportunities for service to the organization and community.

TOPICS INCLUDE:

- SAY's Mission and Vision
- Key Governing Documents
- Key Organizational Info
- Equity, Diversity and Inclusion
- SAY San Diego History
- Financial Literacy
- Financial Oversight
- Board Role in Fund Raising
- Board Role in Hiring, Evaluating and Supporting the CEO
- Who's on the Board (Bios)





Dear SAY San Diego Board Member,

Together, we aim high and strive to achieve our **vision of opportunity, equity and well-being for all San Diegans.**

Across our organization, we share the belief that all San Diego children, youth, and families can achieve greatness – good health, safety and security, creative and productive educational and occupational pursuits, and an overall high quality of life. This has been a guiding belief from SAY San Diego's beginning in 1971.

It is our stated mission to partner with youth, adults, families and communities to reach their fullest potential.

SAY San Diego does not do this work alone. We are very fortunate to have robust collaborations with government at the county, state, and federal levels; with all branches of the military; with schools; faith institutions; philanthropic, nonprofit, and corporate partners; and with hundreds of talented individuals who volunteer.

SAY San Diego is fortunate to have the devotion of an involved and compassionate Board of Directors. Our Board of Directors is composed of community, civic and business leaders who volunteer their time, contribute their expertise, and continually support SAY San Diego. The Board of Directors meets regularly to review programs, support fund raising efforts, maintain fiduciary oversight, and guide SAY San Diego in achieving its mission. Board members are ambassadors, forming new connections for SAY San Diego's benefit. Board members are asked to serve for a term of three years and are eligible to serve multiple terms.

Best wishes to you for your board service!

KEY GOVERNING DOCUMENTS

According to Board Source, “when most people think of high-performing teams, they think of sports teams, trauma center professionals, or fire department crews. They rarely think of nonprofit boards. Still, if you want an exceptional board, you need to create a high-performing board team.”

At SAY San Diego, we find that focus, purpose and camaraderie truly matter.

Focus: The board provides something that no one else in the organization can. Please review the following documents on the Board Portal for details:

- [Board Member Job Description;](#)
- [Board Member Decision Making Guidelines;](#)
- [Board Bylaws.](#)

Purpose: The board’s purpose is to act as a team in the best interests of the organization and in keeping with its mission, vision and governing documents. Please see the following on the Board Portal:

- [SAY San Diego One Page;](#)
- [Articles of Incorporation;](#)
- [Compliance Plan;](#)
- [Annual Audit and other Financials.](#)

Camaraderie: Trust, dedicated participation and respectful dialogue make the board run effectively. Annual agreements demonstrate such trust and the rest is up to board members. Please see the following on the Board Portal:

- [Annual Attendance Agreement;](#)
- [Confidentiality and Ethics Agreement;](#)
- [Conflicts of Interest Policy and Form.](#)



KEY ORGANIZATIONAL INFO

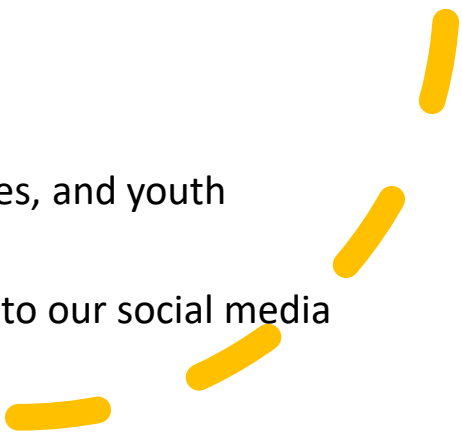
WHAT WE DO: SAY San Diego addresses the comprehensive needs of individuals and families rather than focusing on one symptom or problem. SAY engages community members and partners to create solutions, and works collaboratively with systems such as law enforcement, schools, and local government to create positive change.

To see a snapshot of SAY’s impact, [click here](#) for our agency video and [right here](#) for our organization’s annual report.

CORE SERVICES

- Alcohol, tobacco, and substance abuse prevention.
- Before and after school programs, preschools, infant care and school readiness.
- Child abuse prevention and family support.
- Collaborative partnerships to support military families, refugee/immigrant families, students, parents, and more.
- Family strengthening and self-sufficiency.
- Foster care and kinship parenting services.
- Health promotion and healthcare navigation.
- Juvenile delinquency prevention and diversion.
- Mental health counseling, case management, adult services, and youth development.

MORE INFO? Visit our website from time to time, subscribe to our social media channels, read the blog. See: www.saysandiego.org





Equity, Diversity and Inclusion

WE STAND FOR EQUITY, OPPORTUNITY, INCLUSION AND WELL-BEING, EVERY DAY.

At SAY San Diego, we value diversity in our workforce and all of our relationships as a vital, creative and moral strength and key to our success.

It is important for you as a board member to consider ways to advance the following:

- Intentionally engage and embrace diverse experiences, perspectives and talents.
- Promote equity, opportunity and well-being by acting to rebalance power and privilege within our organization, relationships, communities and the larger society.
- Advocate for anti-racism and against discrimination in all forms, by acting to prevent and remove racial, ethnic and other forms of inequitable treatment and disparities in the systems, practices and policies related to our work, including systems such as education, healthcare, juvenile/criminal justice and child welfare, among others. We understand that systemic change is complex and requires many allies learning and working together to create durable positive change.
- Honor the power and rights of all peoples to come together in a safe inclusive environment.
- Recruit, hire, train, support and promote a diverse and inclusive board, in all ways that people identify themselves, including race, ethnicity, origin language, religion, national origin, ancestry, citizenship, military or veteran status, disability, medical condition, pregnancy, marital or domestic partner status, sexual orientation, gender identity or expression, and age. Going forward, SAY will incorporate any and all protected characteristics.
- Recognize that work on diversity and inclusion and racial equity evolves over time and will be continuously improved. We are open to learning and developing this work together.



Strategic Priorities

For nonprofit boards not to have a strategic plan is much like boarding a train or plane without knowing where you're going to end up. It is difficult to get much out of the trip when you don't have the right apparel and materials and haven't planned well.

Strategic planning is a major nonprofit board activity. It is:

- A periodic activity, e.g., every 3-5 years.
- Created in coordination with staff, then approved by the board.
- Dependent on input and ideas from stakeholders (clients, funders, partners, critics).
- Subject to regular review and updates.

Please review -- SAY San Diego's current strategic priorities may be found on the Board Portal.

SAY SAN DIEGO HISTORY

CELEBRATING 50 YEARS OF PARTNERSHIP, SERVICE AND GROWTH

In 1971, youth advocates planted the SAY San Diego dream, in a small office, shared by Bayside Settlement House in the Linda Vista neighborhood of San Diego. Staffed by volunteers and financed with just \$1,500 at first, SAY embodied the key idea that youth risks *can* be prevented when youth, families, and community work together to find solutions.

Over five decades, say has served more than two million of our San Diego County neighbors. Dozens of talented and dedicated board members have guided our way. Thousands of generous, community-minded donors and grant-making partners have fueled our success.

Listen to this brief video of SAY San Diego's history: [CLICK HERE](#)





FINANCIAL LITERACY FOR NONPROFIT BOARD MEMBERS

(Adapted from Board Source)

10 key financial questions all board members should ask:

1. Have we run a gain or loss?
2. Are our key sources of income rising or falling?
3. Do we have a diversity of funding sources? Do we have a healthy mix of private and public sources?
4. Are our key expenses, especially salary and benefits, under control? Are they competitive?
5. Do we have sufficient reserves? Are they wisely invested?
6. Is our cash flow projected to be adequate?
7. Where are we compared with budget?
8. Is our financial plan consistent with our strategic plan?
9. Are we filing all needed reporting documents on a timely basis?
10. Are we fulfilling all our legal obligations?



FINANCIAL OVERSIGHT RESPONSIBILITIES OF NONPROFIT BOARD MEMBERS

*(Adapted
from Board Source)*

Financial oversight duties of care:

- **Understand the Organization's Finances** (Who pays for what? How do we determine spending?)
- **Review Financial Requirements** (What budget is needed? What are our projections of financial performance?)
- **Assess Financial Performance** (Evaluate financial risks. Assess how spending, revenue, and saving patterns match mission and obligations.)
- **Ensure Legal and Ethical Integrity** (Ensure that the annual audit is independent; that we meet tax requirements and 501(c)(3) guidelines.)

The Board's Role in REVIEWING FORM 990

A Checklist

All tax-exempt organizations must report annually to the IRS on their financial and other activities — including their governance activities. They do this by filing a Form 990, Return of Organization Exempt from Income Tax.

Many organizations provide a CPA or legal counsel with the pertinent information and then rely on him or her to complete the form. Regardless of who completes the form, however, all organizations should ensure that the chief executive and either the board chair or the chair of the audit (or finance/audit committee) committee examines it closely prior to filing. As fiduciaries, all board members also should be familiar with it. In Part VI, Section A of the form, the IRS asks whether the board receives a copy and what its review process is.

To help your board review the completed form, BoardSource provides the following checklist pertaining to governance. If your board members flag any of the items on the checklist, address them before filing the form with the IRS. When reviewing the form, keep the following in mind:

- **Is it accurate?** Form 990 serves as introduction to your organization and is reviewed by the IRS, your constituents, donors, and the media. You do not want to share inaccurate information.
- **Are you meeting legal requirements?** The IRS recognizes your tax-exempt status. Form 990 allows the IRS to verify that your organization meets the expectations and deserves its special status.
- **“No” answers may raise red or yellow flags in the eyes of the IRS.** They may lead to a heightened audit profile. Are there justified reasons for your “no” answers? Have you explained the reasons sufficiently in [Schedule O](#)?
- **Have you done your due diligence in justifying various interdependencies and relationships among your insiders or individuals or entities with which your organization does business?**
- **Are those who are compensated for services truly earning their compensation?** Familiarize yourself with the IRS's [intermediate sanctions](#) and safe harbor clauses and follow them to protect yourself and your organization.

LIST OF BOARD MEMBERS

The IRS requires you to list the names and titles of all board members and officers, whether or not compensation is provided. **Have you done so and is the information correct?**

NUMBER OF VOTING MEMBERS

The IRS wants to know the size of your decision-making body/board. Do not include ex-officio non-voting members in this number. If your chief executive is a voting member, you must add him or her to this number. **Is this number correct?**

INDEPENDENCE OF BOARD MEMBERS

The IRS wants to ensure that your voting board members are independent as it pertains to three conditions: 1) No compensation as an officer or employee of the organization; 2) No (or less than \$10,000) compensation as a contractor to the organization or a related organization; 3) No other financial transactions directly with the organization or a related organization or to a family member with the organization or a related organization. **Are your board members independent?**

 YES	 NO
☐	☐
☐	☐
☐	☐

The Board's Role in REVIEWING FORM 990

A Checklist

COMPENSATION OF BOARD MEMBERS, OFFICERS, AND KEY EMPLOYEES

Compensation is of primary concern to the IRS. Above all, it wants to ensure that no tax-exempt organization is involved in private inurement, undue or excessive remuneration for services not provided, or that decisions related to financial transactions are made by insiders who have a conflict of interest in the outcome.

Do your board members serve as volunteers without compensation? If they are compensated, is it reported? If you compensated any former board members more than \$10,000, did you report it? After five years, one is no longer a "former board member."

✓ YES

✗ NO

☐
☐

Have you reported any "key" employees* earning more than \$150,000? (Your CEO and COO are not key employees; they are considered officers of the organization.)

☐
☐

Have you reported any non-key employees earning more than \$100,000?

☐
☐

If you compensated any independent contractors more than \$100,000, have you reported it?

☐
☐

If you compensated any former officers or any former key employees more than \$100,000, did you report it?

☐
☐

COMPENSATION PROCESS

The IRS focuses on the process of determining compensation for the chief executive and other key individuals.

Is your board adhering to the intermediate sanctions' safe harbor clauses?

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☐

Do you rely on comparable data when setting compensation?

☐
☐

Do independent individuals approve the compensation for top management?

☐
☐

Does the board keep accurate and contemporaneous records of how it makes compensation decisions?

☐
☐

LOANS

The IRS wants to ensure that the board is an independent body that makes decisions for the good of the organization without weighing in personal benefits.

Did the organization refrain from providing loans, grants, or other financial assistance to board members, officers, or key employees?

☐
☐

The Board's Role in REVIEWING FORM 990

A Checklist

DELEGATION OF AUTHORITY

If your board delegates part of its authority to an executive or similar committee, have you described the composition of this group and the scope of its authority in Schedule O?

✓ YES

✗ NO

☐
☐

If any board decisions are subject to approval by members, stockholders, or other persons, have you reported this?

☐
☐

BOARD PRACTICES

Did your board members refrain from engaging in direct or indirect campaign activities on behalf of or in opposition to candidates for public office or engage in lobbying?

☐
☐

Did the board and each committee with authority to act on behalf of the board contemporaneously document the meetings held or written actions undertaken during the year?

☐
☐

Does the organization have members, stockholders, or other persons who may elect one or more members of the board, and if so, is it reported?

☐
☐

BOARD POLICIES

Do you have a written conflict-of interest (COI) policy, are board members and key staff required to disclose interests that could lead to conflict, and are these situations monitored and enforced? Do you share your COI policy (as well as your governing and financial statements and Form 990) with the public?

☐
☐

Does the organization have a written whistleblower policy and document retention and destruction policy?

☐
☐

Did the organization make any significant changes to its articles of incorporation or bylaws since the prior Form 990 was filed and, if so, are they explained in Schedule O?

☐
☐

Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?

☐
☐

FINANCES

Are any assets held in term, permanent, or quasi-endowments reported?

☐
☐

Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP?

☐
☐

The Board's Role in REVIEWING FORM 990

A Checklist

	✓ YES	✗ NO
Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	☐	☐
Are any non-cash contributions to the organization valued more than \$25,000 — or any contributions of art, historical treasures, or other similar assets, or qualified conservation contributions — reported?	☐	☐
Is any unrelated business income of \$1,000 or more reported?	☐	☐
If the organization invested in, contributed to, or participated in a joint venture or similar arrangement with a taxable entity during the year, has the organization adopted a written policy or procedure requiring the organization to evaluate its participation under applicable federal tax law, and taken steps to safeguard the organization's exempt status with respect to such an arrangement?	☐	☐
MISSION AND PROGRAMS Have you accurately and succinctly described your mission?	☐	☐
If you made any significant changes to your programs — adding, ending, or altering how you deliver your programs — have you explained them in Schedule O?	☐	☐
Have you accurately described the achievements for your three largest program services by revenue?	☐	☐
If you have chapters, branches, or affiliates, do you have written policies and procedures governing their activities to ensure consistency with the organization?	☐	☐

***Who is a key employee?** A key employee meets the following tests:

- Received annual compensation in excess of \$150,000.
- Has responsibilities, powers, or influences over the organization that are similar to that held by an officer (e.g., CEO, CFO, COO) or a board member.
- Manages a discrete segment or activity that represents 10 percent or more of the organization's activities, assets, income, or expenses.
- Has or shares the authority to control or determine 10 percent of the organization's capital expenditures, operating budget, or compensation for employees.
- Is one of the top 20 employees who pass the \$150,000 and responsibility tests.

RED FLAGS, YELLOW FLAGS

Are Your Financial Statements Trying to Tell You Something?



Your financial reports come with warning signals. Do you know where to look for them?

Smoke detectors chirp. Automobile dashboards use an array of lights and colors. Computers flash messages in machine language. What do all of these things have in common? They are all methods of telling us when something we are using is about to stop working or go bad.

Wouldn't it be great if nonprofit organizations came equipped with built-in financial warning signals? How nice would it be if the accounting department chirped when cash was running out, or if boxes popped up on the chief executive's computer when the year's revenue is falling dangerously short of projections?

Financial statements do carry all kinds of warning signals — if you know where to look and how to interpret them. We call them red flags and yellow flags. Red flag indicators mean STOP; ask probing questions, and don't move forward until you're satisfied. Yellow flag indicators mean CAUTION; trouble may lie ahead depending on the answers to some well-formulated questions.

There are red flags and yellow flags in just about every type of financial report, but we'll concentrate on the type of financial information most board members see: the audited financial statements. This isn't an exhaustive list of flags, just a handful of the more helpful and interesting ones.

THE OPINION LETTER

An auditor's opinion letter is a rich source of red and yellow flags. It can be found just inside your audited financial statements, and is formatted like a regular letter.



The first sentence of the letter says something other than "We have audited . . ."

An audit represents the highest level of assurance and reliability that can be given by an auditor to a nonprofit organization. If you see words such as "we have reviewed" or "we have compiled," be forewarned that the information you are about to see has not been subjected to the highest forms of testing and confirmation. In the United States, all but the smallest of nonprofits must have audits each year. Even those not required to have independent audits should strongly consider doing so, since it is the only way an organization can assure outsiders of its own accountability.



A sentence that qualifies the auditors' opinion, usually occurring somewhere in the third or fourth paragraph. The sentence may say something like "except for . . ." or "it was not possible to . . ."

RED FLAGS, YELLOW FLAGS

Are Your Financial Statements Trying to Tell You Something?

This yellow flag means the auditor is giving a qualified opinion. It may amount to little more than a technical provision, but it could suggest deeper problems in the organization. In rare instances, it can be a “disclaimer of opinion,” meaning the record keeping is so bad that the auditor is unable to give an opinion at all. Read carefully, and beware of the word “except....”



The presence of the words “going concern” toward the end of the letter.

No getting around this one — it’s the auditor’s equivalent of pulling a fire alarm. It means the auditor is worried that the organization may go out of business within the next 12 months.



The difference between the end of the fiscal year and the date of the letter is more than 90 days.



The difference between the end of the fiscal year and the date of the letter is more than 120 days.

The date at the bottom of the page is officially considered the last day of field work or the last day the auditor spent a significant amount of time on-site. Ordinarily, audits should be wrapped up within 90 days of the end of the fiscal year. The longer the elapsed time, the greater the cause for worry, because it may suggest the nonprofit was unable to get itself organized in time to complete the audit. Ask probing questions about the reasons for the delay. Even if there are good reasons, it means the information in the audited financial statement is stale by the time the board receives it.

THE BALANCE SHEET

After the opinion letter, you’ll see the Statement of Financial Position, also called the balance sheet. A flag you may find here:



Asset imbalance

Look for the single largest number under “assets.” Depending on the category of asset, you could be seeing evidence of problems. If the amount of cash on hand is large — more than, for example, 10 percent of the total yearly revenue — it may mean the organization’s financial managers aren’t making efficient use of their excess cash. If the amount of cash is small — 5 percent or less of the total yearly revenue — it could mean the organization is cash-starved.

If “accounts receivable” is the largest category of assets, it means the organization doesn’t truly control its most valuable resource. Accounts receivable represent bills that have been sent out but not yet paid. What happens if the people or groups that received those bills never pay them? That would mean the balance sheet needs to be completely restructured, and the financial picture would look grim as a result.

RED FLAGS, YELLOW FLAGS

Are Your Financial Statements Trying to Tell You Something?

THE INCOME STATEMENT

Now move into the body of the financial statements. Look for the second page of numbers, normally titled the Statement of Activities/Income Statement.



Deficits; more expenses than revenue

You'll see parentheses around the number representing the total expenses subtracted from the total revenue. This is not a major cause for alarm, as long as the number appears manageable, but find out why there was a deficit. Is it a fluke, or yet another in a string of bad years? The answers to these questions could reassure you — or prompt you to wave a red flag instead.

THE FOOTNOTES

Finally, look at the footnotes to the financial statements. This is where you will find some juicy details. Here are a few possible flags:



Related party transactions

Not usually forbidden by law (doing so might be a restraint of trade), related party transactions can cause outsiders to question whether the organization is dealing fairly with vendors. Why did the chief executive find it necessary to award her husband that lucrative direct mail contract when there were other companies available?



High interest rates charged on short-term borrowing

Banks are pretty good at assessing risks. If they feel it is necessary to charge a high rate on a line of credit (more than about 1.25 percent over the prime rate), maybe you should be worried too.



Lawsuits against the organization

A lawsuit can devastate a nonprofit organization, even if it is unfounded. See if management's response is included in the footnote. A sad reality — the larger and more complicated your organization is, the more likely it is you will routinely have one or more active lawsuits. Check your state's liability laws. You may have more protection than you think.

Financial statements are never likely to chirp, buzz, or change colors. But they don't have to do that to be useful. They contain lots of yellow and red flags. You just have to know how to see them.

Resource: [Understanding Nonprofit Financial Statements](#)

BOARD ROLE IN FUND RAISING

“The most successful nonprofit organizations have built a powerful fund raising partnership between the board, the executive, and the fund raising staff.” (Leading with Intent)



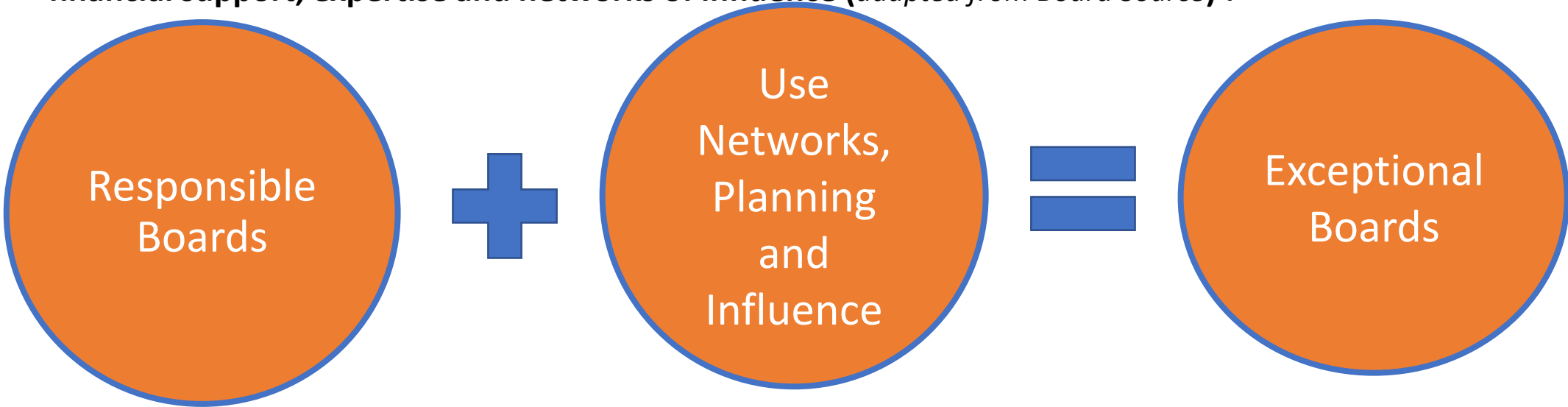
Successful board engagement in raising funds begins with an understanding of the board's responsibilities to actively engage and to ensure that the organization has adequate resources to advance its mission.



Boards — as a group — should understand and help inform resource development strategies and monitor progress against fund development plans. As individuals, each board member should make a personally significant financial contribution in support of the organization's work and serve as an ambassador for the organization's efforts.

BOARD ROLE IN FUND RAISING

To sustain resources, exceptional nonprofit boards link bold vision and ambitious plans to financial support, expertise and networks of influence (*adapted from Board Source*) .



Approve balanced budget.	Create and diversify revenue sources.	Generate increased and new sources of revenue.
Accept fund raising responsibilities and contribute personally.	Show enthusiasm and involvement for bold vision and ambitious plans.	Extend programmatic capacity of the organization.
Develop and monitor investments.	Take active role in fund raising.	Improve organization’s standing in the community.
Promote organization in the community.	Provide social, political and reputational capital.	

HIRING, EVALUATING AND SUPPORTING THE CEO

BOARD ROLE IN HIRING, EVALUATING AND SUPPORTING THE CEO

According to Mission Box, board members may be uncomfortable evaluating the executive leader due to fear of conflict or lack of experience with the process. Still, it is a worthwhile task. An evaluation can:

- Strengthen the relationship between the board and executive leader.
- Assess the leader's accomplishments.
- Provide suggestions for improving skills or performance.
- Justify adjustments to the leader's compensation.
- Set new goals for the leader and for organizational development.
- Measure progress toward organizational goals.
- Identify challenges within the organization.

Here, at SAY San Diego, we tie the CEO's contract to an annual performance evaluation. We have found that this annual evaluation process is especially helpful to enhance communication about collective and individual board expectations.

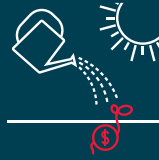
In the event of a CEO resignation or vacancy, the board is responsible for conducting an executive search and for hiring a new CEO.

THE 6 CORE COMPETENCIES OF NONPROFIT CHIEF EXECUTIVES



PLANNING

Preparing for the future is one of the most critical leadership responsibilities of the chief executive. Working with the board, the chief executive must develop a shared vision for the future of the organization, build understanding around the mission, and develop appropriate goals and strategies to advance that mission.



FUNDRAISING

The chief executive, in partnership with the board and appropriate staff, is responsible for developing and implementing fundraising systems and strategies that enable the organization to meet its financial development goals and carry out its programs and operations.



ADMINISTRATION

The chief executive has overall responsibility for the day-to-day operations of the organization. The chief executive works with staff to develop, maintain, and use systems and resources that facilitate the effective operation of the organization toward the objectives of the strategic plan.



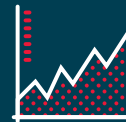
BOARD RELATIONS

Together, the chief executive and the board form the leadership team of the organization. Each arm of the team draws upon its own unique strengths and abilities. The chief executive and board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information that enables the board to effectively carry out its governance role.



COMMUNICATIONS & PUBLIC RELATIONS

The chief executive serves as a primary spokesperson and public face for the organization. This role has three major components: effectively promoting the organization, advocating for the mission and work of the organization, and building relationships with constituent or stakeholder groups critical to the success of the organization.



FINANCIAL MANAGEMENT

Ensuring that resources are managed wisely is especially important for a nonprofit organization. The chief executive's role is to see that the organization's goals and strategic plan serve as the basis for sound financial management, that solid budgeting and accounting systems are in place, and that appropriate financial controls and risk-management strategies protect the organization's assets.

DOMAINS

- **Executive Leadership**
- **Resource Management**
- **Strategic Management**
- **Community Collaboration**

EXECUTIVE LEADERSHIP

- Interpersonal skills
- Analytical and critical thinking skills
- Professional behavior
- Maintains stakeholder relationships
- Communication skills
- Cross-cultural understanding
- Advocates for social justice
- Facilitates innovative change

RESOURCE MANAGEMENT

- Effectively manages human resources
- Effectively manages and oversees the budget and other financial resources
- Ensures transparency, protection and accountability
- Manages all aspects of information technology

STRATEGIC MANAGEMENT

- Fundraises
- Marketing and public relations
- Designs and develops effective programs
- Manages risk and legal affairs
- Ensures strategic planning

COMMUNITY COLLABORATION

- Builds a relationship with complementary agencies, institutions and community groups and is an amalgamation of all the skills needed in social work management that are employed at the senior level.



WHO IS ON THE
SAY SAN DIEGO
BOARD OF
DIRECTORS?

OMAR BAZA



Omar is passionate about supporting mission driven organizations and underserved communities. He is a two time alumni of San Diego State University (Go Aztecs!). His degrees are in Higher Education Leadership and Public Administration. He's currently pursuing a Project Management Professional (PMP) certification. He earned a Diversity, Equity and Inclusion in the Workplace certification from University of South Florida.

He currently works in the Workforce Development Department at the Foundation for California Community Colleges supporting AB628 Breaking Barriers to Employment Initiative. His previous employers include San Diego Workforce Partnership, San Diego State University and SAY San Diego.

Outside of work, he enjoys spending time with his fiancé and newborn daughter Giselle, playing sports and staying active. Omar describes himself as adventurous, thoughtful and easygoing.

DHALIA BALMIR



Dhalia Balmir (she/her) has worked in and brings perspectives from the private and public sectors. She specializes in establishing strategic direction, EDI (equity, diversity, & inclusion), conflict resolution, and leadership. As part of the board, Dhalia sees herself as an influencer and problem solver in strategy, centering voices and youth and community development. As the founder of Balmir Inclusive, a consulting business specializing in deeper level racial equity dialogue, cultural humility, social justice, and education advocacy, Dhalia brings passion and intentional energy on helping SAY San Diego continue and enhance the important work of strengthening child, family, and community. On a personal level, Dhalia is an older sister, a mother, a person of Haitian heritage, forward thinker, and champion of change.

Professionally, Dhalia has led, designed, and facilitated, race equity workshops and discussions for youth and adults. Her past career highlights include health equity strategic planning, leading a mentorship program for female professionals, influencing a corporate summer internship program, as well as driving and leading strategy for gender and ethnic diversity initiatives for female and Black employees in alignment with corporate initiatives.

Dhalia holds a Master of Public Administration and a Master of Nonprofit Leadership Management. She is a Certified Leadership coach, and a PhD candidate currently at University of San Diego, Education for Social Justice program

Dhalia is currently a North County San Diego Jack and Jill Organization member and Associate Program Director. Dhalia is also a WISDOM Community Leadership Board member, and Women Give San Diego member. Dhalia is a creator and co-facilitator of the Connected Conversations with youth, a virtual social justice camp for grades 8th-12th. The goal of this virtual camp is to engage with youth in experiential learning on how to become thought leaders and change agents. As part of the experience, youth in high school that have participated in the camp have an opportunity to pay it forward and apply for a paid internship for future camps. She is also the creator and facilitator of the book discussion series, "Getting Uncomfortable...Together"

Dhalia is personally passionate about disruption and challenging all of us, including herself, to use our self as an instrument for transformational change. "It begins with me as I journey with others in pursuit of racial and social justice and modeling behavior for our youth to empower themselves to champion social justice."

Her favorite thing about SAY is the recognition that the organization is on a journey and continuously evolving as they dedicate themselves to youth and community development and to equity, diversity, and inclusion.

THERESA CARTER



Theresa Carter (she/her) is an author of children's historical fiction books and an entrepreneur currently working to build a multimedia platform company. She has had over twenty years of business leadership experience with major corporations. Previously she held senior marketing and consulting positions in the consumer products and wireless industry for companies such as Coca-Cola and AT&T. Theresa has built a career with a reputation for being results oriented and leading with conviction.

Growing up in a family that was socially and politically aware, Theresa is committed to staying engaged in community service. Her background as a business executive, author and mother provide her with a unique set of experiences and skills to support SAY in achieving its mission of helping children and young adults reach their full potential. Theresa has a long history of being actively involved in improving the community in which she lives and works. Her involvement with SAY is a continuation of that work. She has previously worked with a broad spectrum of organizations including Jack and Jill of America, Inc., Walden Family Services and The Girl Scouts.

In her spare time Theresa enjoys spending time with her family, traveling and experiencing other cultures and reading history books. She is also a patron of the arts as another venue for effecting positive social change.

Theresa earned her M.B.A degree summa cum laude from Atlanta University and her undergraduate B.B.A degree from the University of Cincinnati.

MELANIE DELGADO



Melanie Delgado (she/her/hers) is a Senior Staff Attorney at the Children's Advocacy Institute at the University of San Diego School of Law. The Children's Advocacy Institute is one of the nation's premiere academic, research, and advocacy organizations seeking to improve the lives of children and youth. Active at the local, state, and federal levels, CAI's efforts are multi-faceted — comprehensively and successfully embracing all tools of public interest advocacy to improve the lives of children and youth.

In her role as Senior Staff Attorney at the Children's Advocacy Institute (CAI), Melanie has been conducting research, writing, and engaging in state and federal policy advocacy on children's rights since 2006. Melanie is the co-founder of Partners Against eXploitation (PAX), a cross-campus, interdisciplinary initiative at the University of San Diego which focuses on efforts to combat human trafficking and exploitation. She currently chairs the Children's Advocates Roundtable, a quarterly meeting of child advocates from around California. In the past, Melanie served as a Commissioner at the San Diego Juvenile Justice Commission, volunteered on the steering committees for the San Diego Junior League's Solutions Summit in 2016 and 2017, Directed the Homeless Youth Outreach Project at CAI and served on the Community Partnership Board at the San Diego Foster Youth Initiative.

Melanie is passionate about SAY and the phenomenal work SAY does to provide families and youth with tools they need to meet their full potential. Melanie contributes her experience and expertise to help SAY advance its mission. She utilizes her expertise in areas related to children's rights including foster care, juvenile justice, poverty, and anti-trafficking policy to contribute to the Board of Directors and the continuing success of SAY to achieve its mission and serve the community.

Melanie graduated from the University of San Diego and the University of San Diego School of Law. She loves the outdoors and enjoys swimming, kayaking and hiking with her husband.

ANILA DHOKIA



Anila Dhokia (she/her/hers) has been a member of the board since 2016 and currently serves as the Treasurer and Chairperson of SAY San Diego's Finance Committee. In her role she oversees financial planning and investment decisions made by management. She brings over 28 years of expertise in the area of fiscal responsibility including risk management, auditing, compliance, financial analysis and budgeting, and building processes and infrastructures that drive operational efficiency and corporate success.

She is a firm believer that giving back is a responsibility that promotes positive change within the community. She is particularly passionate about effecting change through education, and building safe learning environments, something which is deeply rooted in SAY's mission to help our community of youth and the families which support them.

Anila is the Vice President, Internal Audit and Enterprise Risk Management at Illumina, whose headquarters are based in San Diego. She is a Chartered Professional Accountant and a long-standing mentor for Menttium, the pioneer and leader in corporate mentoring programs that support leadership development and inclusion efforts in the global business community.

SARA HYZER



Sara (she/her/hers) is Vice President of Global Finance Strategy at WD-40 Company. Sara has over twenty years of experience in auditing and accounting working with a wide range of clients in various industries. Sara is currently the chair of SAY's Audit Committee.

Sara is passionate about SAY and their mission to partner with youth, adults, families and communities to reach their full potential. She helps drive that mission through fundraising by being an active giver to the annual campaigns, recruiting volunteers for SAY's annual Play-for-SAY fundraising event and connected SAY to the PwC Foundation. SAY was awarded a grant from the PwC Foundation to help deliver high-quality enriching STEAM programming to six different middle schools in the San Diego Unified School District reaching 250 students.

Sara grew up in Colorado and attended Colorado State University where she played collegiate softball. Sara is a mother to one daughter and an avid sports fan. She enjoys spending time with her family and taking family walks with the dog. Sara also enjoys being active outdoors and supporting our local San Diego Padres and San Diego Gulls.

DAVE KERN



David Kern (he/him/his) is the Global Director of FP&A, Internal Audit and Data Governance at the WD-40 Company, a global marketing organization selling household and multi-use products. The Company was founded in 1953 and is headquartered in San Diego. David has over thirty years of experience in accounting and finance working with a wide range of companies in various industries. David is passionate about SAY and their mission to partner with youth, adults, families and communities to reach their full potential.

David grew up in San Diego and attended San Diego State University. He has two adult children and enjoys spending time exploring all corners of the world, finding new food experiences and any hiking adventure.

TIBYASA MATOVU



Tibyasa J. Matovu is the Chief Audit Executive at Cetera Financial Group.

A risk assurance veteran with over 25 years of experience in leadership and consulting roles at Accenture and Pricewaterhouse (PwC). Tibyasa served as a Director at PwC within the Risk Assurance Practice helping clients with operational optimization. While at Accenture, he led the Business Process Outsourcing for North America, where he sought to operationalize complex procedures in remote locations across North America and Asia. Additionally, as Head of Compliance at Dividend Finance, he played a critical role in the securitization of over \$110M. Tibyasa has built a track record around audit management, repeatedly demonstrating an ability to leverage ongoing excellence in operational improvement and significantly reduce client costs across numerous industries.

ALLEN MAXWELL



Allen F. Maxwell, is a retired U.S. Navy Officer, a former federal employee with over a combined 43 years of federal experience. He has over 20 years of Defense and Federal contracting experience. Allen is a dynamic, results-oriented leader with a strong and proven track record of performance in quick turnaround high-tempo, fast-paced organizations. He combines keen analytical insight with a strong team-building approach to drive organizational improvements and implementation of best practices. He possesses superlative interpersonal and communicative skills and is capable of resolving multiple, complex business issues.

As a Business Leader, he has lead and developed several personal businesses for over the past 20 years. His experiences begin with owning a storefront retail packaging and shipment business to starting up and developing a Clothing Textile Manufacturing business and a Federal Defense Technical Contracting firm. While serving as the Director of Operations for a San Diego based Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) Technical Firm, he managed several senior level personnel and multimillion-dollar government contracts. Allen believes in giving back to the community. He supports the Victory Christian Academy in Chula Vista, and he volunteers his time as the Treasure of the American Legion Riders Club, A board member of the Eagles Organization, He sponsors several STEM organizations in AL, CA and GA, and the Chairman for his church's Men's Retreat Committee.

As a former Senior Federal Civil Servant (GS-15) at Space and Naval Warfare Command, his assignments ranged from being a senior Acquisition Program Manager for the Global Positioning Systems (GPS) User Equipment program where he strategically and logistically united the working elements of the US Air Force, Army, and Navy to develop a common GPS Common Capability Development Document (CDD) that serviced the entire U.S. Military. He served as the Contracting Officer Technical Representative (COTR), managing several large government contracts. As the Program Manager for the Navy's Help Desk and Distance Support (DS), the Navy's Global Grid, he was the recognized leader throughout the Navy's DS community. He was SPAWAR's driving force in consolidating the Distance Support Help Desk across the Navy.

Allen holds a Master's Degree in Computer Information Systems (MSCIS), a Bachelor of Science Degree in Business Management, and an Associate Degree in Electronic Technologies. He is also certified in the Defense Acquisition Workforce Improvement Act (DAWIA) as a Level III Program Manager and Level III System Engineer and a member of the Acquisition Workforce Community

TRISHA MONTELEON



Trisha Monteleon (she/her/hers) has been a member of the SAY board since 2015 and sits on the Compliance Committee and Audit Committee. She brings a background in corporate governance and compliance, including strong emphasis on evaluating risk, internal controls, process improvement, data reliability and financial reporting. In addition to leveraging these skills to serve SAY, Trisha leverages the service mindset of her professional services firm to bring volunteers, grant opportunities, potential for in kind services and other pro bono support.

Growing up in the Detroit area, Trisha was raised with a community-focused mindset and is passionate about SAY's mission, especially the focus on the whole child and child's environment, including the family, educational environment and community. In the past, Trisha has actively volunteered with Share Ourselves (Costa Mesa, CA), the Accounting Aid Society (Detroit, MI) and Habitat for Humanity (Ann Arbor, MI).

Trisha is a partner at the Accounting and Advisory firm, PricewaterhouseCoopers, where she focuses on Digital Assurance and Transparency. She is a Certified Public Accountant and Certified Information Systems Auditor, and serves as the Diversity Point Partner for her team in the Southwest Market.

BARBARA RYAN



Barbara Ryan serves as Vice President for Government Affairs at Rady Children's Hospital – San Diego. She is responsible for the management and coordination of the hospital's activities and relationships with political, governmental and legislative bodies. She participates with senior management, physician and lay leadership in the development of the hospital's political and public policy agendas. She works as a liaison between the hospital and local, state and national political consultants and representatives of other hospital, health-care and advocacy organizations. Mrs. Ryan possesses a keen understanding of the legislative, political and governmental processes.

Prior to her employment at Rady Children's Hospital, Mrs. Ryan served as the Chief of Staff for State Senator Larry Stirling, where she developed and managed legislative programs, including advocacy, policy development and constituent affairs. Mrs. Ryan has served as a Member of the Board of Education, Santee School District, since November 1979. She has served as the Board's President, Vice President, Clerk and Legislative Representative. Mrs. Ryan is also a member of the San Diego County School Board's Association where she serves as a member of the Delegate Assembly of the California School Boards Association.

Mrs. Ryan's involvement does not stop there. Her commitment to public service is apparent through her involvement with the Foster Grandparent's Board of Directors, the Serra Mesa and Kearny Mesa Planning Group's Executive Boards, the Commission on Children, Youth and Families, the Children's Initiative Board of Directors, the SAY San Diego Board of Directors, and the East County YMCA Board.

Mrs. Ryan's commitment to children has earned her the Champion for Children Award from Voices for Children and the PTA Honorary Service and Continuing Service Awards. She was also recognized with the YWCA Women in Business Award; the President's Award from the Santee Chamber of Commerce; Citizen of the Year from the Santee Kiwanis; California Assembly Woman of the Year; Citizen of the Year from Phi Delta Kappa and Women in Leadership Award from the San Diego East County Chamber of Commerce.

JANIE WARDLOW



Janie Wardlow (she/her/hers) has been a member of the SAY Board since 2016. She retired as an educator in 2013 after 38 years working as a teacher, mentor, and principal in both elementary and middle schools across San Diego.

Janie taught Middle School for 14 years in the San Ysidro School District, working with non-English Students who were newly immigrated to the United States. She taught English as a Second Language, ASB Advisor, Yearbook Advisor and Summer School Administrator. In the San Diego Unified School District she worked as a Bilingual 6th grade teacher and became the Program Manager for Bilingual Education Credentialing Alternative Intern Program (BECA). As an educator and leader, Janie worked closely with the SAY San Diego before and after school child-care programs for 10 years.

She has a strong background working with new immigrant families, community partners, and creating partnerships with local businesses. She believes in strong child-care programs that provide creative learning opportunities and experiences that enhance learning. As a teacher who worked with teenagers, she understands the value of programs that promote leadership and alcohol, tobacco, and drug use prevention with young adults. A program that stands out to Janie is the SAY Scholarship program that works with students whose families have arrived recently from refugee camps hosted by Crawford Community Connection (CCC).

Janie has strong roots in San Diego. She went to Helix High School in La Mesa and Point Loma High for her senior year. She received her BA in Anthropology with Minors in History Social Sciences and Spanish from San Diego State University. She has resided in North Park with her family since 1993 and currently serves as a Board Member and membership chair for the League of Women's Voters. Janie and her husband raised their two sons in Playas de Tijuana and enjoys spending weekends at her home in Mexico.

CEO

NANCY GANNON HORNBERGER



Nancy Gannon Hornberger (she/her), President and CEO, joined SAY San Diego in fall 2013. She came to SAY as a nationally recognized leader with more than three decades of professional experience in social justice, public policy, system reform, education, and human services.

Prior to joining SAY San Diego, Nancy was the executive director of the nationwide Coalition for Juvenile Justice, and she also held executive leadership positions with the National Crime Prevention Council and the Brady Center to Prevent Gun Violence, all based in Washington, DC. Nancy has received commendations from President Bill Clinton, the Public Relations Society of America and the National Juvenile Justice and Delinquency Prevention Coalition, among others. She began her career in the early 1980s as a special education teacher and counselor in day treatment and residential settings in Boston and San Francisco, with a passion for working with adolescents. She has also been a home visitor and respite parent partner for families with children of all ages.

Since joining SAY San Diego, Nancy has served on the California State Child Welfare Council's Prevention Committee, and the Advisory Board for San Diego State University School of Social Work. In 2015, she received a fellowship to attend the Harvard Business School Strategic Perspectives in Nonprofit Management Program and gain more understanding of how to expand social enterprise at SAY San Diego. In 2017, Nancy helped the board to initiate a partnership with the Board Fellows Program at the SDSU Social Policy Institute. In 2018, she received an Exemplary Leadership Award from the National Network for Social Work Management, on behalf of SAY San Diego, based on our work to develop systems for data and evaluation, build systems for program design and development, and our elevated approach to equity, diversity, and inclusion.

Nancy has also created coursework and served as a lecturer for Public Health Pathways to Gun Violence Prevention and Child and Family Well-Being in the Weber Honors College at San Diego State University (SDSU). She received a student-nominated Outstanding Faculty Award from Weber Honors College at SDSU in 2020. Nancy loves and strives to uplift SAY's practice of honoring the dignity of our participants and walking alongside them to a bright future.