



BOARD OF DIRECTORS MEETING AGENDA
July 12, 2019 Cypress Tower

Brighton Five Year Vision

To set a strong foundation for children of all abilities by being the preferred developmental and educational service provider for early childhood across Bexar County by 2021.

- I. *Call to order.....Lynette P.*
- II. *Review and Approve Minutes..... Lynette P.*
*June 14, 2019 Meeting Minutes**
- III. *Committee Reports*
 - A. *Executive Committee..... Lynette P.*
Board Meeting Schedule Recommendation – Quarterly Meetings
 - B. *Ad Hoc Capital Campaign Committee.....Lindsay B.*
Revised Proposed Campaign Goal
 - C. *Board Development CommitteeRamon H.*
Board Prospects
 - D. *Resource Development Committee.....LeAnn T.*
 - E. *Finance Committee.....Justin T.*
May 2019 Financial Statements
*403b Amendment**
- IV. *CEO's Report – Kim Jefferies*
- V. *Other Business*
- VI. *Adjournment**
- VII. *Next Meeting – Friday, August 9th @ 2pm at Cypress Towers*

BOARD OF DIRECTORS MEETING MINUTES

June 14, 2019 @ 2:00pm
Brighton Center- Cypress Tower

Brighton Mission: Brighton Center provides family & community education and developmental services to children with disabilities or delays empowering them to achieve their individual potential making them successful in every community.

Brighton Five Year Vision: To set a strong foundation for children of all abilities by being the preferred developmental and educational service provider for early childhood across Bexar County by 2021.

ATTENDEES	
Board Members	Blake Stribling, Meriel Bowman, Ramon Hernandez, Steve Lyons, April Ancira, Lynette Padalecki
Staff	Kim Jefferies, Katrina Campbell, Alix Martinez, Michael Guin, Larry Fischer

I. CALL TO ORDER

- a. Blake Stribling called the meeting to order at 2:12 p.m.

II. REVIEW AND APPROVAL OF BOARD MEETING MINUTES

- a. The board reviewed meeting minutes from the March Board Meeting that were included in the packet.

BOARD ACTION	
Motion/Committee Recommendation	Meriel Bowman made a motion to approve the minutes with amendments for the June 14 th , 2019 board meeting.
	Ramon Hernandez seconded the motion to approve the minutes as written for the June 14 th , 2019 board meeting.
Board Vote	Unanimous Approval of the motion to approve the minutes as written for the June 14 th , 2019 board meeting.

III. COMMITTEE REPORTS

- a. *Ad Hoc Capital Campaign Committee – Kim Jefferies reported out*
 - i. The total amount raised/committed to date is \$6,426,738, 90% of our Capital Campaign **revised** goal.
 - ii. New contributions and pledges total \$261,685
 - iii. The current asks made/pending requests total \$2,042,000. This includes Meadows at 150K, PCSI at 50K and TJH at an undisclosed amount.
 - iv. The board discussed a 350K grant from HEB to assist in drawing down The Maybee Challenge Grant.
- b. *Executive Committee – Blake Stribling reported out*
 - i. The Executive Committee met on June 7th, 2019.
 - ii. The Board Crowdsourcing Results was reported with a combined total of \$3,395. This amount was achieved by Ramon Hernandez, Meriel Bowman, Justin Thompson, and Lindsay Bolner.
 - iii. A graph of the FY19 Board Profile was presented showing the following:
 - Top Skills include: Strategic Planning/Goal Setting, Leadership, Public Speaking, Fundraising/Project Management/Analytical
 - Industries Not Represented: Real Estate, Education, Healthcare, Military, Technology, Government, Tourism/Entertainment, Consumer Products
 - Expertise Not Represented: Public Policy, Entrepreneurial, Medical Billing, Website Development

- c. *Board Development & Resource Committee – Ramon Hernandez & Meriel Bowman*
 - i. The Board Development & Resource Committee did not officially meet but are currently working on a prospect list for board recruitment.
 - ii. Board prospects were discussed and the B4B Top Golf Social can be an opportunity to recruit qualified members.
 - iii. The Resource Development Committee held their meeting via conference call and discussed
 - iv. The RDC discussed Blessings for Brighton being held on September 16th. A Top Golf Social for Board Prospects as well as B4B potential partnerships. B4B Board champions have been asked to recruit 1-2 committee members with a overall goal of 50 teams total.

- d. *Finance Committee – Larry Fischer reported out*
 - i. Larry Fischer discussed the settlement agreement with Superior Health Plans with a pay-out mount of \$328,000.
 - ii. The Finance Committee informed the Board that the 403B benefit plan audit is to be signed and filed with 5500 on Monday June 17th.
 - iii. Community First Health plans owe Brighton an estimated amount of \$200,000 and Brighton has been paid \$93,000 while working on negotiating the remaining balance.
 - iv. Bids have been coming in to support the decision on buying MyEvolve with the state ECI to hopefully approve of the purchased.

- e. *Organizational Update – Kim Jefferies reported out*
 - i. Kim Jefferies presented the FY19 Organizational Performance measures showing Board Driven measures and balanced scorecard driven measures.
 - ii. The Parent Survey year over year comparison was shown to the board and questions were answered regarding results.
 - iii. Kim presented the United Way Partnership Agreement where the Board went into Executive Session to approve agreement, starting at 3:26 and ending at 3:28.

BOARD ACTION	
Motion/Committee Recommendation	Meriel Bowman made a Motion to approve the United Way Partnership Agreement. Lynette Padalecki seconded the Motion to approve the United Way Partnership Agreement.
Board Vote	Unanimous Approval of the Motion to approve the United Way Partnership Agreement.

IV. OTHER BUSINESS – None

V. ADJOURNMENT

BOARD ACTION	
Motion/Committee Recommendation	Lynette Padalecki made a Motion to adjourn the Board Meeting. Meriel Bowman seconded the Motion to adjourn the Board Meeting.
Board Vote	Unanimous Approval of the Motion to adjourn the Board Meeting at 3:28 p.m.



Executive Committee Report

July 2019

The Executive Committee is not currently scheduled to meet in July. However, the following actions have occurred since June 2019.

1. Executive Committee scheduled dinner with CEO to informally discuss performance on August 20, 2019.
2. Executive Committee is discussing quarterly board meeting schedule and will present a recommendation to the board



Brighton Center

Here there are only ~~Disabilities~~.

Ad Hoc Capital Campaign Committee Report July 2019

TOTAL RAISED/COMMITTED TO DATE: \$7,218,311 (100.36% of REVISED goal)

Revised goal to add back in items from the budget side. While we have achieved the Mabee Challenge grant we need to add a few items back into the construction that we changed in VE and project start up costs. Proposed new campaign goal of \$7,750,00 is attached.

Amount needed to draw down Maybee Challenge Grant as of 4/12/2019	\$ (723,833)
Progress:	
Texas Cavaliers Charitable Foundation (Brighton)	\$ 15,000
Interest Earned on Captial Investment to Project through 6/30/20	\$ 40,000
Tokio Marine (rain insurance)	\$ 50,000
CPS Pledge Adjustment	\$ (20,000)
Steel Donation Adjustment	\$ (200,000)
Board Crowdfunding (Meriel, Lindsay, Ramon & Justin)	\$ 3,395
Shelly Calhoun (Brighton)	\$ 3,000
Winn Family Foundation (Meriel Bowman)	\$ 250,000
Cortney Gil (Brighton)	\$ 500
Bolner's Fiesta (Lindsay Bolner)	\$ 5,000
Michelle & John Stehling (Brighton)	\$ 10,000
JoAnn Duffey (Staff)	\$ 2,500
Rebecca Mortis (Brighton)	\$ 1,500
Phil & Diane Pfeiffer (Barbara Gentry)	\$ 2,000
Board Crowdfunding Adjustment	\$ (1,000)
Danielle Reyes (Brighton)	\$ 10,000
Mike Ciskowski (Lynette Padalecki)	\$ 250,000
Frick Family Foundation (Brighton)	\$ 10,000
PCSI (Barbara Gentry/April Ancira/Brighton)	\$ 100,000
HEB Additional Gift (Lynette Padalecki)	\$ 350,000
<i>Subtotal new contributions since 4/12/2019</i>	✓ \$ 1,092,895
<i>Subtotal adjustments since 4/12/2019</i>	\$ (221,000)
<i>Net to campaign since 4/12/2019</i>	\$ 871,895
Surplus over amount needed for Mabee Challenge Grants as of 6/28/2019	\$ 158,062
Surplus over revised budget amount	\$ 20,873

Asks Made/Pending Requests: \$1,207,000

- Thomas J Henry/PM Group (\$400,000) – Brighton/Bob Wills
- Susan Naylor (\$250,000) – Brian Booker/Barbara Gentry
- Carlos Alvarez (\$250,000) – Harvey Najim/Brighton
- Mike Lynd Jr. (\$50,000) – Brighton
- Kim Lewis (\$50,000) – Barbara Gentry/Lindsay Bolner
- Rod Lewis (\$75,000) – Barbara Gentry/Lindsay Bolner
- UPS Foundation (\$25,000) – Mario Garcia
- Natalie & PJ Pfeiffer (\$3,000) – Brighton
- Tom & Janine Sauer (\$1,000) – Brighton
- Jennifer & Francisco Robelo (\$3,000) – Brighton
- Texas Cavaliers Foundation (\$50,000) – Brighton
- VH McNutt Memorial Foundation (\$50,000) – Larry Fischer

Brighton Center Capital Expansion

REVENUE

		<u>Budget</u>
Foundations	\$	3,400,000
Individuals, Board	\$	250,000
Individuals, Staff	\$	82,000
Individuals, Others	\$	2,328,000
Corporations	\$	1,400,000
In-Kind	\$	250,000
Other	\$	40,000
<i>Subtotal</i>	\$	<i>7,750,000</i>

EXPENSES

		<u>Budget</u>
<u>Construction</u>		
Child Care /Outreach Center Renovation	\$	1,106,556
New Lobby/Event Space	\$	1,044,105
Admin Building Renovation	\$	376,373
Activity Center	\$	1,022,410
Portables	\$	184,505
Site Work	\$	888,732
Center Courtyard/Playground	\$	473,688
Indirect Costs	\$	931,356
<i>Subtotal Construction</i>	\$	<i>6,027,725</i>

<u>Other</u>		
Administrative/Owners (Advertising, Gifts, Marketing)	\$	206,250
Project Management	\$	-
Architect Fees & Consultants (Geo, ADA, Landscape/Playground, Civil, etc.)	\$	402,328
Furniture (Classrooms, therapy rooms, offices, meeting, etc.)	\$	375,000
Data/Cabling, AV, Security & Phones	\$	50,000
Accessible Vans	\$	-
Contingency (Owners, Design & Contractor)	\$	194,366
Operational Support (Multi-Year)	\$	250,000
3-Year Impact on Operations	\$	189,449
Interest Expenses	\$	21,367
Projected Pledge Loss	\$	33,515
<i>Subtotal Other</i>	\$	<i>1,722,275</i>

TOTALS	\$	<u><u>7,750,000</u></u>
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Board Development Committee Report

July 2019

The board development committee has a call scheduled on 7/12/2019 and will provide an update at the meeting.

1. Board Recruitment Event – Justin brought a potential candidate to the event and Ramon brought an individual who is helping us recruit new board members.
2. Two potential board members have been scheduled for tours from Ramon's contact.
 - a. Donna Vasquez – RN
 - b. Terry Wood



Resource Development Committee Meeting Agenda

June 27, 2019 – Webex Call

Call In Number: United States Toll: +1-949-975-5555 / Toll Free: 1-855-450-0555

WebEx Meeting number: 800 294 065

8:00am

Agenda Items to Be Discussed:

Resource Development Committee Purpose:

Develop and lead a strategy for securing sustainable financial resources to help support the Brighton Center Mission, builds relationships with Brighton Center supporters and improves awareness of the Brighton Center and its mission.

Resource Development Committee Duties:

1) Hold Board Members accountable to the agreed upon Board Member fundraising expectations.; 2) Meet Monthly to review Board Member Scorecards and discuss strategies to increase participation if needed. 3) Connect Monthly with Board Champions on upcoming events. 4) Work with Board Development Committee Chair to communicate types of Board Members need to meet growing fundraising needs. 5) Understand and report on Brighton's current and future fundraising activities. 6) Engage the board in such a way that board goals are achieved.

1) RDC MEMBERS ACTIONS TO NOTE FOR JUNE!

Elizabeth Marceau

- Reached out to Jefferson Bank to inquire about potential Board Member!
- Followed up with Mike Lynd about his Capital Campaign Pledge!
- Working with Mary Rose Brown at NuStar Energy for a new Board Member. Sent her Board Member requirements!

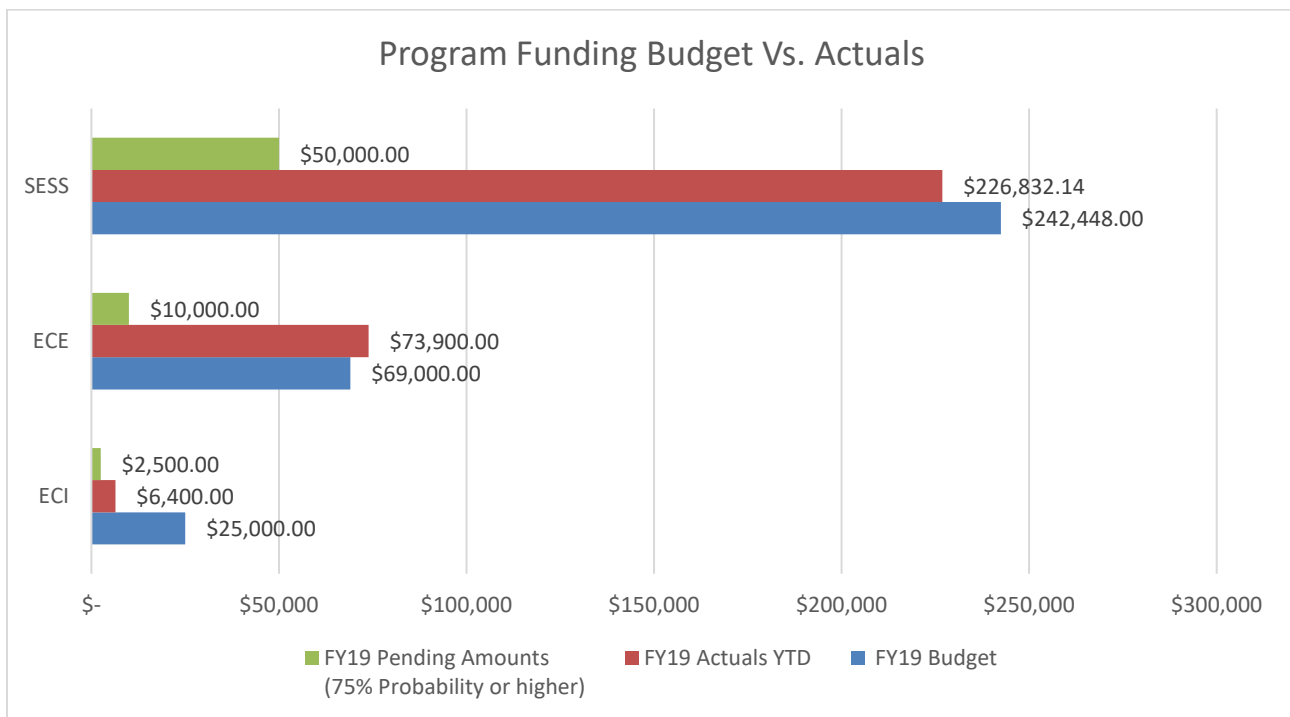
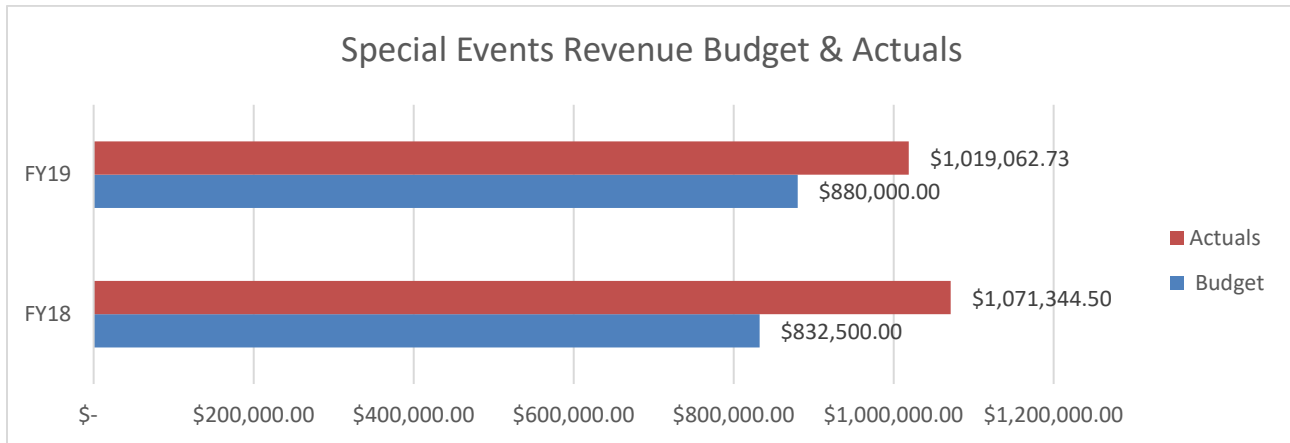
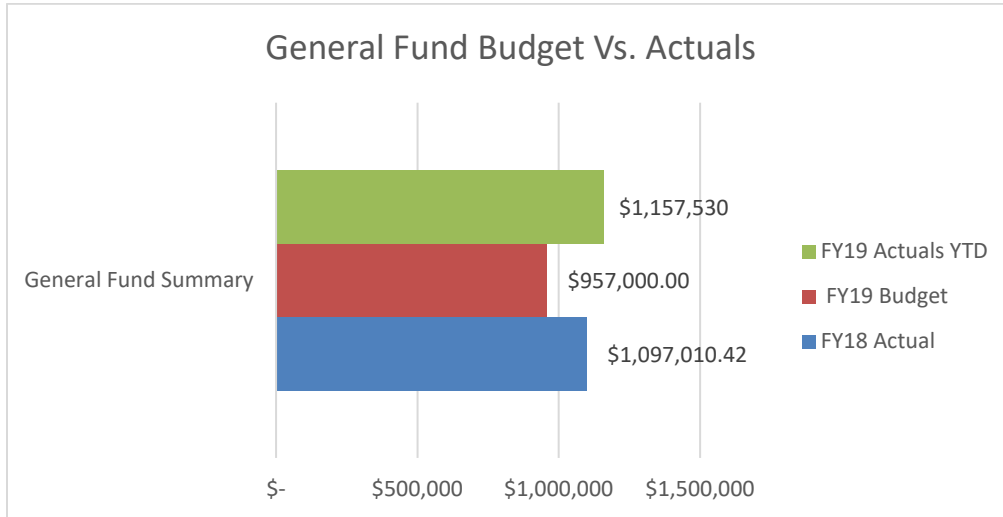
Mario Garcia

- Worked with his company, UPS, to allow us to apply for a \$10k grant to go towards Capital!

Steve Lyons

- Worked with Brighton to hold Summer Social event at Top Golf on June 19th and brought 7 people to the event (Christus Foundation, Pax Financial, Airrosti, Xerox and Walker Engineering)!
- Sold 1 Bronze Sponsorship for Blessings for Brighton Tournament to Walker Engineering at \$1,500!
- Helped Katrina to create "Ways to get involved" one-sheeter that can be easily shared with individuals who want to contribute to Brighton

2) FUNDING UPDATE (09/01 – 05/31): Overall Projected to be \$156k better than budget.



3) UPCOMING EVENTS

- 07/08 – Best Night Ever Save the Dates Going Out – Send us any names you want to be sure to include on receiving the Save the Date/Partnership Information.
- July – Blessings for Brighton Committee Meeting (date TBD)
- August 22 – Best Night Ever Committee Meeting Kick Off Meeting

4) ACTIONS NEEDED BY RDC MEMBERS FOR JULY

1. Blessings for Brighton: Help recruit Golf Sponsorships
2. Blessings for Brighton: Help Secure 1-2 Auction Items



Finance Committee Meeting July 2019

Agenda for Finance Committee

1. Changes in 403B
2. Update on Settlement with Superior
3. Community First Health Plans owes Brighton an estimated \$90k. Plan to negotiate a settlement for some amount. Want to get back to Business as usual.
4. FY 2019 budget. Review date.

Brighton Center

Balance Sheet

As of 5/31/2019

(In Whole Numbers)

	<u>Current Period Balance</u>
Current Assets	
Cash & Cash Equivalents	21,718
Accounts Receivable Programs, Net	465,787
Accounts Receivable Capital Campaign, Net	279,077
Prepaid Expenses	225,919
Short-Term Investments	<u>5,454,003</u>
Total Current Assets	<u>6,446,505</u>
Long-Term Assets	
Long-Term Capital Campaign Pledges Rec, Net	334,368
Property & Equipment, Net	<u>1,911,892</u>
Total Long-Term Assets	<u>2,246,260</u>
Total Assets	<u><u>8,692,765</u></u>
Current Liabilities	
Accounts Payable	93,650
Accrued Expenses	345,067
Deferred Income	<u>102,868</u>
Total Current Liabilities	<u>541,585</u>
Net Assets	
Net Assets Without Donor Restrictions	3,129,266
Net Assets With Donor Restrictions	<u>5,021,915</u>
Total Net Assets	<u>8,151,180</u>
Total Liabilities and Net Assets	<u><u>8,692,765</u></u>

Brighton Center
Statement of Revenues and Expenditures - Organization
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Program Revenues							
Insurance, Tricare - Net	9,537.85	10,284.55	(746.70)	67,413.26	85,081.28	(17,668.02)	(41.38)%
Insurance, Medicaid, CCP - Net	175,340.46	130,695.20	44,645.26	1,237,014.15	1,081,205.76	155,808.39	(15.35)%
Insurance, Medicaid, SRS - Net	127,285.45	133,089.18	(5,803.73)	1,138,512.49	1,101,010.47	37,502.02	(23.50)%
Insurance, Medicaid, TCM - Net	29,453.81	36,445.50	(6,991.69)	256,546.13	301,503.70	(44,957.57)	(37.05)%
Insurance, Chip - Net	19,793.28	7,601.63	12,191.65	112,156.36	62,886.20	49,270.16	31.95%
Insurance, Private - Net	22,296.60	20,569.11	1,727.49	163,205.34	170,162.63	(6,957.29)	(29.04)%
Insurance, Family Cost Share - Net	10,979.90	5,813.01	5,166.89	81,198.67	48,089.44	33,109.23	24.92%
CACFP, Food Program Income	5,351.66	4,804.92	546.74	45,129.59	38,945.28	6,184.31	(12.38)%
Tuition, Childcare	53,126.29	70,606.00	(17,479.71)	482,345.70	602,038.00	(119,692.30)	(38.87)%
Tuition, Childcare Part-Time	3,363.58	6,014.00	(2,650.42)	36,694.68	51,472.00	(14,777.32)	(46.75)%
Tuition, Childcare Staff/Board	8,307.60	8,721.00	(413.40)	76,772.98	77,449.00	(676.02)	(24.30)%
Tuition, CCS	26,030.18	10,963.00	15,067.18	189,895.31	99,021.00	90,874.31	48.51%
Tuition, Scholarships	2,438.02	1,937.67	500.35	28,450.29	16,960.03	11,490.26	26.60%
Tuition, Other Fees	135.00	952.00	(817.00)	9,739.00	8,568.00	1,171.00	(14.75)%
Brighton Merchandise Sales	5.00	0.00	5.00	10.00	0.00	10.00	0.00%
Program Services Fees	2,740.00	4,075.00	(1,335.00)	18,801.00	19,175.00	(374.00)	(6.00)%
Investment Income	2,054.81	0.00	2,054.81	10,633.26	0.00	10,633.26	0.00%
Realized Gain/Loss - Asset	0.00	0.00	0.00	2,011.61	0.00	2,011.61	0.00%
Total Program Revenues	498,239.49	452,571.77	45,667.72	3,956,529.82	3,763,567.79	192,962.03	(21.57)%
Support Revenues							
Grant, United Way	5,936.92	5,696.00	240.92	59,295.74	51,264.00	8,031.74	(13.25)%
HHSC Contract, ECI	70,797.11	175,878.04	(105,080.93)	1,816,210.46	1,919,228.35	(103,017.89)	(34.67)%
Contributions, Business	0.00	0.00	0.00	32,500.00	0.00	32,500.00	0.00%
Contributions, Foundations	1,540.44	53,750.00	(52,209.56)	265,250.38	296,750.00	(31,499.62)	(21.16)%
Contributions, Individuals	6,689.96	6,250.00	439.96	164,554.71	56,250.00	108,304.71	119.41%
Special Events, Net	46,851.77	0.00	46,851.77	842,160.76	821,050.00	21,110.76	(4.30)%
Fundraising Income	0.00	0.00	0.00	4,909.82	0.00	4,909.82	0.00%
Capital Campaign Revenue	40,039.10	140,769.17	(100,730.07)	1,731,293.93	1,266,922.53	464,371.40	1.42%
Total Support Revenues	171,855.30	382,343.21	(210,487.91)	4,916,175.80	4,411,464.88	504,710.92	(15.92)%
Total Revenue	670,094.79	834,914.98	(164,820.19)	8,872,705.62	8,175,032.67	697,672.95	(18.54)%
Personnel Expenses							
Salaries	494,440.66	489,096.54	(5,344.12)	4,488,758.82	4,498,231.63	9,472.81	29.11%
Payroll Taxes	36,760.33	38,374.63	1,614.30	332,038.31	353,040.94	21,002.63	33.13%
Employee Health Benefits	42,213.65	52,980.19	10,766.54	376,114.76	476,821.71	100,706.95	40.84%
Retirement Benefits	11,748.59	12,753.23	1,004.64	106,487.94	117,291.17	10,803.23	35.51%
Total Personnel Expenses	585,163.23	593,204.59	8,041.36	5,303,399.83	5,445,385.45	141,985.62	30.49%

Brighton Center
Statement of Revenues and Expenditures - Organization
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Other Operating Expenses							
Bad Debt	255.81	208.34	(47.47)	955.81	1,875.06	919.25	61.77%
Books & Magazines	0.00	83.33	83.33	30.00	749.97	719.97	97.00%
Classroom Supplies	1,508.11	2,287.00	778.89	21,167.26	20,583.00	(584.26)	22.87%
Client Travel	34.50	350.00	315.50	305.27	3,150.00	2,844.73	92.73%
Computer & Technology	11,000.63	14,107.76	3,107.13	93,221.11	126,969.84	33,748.73	44.94%
Contract Labor	7,115.51	3,790.17	(3,325.34)	65,168.79	34,111.53	(31,057.26)	(43.28)%
Employee Engagement	1,522.57	1,525.50	2.93	24,084.89	24,999.20	914.31	17.43%
Employee Onboarding/Ongoing	627.16	653.01	25.85	4,871.87	5,877.09	1,005.22	37.83%
Food/Meals	5,794.14	4,994.92	(799.22)	44,202.08	44,954.28	752.20	26.25%
Fundraising Expense	420.00	0.00	(420.00)	1,024.30	0.00	(1,024.30)	0.00%
Gifts	251.58	150.00	(101.58)	1,703.59	1,350.00	(353.59)	5.36%
Insurance, Organizational	2,928.58	4,280.56	1,351.98	36,118.69	38,525.04	2,406.35	29.69%
Licenses & Permits	0.00	294.00	294.00	2,084.00	2,646.00	562.00	40.93%
Maintenance, Facilities	10,717.41	10,629.16	(88.25)	83,273.13	95,662.44	12,389.31	34.71%
Maintenance, Equipment	4,798.48	3,628.67	(1,169.81)	30,964.53	32,658.03	1,693.50	28.89%
Marketing	1,281.11	2,750.83	1,469.72	59,220.95	42,567.47	(16,653.48)	(16.53)%
Memberships & Dues	280.00	430.00	150.00	3,487.35	4,390.00	902.65	38.82%
Office Supplies/Expense	3,395.35	4,604.25	1,208.90	29,020.54	41,438.25	12,417.71	47.48%
Postage	201.00	445.00	244.00	3,799.34	4,005.00	205.66	28.85%
Printing	0.00	24.92	24.92	345.50	224.28	(121.22)	(15.55)%
Professional Development	2,709.22	5,887.17	3,177.95	35,153.04	52,984.53	17,831.49	50.24%
Professional Fees	6,124.40	7,412.92	1,288.52	57,565.53	66,716.28	9,150.75	35.29%
Rent	402.24	2,455.76	2,053.52	3,066.24	12,278.76	9,212.52	84.39%
Respite Expense	980.00	980.92	0.92	6,230.00	8,828.28	2,598.28	47.07%
Special Events Expense	21,760.02	47,500.00	25,739.98	322,827.29	262,250.00	(60,577.29)	5.33%
Telephone	8,014.93	8,255.08	240.15	70,806.63	74,295.72	3,489.09	28.52%
Travel	13,697.54	12,857.64	(839.90)	123,852.03	121,735.99	(2,116.04)	25.54%
Utilities	3,621.09	4,019.00	397.91	29,269.01	36,171.00	6,901.99	39.31%
Volunteer Expense	96.99	489.58	392.59	1,304.72	4,406.22	3,101.50	77.79%
Capital Campaign Expenses	27,490.38	140,769.17	113,278.79	130,679.37	1,266,922.53	1,136,243.16	92.26%
Total Other Operating Expenses	<u>137,028.75</u>	<u>285,864.66</u>	<u>148,835.91</u>	<u>1,285,802.86</u>	<u>2,433,325.79</u>	<u>1,147,522.93</u>	<u>60.23%</u>
Total Expenses	<u>722,191.98</u>	<u>879,069.25</u>	<u>156,877.27</u>	<u>6,589,202.69</u>	<u>7,878,711.24</u>	<u>1,289,508.55</u>	<u>39.34%</u>
Revenue Over/Under Expenditures	<u>(52,097.19)</u>	<u>(44,154.27)</u>	<u>(7,942.92)</u>	<u>2,283,502.93</u>	<u>296,321.43</u>	<u>1,987,181.50</u>	<u>7,724.50%</u>

Brighton Center
Statement of Revenues and Expenditures - ECI
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Program Revenues							
Insurance, Tricare - Net	9,537.85	10,284.55	(746.70)	67,413.26	85,081.28	(17,668.02)	(41.38)%
Insurance, Medicaid, CCP - Net	175,340.46	130,695.20	44,645.26	1,237,014.15	1,081,205.76	155,808.39	(15.35)%
Insurance, Medicaid, SRS - Net	127,285.45	133,089.18	(5,803.73)	1,138,512.49	1,101,010.47	37,502.02	(23.50)%
Insurance, Medicaid, TCM - Net	29,453.81	36,445.50	(6,991.69)	256,546.13	301,503.70	(44,957.57)	(37.05)%
Insurance, Chip - Net	19,793.28	7,601.63	12,191.65	112,156.36	62,886.20	49,270.16	31.95%
Insurance, Private - Net	22,296.60	20,569.11	1,727.49	163,205.34	170,162.63	(6,957.29)	(29.04)%
Insurance, Family Cost Share - Net	10,979.90	5,813.01	5,166.89	81,198.67	48,089.44	33,109.23	24.92%
Total Program Revenues	394,687.35	344,498.18	50,189.17	3,056,046.40	2,849,939.48	206,106.92	(20.67)%
Support Revenues							
Grant, United Way	5,936.92	5,696.00	240.92	59,295.74	51,264.00	8,031.74	(13.25)%
HHSC Contract, ECI	70,797.11	175,878.04	(105,080.93)	1,816,210.46	1,919,228.35	(103,017.89)	(34.67)%
Contributions, Business	0.00	0.00	0.00	6,400.00	0.00	6,400.00	0.00%
Contributions, Foundations	5,000.00	0.00	5,000.00	5,000.00	0.00	5,000.00	(80.00)%
Total Support Revenues	81,734.03	181,574.04	(99,840.01)	1,886,906.20	1,970,492.35	(83,586.15)	(34.33)%
Total Revenue	476,421.38	526,072.22	(49,650.84)	4,942,952.60	4,820,431.83	122,520.77	(26.50)%
Personnel Expenses							
Salaries	393,622.73	387,259.54	(6,363.19)	3,580,927.20	3,561,635.63	(19,291.57)	28.58%
Payroll Taxes	29,164.24	30,229.54	1,065.30	264,085.99	278,204.13	14,118.14	32.53%
Employee Health Benefits	32,689.47	39,201.42	6,511.95	283,505.28	352,812.78	69,307.50	39.73%
Retirement Benefits	9,889.17	10,416.23	527.06	88,199.04	95,800.17	7,601.13	34.60%
Total Personnel Expenses	465,365.61	467,106.73	1,741.12	4,216,717.51	4,288,452.71	71,735.20	29.84%
Other Operating Expenses							
Books & Magazines	0.00	83.33	83.33	0.00	749.97	749.97	100.00%
Classroom Supplies	(37.89)	750.00	787.89	7,175.62	6,750.00	(425.62)	20.27%
Client Travel	34.50	350.00	315.50	305.27	3,150.00	2,844.73	92.73%
Computer & Technology	7,585.23	10,473.92	2,888.69	56,731.62	94,265.28	37,533.66	54.86%
Contract Labor	4,380.50	2,890.17	(1,490.33)	51,354.05	26,011.53	(25,342.52)	(48.07)%
Employee Engagement	(114.54)	0.00	114.54	0.00	0.00	0.00	0.00%
Employee Onboarding/Ongoing	60.10	233.75	173.65	2,214.01	2,103.75	(110.26)	21.07%
Insurance, Organizational	2,132.21	2,728.57	596.36	23,628.33	24,557.13	928.80	27.84%
Maintenance, Facilities	3,261.74	3,907.67	645.93	21,021.80	35,169.03	14,147.23	55.17%
Maintenance, Equipment	3,409.65	2,562.42	(847.23)	21,836.48	23,061.78	1,225.30	28.98%
Marketing	139.35	833.33	693.98	946.91	7,499.97	6,553.06	90.53%
Memberships & Dues	72.42	0.00	(72.42)	535.28	0.00	(535.28)	0.00%

Brighton Center
Statement of Revenues and Expenditures - ECI
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Office Supplies/Expense	1,362.47	1,516.00	153.53	9,887.81	13,644.00	3,756.19	45.65%
Postage	145.60	307.17	161.57	2,448.27	2,764.53	316.26	33.58%
Printing	0.00	18.08	18.08	275.17	162.72	(112.45)	(26.81)%
Professional Development	1,700.20	4,344.58	2,644.38	26,003.91	39,101.22	13,097.31	50.12%
Professional Fees	4,208.06	5,233.58	1,025.52	40,000.98	47,102.22	7,101.24	36.31%
Rent	84.50	1,181.88	1,097.38	760.50	5,909.40	5,148.90	91.96%
Respite Expense	980.00	980.92	0.92	6,230.00	8,828.28	2,598.28	47.07%
Telephone	6,516.65	6,725.83	209.18	57,646.49	60,532.47	2,885.98	28.58%
Travel	13,282.86	12,034.46	(1,248.40)	119,106.23	114,327.37	(4,778.86)	23.87%
Utilities	1,567.39	1,809.83	242.44	12,648.26	16,288.47	3,640.21	41.76%
Total Other Operating Expenses	50,771.00	58,965.49	8,194.49	460,756.99	531,979.12	71,222.13	35.55%
Total Expenses	516,136.61	526,072.22	9,935.61	4,677,474.50	4,820,431.83	142,957.33	30.45%
Revenue Over/Under Expenditures	(39,715.23)	0.00	(39,715.23)	265,478.10	0.00	265,478.10	0.00%

Brighton Center
Statement of Revenues and Expenditures - ECE Combined
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Program Revenues							
CACFP, Food Program Income	5,351.66	4,804.92	546.74	45,129.59	38,945.28	6,184.31	(12.38)%
Tuition, Childcare	53,126.29	70,606.00	(17,479.71)	482,345.70	602,038.00	(119,692.30)	(38.87)%
Tuition, Childcare Part-Time	3,363.58	6,014.00	(2,650.42)	36,694.68	51,472.00	(14,777.32)	(46.75)%
Tuition, Childcare Staff/Board	8,307.60	8,721.00	(413.40)	76,772.98	77,449.00	(676.02)	(24.30)%
Tuition, CCS	26,030.18	10,963.00	15,067.18	189,895.31	99,021.00	90,874.31	48.51%
Tuition, Scholarships	2,438.02	1,937.67	500.35	28,450.29	16,960.03	11,490.26	26.60%
Tuition, Other Fees	135.00	952.00	(817.00)	9,739.00	8,568.00	1,171.00	(14.75)%
Total Program Revenues	98,752.33	103,998.59	(5,246.26)	869,027.55	894,453.31	(25,425.76)	(25.89)%
Support Revenues							
Contributions, Foundations	1,540.44	3,750.00	(2,209.56)	52,450.38	57,750.00	(5,299.62)	(23.98)%
Contributions, Individuals	0.00	0.00	0.00	5.01	0.00	5.01	0.00%
Fundraising Income	0.00	0.00	0.00	4,900.00	0.00	4,900.00	0.00%
Capital Campaign Revenue	0.00	0.00	0.00	0.00	0.00	0.00	(100.00)%
Total Support Revenues	1,540.44	3,750.00	(2,209.56)	57,355.39	57,750.00	(394.61)	(33.99)%
Total Revenue	<u>100,292.77</u>	<u>107,748.59</u>	<u>(7,455.82)</u>	<u>926,382.94</u>	<u>952,203.31</u>	<u>(25,820.37)</u>	<u>(26.45)%</u>
Personnel Expenses							
Salaries	61,238.05	62,276.00	1,037.95	544,493.85	572,754.00	28,260.15	32.47%
Payroll Taxes	4,696.85	4,982.92	286.07	41,565.15	45,782.28	4,217.13	35.35%
Employee Health Benefits	6,822.11	9,947.68	3,125.57	69,405.94	89,529.12	20,123.18	41.86%
Retirement Benefits	670.27	1,211.00	540.73	7,410.38	11,137.00	3,726.62	52.73%
Total Personnel Expenses	73,427.28	78,417.60	4,990.32	662,875.32	719,202.40	56,327.08	34.08%
Other Operating Expenses							
Bad Debt	255.81	208.34	(47.47)	955.81	1,875.06	919.25	61.77%
Classroom Supplies	1,546.00	1,507.00	(39.00)	13,728.94	13,563.00	(165.94)	24.08%
Computer & Technology	2,051.93	2,018.17	(33.76)	19,979.29	18,163.53	(1,815.76)	17.50%
Contract Labor	1,935.01	0.00	(1,935.01)	8,334.74	0.00	(8,334.74)	0.00%
Employee Engagement	(21.69)	0.00	21.69	40.00	0.00	(40.00)	0.00%
Employee Onboarding/Ongoing	560.53	295.25	(265.28)	1,608.24	2,657.25	1,049.01	54.61%
Food/Meals	5,653.93	4,257.00	(1,396.93)	38,715.86	38,313.00	(402.86)	24.21%
Fundraising Expense	420.00	0.00	(420.00)	1,024.30	0.00	(1,024.30)	0.00%
Insurance, Organizational	447.13	1,208.58	761.45	9,175.44	10,877.22	1,701.78	36.73%
Licenses & Permits	0.00	253.00	253.00	1,989.32	2,277.00	287.68	34.48%
Maintenance, Facilities	6,465.35	5,557.99	(907.36)	54,271.42	50,021.91	(4,249.51)	18.63%
Maintenance, Equipment	735.87	575.50	(160.37)	4,946.31	5,179.50	233.19	28.38%

Brighton Center
Statement of Revenues and Expenditures - ECE Combined
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Marketing	531.43	416.66	(114.77)	4,693.02	3,749.94	(943.08)	6.14%
Memberships & Dues	13.72	0.00	(13.72)	251.39	0.00	(251.39)	0.00%
Office Supplies/Expense	1,619.46	1,753.08	133.62	13,721.96	15,777.72	2,055.76	34.77%
Postage	27.59	58.16	30.57	692.29	523.44	(168.85)	0.82%
Printing	0.00	3.42	3.42	44.48	30.78	(13.70)	(8.49)%
Professional Development	789.89	997.84	207.95	5,694.76	8,980.56	3,285.80	52.44%
Professional Fees	1,296.67	1,405.09	108.42	11,922.94	12,645.81	722.87	29.29%
Rent	0.00	889.50	889.50	0.00	4,447.50	4,447.50	100.00%
Telephone	843.00	857.08	14.08	7,455.33	7,713.72	258.39	27.51%
Travel	172.41	417.84	245.43	893.47	3,760.56	2,867.09	82.18%
Utilities	1,706.85	1,847.09	140.24	13,810.45	16,623.81	2,813.36	37.69%
Total Other Operating Expenses	<u>27,050.89</u>	<u>24,526.59</u>	<u>(2,524.30)</u>	<u>213,949.76</u>	<u>217,181.31</u>	<u>3,231.55</u>	<u>26.42%</u>
Total Expenses	<u>100,478.17</u>	<u>102,944.19</u>	<u>2,466.02</u>	<u>876,825.08</u>	<u>936,383.71</u>	<u>59,558.63</u>	<u>32.36%</u>
Revenue Over/Under Expenditures	<u>(185.40)</u>	<u>4,804.40</u>	<u>(4,989.80)</u>	<u>49,557.86</u>	<u>15,819.60</u>	<u>33,738.26</u>	<u>(234.65)%</u>

Brighton Center
Statement of Revenues and Expenditures - ECE Higgins
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Program Revenues							
CACFP, Food Program Income	3,957.00	2,791.92	1,165.08	32,576.84	24,528.28	8,048.56	3.45%
Tuition, Childcare	34,792.39	44,400.00	(9,607.61)	321,665.38	384,362.00	(62,696.62)	(35.29)%
Tuition, Childcare Staff/Board	6,582.00	8,721.00	(2,139.00)	62,123.22	77,449.00	(15,325.78)	(38.75)%
Tuition, CCS	18,254.07	7,633.00	10,621.07	133,994.18	69,883.00	64,111.18	51.00%
Tuition, Scholarships	466.04	900.67	(434.63)	7,993.29	7,880.03	113.26	(22.26)%
Tuition, Other Fees	55.00	669.00	(614.00)	5,978.50	6,021.00	(42.50)	(25.53)%
Total Program Revenues	64,106.50	65,115.59	(1,009.09)	564,331.41	570,123.31	(5,791.90)	(23.43)%
Support Revenues							
Contributions, Foundations	659.45	3,750.00	(3,090.55)	36,376.33	57,750.00	(21,373.67)	(47.28)%
Contributions, Individuals	0.00	0.00	0.00	0.01	0.00	0.01	0.00%
Fundraising Income	0.00	0.00	0.00	3,150.00	0.00	3,150.00	0.00%
Capital Campaign Revenue	0.00	0.00	0.00	0.00	0.00	0.00	(100.00)%
Total Support Revenues	659.45	3,750.00	(3,090.55)	39,526.34	57,750.00	(18,223.66)	(54.51)%
Total Revenue	<u>64,765.95</u>	<u>68,865.59</u>	<u>(4,099.64)</u>	<u>603,857.75</u>	<u>627,873.31</u>	<u>(24,015.56)</u>	<u>(26.71)%</u>
Personnel Expenses							
Salaries	38,420.86	41,545.29	3,124.43	351,792.13	382,010.68	30,218.55	34.59%
Payroll Taxes	2,934.40	3,325.52	391.12	26,828.48	30,548.31	3,719.83	37.47%
Employee Health Benefits	4,820.76	7,041.07	2,220.31	48,880.32	63,369.63	14,489.31	42.15%
Retirement Benefits	509.36	796.57	287.21	5,285.53	7,320.78	2,035.25	48.71%
Total Personnel Expenses	46,685.38	52,708.45	6,023.07	432,786.46	483,249.40	50,462.94	35.93%
Other Operating Expenses							
Bad Debt	104.17	166.67	62.50	104.17	1,500.03	1,395.86	94.79%
Classroom Supplies	665.01	1,060.08	395.07	7,509.37	9,540.72	2,031.35	40.97%
Computer & Technology	1,681.77	1,296.67	(385.10)	11,881.45	11,670.03	(211.42)	23.64%
Contract Labor	798.00	0.00	(798.00)	4,285.32	0.00	(4,285.32)	0.00%
Employee Engagement	(15.32)	0.00	15.32	30.00	0.00	(30.00)	0.00%
Employee Onboarding/Ongoing	356.54	207.58	(148.96)	892.58	1,868.22	975.64	64.17%
Food/Meals	3,764.56	2,881.67	(882.89)	25,311.93	25,935.03	623.10	26.80%
Fundraising Expense	271.78	0.00	(271.78)	780.68	0.00	(780.68)	0.00%
Insurance, Organizational	308.98	767.83	458.85	5,796.53	6,910.47	1,113.94	37.09%
Licenses & Permits	0.00	123.08	123.08	437.00	1,107.72	670.72	70.41%
Maintenance, Facilities	4,271.67	3,042.91	(1,228.76)	30,680.97	27,386.19	(3,294.78)	15.98%
Maintenance, Equipment	546.19	432.92	(113.27)	3,731.56	3,896.28	164.72	28.17%
Marketing	276.67	208.33	(68.34)	1,945.68	1,874.97	(70.71)	22.17%

Brighton Center
Statement of Revenues and Expenditures - ECE Higgins
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Memberships & Dues	9.69	0.00	(9.69)	71.61	0.00	(71.61)	0.00%
Office Supplies/Expense	1,116.49	1,099.50	(16.99)	8,285.36	9,895.50	1,610.14	37.20%
Postage	19.51	41.08	21.57	321.34	369.72	48.38	34.82%
Printing	0.00	2.42	2.42	31.32	21.78	(9.54)	(8.00)%
Professional Development	484.24	641.29	157.05	3,154.63	5,771.61	2,616.98	59.00%
Professional Fees	752.39	949.42	197.03	6,592.22	8,544.78	1,952.56	42.14%
Rent	0.00	889.50	889.50	0.00	4,447.50	4,447.50	100.00%
Telephone	556.21	568.33	12.12	4,933.45	5,114.97	181.52	27.66%
Travel	100.52	184.67	84.15	564.51	1,662.03	1,097.52	74.53%
Utilities	1,179.62	1,362.17	182.55	9,519.04	12,259.53	2,740.49	41.77%
Total Other Operating Expenses	17,248.69	15,926.12	(1,322.57)	126,860.72	139,777.08	12,916.36	32.36%
Total Expenses	63,934.07	68,634.57	4,700.50	559,647.18	623,026.48	63,379.30	35.16%
Revenue Over/Under Expenditures	831.88	231.02	600.86	44,210.57	4,846.83	39,363.74	(213.01)%

Brighton Center
Statement of Revenues and Expenditures - ECE Lullwood
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Program Revenues							
CACFP, Food Program Income	1,394.66	2,013.00	(618.34)	12,552.75	14,417.00	(1,864.25)	(37.29)%
Tuition, Childcare	18,333.90	26,206.00	(7,872.10)	160,680.32	217,676.00	(56,995.68)	(44.97)%
Tuition, Childcare Part-Time	3,363.58	6,014.00	(2,650.42)	36,694.68	51,472.00	(14,777.32)	(46.75)%
Tuition, Childcare Staff/Board	1,725.60	0.00	1,725.60	14,649.76	0.00	14,649.76	0.00%
Tuition, CCS	7,776.11	3,330.00	4,446.11	55,901.13	29,138.00	26,763.13	42.86%
Tuition, Scholarships	1,971.98	1,037.00	934.98	20,457.00	9,080.00	11,377.00	67.80%
Tuition, Other Fees	80.00	283.00	(203.00)	3,760.50	2,547.00	1,213.50	10.73%
Total Program Revenues	34,645.83	38,883.00	(4,237.17)	304,696.14	324,330.00	(19,633.86)	(30.06)%
Support Revenues							
Contributions, Foundations	880.99	0.00	880.99	16,074.05	0.00	16,074.05	0.00%
Contributions, Individuals	0.00	0.00	0.00	5.00	0.00	5.00	0.00%
Fundraising Income	0.00	0.00	0.00	1,750.00	0.00	1,750.00	0.00%
Total Support Revenues	880.99	0.00	880.99	17,829.05	0.00	17,829.05	0.00%
Total Revenue	<u>35,526.82</u>	<u>38,883.00</u>	<u>(3,356.18)</u>	<u>322,525.19</u>	<u>324,330.00</u>	<u>(1,804.81)</u>	<u>(25.97)%</u>
Personnel Expenses							
Salaries	22,817.19	20,730.71	(2,086.48)	192,701.72	190,743.32	(1,958.40)	28.23%
Payroll Taxes	1,762.45	1,657.40	(105.05)	14,736.67	15,233.97	497.30	31.09%
Employee Health Benefits	2,001.35	2,906.61	905.26	20,525.62	26,159.49	5,633.87	41.15%
Retirement Benefits	160.91	414.43	253.52	2,124.85	3,816.22	1,691.37	60.45%
Total Personnel Expenses	26,741.90	25,709.15	(1,032.75)	230,088.86	235,953.00	5,864.14	30.30%
Other Operating Expenses							
Bad Debt	151.64	41.67	(109.97)	851.64	375.03	(476.61)	(70.33)%
Classroom Supplies	880.99	446.92	(434.07)	6,219.57	4,022.28	(2,197.29)	(15.97)%
Computer & Technology	370.16	721.50	351.34	8,097.84	6,493.50	(1,604.34)	6.47%
Contract Labor	1,137.01	0.00	(1,137.01)	4,049.42	0.00	(4,049.42)	0.00%
Employee Engagement	(6.37)	0.00	6.37	10.00	0.00	(10.00)	0.00%
Employee Onboarding/Ongoing	203.99	87.67	(116.32)	715.66	789.03	73.37	31.97%
Food/Meals	1,889.37	1,375.33	(514.04)	13,403.93	12,377.97	(1,025.96)	18.78%
Fundraising Expense	148.22	0.00	(148.22)	243.62	0.00	(243.62)	0.00%
Insurance, Organizational	138.15	440.75	302.60	3,378.91	3,966.75	587.84	36.11%
Licenses & Permits	0.00	129.92	129.92	1,552.32	1,169.28	(383.04)	0.43%
Maintenance, Facilities	2,193.68	2,515.08	321.40	23,590.45	22,635.72	(954.73)	21.84%
Maintenance, Equipment	189.68	142.58	(47.10)	1,214.75	1,283.22	68.47	29.00%
Marketing	254.76	208.33	(46.43)	2,747.34	1,874.97	(872.37)	(9.89)%

Brighton Center
Statement of Revenues and Expenditures - ECE Lullwood
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Memberships & Dues	4.03	0.00	(4.03)	179.78	0.00	(179.78)	0.00%
Office Supplies/Expense	502.97	653.58	150.61	5,436.60	5,882.22	445.62	30.68%
Postage	8.08	17.08	9.00	370.95	153.72	(217.23)	(80.95)%
Printing	0.00	1.00	1.00	13.16	9.00	(4.16)	(9.67)%
Professional Development	305.65	356.55	50.90	2,540.13	3,208.95	668.82	40.63%
Professional Fees	544.28	455.67	(88.61)	5,330.72	4,101.03	(1,229.69)	2.51%
Telephone	286.79	288.75	1.96	2,521.88	2,598.75	76.87	27.22%
Travel	71.89	233.17	161.28	328.96	2,098.53	1,769.57	88.24%
Utilities	527.23	484.92	(42.31)	4,291.41	4,364.28	72.87	26.25%
Total Other Operating Expenses	<u>9,802.20</u>	<u>8,600.47</u>	<u>(1,201.73)</u>	<u>87,089.04</u>	<u>77,404.23</u>	<u>(9,684.81)</u>	<u>15.62%</u>
Total Expenses	<u>36,544.10</u>	<u>34,309.62</u>	<u>(2,234.48)</u>	<u>317,177.90</u>	<u>313,357.23</u>	<u>(3,820.67)</u>	<u>26.80%</u>
Revenue Over/Under Expenditures	<u>(1,017.28)</u>	<u>4,573.38</u>	<u>(5,590.66)</u>	<u>5,347.29</u>	<u>10,972.77</u>	<u>(5,625.48)</u>	<u>130.87%</u>

Brighton Center
Statement of Revenues and Expenditures - SESS
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Program Revenues							
Program Services Fees	2,740.00	4,075.00	(1,335.00)	18,801.00	19,175.00	(374.00)	(6.00)%
Total Program Revenues	2,740.00	4,075.00	(1,335.00)	18,801.00	19,175.00	(374.00)	(6.00)%
Support Revenues							
Contributions, Business	0.00	0.00	0.00	23,750.00	0.00	23,750.00	0.00%
Contributions, Foundations	10,000.00	50,000.00	(40,000.00)	189,500.00	239,000.00	(49,500.00)	(21.84)%
Contributions, Individuals	0.00	0.00	0.00	26,082.14	0.00	26,082.14	0.00%
Total Support Revenues	10,000.00	50,000.00	(40,000.00)	239,332.14	239,000.00	332.14	(1.29)%
Total Revenue	12,740.00	54,075.00	(41,335.00)	258,133.14	258,175.00	(41.86)	(1.64)%
Personnel Expenses							
Salaries	13,824.41	13,628.00	(196.41)	126,274.23	125,337.00	(937.23)	28.43%
Payroll Taxes	938.54	1,144.75	206.21	8,553.98	10,506.75	1,952.77	41.88%
Employee Health Benefits	1,061.75	1,705.76	644.01	8,351.72	15,351.84	7,000.12	59.20%
Retirement Benefits	311.59	86.00	(225.59)	2,857.46	789.00	(2,068.46)	(158.13)%
Total Personnel Expenses	16,136.29	16,564.51	428.22	146,037.39	151,984.59	5,947.20	31.35%
Other Operating Expenses							
Classroom Supplies	0.00	30.00	30.00	262.70	270.00	7.30	27.03%
Computer & Technology	618.06	494.67	(123.39)	5,172.23	4,452.03	(720.20)	12.87%
Contract Labor	800.00	900.00	100.00	4,980.00	8,100.00	3,120.00	53.89%
Employee Engagement	(4.28)	0.00	4.28	0.00	0.00	0.00	0.00%
Employee Onboarding/Ongoing	1.27	9.17	7.90	268.78	82.53	(186.25)	(144.35)%
Food/Meals	275.59	281.67	6.08	2,253.18	2,535.03	281.85	33.34%
Insurance, Organizational	80.08	157.83	77.75	1,341.08	1,420.47	79.39	29.19%
Licenses & Permits	0.00	30.08	30.08	94.68	270.72	176.04	73.77%
Maintenance, Facilities	477.79	724.00	246.21	4,524.59	6,516.00	1,991.41	47.92%
Maintenance, Equipment	127.35	95.83	(31.52)	815.57	862.47	46.90	29.08%
Marketing	0.00	4.17	4.17	119.68	37.53	(82.15)	(139.36)%
Memberships & Dues	2.70	0.00	(2.70)	269.99	0.00	(269.99)	0.00%
Office Supplies/Expense	69.37	217.67	148.30	1,208.64	1,959.03	750.39	53.73%
Postage	5.39	11.50	6.11	89.13	103.50	14.37	35.41%
Printing	0.00	0.67	0.67	9.29	6.03	(3.26)	(16.13)%
Professional Development	23.52	278.92	255.40	1,115.94	2,510.28	1,394.34	66.66%
Professional Fees	262.08	226.42	(35.66)	1,719.58	2,037.78	318.20	36.71%
Telephone	257.57	266.75	9.18	2,240.77	2,400.75	159.98	30.00%
Travel	214.05	262.92	48.87	3,084.96	2,366.28	(718.68)	2.22%

Brighton Center
Statement of Revenues and Expenditures - SESS
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Utilities	<u>163.50</u>	<u>150.33</u>	<u>(13.17)</u>	<u>1,330.76</u>	<u>1,352.97</u>	<u>22.21</u>	<u>26.23%</u>
Total Other Operating Expenses	<u>3,374.04</u>	<u>4,142.60</u>	<u>768.56</u>	<u>30,901.55</u>	<u>37,283.40</u>	<u>6,381.85</u>	<u>37.84%</u>
Total Expenses	<u><u>19,510.33</u></u>	<u><u>20,707.11</u></u>	<u><u>1,196.78</u></u>	<u><u>176,938.94</u></u>	<u><u>189,267.99</u></u>	<u><u>12,329.05</u></u>	<u><u>32.58%</u></u>
Revenue Over/Under Expenditures	<u><u>(6,770.33)</u></u>	<u><u>33,367.89</u></u>	<u><u>(40,138.22)</u></u>	<u><u>81,194.20</u></u>	<u><u>68,907.01</u></u>	<u><u>12,287.19</u></u>	<u><u>0.00%</u></u>

Brighton Center
Statement of Revenues and Expenditures - General Fund
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Program Revenues							
Brighton Merchandise Sales	5.00	0.00	5.00	10.00	0.00	10.00	0.00%
Investment Income	2,054.81	0.00	2,054.81	10,632.24	0.00	10,632.24	0.00%
Realized Gain/Loss - Asset	0.00	0.00	0.00	2,011.61	0.00	2,011.61	0.00%
Total Program Revenues	2,059.81	0.00	2,059.81	12,653.85	0.00	12,653.85	0.00%
Support Revenues							
Contributions, Business	0.00	0.00	0.00	2,350.00	0.00	2,350.00	0.00%
Contributions, Foundations	(15,000.00)	0.00	(15,000.00)	18,300.00	0.00	18,300.00	0.00%
Contributions, Individuals	6,689.96	6,250.00	439.96	138,467.56	56,250.00	82,217.56	84.62%
Special Events, Net	46,851.77	0.00	46,851.77	842,160.76	821,050.00	21,110.76	(4.30)%
Fundraising Income	0.00	0.00	0.00	9.82	0.00	9.82	0.00%
Total Support Revenues	38,541.73	6,250.00	32,291.73	1,001,288.14	877,300.00	123,988.14	4.85%
Total Revenue	40,601.54	6,250.00	34,351.54	1,013,941.99	877,300.00	136,641.99	6.17%
Personnel Expenses							
Salaries	25,755.47	25,933.00	177.53	237,063.54	238,505.00	1,441.46	29.39%
Payroll Taxes	1,960.70	2,017.42	56.72	17,833.19	18,547.78	714.59	31.64%
Employee Health Benefits	1,640.32	2,125.33	485.01	14,851.82	19,127.97	4,276.15	41.77%
Retirement Benefits	877.56	1,040.00	162.44	8,021.06	9,565.00	1,543.94	40.43%
Total Personnel Expenses	30,234.05	31,115.75	881.70	277,769.61	285,745.75	7,976.14	30.70%
Other Operating Expenses							
Books & Magazines	0.00	0.00	0.00	30.00	0.00	(30.00)	0.00%
Computer & Technology	745.41	1,121.00	375.59	11,337.97	10,089.00	(1,248.97)	15.72%
Contract Labor	0.00	0.00	0.00	500.00	0.00	(500.00)	0.00%
Employee Engagement	1,663.08	1,525.50	(137.58)	24,044.89	24,999.20	954.31	17.56%
Employee Onboarding/Ongoing	5.26	114.84	109.58	780.84	1,033.56	252.72	43.34%
Food/Meals	(135.38)	456.25	591.63	3,233.04	4,106.25	873.21	40.95%
Gifts	251.58	150.00	(101.58)	1,703.59	1,350.00	(353.59)	5.36%
Insurance, Organizational	269.16	185.58	(83.58)	1,973.84	1,670.22	(303.62)	11.37%
Licenses & Permits	0.00	10.92	10.92	0.00	98.28	98.28	100.00%
Maintenance, Facilities	512.53	439.50	(73.03)	3,455.32	3,955.50	500.18	34.48%
Maintenance, Equipment	525.61	394.92	(130.69)	3,366.17	3,554.28	188.11	28.97%
Marketing	610.33	1,496.67	886.34	53,461.34	31,280.03	(22,181.31)	(49.46)%
Memberships & Dues	191.16	430.00	238.84	2,430.69	4,390.00	1,959.31	57.36%
Office Supplies/Expense	344.05	1,117.50	773.45	4,196.03	10,057.50	5,861.47	68.71%
Postage	22.42	68.17	45.75	569.65	613.53	43.88	30.36%

Brighton Center
Statement of Revenues and Expenditures - General Fund
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Printing	0.00	2.75	2.75	16.56	24.75	8.19	49.82%
Professional Development	195.61	265.83	70.22	2,338.43	2,392.47	54.04	26.69%
Professional Fees	357.59	547.83	190.24	3,922.03	4,930.47	1,008.44	40.34%
Rent	317.74	384.38	66.64	2,305.74	1,921.86	(383.88)	25.02%
Special Events Expense	21,760.02	47,500.00	25,739.98	322,827.29	262,250.00	(60,577.29)	5.33%
Telephone	397.71	405.42	7.71	3,464.04	3,648.78	184.74	28.80%
Travel	28.22	142.42	114.20	767.37	1,281.78	514.41	55.10%
Utilities	183.35	211.75	28.40	1,479.54	1,905.75	426.21	41.77%
Volunteer Expense	96.99	489.58	392.59	1,304.72	4,406.22	3,101.50	77.79%
Total Other Operating Expenses	<u>28,342.44</u>	<u>57,460.81</u>	<u>29,118.37</u>	<u>449,509.09</u>	<u>379,959.43</u>	<u>(69,549.66)</u>	<u>7.93%</u>
Total Expenses	<u>58,576.49</u>	<u>88,576.56</u>	<u>30,000.07</u>	<u>727,278.70</u>	<u>665,705.18</u>	<u>(61,573.52)</u>	<u>18.19%</u>
Revenue Over/Under Expenditures	<u>(17,974.95)</u>	<u>(82,326.56)</u>	<u>64,351.61</u>	<u>286,663.29</u>	<u>211,594.82</u>	<u>75,068.47</u>	<u>334.41%</u>

Brighton Center
Statement of Revenues and Expenditures - Capital Campaign
From 5/1/2019 Through 5/31/2019

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current Year Actual	YTD Budget	YTD Budget Variance	% Total Budget Remaining
Program Revenues							
Investment Income	0.00	0.00	0.00	1.02	0.00	1.02	0.00%
Total Program Revenues	0.00	0.00	0.00	1.02	0.00	1.02	0.00%
Support Revenues							
Capital Campaign Revenue	40,039.10	140,769.17	(100,730.07)	1,731,293.93	1,266,922.53	464,371.40	2.49%
Total Support Revenues	40,039.10	140,769.17	(100,730.07)	1,731,293.93	1,266,922.53	464,371.40	2.49%
Total Revenue	40,039.10	140,769.17	(100,730.07)	1,731,294.95	1,266,922.53	464,372.42	2.49%
Other Operating Expenses							
Office Supplies/Expense	0.00	0.00	0.00	6.10	0.00	(6.10)	0.00%
Capital Campaign Expenses	27,490.38	140,769.17	113,278.79	130,679.37	1,266,922.53	1,136,243.16	92.26%
Total Other Operating Expenses	27,490.38	140,769.17	113,278.79	130,685.47	1,266,922.53	1,136,237.06	92.26%
Total Expenses	27,490.38	140,769.17	113,278.79	130,685.47	1,266,922.53	1,136,237.06	92.26%
Revenue Over/Under Expenditures	12,548.72	0.00	12,548.72	1,600,609.48	0.00	1,600,609.48	0.00%

BRIGHTON CENTER

FINANCIAL STATEMENT REPORT - COMMENTS

FOR THE MONTH ENDED==>

May 31, 2019

BALANCE SHEET

CASH IN BANK

This amount represents Brighton's Operating, ECE, MMA, General Fund, SESS, ECI and Capital Campaign bank accounts. All accounts are reconciled on a monthly basis. We have signed up for a sweep account that moves our funds nightly into an investment account through Invesco. Funds will be swept back in the following day to cover payments that are to come out that day. Please see the Short-Term Investment section on the

ACCOUNTS RECEIVABLE, NET

This amount totals receivables from Insurance Billings, ECE Tuition, ECI Invoices, Capital Campaign Pledges, Special Events, and United Way. The amounts receivable are net of estimated allowance for uncollectible accounts. An accrual entry was made as of 8.31.18 to reflect the Pledges Receivable for the Capital Campaign for FY18. The current balances are as follows:

Insurance Billings	\$	277,489
ECE	\$	43,445
Pledges, Capital Campaign	\$	279,077
Special Events	\$	1,000
United Way	\$	59,369
ECI	\$	70,707
SESS	\$	1,250
PayPal (ECI & SESS)	\$	10,170
General Receivables	\$	2,358
	\$	<u>744,864</u>

PREPAID EXPENSES

This line represents deposits paid in advance to include invoices paid for Netsmart MyEvolv software that we will be recognizing over the period of 12 months. It also includes prepaid organizational insurance. The account is adjusted monthly to reflect what was incurred for the respective period.

SHORT-TERM INVESTMENTS

The net amount of Capital Campaign funds on-hand have been temporarily moved to a short-term investment account to accrue interest while the funds are unused. Operating funds have also been moved to a separate short-term investment account to accrue interest.

PROPERTY AND EQUIPMENT AND RELATED ACCUMULATED DEPRECIATION

These amounts represent buildings, land and other equipment accumulated during prior periods and the current period and the related accumulated depreciation charged off in prior periods.

ACCOUNTS PAYABLE

This line represents the balance of accounts due at month end for the organization as well as for the Capital Campaign.

ACCRUED EXPENSES

This amount contains an accrual for paid-time-off as recorded via adjusting journal entry as of 8.31.18. This balance also includes FY18 accrued salaries payable as well as the related payroll taxes payable at year end.

DEFERRED INCOME

This account includes unrecognized revenues collected in advance for the ECI, SESS, and ECE programs and the General Fund. The current balances are as follows:

ECI	\$	75,684	Advance on ECI contract
ECE	\$	16,599	Tuition Assistance & Supplies Grant Funds
General Fund	\$	-	
Special Events	\$	10,584	Revenue for FY20 B4B & BNE
SESS	\$	-	
	\$	<u>102,868</u>	

BRIGHTON CENTER

STATEMENT OF ACTIVITIES

NOTE: THESE STATEMENTS ARE BASED ON THE MODIFIED-ACCURAL BASIS OF ACCOUNTING. MOST LINE ITEMS ARE BASED ON THE ACCRUAL BASIS OF ACCOUNTING. SOME ITEMS (MOST CONTRIBUTIONS, FOR EXAMPLE) ARE BASED ON THE CASH BASIS OF ACCOUNTING BECAUSE OF THE UNCERTAINTY OF EVENTUAL COLLECTION

ALL OPERATIONS:

INSURANCE, PRIVATE
INSURANCE, MEDICAID-CCP
INSURANCE, MEDICAID-SRS
INSURANCE, MEDICAID-TCM
TRICARE, NET
CHIP, NET
FCS, NET

These amounts represent Medicaid, Private, Tricare, Chip and FCS billings for the month and year to date. An estimated percentage of bad debt is recorded against billings.

CACFP, FOOD PROGRAM

This revenue is from the Texas Department of Agriculture and is based on the meals served to children enrolled in the Early Childhood Education Center.

TUITION, CHILD CARE
TUITION, CHILD CARE STAFF/BOARD
TUITION, CCS CHILD DEVELOPMENT
TUITION, SCHOLARSHIPS
TUITION CHILDCARE, PART-TIME
TUITION, OTHER FEES

This revenue is based on tuition billed for the month.

This revenue is based on tuition billed to employees and board members.

This revenue is from the City of San Antonio, Child Care System.

This revenue is from the Najim grant specifically for tuition for qualified families.

This revenue is based on part-time tuition billed for the month.

This amount could include semi-annual curriculum fees, late fees, waitlist fees, etc

PROGRAM SERVICE FEES

This amount is the revenue earned in the SESS program.

INVESTMENT INCOME

This is the interest earned on our operating Invesco account.

GRANT, UNITED WAY

This revenue is the monthly amount received from the United Way.

ECI & RESPITE GRANT

This revenue is accrued and based on the month's billable ECI expenditures incurred.

CONTRIBUTIONS, FOUNDATIONS & INDIVIDUALS:

This category contains designated contributions received from foundations, businesses, organizations and individuals.

SPECIAL EVENTS INCOME & EXPENSE

All proceeds from the FY19 special events will be recorded in the income account as those funds are received. Direct costs of the events are recorded against revenues at year end as required by the annual audit. All indirect expenses from the FY19 special events will be recorded in the expense account as they arise. These revenues and expenses are recorded through the General Fund.

ANNUAL CAMPAIGN, HIGGINS

All pledges received by 8.31.18 were recorded in FY18 and fully booked as a receivable and tracked through the A/R module. Any new pledges received in FY19 will be booked fully this fiscal year and also tracked through the A/R module. Qualifying expenses will be moved to the balance sheet as assets to be depreciated over time and will be reflected on the audited statements.

REVENUE OVER/<UNDER> EXPENSES

The current month variance between actual and budgeted revenues/expenses for all programs is a loss of **\$7,943**. Contributions have been received for the Capital Campaign throughout the month but are put against the appropriate receivable account as most pledges were already booked in full and tracked through the A/R module. The YTD actual surplus compared to budget is over by \$1,987,182 mainly related to the Capital Campaign pledges received.

BUDGETS & VARIANCES:

All comments regarding reclassification entries and the resulting credit balances that apply to the "ALL PROGRAMS" part of these financial statements, apply to various program statement of activities as well.

EARLY CHILDHOOD INTERVENTION (ECI) PROGRAM

This program is currently showing a surplus of \$265,478 for the year based on the accrual method of accounting.

The variances in income and expense accounts will zero out with the end of the year adjustments due to the fact that we must meet the contract limits in both income and expenses. Collections in September and October related to FY18 will be reported to HHSC in that fiscal year as required.

EARLY CHILDHOOD EDUCATION (ECE) PROGRAM - HIGGINS AND LULLWOOL

BRIGHTON CENTER

Current month combined tuition, scholarships, food program revenue, and other fees is \$98,752 as compared to budgeted tuition and food program revenue of \$103,999. The variance is **5,246**. The Higgins ECE location had a billable full-time equivalent (FTE) count of 83.00 compared to a budgeted FTE count of 84.00. The Lullwood ECE location had a billable FTE count of 44.50 compared to a budgeted FTE count of 46.00.

This program has a combined year to date surplus of \$49,558 compared to a budgeted YTD surplus of \$15,820. The Higgins location has a YTD surplus of \$44,211 and the Lullwood location has a YTD surplus of \$5,347.

SESS PROGRAM

This program has a current YTD surplus of \$81,194 plus a \$5,000 carryover from FY18. We have received a large grant of \$75,000 from Baptist Health Foundation that makes up a majority of this overage. These funds will be used throughout the rest of the fiscal year and we currently anticipate to roll over about \$37,500 of unused funds into FY20.

GENERAL FUND

This program has a YTD surplus of \$286,663 compared to a budgeted YTD surplus of \$211,595. There are large Taste of the Northside partnerships that have not been recognized and are still due in. Once received, we will be even more over our budgeted surplus if all else remains constant.

Expenses:

Salary expenditures flowing through this fund include 11.16% of the CEO, CFO, Accounting Manager, Accountants 4.79% of the HR Director, 100% of the Development Director, 100% Marketing Manager, 100% Special Events & Donor Relations Manager, 4% of the IT Manager, 4% of the IT Coordinator, 4.79% of the HR Specialists, 11.16% of the Receptionist and the Executive/Development Assistant, and 4.70% of the Maintenance Coordinator.

CAPITAL CAMPAIGN

Capital Campaign pledges, payments, and interest received YTD total \$1,721,295 and expenses incurred YTD total **\$130,685**.

CEO REPORT

July 2019

METRICS

Capital Fundraising		Financial		Program	
HEB Additional Funding	\$350,000	Reserve Balance	\$1,097,000	3.7 hrs per child (ECI)	On-track 3.74
PCSI Contribution	\$100,000	Capital Campaign Acct Balance	\$3,840,000	>=78% Social Emotional Development (ECI & ECE)	Off-track 72%
Mike Ciskowski Contribution	\$250,000	Year End Projection (As of May 31st)	\$209,619	>=85% Parent Satisfaction (ALL)	On-track 85%
PM Group/Bob Wills (Pending)	\$400,000	Surplus/(Deficit)			

KEY DECISIONS / DISCUSSIONS

To be made by board | for input

- Increasing capital fundraising goal to \$7,750,000 to ensure sufficient program funding and facility enhancements
- 403b Changes led by CFO
- Quarterly meeting schedule for board

TOP OF MIND

Areas of focus or concern for CEO

- Working to develop a detailed plan for staff and center move to portables.
- New United Way reporting and requirements
- Improving ECI morale (working with Culture Council and leadership)

BIG WINS | LEARNING

Big Wins:

- Ability to use prior year Superior settlement money to pay reserves back for investment in FY17 (\$200,000).
- ECI agreement to fund myEvolve and thus we will not be using reserve funds for this expenditure.
- Mabee Challenge grant achieved to drawn down \$750,000 by 7/10/2019.
- Great staff appreciation picnic with over 80% of staff attending.
- Foundation for gym has been poured and site construction is on schedul with \$0 of contingency spent to date.

Learning:

- ECI moral impacting overall agency morale.

CEO SUMMARY

The capital fundraising and expansion continue to perform as expected with appropriate oversight and planning. Ensuring that ECI staff are engaged and connected to mission (vs only productivity #s) is a challenge the team is working on as a high priority with numerous strategies implemented since January 2019. Fine tuning the balance between productivity and mission based on staff feedback this week without compromising revenue achievement.



MEMBERS OF NOTE

July 2019 Board of Directors Meeting

Lynette Padalecki	<ul style="list-style-type: none">-Secured \$250,000 capital contribution from Mike Ciskowski-Firmed up HEB's \$350,000 capital contribution
Blake Stribling	<ul style="list-style-type: none">-Finalized Superior Agreement with Superior attorney
Justin Thompson	<ul style="list-style-type: none">-Brought potential board member to Top Golf event-Nominated Brighton Center for Valero Benefit for Children's funds
Meriel Bowman	<ul style="list-style-type: none">-Scheduled first informal feedback session with CEO at the Argyle
Steve Lyons	<ul style="list-style-type: none">-Invited 4 potential golf tournament sponsors to Top Golf event-Secured Blessings for Brighton team from Walker Engineering
Ramon Hernandez	<ul style="list-style-type: none">-Invited board recruitment individual to Top Golf event-Attended Nonprofit Council Secrets to My Success Event
Mario Garcia	<ul style="list-style-type: none">-Working to secure \$10,000 additional capital grant from UPS-Secured UPS team for Blessings for Brighton
April Ancira	<ul style="list-style-type: none">-Contacted SSFCU for potential board member-Attended meeting that assisted in securing PCSI \$100,000 capital grant
Elizabeth Marceau	<ul style="list-style-type: none">-Reached out to NuStar for potential board member