



REVISED

BOARD OF DIRECTORS MEETING AGENDA

*January 9, 2019 La Madeleine French Bakery & Café Park North – 722 Northwest Loop 410,
Suite 201, San Antonio, TX 78216*

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.*
*November 14, 2018 Meeting Minutes**
- III. Committee Reports*
 - A. Executive Committee.....Lynette P.*
Board Meeting Date and Time for 2019 – 2018 Board Meeting Attendance
Board Member Responsibilities - Draft
 - B. Ad Hoc Capital Campaign Committee.....Lindsay B.*
 - C. Board Development CommitteeBlake S.*
Board Expectations
 - D. Resource Development Committee.....LeAnn T.*
Discussion on idea related to Advisory Council
 - E. Finance Committee.....Justin T.*
November Financial Statements
Annual Audit
- IV. Organizational Update*
 - A. United Way Funding – Quick Update*
- V. Other Business*
- VI. Adjournment**
- VII. Next Meeting – Wednesday, February 13th, 2018 – Location TBD.*

BOARD OF DIRECTORS MEETING MINUTES

November 14, 2018 @ 4:00 p.m.

Skanska Offices, 18615 Tuscany Stone, Suite 25, SA, TX 78258

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 | Steve Lyons, Gerry Soto, Meriel Bowman, Beki Hutchison, LeAnn Trejo, Lindsay Bolner (Via Phone) |
| Staff | Kim Jefferies, Katrina Campbell, Michele Sierra, Irma Bustos, Larry Fischer, Ariel Valle |

I. CALL TO ORDER

- a. Meriel Bowman called the meeting to order at 4:24 p.m.

II. REVIEW AND APPROVAL OF BOARD MEETING MINUTES

- a. The board meeting minutes from the October Board Meeting were included in the packet.
- b. Chair asked for review of minutes and any amendments. No amendments from members.

| BOARD ACTION | |
|---------------------------------|---|
| Motion/Committee Recommendation | Gerry Soto made a motion to approve the minutes as written for the October 10 th , 2018 board meeting. |
| | Steve Lyons seconded the motion to approve the minutes as written for the October 10 th , 2018 board meeting. |
| Board Vote | Unanimous Approval of the motion to approve the minutes as written for the October 10 th , 2018 board meeting. |

III. COMMITTEE REPORTS

- a. *Executive Committee – Kim Jefferies reported out*
 - i. Kim Jefferies discussed the possibility of changing the frequency, date and time of the monthly board meetings.
 - ii. Kim Jefferies informed the board of the Resignation of Sandi Cavazos effective November 2018.
- b. *Ad Hoc Capital Campaign Committee – Kim Jefferies reported out*
 - i. A Revenue Summary Report was provided showing the agency at approximately 72% of its fundraising goal.
 - ii. A committee activity report was provided showing pending asks and activities.
 - iii. Of note – new contributions/pledges since last update is \$107,875 with \$100,000 being from The Hurd Foundation.

- c. *Board Development Committee— Kim Jefferies reported out*
 - i. The Board provided an update on new potential board members and their current standings.
 - ii. The resignation of Sandi Cavazos was discussed, with the potential of bringing on a new Frost Bank employee in the future.

IV. COMMITTEE REPORTS

- a. *Resource Development— LeAnn Trejo reported out*
 - i. The FY18 Board Scorecard was included in the packet for review.
 - ii. LeAnn Trejo informed the board of the upcoming BNE standings while discussing the board follow up initiatives.
- b. *Finance Committee— Larry Fischer reported out*
 - i. Larry discussed proceeding with Frost Bank for construction financing.
 - ii. The continuation of investing in Invesco Funds for Short term Capital Campaign collections was conversed with the Board.
 - iii. The current audit was in good standing but will review the ongoing 5500 retirement plan.

V. ORGANIZATIONAL UPDATE – Michele Sierra

- a. Michele Sierra updated the Board with the Employee Satisfaction Survey Results. The 2017/2018 results were given with the percentage of comparison between the two years. The timing of the survey was discussed between the Board and the major red fields were discussed amongst the Board and Brighton Leadership Staff in attendance.
- b. Beki Hutchison asked for the full survey to be emailed to her for review of questions.

VI. OTHER BUSINESS – Kim Jefferies

- a. Kim Jefferies discussed RobinHood 210 efforts and what is expected from the outcome with the future profit number to be given at a later date.
- b. Regarding the upcoming construction, Kim Jefferies discussed background checks for all contractors and sub-contractors, as well as a potential sub-contractor orientation.

VII. ADJOURNMENT

| BOARD ACTION | |
|---------------------------------|--|
| Motion/Committee Recommendation | Beki Hutchison made a Motion to adjourn the Board Meeting. |
| | Gerry Soto seconded the Motion to adjourn the Board Meeting. |
| Board Vote | Unanimous Approval of the Motion to adjourn the Board Meeting at 5:00 p.m. |



REVISED

Executive Committee Report

January 4, 2019 Call from 12-1pm

The Executive Committee had a committee call and all Officers were in attendance – Lynette Padalecki, Blake Stribling, Meriel Bowman, Justin Thompson and Larry Fischer, staff.

1. The Executive Committee recommends the schedule of board meetings to be:
 - a. Held at the same time; same place; central location. Recommending second Friday of the month.
 - b. Suggests Cypress Towers across from Metropolitan Hospital (Brooklyn and I-35). The building is owned by HEB and has Board rooms available.
 - c. Initially recommend Fridays @ 3PM.
2. The Executive Committee report notes that the committee will continue monthly telephone meetings on Friday at noon one week prior to Board meeting.
3. Committee intends to present Board member responsibility letter for discussion – draft attached.
4. Kim/Larry to bring list of all committees, names of members thereon and name of committee chair, with intent to update committees.

2018 Board Meeting Attendance Recap

Meetings Held at Lunch on Friday

| | |
|------------------------------------|-------------------|
| January | 71% |
| February | 73% |
| March | 40% |
| April | 60% |
| May | 63% |
| June | 44% |
| July | 65% |
| September | 65% |
| <i>Avg Lunch Attendance</i> | <i>60%</i> |

Meetings Moved to Wednesday Afternoon

| | |
|-------------------------------------|-------------------|
| October | 44% |
| November | 33% |
| Dec Mixer (Meeting Day) | 40% |
| <i>Avg Wed PM Attendance</i> | <i>39%</i> |



BOARD MEMBER RESPONSIBILITIES

As a Board Member of the Brighton Center, I pledge that I will fulfill the Board Member Responsibilities set forth below and as may be later adopted by the Board of Directors.

As a Board Member, I will provide strategic leadership to ensure adequate financial resources to advance the mission of Brighton Center and continually seek new resources and new supporters for Brighton Center. Specifically, in this regard, I agree to:

- Make or Secure Annual Donations of a Minimum of \$10,000;
- Financially Support Brighton Center at a Personally Significant Level;
- Actively Serve on One or More Standing Board Committees;
- Support/Contribute to One or More Major Fundraising Events by:
 - Attending the Event(s); and
 - Securing Donations or Services for the Event(s).
- Attend Monthly Board Meetings and the Annual Board Retreat;
- Identify New Leadership by Suggesting Board Candidates;
- Uphold Brighton Center's Core Values; and
- Avoid Any Personal or Material Conflict of Interest.

SIGNATURE: _____

PRINTED NAME: _____

DATE SIGNED: _____



Brighton Center

Here there are only ~~Disabilities~~.

Ad Hoc Capital Campaign Committee Report January 2019

The following activity has occurred since the November Board Meeting.

TOTAL RAISED/COMMITTED TO DATE: \$6,101,825 (86% of goal)

Information Gathering/Calls:

- Lynette continues to meet with a donor to discuss gift to campaign.
- Barbara sent letters to Charles Barrett, Janey Briscoe, Ron & Karen Herrmann, Bonnie & John Korbell, Tres & Olive Ann Kleberg, Dick and Jimmie Ruth Evans, Corrina Holt Richter, Abigail Kampmann.
- Barbara reached out to Ed Cross, Fully Clingman, Marsha Shields and Phil Pfeiffer.
- Lindsay following up with Carlos Alvarez & Kim Lubel.
- Zachry Group visited Brighton on 11/7/2018.

NEW Contributions/Pledges: \$1,012,000

- Greehey Family Foundation pledged \$500,000. (Elizabeth Marceau/Barbara Gentry)
- Kronkosky Foundation approved our grant for \$500,000. (Brighton)
- Sam and Nicole Kasperek contributed \$5,000. (Brighton)
- Phil Pfeiffer contributed \$2,000 to the campaign. (Barbara Gentry)
- Howell Family Foundation approved our grant for \$5,000. (Cortney Gil)

Scheduled/Upcoming Ask Meetings:

- Carroll Schubert from PSI had to cancel and will reschedule for January 2019. (Barbara Gentry)

Asks Made/Pending Requests: \$98,500

- Mike Lynd Jr.. (Kairoi) - \$50,000
- Rebecca Mortis – Met with Rebecca and made ask for \$18,500. (Brighton)
- Richard and Beth Morris (Brighton) – considering contribution of \$10,000.
- Joan and Herb Kelleher Foundation grant submitted (\$20,000).

Upcoming Requests: \$750,000

- Mike Ciskowski (\$250,000) – Lynette Padalecki
- Anonymous Donor (\$500,000) – Lynette Padalecki

Leveling the Playing Field
Revenue Summary

Updated through 12/19/2018

| Contact Type | Donor | Committed | Pending | Naming |
|--------------|---|-----------------|---------|--------------------------------------|
| Individual | Harvey E. Najim | \$ 1,500,000.00 | | Campus |
| Foundation | Mabee Foundation | \$ 750,000.00 | | Activity Center |
| Foundation | Valero Energy Foundation | \$ 500,000.00 | | Courtyard |
| Corporation | HEB | \$ 500,000.00 | | Outreach Center |
| Foundation | Greehey Family Foundation | \$ 500,000.00 | | TBD |
| Foundation | Kronkosky Foundation | \$ 500,000.00 | | TBD |
| Individual | Brian Booker | \$ 250,000.00 | | Sensory Room |
| Corporation | Whataburger | \$ 250,000.00 | | Literacy Center |
| In-Kind | Inkind Consulting Support <i>Architecture, Engineering, Project Management, Etc.</i> | \$ 228,873.00 | | TBD |
| Corporation | CPS Energy | \$ 125,000.00 | | TBD |
| Board Member | Jason & Laura Speights | \$ 100,000.00 | | Board Room |
| Individual | James & Irma Speights | \$ 100,000.00 | | Conference Rooms (2 parent, 1 staff) |
| Corporation | Capital Group Companies | \$ 100,000.00 | | Classroom |
| Foundation | Hurd Foundation | \$ 100,000.00 | | TBD |
| Foundation | Myra Stafford Pryor Trust | \$ 75,000.00 | | Classroom |
| Foundation | Charity Ball Foundation | \$ 51,560.00 | | N/A |
| Foundation | Mays Family Foundation | \$ 50,000.00 | | Kitchen |
| Corporation | Spawglass | \$ 35,020.00 | | Donor Wall |
| Corporation | Frost Bank | \$ 25,000.00 | | |
| Corporation | Zachry Corporation | \$ 25,000.00 | | Donor Wall |
| Foundation | UPS | \$ 25,000.00 | | TBD |
| Individual | The Gentry Family Fund | \$ 25,000.00 | | TBD |
| Corporation | C.H. Guenher | \$ 25,000.00 | | TBD |
| Board Member | Dahlia & Gerry Soto | \$ 15,000.00 | | Donor Wall |
| Board Member | LeAnn Trejo | \$ 15,000.00 | | Donor Wall |

Leveling the Playing Field
Revenue Summary

Updated through 12/19/2018

| Contact Type | Donor | Committed | Pending | Naming |
|---------------------|---|------------------|----------------|---------------|
| Individual | Mr. and Mrs. Charles Cheever | \$ 15,000.00 | | Donor Wall |
| Individual | Artie and Heather Garcia | \$ 10,125.00 | | Donor Wall |
| Staff | Kim & Cory Jefferies | \$ 10,000.00 | | Donor Wall |
| Staff | Katrina & Brian Campbell | \$ 10,000.00 | | Donor Wall |
| Board Member | Lynette & Dwayne Padalecki | \$ 10,000.00 | | Donor Wall |
| Staff | Michele & Cris Sierra | \$ 10,000.00 | | Donor Wall |
| Board Member | Blake & Brittney Stribling | \$ 10,000.00 | | Donor Wall |
| Staff | Holly & Ryan Grogan | \$ 10,000.00 | | Donor Wall |
| Staff | Irma Bustos | \$ 10,000.00 | | Donor Wall |
| Individual | Linda McCloskey | \$ 10,000.00 | | Donor Wall |
| Individual | William Klesse | \$ 10,000.00 | | Donor Wall |
| Board Member | Lindsay Bolner | \$ 7,500.00 | | Paver |
| Corporation | Various Small Gifts | \$ 6,107.00 | | N/A |
| Individual | Gary Pavlik (In memory of Nancy Pavlik) | \$ 5,875.00 | | Donor Wall |
| Individual | Jennifer Wilkinson | \$ 5,155.42 | | Paver |
| Board Member | Beki Hutchinson | \$ 5,000.00 | | Paver |
| Board Member | Meriel & Forrest Bowman | \$ 5,000.00 | | Paver |
| Board Member | Steve Lyons | \$ 5,000.00 | | Paver |
| Board Member | Scott Caroselli | \$ 5,000.00 | | Paver |
| Corporation | Amegy Bank | \$ 5,000.00 | | Paver |
| Board Member | April Ancira and Jason Thompson | \$ 5,000.00 | | Paver |
| Board Member | Ramon & Hugo Hernandez | \$ 5,000.00 | | Paver |
| Board Member | Mario Garcia | \$ 5,000.00 | | Paver |
| Board Member | Barbara Newman | \$ 5,000.00 | | Paver |
| Board Member | Madison & Elizabeth Marceau | \$ 5,000.00 | | Paver |
| Individual | Sam Kasperek | \$ 5,000.00 | | Paver |
| Foundation | Howell Family Foundation | \$ 5,000.00 | | Paver |
| Board Member | Thompson | \$ 3,000.00 | | Paver |
| Staff | Denise Fernandez | \$ 2,500.00 | | Paver |
| Staff | Julie Yocham | \$ 2,500.00 | | Paver |

Leveling the Playing Field
Revenue Summary

Updated through 12/19/2018

| Contact Type | Donor | Committed | Pending | Naming |
|-----------------------------|-----------------------|------------------|----------------|---------------|
| Staff | Larry Fischer | \$ 2,500.00 | | Paver |
| Staff | Monica Garcia | \$ 2,000.00 | | Paver |
| Staff | Amanda Breen | \$ 1,000.00 | | Paver |
| Staff | Lisa Cruz | \$ 1,000.00 | | Paver |
| Staff | Ana Abad | \$ 1,000.00 | | Paver |
| Staff | Danie Goehring | \$ 1,000.00 | | Paver |
| Staff | Natalie Guajardo | \$ 1,000.00 | | Paver |
| Staff | Olivia Torres-Castro | \$ 1,000.00 | | Paver |
| Staff | Brooke Schriewer | \$ 1,000.00 | | Paver |
| Staff | Denise Thieme | \$ 1,000.00 | | Paver |
| Staff | Isai & Maria Sapien | \$ 1,000.00 | | Paver |
| Staff | Michael Guin | \$ 1,000.00 | | Paver |
| Staff | Juan Hernandez | \$ 1,000.00 | | Paver |
| Staff | Vanessa Lambert | \$ 1,000.00 | | Paver |
| Staff | Dee Dee Strong | \$ 1,000.00 | | Paver |
| Staff | Johnnie Yocham | \$ 1,000.00 | | Paver |
| Staff | Monica Watson | \$ 1,000.00 | | Paver |
| Individual | Susan Deas | \$ 1,000.00 | | Paver |
| Staff | Laura Grundhoefer | \$ 1,000.00 | | Paver |
| Staff | Melissa Mathis | \$ 1,000.00 | | Paver |
| Staff | Travis Foegelle | \$ 500.00 | | N/A |
| Individual | Various Small Gifts | \$ 200.00 | | N/A |
| Individual | Rebecca Mortis | | \$ 18,500 | Donor Wall |
| Individual | Richard & Beth Morris | | \$ 10,000 | Donor Wall |
| Subtotals | | \$ 6,101,415 | \$ 28,500 | |
| TOTAL COMMITTED AND PENDING | | | \$ 6,129,915 | |
| % COMMITTED/RAISED TO DATE | | 86.48% | | |



Board Development Committee Report

January 2019

While the Board Development Committee did not officially meet the following actions occurred since the November Board Meeting.

1. Potential Board Members
 - a. Other potential members still in process – have not completed any requirements to date.
 - i. Regan Putnicki (Steve Lyons)
 - ii. Pape Dawson Representative (Lynette Padalecki)
 - iii. Mike Cisowski, (Lynette)
 - iv. Norton Rose Partner (Blake)
2. Meeting Schedule for 2019 – Calls the 1st Monday of every other month @ 1pm starting in February.
3. Need more members for this committee. If you are interested please let Kim or Blake know.



Resource Development Committee

Meeting Notes

December 13, 2018 – In Person

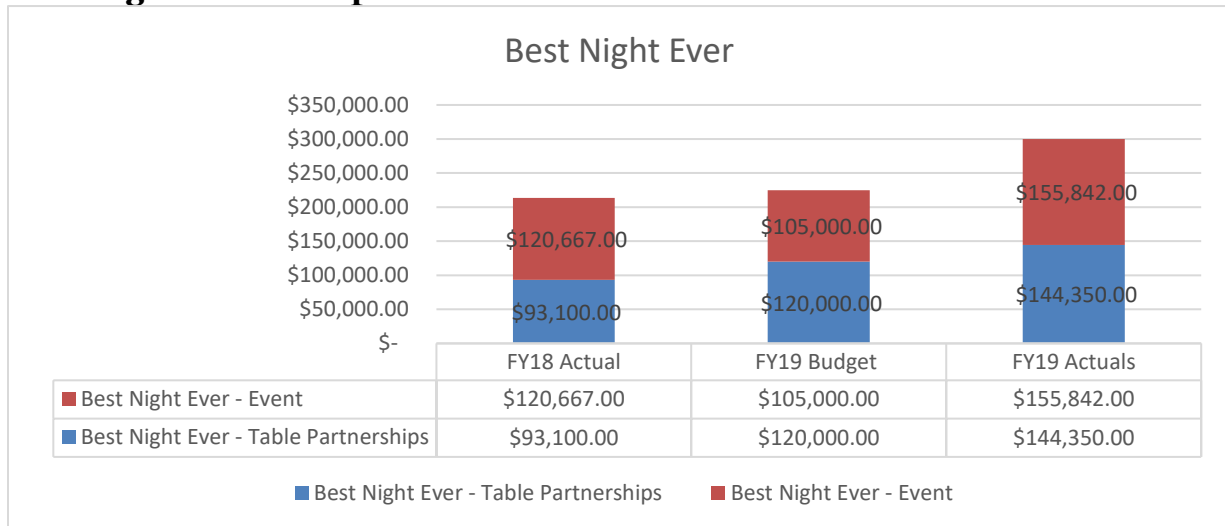
8:00am @ Snooze at the Quarry

Board Members In Attendance: Elizabeth Marceau, Steve Lyons, LeAnn Trejo

Brighton Staff In Attendance: Katrina Campbell, Kim Jefferies

Agenda Items to Be Discussed:

1) Best Night Ever Recap



- As a committee we reviewed the results of the recent Best Night Ever Event, specifically how well the committee performed and the active participation of so many board members.
- RDC Members present committed to writing thank you notes to all BNE Committee Members. Katrina to send out cards and addresses for RDC to complete.

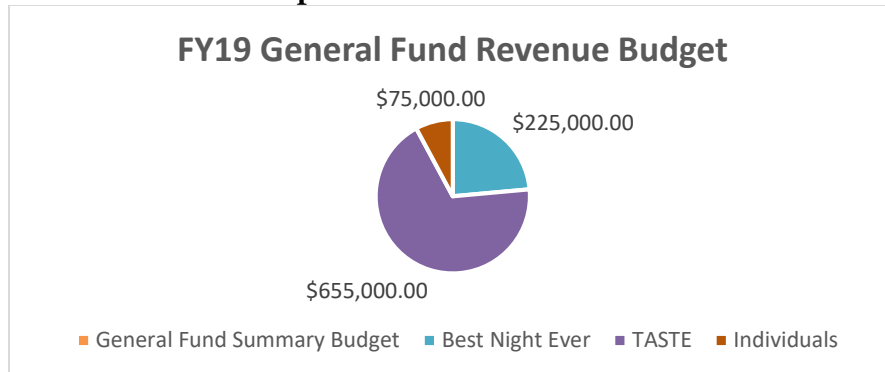
2) FY19 General Fund Budget

(September 1, 2018 – August 31, 2019)

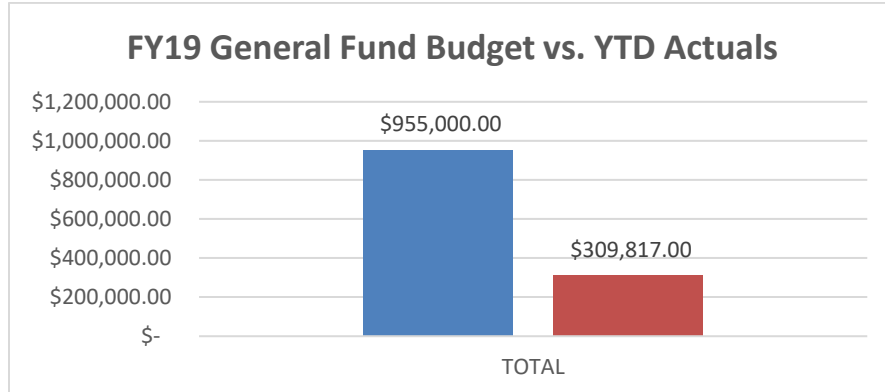
A. Overview of the General Fund

- What expenses it covers
 - Program Deficit & Administration
 - Marketing & PR for the Agency
 - All Staff Days
 - Employee Food & Meals
 - Volunteer Expenses (Board, Volunteer Events, etc.)
 - Special Event Expenses

General Fund Makeup at a Glance



General Fund YTD at a Glance



- Katrina reviewed the General Fund budget to give the RDC Committee context about what the organization is working to achieve in FY19

3) FY18/YTD FY19 Board Participation Recap/Discussion

****See Board Score Card**

- Discussed how well the board has been participating in fundraising and the effectiveness of having each board member select an event to “champion”.

4) The RDC & Boards Role In Helping Achieve or Exceed Budgeted Goals

A. New Board Member “Expectations”

- Elizabeth gave an overview of what that would look like for the fundraising portion of the expectations and it was to give or get \$10k a year. Steve suggested putting together a list of the different ways board members could meet those expectations. Katrina working on that document.
- Steve Lyons suggested putting together a “Board Calendar” that would provide an easy at a glance look a board members commitment might look like for the year. He suggested that it would allow everyone to be more prepared. Katrina to prepare draft calendar to RDC to review and then if approved would be presented at the January 9th board meeting.

B. Special Event Participation

- a. Board Champion Discussion for Gala & Golf

- Discussed how well this worked this year and how to make it better in 2019. Katrina suggested that all Board Champions be ON each event committee and be responsible for bringing one more person to join the committee. Board Champions would then be listed on event materials as a committee member and expected to attend committee meetings as often as possible. RDC Committee members agreed that this would be an appropriate request and would increase the effectiveness of the Board Champions.
- Katrina updated Board Champion expectations and they are attached to meeting notes email.

C. Individual Introductions

***See Email that Steve sent**

- Reviewed the email Steve sent to colleagues introducing the agency to Brighton. This email is attached to the meeting notes.

5) Advisory Council Discussion

- a. Context on previous discussions
- b. Board Member Retention Strategy
- c. High-Profile Community Involvement Strategy

***See Advisory Council Charter**

- Kim Jefferies proposed the consideration for the creation of an Advisory Council for the reasons listed above. All present RDC Members agreed that an Advisory Council would benefit the agency. The next steps proposed were to have the RDC Committee to review the Advisory Council Charter and give Kim and Katrina any feedback that they might have and then a member of the RDC would present at the January 9th board meeting for consideration.

6) Discuss Meeting Schedule for 2019

- RDC committed to meeting the first Thursday of every month with every other month being in person. Elizabeth Marceau was going to see if meeting at the Quarry Golf Club would be an option for would be the in person meeting.



Resource Development Committee

Meeting Notes

January 3, 2019 – Phone Call

8:00am

Agenda Items to Be Discussed:

1) Advisory Council

- a. RDC Feedback on Advisory Council Charter
- b. Advisory Council Presentation to Board at January Board Meeting
 - Steve wants to make sure we connect with Brighton's Board Chair and understand her perspective before presenting to the board.
 - RDC Members would like to understand what specific areas of expertise or relationships that the proposed council members would bring to Brighton as a member of the advisory council.
 - Beki suggested outlining the difference between being on the board vs. being on advisory council.
 - Kat to work with LeAnn on these documents, present to RDC again and then see if we are ready to present/bring up to the board in February.

2) Board Champion

- a. RDC Feedback on 2019 Board Champion Outlines
- b. Board Champion Presentation to Board at January Board Meeting
 - i. Hand out Roster at board meeting and make sure that all board members have chosen their event of choice to champion.

3) 2019 Board Calendar

- a. RDC Feedback on Calendar
- b. Calendar Presentation to Board at January Board Meeting
 - i. RDC would like a copy of the full of the Development Department calendar
 - ii. LeAnn liked the monthly activity cards – will work with Katrina on getting one done for the January Board Meeting.
 - iii. Katrina needs to update calendar, a few typos. Will update and send out new calendar for RDC to review.

Next Meeting Thursday, February 7th @ 8am



Finance Committee Report

January 2019

While the Board Finance Committee did not meet the following actions occurred since the November Board Meeting.

1. Completed the take out financing with Frost to support the Capital Campaign. It is a \$3.0 million line.
2. Set up Invesco Accounts to earn interest on Capital Campaign funds and a Zero Balance sweep account.
3. Frost has set up our accounts for a sweep nightly. As checks are presented for payment Frost transfers cash to cover the checks.
4. Earned over \$4k in interest in December between both accounts. Earned \$2k in November.
5. Positive pay is also set up on all check writing accounts and is functioning as we expect.

Brighton Center

Balance Sheet

As of 11/30/2018

Current Period Balance

Assets

| | |
|--|--------------|
| Cash & Cash Equivalents | 1,264,790.24 |
| Accounts Receivable Programs, Net | 982,471.00 |
| Accounts Receivable Capital Campaign, Net | |
| Accounts Receivable Capital Campaign | 2,047,198.26 |
| Allowance For Doubtful Accounts Capital Campaign | (47,722.29) |
| Discount on Capital Campaign Receivables | (22,709.00) |
| Total Accounts Receivable Capital Campaign, Net | 1,976,766.97 |
| Prepaid Expenses | 99,554.30 |
| Short-Term Investments | |
| Investment Funds | 1,250,000.00 |
| Total Short-Term Investments | 1,250,000.00 |
| Property & Equipment, Net | 1,895,913.88 |
| Total Assets | 7,469,496.39 |

Liabilities

| | |
|-------------------|------------|
| Accounts Payable | 92,396.26 |
| Accrued Expenses | 345,067.15 |
| Deferred Income | 215,647.87 |
| Total Liabilities | 653,111.28 |

Net Assets

| | |
|---------------------|--------------|
| Combined Net Assets | 5,810,692.80 |
| Net Income | 1,005,692.31 |
| Total Net Assets | 6,816,385.11 |

| | |
|----------------------------------|--------------|
| Total Liabilities and Net Assets | 7,469,496.39 |
|----------------------------------|--------------|

Brighton Center
Statement of Revenues and Expenditures - Organization
From 11/1/2018 Through 11/30/2018

| | 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 | 6,382.04 | 8,882.11 | (2,500.07) | 19,662.15 | 28,048.77 | (8,386.62) | (82.90)% |
| Insurance, Medicaid, CCP - Net | 99,650.34 | 112,873.13 | (13,222.79) | 332,244.64 | 356,441.46 | (24,196.82) | (77.27)% |
| Insurance, Medicaid, SRS - Net | 106,912.57 | 114,940.65 | (8,028.08) | 367,918.70 | 362,970.48 | 4,948.22 | (75.28)% |
| Insurance, Medicaid, TCM - Net | 19,936.72 | 31,475.66 | (11,538.94) | 80,245.64 | 99,396.82 | (19,151.18) | (80.31)% |
| Insurance, Chip - Net | 7,084.57 | 6,565.04 | 519.53 | 30,484.49 | 20,731.71 | 9,752.78 | (64.14)% |
| Insurance, Private - Net | 13,825.70 | 17,764.23 | (3,938.53) | 48,114.54 | 56,097.57 | (7,983.03) | (79.08)% |
| Insurance, Family Cost Share - Net | 14,779.78 | 5,020.33 | 9,759.45 | 24,124.42 | 15,853.67 | 8,270.75 | (62.89)% |
| CACFP, Food Program Income | 5,542.91 | 4,072.92 | 1,469.99 | 14,104.01 | 12,476.76 | 1,627.25 | (72.62)% |
| Tuition, Childcare | 55,296.28 | 68,450.00 | (13,153.72) | 172,361.56 | 196,585.00 | (24,223.44) | (78.16)% |
| Tuition, Childcare Part-Time | 4,581.62 | 5,712.00 | (1,130.38) | 13,550.62 | 17,066.00 | (3,515.38) | (80.34)% |
| Tuition, Childcare Staff/Board | 8,638.74 | 8,671.00 | (32.26) | 24,545.84 | 27,341.00 | (2,795.16) | (75.80)% |
| Tuition, CCS | 20,729.85 | 11,788.00 | 8,941.85 | 50,623.07 | 35,364.00 | 15,259.07 | (60.41)% |
| Tuition, Scholarships | 0.00 | 1,938.67 | (1,938.67) | 3,280.02 | 5,816.01 | (2,535.99) | (85.40)% |
| Tuition, Other Fees | 315.00 | 952.00 | (637.00) | 1,473.00 | 2,856.00 | (1,383.00) | (87.11)% |
| Fundraising Income | 259.07 | 0.00 | 259.07 | 1,959.07 | 0.00 | 1,959.07 | 0.00% |
| Program Services Fees | 4,410.00 | 1,575.00 | 2,835.00 | 8,160.00 | 4,725.00 | 3,435.00 | (59.20)% |
| Investment Income | 0.00 | 0.00 | 0.00 | 0.14 | 0.00 | 0.14 | 0.00% |
| Realized Gain/Loss - Asset | 369.90 | 0.00 | 369.90 | 1,548.34 | 0.00 | 1,548.34 | 0.00% |
| Total Program Revenues | 368,715.09 | 400,680.74 | (31,965.65) | 1,194,400.25 | 1,241,770.25 | (47,370.00) | (76.32)% |
| Support Revenues | | | | | | | |
| Grant, United Way | 5,936.92 | 5,696.00 | 240.92 | 23,726.72 | 17,088.00 | 6,638.72 | (65.29)% |
| HHSC Contract, ECI | 218,369.00 | 221,673.19 | (3,304.19) | 720,661.00 | 488,581.54 | 232,079.46 | (74.08)% |
| Contributions, Business | 3,750.00 | 0.00 | 3,750.00 | 7,150.00 | 0.00 | 7,150.00 | 0.00% |
| Contributions, Foundations | 20,324.14 | 3,750.00 | 16,574.14 | 90,989.77 | 89,750.00 | 1,239.77 | (72.96)% |
| Contributions, Individuals | 8,334.05 | 6,250.00 | 2,084.05 | 17,958.63 | 18,750.00 | (791.37) | (76.06)% |
| Special Events, Net | 255,542.00 | 195,750.00 | 59,792.00 | 302,292.00 | 214,750.00 | 87,542.00 | (65.65)% |
| Capital Campaign Revenue | 612,841.64 | 140,769.17 | 472,072.47 | 618,841.64 | 422,307.51 | 196,534.13 | (63.75)% |
| Total Support Revenues | 1,125,097.75 | 573,888.36 | 551,209.39 | 1,781,619.76 | 1,251,227.05 | 530,392.71 | (69.53)% |
| Total Revenue | 1,493,812.84 | 974,569.10 | 519,243.74 | 2,976,020.01 | 2,492,997.30 | 483,022.71 | (72.68)% |
| Personnel Expenses | | | | | | | |
| Salaries | 478,450.42 | 489,096.54 | 10,646.12 | 1,296,852.87 | 1,319,104.62 | 22,251.75 | 79.52% |
| Payroll Taxes | 34,912.63 | 38,374.63 | 3,462.00 | 94,815.38 | 103,784.89 | 8,969.51 | 80.90% |
| Employee Health Benefits | 33,961.31 | 52,980.19 | 19,018.88 | 126,366.87 | 158,940.57 | 32,573.70 | 80.12% |
| Retirement Benefits | 11,601.53 | 12,753.23 | 1,151.70 | 30,542.71 | 34,395.69 | 3,852.98 | 81.50% |
| Total Personnel Expenses | 558,925.89 | 593,204.59 | 34,278.70 | 1,548,577.83 | 1,616,225.77 | 67,647.94 | 79.70% |

Brighton Center
Statement of Revenues and Expenditures - Organization
From 11/1/2018 Through 11/30/2018

| | 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 | 0.00 | 208.34 | 208.34 | 0.00 | 625.02 | 625.02 | 100.00% |
| Books & Magazines | 30.00 | 83.33 | 53.33 | 30.00 | 249.99 | 219.99 | 97.00% |
| Classroom Supplies | 10.00 | 2,287.00 | 2,277.00 | 249.60 | 6,861.00 | 6,611.40 | 99.09% |
| Client Travel | 0.00 | 350.00 | 350.00 | 60.75 | 1,050.00 | 989.25 | 98.55% |
| Computer & Technology | 4,855.76 | 14,107.76 | 9,252.00 | 31,141.04 | 42,323.28 | 11,182.24 | 81.61% |
| Contract Labor | 13,320.00 | 3,790.17 | (9,529.83) | 29,717.00 | 11,370.51 | (18,346.49) | 34.66% |
| Employee Engagement | 1,838.46 | 1,205.50 | (632.96) | 13,789.46 | 10,128.90 | (3,660.56) | 52.72% |
| Employee Onboarding/Ongoing | 511.31 | 653.01 | 141.70 | 2,478.86 | 1,959.03 | (519.83) | 68.37% |
| Food/Meals | 4,293.53 | 4,994.92 | 701.39 | 14,812.01 | 14,984.76 | 172.75 | 75.29% |
| Fundraising Expenses | 206.10 | 0.00 | (206.10) | 567.58 | 0.00 | (567.58) | 0.00% |
| Gifts | 53.97 | 150.00 | 96.03 | 233.91 | 450.00 | 216.09 | 87.00% |
| Insurance, Organizational | 5,188.74 | 4,280.56 | (908.18) | 18,775.96 | 12,841.68 | (5,934.28) | 63.45% |
| Licenses & Permits | 0.00 | 294.00 | 294.00 | 1,262.00 | 882.00 | (380.00) | 64.23% |
| Maintenance, Facilities | 7,999.42 | 10,629.16 | 2,629.74 | 24,524.82 | 31,887.48 | 7,362.66 | 80.77% |
| Maintenance, Equipment | 3,935.06 | 3,628.67 | (306.39) | 10,025.06 | 10,886.01 | 860.95 | 76.98% |
| Marketing | 3,470.26 | 5,900.83 | 2,430.57 | 11,986.33 | 15,982.49 | 3,996.16 | 76.41% |
| Memberships & Dues | 200.00 | 430.00 | 230.00 | 1,550.00 | 1,290.00 | (260.00) | 72.81% |
| Office Supplies/Expense | 2,679.57 | 4,604.25 | 1,924.68 | 8,244.44 | 13,812.75 | 5,568.31 | 85.08% |
| Postage | 405.95 | 445.00 | 39.05 | 1,606.34 | 1,335.00 | (271.34) | 69.92% |
| Printing | 12.99 | 24.92 | 11.93 | 606.49 | 74.76 | (531.73) | (102.84)% |
| Professional Development | 2,530.75 | 5,887.17 | 3,356.42 | 15,983.91 | 17,661.51 | 1,677.60 | 77.37% |
| Professional Fees | 2,543.02 | 7,412.92 | 4,869.90 | 8,928.07 | 22,238.76 | 13,310.69 | 89.96% |
| Rent | 169.00 | 0.00 | (169.00) | 999.00 | 0.00 | (999.00) | 94.91% |
| Respite Expense | 630.00 | 980.92 | 350.92 | 1,820.00 | 2,942.76 | 1,122.76 | 84.54% |
| Special Events Expense | 65,597.16 | 85,990.00 | 20,392.84 | 120,872.72 | 98,270.00 | (22,602.72) | 64.55% |
| Telephone | 7,776.25 | 8,255.08 | 478.83 | 24,146.45 | 24,765.24 | 618.79 | 75.62% |
| Travel | 13,486.35 | 12,857.64 | (628.71) | 39,343.13 | 38,572.92 | (770.21) | 76.35% |
| Utilities | 3,207.57 | 4,019.00 | 811.43 | 11,377.74 | 12,057.00 | 679.26 | 76.41% |
| Volunteer Expense | 0.00 | 489.58 | 489.58 | 0.00 | 1,468.74 | 1,468.74 | 100.00% |
| Capital Campaign Expenses | 2,556.76 | 140,769.17 | 138,212.41 | 26,617.20 | 422,307.51 | 395,690.31 | 98.42% |
| Total Other Operating Expenses | 147,507.98 | 324,728.90 | 177,220.92 | 421,749.87 | 819,279.10 | 397,529.23 | 86.95% |
| Total Expenses | 706,433.87 | 917,933.49 | 211,499.62 | 1,970,327.70 | 2,435,504.87 | 465,177.17 | 81.86% |
| Revenue Over/Under Expenditures | 787,378.97 | 56,635.61 | 730,743.36 | 1,005,692.31 | 57,492.43 | 948,199.88 | 3,346.04% |

Brighton Center
Statement of Revenues and Expenditures - ECI
From 11/1/2018 Through 11/30/2018

| | 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 | 6,382.04 | 8,882.11 | (2,500.07) | 19,662.15 | 28,048.77 | (8,386.62) | (82.90)% |
| Insurance, Medicaid, CCP - Net | 99,650.34 | 112,873.13 | (13,222.79) | 332,244.64 | 356,441.46 | (24,196.82) | (77.27)% |
| Insurance, Medicaid, SRS - Net | 106,912.57 | 114,940.65 | (8,028.08) | 367,918.70 | 362,970.48 | 4,948.22 | (75.28)% |
| Insurance, Medicaid, TCM - Net | 19,936.72 | 31,475.66 | (11,538.94) | 80,245.64 | 99,396.82 | (19,151.18) | (80.31)% |
| Insurance, Chip - Net | 7,084.57 | 6,565.04 | 519.53 | 30,484.49 | 20,731.71 | 9,752.78 | (64.14)% |
| Insurance, Private - Net | 13,825.70 | 17,764.23 | (3,938.53) | 48,114.54 | 56,097.57 | (7,983.03) | (79.08)% |
| Insurance, Family Cost Share - Net | 14,779.78 | 5,020.33 | 9,759.45 | 24,124.42 | 15,853.67 | 8,270.75 | (62.89)% |
| Total Program Revenues | 268,571.72 | 297,521.15 | (28,949.43) | 902,794.58 | 939,540.48 | (36,745.90) | (76.56)% |
| Support Revenues | | | | | | | |
| Grant, United Way | 5,936.92 | 5,696.00 | 240.92 | 23,726.72 | 17,088.00 | 6,638.72 | (65.29)% |
| HHSC Contract, ECI | 218,369.00 | 221,673.19 | (3,304.19) | 720,661.00 | 488,581.54 | 232,079.46 | (74.08)% |
| Contributions, Business | 0.00 | 0.00 | 0.00 | 1,400.00 | 0.00 | 1,400.00 | 0.00% |
| Contributions, Foundations | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (100.00)% |
| Total Support Revenues | 224,305.92 | 227,369.19 | (3,063.27) | 745,787.72 | 505,669.54 | 240,118.18 | (74.04)% |
| Total Revenue | 492,877.64 | 524,890.34 | (32,012.70) | 1,648,582.30 | 1,445,210.02 | 203,372.28 | (75.49)% |
| Personnel Expenses | | | | | | | |
| Salaries | 379,938.99 | 387,259.54 | 7,320.55 | 1,031,168.68 | 1,044,448.62 | 13,279.94 | 79.43% |
| Payroll Taxes | 27,669.32 | 30,229.54 | 2,560.22 | 75,217.73 | 81,712.62 | 6,494.89 | 80.78% |
| Employee Health Benefits | 25,187.55 | 39,201.42 | 14,013.87 | 91,935.09 | 117,604.26 | 25,669.17 | 80.46% |
| Retirement Benefits | 9,496.73 | 10,416.23 | 919.50 | 24,981.07 | 28,093.69 | 3,112.62 | 81.48% |
| Total Personnel Expenses | 442,292.59 | 467,106.73 | 24,814.14 | 1,223,302.57 | 1,271,859.19 | 48,556.62 | 79.65% |
| Other Operating Expenses | | | | | | | |
| Books & Magazines | 0.00 | 83.33 | 83.33 | 0.00 | 249.99 | 249.99 | 100.00% |
| Classroom Supplies | 0.00 | 750.00 | 750.00 | 0.00 | 2,250.00 | 2,250.00 | 100.00% |
| Client Travel | 0.00 | 350.00 | 350.00 | 60.75 | 1,050.00 | 989.25 | 98.55% |
| Computer & Technology | 4,092.58 | 10,473.92 | 6,381.34 | 21,742.87 | 31,421.76 | 9,678.89 | 82.70% |
| Contract Labor | 12,640.00 | 2,890.17 | (9,749.83) | 26,612.00 | 8,670.51 | (17,941.49) | 23.27% |
| Employee Engagement | 0.00 | 0.00 | 0.00 | 114.54 | 0.00 | (114.54) | 0.00% |
| Employee Onboarding/Ongoing | 197.20 | 233.75 | 36.55 | 1,518.83 | 701.25 | (817.58) | 45.85% |
| Insurance, Organizational | 3,056.04 | 2,728.57 | (327.47) | 13,039.34 | 8,185.71 | (4,853.63) | 60.18% |
| Maintenance, Facilities | 1,892.22 | 3,907.67 | 2,015.45 | 5,902.20 | 11,723.01 | 5,820.81 | 87.41% |
| Maintenance, Equipment | 2,784.41 | 2,562.42 | (221.99) | 7,064.15 | 7,687.26 | 623.11 | 77.03% |
| Marketing | 23.49 | 833.33 | 809.84 | 23.49 | 2,499.99 | 2,476.50 | 99.77% |
| Memberships & Dues | (165.16) | 0.00 | 165.16 | 0.00 | 0.00 | 0.00 | 0.00% |

Brighton Center
Statement of Revenues and Expenditures - ECI
From 11/1/2018 Through 11/30/2018

| | Current Period Actual | Current Period Budget | Current Period Budget Variance | Current Year Actual | YTD Budget | YTD Budget Variance | % Total Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|--------------|------------------------|-----------------------------|
| Office Supplies/Expense | 704.61 | 1,516.00 | 811.39 | 2,165.16 | 4,548.00 | 2,382.84 | 88.10% |
| Postage | 295.02 | 307.17 | 12.15 | 834.68 | 921.51 | 86.83 | 77.36% |
| Printing | 0.00 | 18.08 | 18.08 | 444.07 | 54.24 | (389.83) | (104.64)% |
| Professional Development | 690.04 | 4,344.58 | 3,654.54 | 10,829.59 | 13,033.74 | 2,204.15 | 79.23% |
| Professional Fees | 1,863.75 | 5,233.58 | 3,369.83 | 6,513.08 | 15,700.74 | 9,187.66 | 89.63% |
| Rent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100.00% |
| Respite Expense | 630.00 | 980.92 | 350.92 | 1,820.00 | 2,942.76 | 1,122.76 | 84.54% |
| Telephone | 6,311.28 | 6,725.83 | 414.55 | 19,629.84 | 20,177.49 | 547.65 | 75.68% |
| Travel | 12,989.95 | 12,034.46 | (955.49) | 38,047.47 | 36,103.38 | (1,944.09) | 75.68% |
| Utilities | 1,361.34 | 1,809.83 | 448.49 | 4,942.29 | 5,429.49 | 487.20 | 77.24% |
| Total Other Operating Expenses | 49,366.77 | 57,783.61 | 8,416.84 | 161,304.35 | 173,350.83 | 12,046.48 | 77.44% |
| Total Expenses | 491,659.36 | 524,890.34 | 33,230.98 | 1,384,606.92 | 1,445,210.02 | 60,603.10 | 79.41% |
| Revenue Over/Under Expenditures | 1,218.28 | 0.00 | 1,218.28 | 263,975.38 | 0.00 | 263,975.38 | 0.00% |

Brighton Center
Statement of Revenues and Expenditures - ECE Combined
From 11/1/2018 Through 11/30/2018

| | 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 | 5,542.91 | 4,072.92 | 1,469.99 | 14,104.01 | 12,476.76 | 1,627.25 | (72.62)% |
| Tuition, Childcare | 55,296.28 | 68,450.00 | (13,153.72) | 172,361.56 | 196,585.00 | (24,223.44) | (78.16)% |
| Tuition, Childcare Part-Time | 4,581.62 | 5,712.00 | (1,130.38) | 13,550.62 | 17,066.00 | (3,515.38) | (80.34)% |
| Tuition, Childcare Staff/Board | 8,638.74 | 8,671.00 | (32.26) | 24,545.84 | 27,341.00 | (2,795.16) | (75.80)% |
| Tuition, CCS | 20,729.85 | 11,788.00 | 8,941.85 | 50,623.07 | 35,364.00 | 15,259.07 | (60.41)% |
| Tuition, Scholarships | 0.00 | 1,938.67 | (1,938.67) | 3,280.02 | 5,816.01 | (2,535.99) | (85.40)% |
| Tuition, Other Fees | 315.00 | 952.00 | (637.00) | 1,473.00 | 2,856.00 | (1,383.00) | (87.11)% |
| Fundraising Income | 250.00 | 0.00 | 250.00 | 1,950.00 | 0.00 | 1,950.00 | 0.00% |
| Total Program Revenues | 95,354.40 | 101,584.59 | (6,230.19) | 281,888.12 | 297,504.77 | (15,616.65) | (75.96)% |
| Support Revenues | | | | | | | |
| Contributions, Foundations | 3,324.14 | 3,750.00 | (425.86) | 12,989.77 | 18,250.00 | (5,260.23) | (81.17)% |
| Contributions, Individuals | 5.00 | 0.00 | 5.00 | 5.00 | 0.00 | 5.00 | 0.00% |
| Capital Campaign Revenue | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (100.00)% |
| Total Support Revenues | 3,329.14 | 3,750.00 | (420.86) | 12,994.77 | 18,250.00 | (5,255.23) | (85.04)% |
| Total Revenue | <u>98,683.54</u> | <u>105,334.59</u> | <u>(6,651.05)</u> | <u>294,882.89</u> | <u>315,754.77</u> | <u>(20,871.88)</u> | <u>(76.59)%</u> |
| Personnel Expenses | | | | | | | |
| Salaries | 59,568.44 | 62,276.00 | 2,707.56 | 161,598.47 | 167,960.00 | 6,361.53 | 79.96% |
| Payroll Taxes | 4,462.26 | 4,982.92 | 520.66 | 12,187.42 | 13,503.76 | 1,316.34 | 81.04% |
| Employee Health Benefits | 6,945.17 | 9,947.68 | 3,002.51 | 25,963.86 | 29,843.04 | 3,879.18 | 78.25% |
| Retirement Benefits | 923.00 | 1,211.00 | 288.00 | 2,398.52 | 3,266.00 | 867.48 | 84.70% |
| Total Personnel Expenses | 71,898.87 | 78,417.60 | 6,518.73 | 202,148.27 | 214,572.80 | 12,424.53 | 79.90% |
| Other Operating Expenses | | | | | | | |
| Bad Debt | 0.00 | 208.34 | 208.34 | 0.00 | 625.02 | 625.02 | 100.00% |
| Classroom Supplies | 0.00 | 1,507.00 | 1,507.00 | 239.60 | 4,521.00 | 4,281.40 | 98.68% |
| Computer & Technology | 337.41 | 2,018.17 | 1,680.76 | 2,631.80 | 6,054.51 | 3,422.71 | 89.13% |
| Contract Labor | 0.00 | 0.00 | 0.00 | 80.00 | 0.00 | (80.00) | 0.00% |
| Employee Engagement | 0.00 | 0.00 | 0.00 | 21.69 | 0.00 | (21.69) | 0.00% |
| Employee Onboarding/Ongoing | 103.31 | 295.25 | 191.94 | 620.27 | 885.75 | 265.48 | 82.49% |
| Food/Meals | 3,426.62 | 4,257.00 | 830.38 | 11,997.68 | 12,771.00 | 773.32 | 76.51% |
| Fundraising Expenses | 206.10 | 0.00 | (206.10) | 567.58 | 0.00 | (567.58) | 0.00% |
| Insurance, Organizational | 1,711.73 | 1,208.58 | (503.15) | 3,964.03 | 3,625.74 | (338.29) | 72.67% |
| Licenses & Permits | 0.00 | 253.00 | 253.00 | 1,262.00 | 759.00 | (503.00) | 58.43% |
| Maintenance, Facilities | 5,204.17 | 5,557.99 | 353.82 | 16,058.36 | 16,673.97 | 615.61 | 75.92% |
| Maintenance, Equipment | 617.42 | 575.50 | (41.92) | 1,608.10 | 1,726.50 | 118.40 | 76.71% |

Brighton Center
Statement of Revenues and Expenditures - ECE Combined
From 11/1/2018 Through 11/30/2018

| | Current Period Actual | Current Period Budget | Current Period Budget Variance | Current Year Actual | YTD Budget | YTD Budget Variance | % Total Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|------------|------------------------|-----------------------------|
| Marketing | 110.00 | 416.66 | 306.66 | 1,285.36 | 1,249.98 | (35.38) | 74.29% |
| Office Supplies/Expense | 1,265.67 | 1,753.08 | 487.41 | 3,635.16 | 5,259.24 | 1,624.08 | 82.72% |
| Postage | 55.25 | 58.16 | 2.91 | 391.39 | 174.48 | (216.91) | 43.93% |
| Printing | 0.00 | 3.42 | 3.42 | 52.99 | 10.26 | (42.73) | (29.24)% |
| Professional Development | 1,357.21 | 997.84 | (359.37) | 3,847.74 | 2,993.52 | (854.22) | 67.86% |
| Professional Fees | 519.64 | 1,405.09 | 885.45 | 1,782.03 | 4,215.27 | 2,433.24 | 89.43% |
| Rent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100.00% |
| Telephone | 839.57 | 857.08 | 17.51 | 2,572.69 | 2,571.24 | (1.45) | 74.99% |
| Travel | 95.74 | 417.84 | 322.10 | 190.36 | 1,253.52 | 1,063.16 | 96.20% |
| Utilities | 1,530.19 | 1,847.09 | 316.90 | 5,351.32 | 5,541.27 | 189.95 | 75.86% |
| Total Other Operating Expenses | 17,380.03 | 23,637.09 | 6,257.06 | 58,160.15 | 70,911.27 | 12,751.12 | 80.00% |
| Total Expenses | 89,278.90 | 102,054.69 | 12,775.79 | 260,308.42 | 285,484.07 | 25,175.65 | 79.92% |
| Revenue Over/Under Expenditures | 9,404.64 | 3,279.90 | 6,124.74 | 34,574.47 | 30,270.70 | 4,303.77 | (193.94)% |

Brighton Center
Statement of Revenues and Expenditures - ECE Higgins
From 11/1/2018 Through 11/30/2018

| | 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 | 3,905.99 | 2,630.92 | 1,275.07 | 10,370.25 | 8,494.76 | 1,875.49 | (67.07)% |
| Tuition, Childcare | 36,973.24 | 43,690.00 | (6,716.76) | 114,759.22 | 129,594.00 | (14,834.78) | (76.91)% |
| Tuition, Childcare Staff/Board | 7,581.00 | 8,671.00 | (1,090.00) | 22,184.90 | 27,341.00 | (5,156.10) | (78.13)% |
| Tuition, CCS | 14,865.82 | 8,458.00 | 6,407.82 | 37,235.97 | 25,374.00 | 11,861.97 | (58.04)% |
| Tuition, Scholarships | 0.00 | 900.67 | (900.67) | 1,369.67 | 2,702.01 | (1,332.34) | (86.68)% |
| Tuition, Other Fees | 115.00 | 669.00 | (554.00) | 860.00 | 2,007.00 | (1,147.00) | (89.29)% |
| Fundraising Income | 150.00 | 0.00 | 150.00 | 1,350.00 | 0.00 | 1,350.00 | 0.00% |
| Total Program Revenues | 63,591.05 | 65,019.59 | (1,428.54) | 188,130.01 | 195,512.77 | (7,382.76) | (74.48)% |
| Support Revenues | | | | | | | |
| Contributions, Foundations | 1,679.94 | 3,750.00 | (2,070.06) | 6,591.44 | 18,250.00 | (11,658.56) | (90.45)% |
| Capital Campaign Revenue | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (100.00)% |
| Total Support Revenues | 1,679.94 | 3,750.00 | (2,070.06) | 6,591.44 | 18,250.00 | (11,658.56) | (92.41)% |
| Total Revenue | 65,270.99 | 68,769.59 | (3,498.60) | 194,721.45 | 213,762.77 | (19,041.32) | (76.37)% |
| Personnel Expenses | | | | | | | |
| Salaries | 39,652.59 | 41,545.29 | 1,892.70 | 107,021.35 | 111,966.80 | 4,945.45 | 80.10% |
| Payroll Taxes | 2,962.32 | 3,325.52 | 363.20 | 8,068.11 | 9,006.93 | 938.82 | 81.20% |
| Employee Health Benefits | 3,944.69 | 7,041.07 | 3,096.38 | 16,869.63 | 21,123.21 | 4,253.58 | 80.03% |
| Retirement Benefits | 637.30 | 796.57 | 159.27 | 1,645.96 | 2,144.07 | 498.11 | 84.03% |
| Total Personnel Expenses | 47,196.90 | 52,708.45 | 5,511.55 | 133,605.05 | 144,241.01 | 10,635.96 | 80.22% |
| Other Operating Expenses | | | | | | | |
| Bad Debt | 0.00 | 166.67 | 166.67 | 0.00 | 500.01 | 500.01 | 100.00% |
| Classroom Supplies | 0.00 | 1,060.08 | 1,060.08 | 63.54 | 3,180.24 | 3,116.70 | 99.50% |
| Computer & Technology | 215.47 | 1,296.67 | 1,081.20 | 1,540.89 | 3,890.01 | 2,349.12 | 90.10% |
| Employee Engagement | 0.00 | 0.00 | 0.00 | 15.32 | 0.00 | (15.32) | 0.00% |
| Employee Onboarding/Ongoing | 14.91 | 207.58 | 192.67 | 290.10 | 622.74 | 332.64 | 88.35% |
| Food/Meals | 2,346.19 | 2,881.67 | 535.48 | 7,974.87 | 8,645.01 | 670.14 | 76.94% |
| Fundraising Expenses | 123.66 | 0.00 | (123.66) | 485.14 | 0.00 | (485.14) | 0.00% |
| Insurance, Organizational | 1,077.35 | 767.83 | (309.52) | 2,478.43 | 2,303.49 | (174.94) | 73.10% |
| Licenses & Permits | 0.00 | 123.08 | 123.08 | 437.00 | 369.24 | (67.76) | 70.41% |
| Maintenance, Facilities | 3,040.48 | 3,042.91 | 2.43 | 9,296.15 | 9,128.73 | (167.42) | 74.54% |
| Maintenance, Equipment | 462.53 | 432.92 | (29.61) | 1,215.13 | 1,298.76 | 83.63 | 76.61% |
| Marketing | 0.00 | 208.33 | 208.33 | 217.05 | 624.99 | 407.94 | 91.32% |
| Office Supplies/Expense | 862.27 | 1,099.50 | 237.23 | 2,394.53 | 3,298.50 | 903.97 | 81.85% |
| Postage | 39.06 | 41.08 | 2.02 | 108.65 | 123.24 | 14.59 | 77.96% |

Brighton Center
Statement of Revenues and Expenditures - ECE Higgins
From 11/1/2018 Through 11/30/2018

| | Current Period Actual | Current Period Budget | Current Period Budget Variance | Current Year Actual | YTD Budget | YTD Budget Variance | % Total Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|-------------------|------------------------|-----------------------------|
| Printing | 0.00 | 2.42 | 2.42 | 37.33 | 7.26 | (30.07) | (28.72)% |
| Professional Development | 706.16 | 641.29 | (64.87) | 2,235.30 | 1,923.87 | (311.43) | 70.95% |
| Professional Fees | 342.71 | 949.42 | 606.71 | 1,183.07 | 2,848.26 | 1,665.19 | 89.62% |
| Rent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100.00% |
| Telephone | 556.31 | 568.33 | 12.02 | 1,704.89 | 1,704.99 | 0.10 | 75.00% |
| Travel | 62.57 | 184.67 | 122.10 | 126.71 | 554.01 | 427.30 | 94.28% |
| Utilities | 1,024.54 | 1,362.17 | 337.63 | 3,719.55 | 4,086.51 | 366.96 | 77.24% |
| Total Other Operating Expenses | <u>10,874.21</u> | <u>15,036.62</u> | <u>4,162.41</u> | <u>35,523.65</u> | <u>45,109.86</u> | <u>9,586.21</u> | <u>81.06%</u> |
| Total Expenses | <u>58,071.11</u> | <u>67,745.07</u> | <u>9,673.96</u> | <u>169,128.70</u> | <u>189,350.87</u> | <u>20,222.17</u> | <u>80.40%</u> |
| Revenue Over/Under Expenditures | <u>7,199.88</u> | <u>1,024.52</u> | <u>6,175.36</u> | <u>25,592.75</u> | <u>24,411.90</u> | <u>1,180.85</u> | <u>(165.42)%</u> |

Brighton Center
Statement of Revenues and Expenditures - ECE Lullwood
From 11/1/2018 Through 11/30/2018

| | 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 | 1,636.92 | 1,442.00 | 194.92 | 3,733.76 | 3,982.00 | (248.24) | (81.35)% |
| Tuition, Childcare | 18,323.04 | 24,760.00 | (6,436.96) | 57,602.34 | 66,991.00 | (9,388.66) | (80.27)% |
| Tuition, Childcare Part-Time | 4,581.62 | 5,712.00 | (1,130.38) | 13,550.62 | 17,066.00 | (3,515.38) | (80.34)% |
| Tuition, Childcare Staff/Board | 1,057.74 | 0.00 | 1,057.74 | 2,360.94 | 0.00 | 2,360.94 | 0.00% |
| Tuition, CCS | 5,864.03 | 3,330.00 | 2,534.03 | 13,387.10 | 9,990.00 | 3,397.10 | (65.79)% |
| Tuition, Scholarships | 0.00 | 1,038.00 | (1,038.00) | 1,910.35 | 3,114.00 | (1,203.65) | (84.33)% |
| Tuition, Other Fees | 200.00 | 283.00 | (83.00) | 613.00 | 849.00 | (236.00) | (81.95)% |
| Fundraising Income | 100.00 | 0.00 | 100.00 | 600.00 | 0.00 | 600.00 | 0.00% |
| Total Program Revenues | 31,763.35 | 36,565.00 | (4,801.65) | 93,758.11 | 101,992.00 | (8,233.89) | (78.48)% |
| Support Revenues | | | | | | | |
| Contributions, Foundations | 1,644.20 | 0.00 | 1,644.20 | 6,398.33 | 0.00 | 6,398.33 | 0.00% |
| Contributions, Individuals | 5.00 | 0.00 | 5.00 | 5.00 | 0.00 | 5.00 | 0.00% |
| Total Support Revenues | 1,649.20 | 0.00 | 1,649.20 | 6,403.33 | 0.00 | 6,403.33 | 0.00% |
| Total Revenue | 33,412.55 | 36,565.00 | (3,152.45) | 100,161.44 | 101,992.00 | (1,830.56) | (77.01)% |
| Personnel Expenses | | | | | | | |
| Salaries | 19,915.85 | 20,730.71 | 814.86 | 54,577.12 | 55,993.20 | 1,416.08 | 79.67% |
| Payroll Taxes | 1,499.94 | 1,657.40 | 157.46 | 4,119.31 | 4,496.83 | 377.52 | 80.74% |
| Employee Health Benefits | 3,000.48 | 2,906.61 | (93.87) | 9,094.23 | 8,719.83 | (374.40) | 73.93% |
| Retirement Benefits | 285.70 | 414.43 | 128.73 | 752.56 | 1,121.93 | 369.37 | 85.99% |
| Total Personnel Expenses | 24,701.97 | 25,709.15 | 1,007.18 | 68,543.22 | 70,331.79 | 1,788.57 | 79.24% |
| Other Operating Expenses | | | | | | | |
| Bad Debt | 0.00 | 41.67 | 41.67 | 0.00 | 125.01 | 125.01 | 100.00% |
| Classroom Supplies | 0.00 | 446.92 | 446.92 | 176.06 | 1,340.76 | 1,164.70 | 96.72% |
| Computer & Technology | 121.94 | 721.50 | 599.56 | 1,090.91 | 2,164.50 | 1,073.59 | 87.40% |
| Contract Labor | 0.00 | 0.00 | 0.00 | 80.00 | 0.00 | (80.00) | 0.00% |
| Employee Engagement | 0.00 | 0.00 | 0.00 | 6.37 | 0.00 | (6.37) | 0.00% |
| Employee Onboarding/Ongoing | 88.40 | 87.67 | (0.73) | 330.17 | 263.01 | (67.16) | 68.62% |
| Food/Meals | 1,080.43 | 1,375.33 | 294.90 | 4,022.81 | 4,125.99 | 103.18 | 75.63% |
| Fundraising Expenses | 82.44 | 0.00 | (82.44) | 82.44 | 0.00 | (82.44) | 0.00% |
| Insurance, Organizational | 634.38 | 440.75 | (193.63) | 1,485.60 | 1,322.25 | (163.35) | 71.91% |
| Licenses & Permits | 0.00 | 129.92 | 129.92 | 825.00 | 389.76 | (435.24) | 47.08% |
| Maintenance, Facilities | 2,163.69 | 2,515.08 | 351.39 | 6,762.21 | 7,545.24 | 783.03 | 77.59% |
| Maintenance, Equipment | 154.89 | 142.58 | (12.31) | 392.97 | 427.74 | 34.77 | 77.03% |
| Marketing | 110.00 | 208.33 | 98.33 | 1,068.31 | 624.99 | (443.32) | 57.27% |

Brighton Center
Statement of Revenues and Expenditures - ECE Lullwood
From 11/1/2018 Through 11/30/2018

| | Current Period Actual | Current Period Budget | Current Period Budget Variance | Current Year Actual | YTD Budget | YTD Budget Variance | % Total Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|------------------|------------------------|-----------------------------|
| Office Supplies/Expense | 403.40 | 653.58 | 250.18 | 1,240.63 | 1,960.74 | 720.11 | 84.18% |
| Postage | 16.19 | 17.08 | 0.89 | 282.74 | 51.24 | (231.50) | (37.92)% |
| Printing | 0.00 | 1.00 | 1.00 | 15.66 | 3.00 | (12.66) | (30.50)% |
| Professional Development | 651.05 | 356.55 | (294.50) | 1,612.44 | 1,069.65 | (542.79) | 62.31% |
| Professional Fees | 176.93 | 455.67 | 278.74 | 598.96 | 1,367.01 | 768.05 | 89.05% |
| Telephone | 283.26 | 288.75 | 5.49 | 867.80 | 866.25 | (1.55) | 74.96% |
| Travel | 33.17 | 233.17 | 200.00 | 63.65 | 699.51 | 635.86 | 97.73% |
| Utilities | 505.65 | 484.92 | (20.73) | 1,631.77 | 1,454.76 | (177.01) | 71.96% |
| Total Other Operating Expenses | <u>6,505.82</u> | <u>8,600.47</u> | <u>2,094.65</u> | <u>22,636.50</u> | <u>25,801.41</u> | <u>3,164.91</u> | <u>78.07%</u> |
| Total Expenses | <u>31,207.79</u> | <u>34,309.62</u> | <u>3,101.83</u> | <u>91,179.72</u> | <u>96,133.20</u> | <u>4,953.48</u> | <u>78.96%</u> |
| Revenue Over/Under Expenditures | <u>2,204.76</u> | <u>2,255.38</u> | <u>(50.62)</u> | <u>8,981.72</u> | <u>5,858.80</u> | <u>3,122.92</u> | <u>287.79%</u> |

Brighton Center
Statement of Revenues and Expenditures - SESS
From 11/1/2018 Through 11/30/2018

| | 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 | 4,410.00 | 1,575.00 | 2,835.00 | 8,160.00 | 4,725.00 | 3,435.00 | (59.20)% |
| Total Program Revenues | 4,410.00 | 1,575.00 | 2,835.00 | 8,160.00 | 4,725.00 | 3,435.00 | (59.20)% |
| Support Revenues | | | | | | | |
| Contributions, Business | 3,750.00 | 0.00 | 3,750.00 | 3,750.00 | 0.00 | 3,750.00 | 0.00% |
| Contributions, Foundations | 15,000.00 | 0.00 | 15,000.00 | 76,000.00 | 71,500.00 | 4,500.00 | (68.65)% |
| Total Support Revenues | 18,750.00 | 0.00 | 18,750.00 | 79,750.00 | 71,500.00 | 8,250.00 | (67.11)% |
| Total Revenue | 23,160.00 | 1,575.00 | 21,585.00 | 87,910.00 | 76,225.00 | 11,685.00 | (66.50)% |
| Personnel Expenses | | | | | | | |
| Salaries | 13,192.39 | 13,628.00 | 435.61 | 34,271.52 | 36,755.00 | 2,483.48 | 80.58% |
| Payroll Taxes | 900.02 | 1,144.75 | 244.73 | 2,223.49 | 3,117.25 | 893.76 | 84.89% |
| Employee Health Benefits | 568.77 | 1,705.76 | 1,136.99 | 3,343.72 | 5,117.28 | 1,773.56 | 83.66% |
| Retirement Benefits | 310.49 | 86.00 | (224.49) | 833.64 | 231.00 | (602.64) | 24.69% |
| Total Personnel Expenses | 14,971.67 | 16,564.51 | 1,592.84 | 40,672.37 | 45,220.53 | 4,548.16 | 80.88% |
| Other Operating Expenses | | | | | | | |
| Classroom Supplies | 10.00 | 30.00 | 20.00 | 10.00 | 90.00 | 80.00 | 97.22% |
| Computer & Technology | 205.53 | 494.67 | 289.14 | 598.50 | 1,484.01 | 885.51 | 89.92% |
| Contract Labor | 680.00 | 900.00 | 220.00 | 2,675.00 | 2,700.00 | 25.00 | 75.23% |
| Employee Engagement | 0.00 | 0.00 | 0.00 | 4.28 | 0.00 | (4.28) | 0.00% |
| Employee Onboarding/Ongoing | 192.96 | 9.17 | (183.79) | 252.15 | 27.51 | (224.64) | (129.23)% |
| Food/Meals | 322.37 | 281.67 | (40.70) | 1,391.78 | 845.01 | (546.77) | 58.82% |
| Insurance, Organizational | 217.48 | 157.83 | (59.65) | 650.56 | 473.49 | (177.07) | 65.65% |
| Licenses & Permits | 0.00 | 30.08 | 30.08 | 0.00 | 90.24 | 90.24 | 100.00% |
| Maintenance, Facilities | 463.89 | 724.00 | 260.11 | 1,480.12 | 2,172.00 | 691.88 | 82.96% |
| Maintenance, Equipment | 104.00 | 95.83 | (8.17) | 263.84 | 287.49 | 23.65 | 77.06% |
| Marketing | 0.00 | 4.17 | 4.17 | 0.00 | 12.51 | 12.51 | 100.00% |
| Memberships & Dues | 165.16 | 0.00 | (165.16) | 250.00 | 0.00 | (250.00) | 0.00% |
| Office Supplies/Expense | 307.80 | 217.67 | (90.13) | 482.31 | 653.01 | 170.70 | 81.53% |
| Postage | 10.79 | 11.50 | 0.71 | 30.21 | 34.50 | 4.29 | 78.11% |
| Printing | 0.00 | 0.67 | 0.67 | 10.96 | 2.01 | (8.95) | (37.00)% |
| Professional Development | 354.11 | 278.92 | (75.19) | 671.26 | 836.76 | 165.50 | 79.94% |
| Professional Fees | 73.71 | 226.42 | 152.71 | 255.47 | 679.26 | 423.79 | 90.60% |
| Telephone | 246.47 | 266.75 | 20.28 | 764.79 | 800.25 | 35.46 | 76.11% |
| Travel | 311.92 | 262.92 | (49.00) | 675.07 | 788.76 | 113.69 | 78.60% |
| Utilities | 156.80 | 150.33 | (6.47) | 506.00 | 450.99 | (55.01) | 71.95% |

Brighton Center
Statement of Revenues and Expenditures - SESS
From 11/1/2018 Through 11/30/2018

| | Current Period Actual | Current Period Budget | Current Period Budget Variance | Current Year Actual | YTD Budget | YTD Budget Variance | % Total Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|------------------|------------------------|-----------------------------|
| Total Other Operating Expenses | <u>3,822.99</u> | <u>4,142.60</u> | <u>319.61</u> | <u>10,972.30</u> | <u>12,427.80</u> | <u>1,455.50</u> | <u>77.93%</u> |
| Total Expenses | <u>18,794.66</u> | <u>20,707.11</u> | <u>1,912.45</u> | <u>51,644.67</u> | <u>57,648.33</u> | <u>6,003.66</u> | <u>80.32%</u> |
| Revenue Over/Under Expenditures | <u>4,365.34</u> | <u>(19,132.11)</u> | <u>23,497.45</u> | <u>36,265.33</u> | <u>18,576.67</u> | <u>17,688.66</u> | <u>0.00%</u> |

Brighton Center
Statement of Revenues and Expenditures - General Fund
From 11/1/2018 Through 11/30/2018

| | Current Period Actual | Current Period Budget | Current Period Budget Variance | Current Year Actual | YTD Budget | YTD Budget Variance | % Total Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|-------------------|------------------------|-----------------------------|
| Program Revenues | | | | | | | |
| Fundraising Income | 9.07 | 0.00 | 9.07 | 9.07 | 0.00 | 9.07 | 0.00% |
| Investment Income | 0.00 | 0.00 | 0.00 | 0.14 | 0.00 | 0.14 | 0.00% |
| Realized Gain/Loss - Asset | 369.90 | 0.00 | 369.90 | 1,548.34 | 0.00 | 1,548.34 | 0.00% |
| Total Program Revenues | 378.97 | 0.00 | 378.97 | 1,557.55 | 0.00 | 1,557.55 | 0.00% |
| Support Revenues | | | | | | | |
| Contributions, Business | 0.00 | 0.00 | 0.00 | 2,000.00 | 0.00 | 2,000.00 | 0.00% |
| Contributions, Foundations | 2,000.00 | 0.00 | 2,000.00 | 2,000.00 | 0.00 | 2,000.00 | 0.00% |
| Contributions, Individuals | 8,329.05 | 6,250.00 | 2,079.05 | 17,953.63 | 18,750.00 | (796.37) | (76.06)% |
| Special Events, Net | 255,542.00 | 195,750.00 | 59,792.00 | 302,292.00 | 214,750.00 | 87,542.00 | (65.65)% |
| Total Support Revenues | 265,871.05 | 202,000.00 | 63,871.05 | 324,245.63 | 233,500.00 | 90,745.63 | (66.05)% |
| Total Revenue | 266,250.02 | 202,000.00 | 64,250.02 | 325,803.18 | 233,500.00 | 92,303.18 | (65.88)% |
| Personnel Expenses | | | | | | | |
| Salaries | 25,750.60 | 25,933.00 | 182.40 | 69,814.20 | 69,941.00 | 126.80 | 79.21% |
| Payroll Taxes | 1,881.03 | 2,017.42 | 136.39 | 5,186.74 | 5,451.26 | 264.52 | 80.12% |
| Employee Health Benefits | 1,259.82 | 2,125.33 | 865.51 | 5,124.20 | 6,375.99 | 1,251.79 | 79.91% |
| Retirement Benefits | 871.31 | 1,040.00 | 168.69 | 2,329.48 | 2,805.00 | 475.52 | 82.70% |
| Total Personnel Expenses | 29,762.76 | 31,115.75 | 1,352.99 | 82,454.62 | 84,573.25 | 2,118.63 | 79.43% |
| Other Operating Expenses | | | | | | | |
| Books & Magazines | 30.00 | 0.00 | (30.00) | 30.00 | 0.00 | (30.00) | 0.00% |
| Computer & Technology | 220.24 | 1,121.00 | 900.76 | 6,167.87 | 3,363.00 | (2,804.87) | 54.15% |
| Contract Labor | 0.00 | 0.00 | 0.00 | 350.00 | 0.00 | (350.00) | 0.00% |
| Employee Engagement | 1,838.46 | 1,205.50 | (632.96) | 13,648.95 | 10,128.90 | (3,520.05) | 53.21% |
| Employee Onboarding/Ongoing | 17.84 | 114.84 | 97.00 | 87.61 | 344.52 | 256.91 | 93.64% |
| Food/Meals | 544.54 | 456.25 | (88.29) | 1,422.55 | 1,368.75 | (53.80) | 74.02% |
| Gifts | 53.97 | 150.00 | 96.03 | 233.91 | 450.00 | 216.09 | 87.00% |
| Insurance, Organizational | 203.49 | 185.58 | (17.91) | 1,122.03 | 556.74 | (565.29) | 49.62% |
| Licenses & Permits | 0.00 | 10.92 | 10.92 | 0.00 | 32.76 | 32.76 | 100.00% |
| Maintenance, Facilities | 439.14 | 439.50 | 0.36 | 1,084.14 | 1,318.50 | 234.36 | 79.44% |
| Maintenance, Equipment | 429.23 | 394.92 | (34.31) | 1,088.97 | 1,184.76 | 95.79 | 77.02% |
| Marketing | 3,336.77 | 4,646.67 | 1,309.90 | 10,677.48 | 12,220.01 | 1,542.53 | 70.15% |
| Memberships & Dues | 200.00 | 430.00 | 230.00 | 1,300.00 | 1,290.00 | (10.00) | 77.19% |
| Office Supplies/Expense | 401.49 | 1,117.50 | 716.01 | 1,955.71 | 3,352.50 | 1,396.79 | 85.42% |
| Postage | 44.89 | 68.17 | 23.28 | 350.06 | 204.51 | (145.55) | 57.21% |
| Printing | 12.99 | 2.75 | (10.24) | 98.47 | 8.25 | (90.22) | (198.39)% |

Brighton Center
Statement of Revenues and Expenditures - General Fund
From 11/1/2018 Through 11/30/2018

| | Current Period Actual | Current Period Budget | Current Period Budget Variance | Current Year Actual | YTD Budget | YTD Budget Variance | % Total Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|-------------------|------------------------|-----------------------------|
| Professional Development | 129.39 | 265.83 | 136.44 | 635.32 | 797.49 | 162.17 | 80.08% |
| Professional Fees | 85.92 | 547.83 | 461.91 | 377.49 | 1,643.49 | 1,266.00 | 94.26% |
| Rent | 169.00 | 0.00 | (169.00) | 999.00 | 0.00 | (999.00) | 67.51% |
| Special Events Expense | 65,597.16 | 85,990.00 | 20,392.84 | 120,872.72 | 98,270.00 | (22,602.72) | 64.55% |
| Telephone | 378.93 | 405.42 | 26.49 | 1,179.13 | 1,216.26 | 37.13 | 75.76% |
| Travel | 88.74 | 142.42 | 53.68 | 430.23 | 427.26 | (2.97) | 74.83% |
| Utilities | 159.24 | 211.75 | 52.51 | 578.13 | 635.25 | 57.12 | 77.25% |
| Volunteer Expense | 0.00 | 489.58 | 489.58 | 0.00 | 1,468.74 | 1,468.74 | 100.00% |
| Total Other Operating Expenses | <u>74,381.43</u> | <u>98,396.43</u> | <u>24,015.00</u> | <u>164,689.77</u> | <u>140,281.69</u> | <u>(24,408.08)</u> | <u>66.27%</u> |
| Total Expenses | <u>104,144.19</u> | <u>129,512.18</u> | <u>25,367.99</u> | <u>247,144.39</u> | <u>224,854.94</u> | <u>(22,289.45)</u> | <u>72.20%</u> |
| Revenue Over/Under Expenditures | <u>162,105.83</u> | <u>72,487.82</u> | <u>89,618.01</u> | <u>78,658.79</u> | <u>8,645.06</u> | <u>70,013.73</u> | <u>19.20%</u> |

Brighton Center
Statement of Revenues and Expenditures - Capital Campaign
From 11/1/2018 Through 11/30/2018

| | Current Period Actual | Current Period Budget | Current Period Budget Variance | Current Year Actual | YTD Budget | YTD Budget Variance | % Total Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|------------|------------------------|-----------------------------|
| Support Revenues | | | | | | | |
| Capital Campaign Revenue | 612,841.64 | 140,769.17 | 472,072.47 | 618,841.64 | 422,307.51 | 196,534.13 | (63.37)% |
| Total Support Revenues | 612,841.64 | 140,769.17 | 472,072.47 | 618,841.64 | 422,307.51 | 196,534.13 | (63.37)% |
| Total Revenue | 612,841.64 | 140,769.17 | 472,072.47 | 618,841.64 | 422,307.51 | 196,534.13 | (63.37)% |
| Other Operating Expenses | | | | | | | |
| Office Supplies/Expense | 0.00 | 0.00 | 0.00 | 6.10 | 0.00 | (6.10) | 0.00% |
| Capital Campaign Expenses | 2,556.76 | 140,769.17 | 138,212.41 | 26,617.20 | 422,307.51 | 395,690.31 | 98.42% |
| Total Other Operating Expenses | 2,556.76 | 140,769.17 | 138,212.41 | 26,623.30 | 422,307.51 | 395,684.21 | 98.42% |
| Total Expenses | 2,556.76 | 140,769.17 | 138,212.41 | 26,623.30 | 422,307.51 | 395,684.21 | 98.42% |
| Revenue Over/Under Expenditures | 610,284.88 | 0.00 | 610,284.88 | 592,218.34 | 0.00 | 592,218.34 | 0.00% |

BRIGHTON CENTER

FINANCIAL STATEMENT REPORT - COMMENTS

FOR THE MONTH ENDED==>

November 30, 2018

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.

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 | \$ | 249,148 |
| ECE | \$ | 51,259 |
| Pledges, Capital Campaign | \$ | 1,976,767 |
| Special Events | \$ | 212,947 |
| United Way | \$ | 59,369 |
| ECI | \$ | 403,376 |
| SESS | \$ | 2,500 |
| PayPal (ECI & SESS) | \$ | 3,232 |
| General Receivables | \$ | 640 |
| | \$ | <u>2,959,238</u> |

PREPAID EXPENSES

This line represents deposits paid in advance to include invoices paid for the Robinhood fundraiser campaign beginning later in FY19. It also includes prepaid organizational insurance. The account is adjusted monthly to reflect what was incurred for the respective period.

SHORT-TERM INVESTMENTS

The amount of \$1,250,000 of Capital Campaign funds has been temporarily moved to a short-term investment account to accrue interest while the funds are unused.

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 | \$ | 150,684 | Advance on ECI contract |
| ECE | \$ | 63,436 | Tuition Assistance & Supplies Grant Funds |
| General Fund | \$ | - | |
| Special Events | \$ | 1,528 | Ancira BNE & CP To Be Refunded |
| SESS | \$ | - | |
| | \$ | <u>215,648</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.

PROGRAM INCOME, 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

CONTRIBUTIONS, FOUNDATIONS & INDIVIDUALS:

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

ECI & RESPITE GRANT

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

UNITED WAY GRANT

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

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 surplus of \$730,743. This monthly variance is primarily related to large pledges received for the Capital Campaign and due to a successful Best Night Ever event.

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 \$263,975 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

Current month combined tuition, food program revenue, and other fees is \$95,104 as compared to budgeted tuition and food program revenue of \$101,585. The variance is **\$6,481**. The Higgins ECE location had a billable full-time equivalent (FTE) count of 84.25 compared to a budgeted FTE count of 84. The Lullwood ECE location had a billable FTE count of 38.75 compared to a budgeted FTE count of 44.

This program has a combined year to date surplus of \$34,575 compared to a budgeted YTD surplus of \$30,271. The Higgins location has a YTD surplus of \$25,593 and the Lullwood location has a YTD surplus of \$8,982.

BRIGHTON CENTER

SESS PROGRAM

This program has a current YTD surplus of \$36,265 plus a \$6,700 carryover from FY18. We have received a large grant from Valero and ones from Gordon Hartman and Carmax that make up this overage. These funds will be used within the next 2 months based on average expenditures.

GENERAL FUND

This program has a YTD surplus of \$78,659 compared to a budgeted YTD surplus of \$8,645. This is due to the success of the Best Night Ever event held in November.

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 received YTD total \$618,842 and expenses incurred YTD total **\$26,623**. Kronksoky has pledged \$500,000 and the Hurt Foundation pledged and paid \$100,000 in November.