



BOARD OF DIRECTORS MEETING AGENDA
August 9, 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.*
*July 12, 2019 Meeting Minutes**
- III. Committee Reports*
 - A. Executive Committee..... Lynette P.*
Change to November Board Meeting
 - B. Ad Hoc Capital Campaign Committee.....Lindsay B.*
Fundraising Update
Revenue & Expense Report
Construction Update
 - C. Board Development CommitteeRamon H.*
Board Prospects
 - D. Resource Development Committee.....LeAnn T.*
 - E. Finance Committee.....Justin T.*
*FY20 Organizational Budget**
- IV. CEO's Report – Kim Jefferies*
- V. Other Business*
- VI. Adjournment**
- VII. Next Meeting – Friday, October 18, 2019 @ 2pm at Cypress Towers*

BOARD OF DIRECTORS MEETING MINUTES

July 12, 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	Ramon Hernandez, Blake Stribling, Justin Thompson, Steve Lyons, LeAnn Trejo (by phone until 2:34pm and then arrived to the board meeting location)
Staff	Katrina Campbell, Michael Guin, Holly Grogan, Larry Fischer

I. CALL TO ORDER

- a. Blake Stribling called the meeting to order at 2:20pm.

II. REVIEW AND APPROVAL OF BOARD MEETING MINUTES

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

BOARD ACTION	
Motion/Committee Recommendation	Ramon Hernandez made a motion to approve the minutes with amendments for the July 12, 2019 board meeting.
	LeAnn Trejo seconded the motion to approve the minutes as written for the July 12 th , 2019 board meeting.
Board Vote	Unanimous Approval of the motion to approve the minutes as written for the July 12 th , 2019 board meeting.

III. COMMITTEE REPORTS

- a. *Executive Committee – Blake Stribling reported out*
 - Board Meeting Cadence – Justin Thompson presented to the board about switching to Quarterly Meetings. Discussed that they need to be at least 2 hours and proposed potential meeting months: November, February, May, August. Asked board the best times to meet during the day for these months. Board decided to survey the board about the best times to meet during the day.
 - Blake Stribling talked about the actions that have taken place since last meeting regarding doing a review of Kim Jefferies, CEO and stated that one had been set up for August. Justin asked the board for a motion to approve the new board quarterly meeting scheduled for the proposed months.

BOARD ACTION	
Motion/Committee Recommendation	Steve Lyons made a Motion to approve the new board quarterly meeting schedule.
	Blake Stribling seconded the Motion to approve the new board quarterly meeting schedule.
Board Vote	Unanimous Approval of the Motion to approve the new board quarterly meeting schedule.

- b. *Ad Hoc Capital Campaign Committee – Katrina Campbell reported out*
 - Katrina reported out about the Mabey Challenge Grant being met on July 10th. Brighton staff has increased the overall fundraising goal to \$7,750,00 to try and make up for critical items that were valued engineered out of the budget.
- c. *Board Development – Ramon Hernandez*

- Ramon gave an update on the status of several Board prospects: Donna, Terry Wood and a connection from Frost Bank via Melissa Adams
- d. *Resource Committee – Katrina Campbell Reported out*
- Steve told board that they are still recruiting committee members and teams for Blessings for Brighton Golf Tournament. Gave an update on the Summer Social event and suggested doing another one before the tournament.
- e. *Finance Committee – Larry Fischer reported out*
- Larry presented changing the 403b policy for Brighton so that the organization is more comparable to other agencies. He recommended changing the vesting schedule to 2 years and that the 4% match start upon hiring starting September 1, 2019 and asked for a board motion to approve.
 - Larry gave an update on Superior Health and Community First back payments.

BOARD ACTION	
Motion/Committee Recommendation	Ramon Hernandez made a Motion to change Brighton's 403b's vesting schedule as proposed by the Finance committee.
	Steve Lyons Bowman seconded the Motion to change Brighton's 403b's vesting schedule
Board Vote	Unanimous Approval of the Motion to change Brighton's 403b's vesting schedule as

IV. OTHER BUSINESS – None

V. ADJOURNMENT

BOARD ACTION	
Motion/Committee Recommendation	Justin Thompson made a Motion to adjourn the Board Meeting.
	Steve Lyons seconded the Motion to adjourn the Board Meeting.
Board Vote	Unanimous Approval of the Motion to adjourn the Board Meeting at 2:52 p.m.



Executive Committee Report

August 2019

The Executive Committee met via conference call on 8/2/2019 and discussed the following items. Present were Lynette, Meriel, Justin and Kim.

1. Committee discussed quarterly Board Meetings
 - a. Committee discussed the need for a document that outlines decisions needed at each meeting to ensure timelines are met.
 - b. Committee discussed moving the November meeting as it coincides with Best Night Ever. Committee decided on October 18, 2019.
 - c. Agenda to include: construction update, fundraising update, golf & best night ever assistance, operational update.
2. CEO provided an update on construction and possible need to resurface the parking lot. Will provide update at board meeting on 8/9/2019. Committee requested that Al Vasquez, Spawglass Project Manager attend meeting to discuss this need and cost.
3. Committee discussed feedback sessions with CEO and soliciting feedback from full board once a year to provide an opportunity for feedback from every board member.
4. Committee discussed potential board members.
 - a. Donna Vaughn will be attending the 8/9/2019 meeting.
 - b. Terry Wood is scheduled to meet with Ramon.
 - c. Still working contacts at SSFCU, NuStar & Frost Bank



Brighton Center

Here there are only ~~Disabilities~~.

Ad Hoc Capital Campaign Committee Report August 2019

TOTAL RAISED/COMMITTED TO DATE: \$7,328,221 (94.55% of REVISED goal - \$7,750,000)

Contributions Received/Confirmed:

- UPS Foundation - \$10,000 (Mario Garcia)

Asks Made/Pending Requests: \$782,000

- 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
- 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

Donor Touchpoint Plan:

- Fall 2019 - Donors \$100,000 & Above will be invited for a personal tour/update on progress
- Spring 2020 – Top 50 donors in Brighton's history (will be capital donors) come to sign the lobby beam
- Fall 2020 – Ribbon Cutting after Phase II completion

Brighton Center Capital Expansion

REVENUE

	<u>Budget</u>	<u>Secured to Date</u>	<u>To Be Raised</u>
Foundations	\$ 3,400,000	\$ 3,176,560	\$ 228,029
Individuals, Board	\$ 250,000	\$ 208,895	\$ 41,105
Individuals, Staff	\$ 82,000	\$ 82,000	\$ -
Individuals, Others	\$ 2,328,000	\$ 2,260,766	\$ 67,234
Corporations	\$ 1,400,000	\$ 1,331,127	\$ 68,873
In-Kind	\$ 250,000	\$ 228,873	\$ 21,127
Other	\$ 40,000	\$ 40,000	\$ -
<i>Subtotal</i>	<i>\$ 7,750,000</i>	<i>\$ 7,328,221</i>	<i>\$ 426,368</i>

EXPENSES

	<u>Budget</u>	<u>Expended to Date</u>	<u>Remaining Balance</u>
<u>Construction</u>			
Phase I - Activity Center, Portables, Site Work, Courtyard, Indirect	\$ 3,035,013	\$ 540,460	\$ 2,494,553
Phase II - Child Care /Outreach Reno, Lobby, Admin Reno, Indirect	\$ 2,992,712	\$ -	\$ 2,992,712
<i>Subtotal Construction</i>	<i>\$ 6,027,725</i>	<i>\$ 540,460</i>	<i>\$ 5,487,265</i>
<u>Other</u>			
Administrative/Owners (Advertising, Gifts, Marketing)	\$ 206,250	\$ 147,983	\$ 58,267
Project Management	\$ -	\$ -	\$ -
Architect Fees & Consultants (Geo, ADA, Landscape/Playground, Civil, etc.)	\$ 402,328	\$ 278,061	\$ 124,267
Furniture (Classrooms, therapy rooms, offices, meeting, etc.)	\$ 375,000	\$ 28,283	\$ 346,717
Data/Cabling, AV, Security & Phones	\$ 50,000	\$ 5,880	\$ 44,120
Accessible Vans	\$ -	\$ -	\$ -
Contingency (Owners, Design & Contractor)	\$ 194,366	\$ -	\$ 194,366
Operational Support (Multi-Year)	\$ 250,000	\$ -	\$ 250,000
3-Year Impact on Operations	\$ 189,449	\$ 8,365	\$ 181,084
Interest Expenses	\$ 21,367	\$ 10,239	\$ 11,128
Projected Pledge Loss	\$ 33,515	\$ 10,467	\$ 23,048
<i>Subtotal Other</i>	<i>\$ 1,722,275</i>	<i>\$ 489,279</i>	<i>\$ 1,232,996</i>
TOTALS	<u>\$ 7,750,000</u>	<u>\$ 1,029,738</u>	<u>\$ 6,720,262</u>



Board Development Committee Report

August 2019

The board development committee had a call on 7/12/2019.

1. Potential Board Member Meetings

- a. Ramon and LeAnn met with Donna Vasquez. She will be attending the 8/9/2019 meeting.
- b. Ramon is working to setup a meeting with Terry Wood.
- c. Still working on SSFCU with April.
- d. Still working on Frost.
- e. Still working on NuStar with Elizabeth.



Resource Development Committee Meeting Agenda

July 25, 2019 – Webex Call

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

WebEx Meeting number: 803 051 598

8:30am

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 JULY!

Steve Lyons

- Sold a team to Spurs Sports & Entertainment at \$675

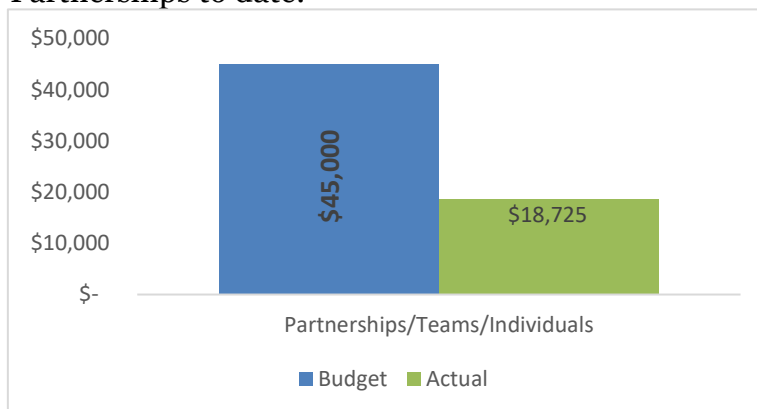
2) Board Workshop on October 5th at San Antonio Area Foundation

3) SPECIAL EVENTS

Blessings for Brighton Golf Tournament

Committee Members confirmed to date:

1. Steve Lyons – Board Champion
 2. Ramon Hernandez – Board Champion
 3. Justin Thompson – Board Champion
 4. Mario Garcia – Board Champion
 5. Dwight Parscale – Volunteer
- Each Committee Member has been asked to sell at least 1 sponsorship at \$1,500 or higher, sell 5 teams and secure 2 auction items.
 - Partnerships to date:



- How to engage board and other Board Champions in the event to help us achieve our goals?

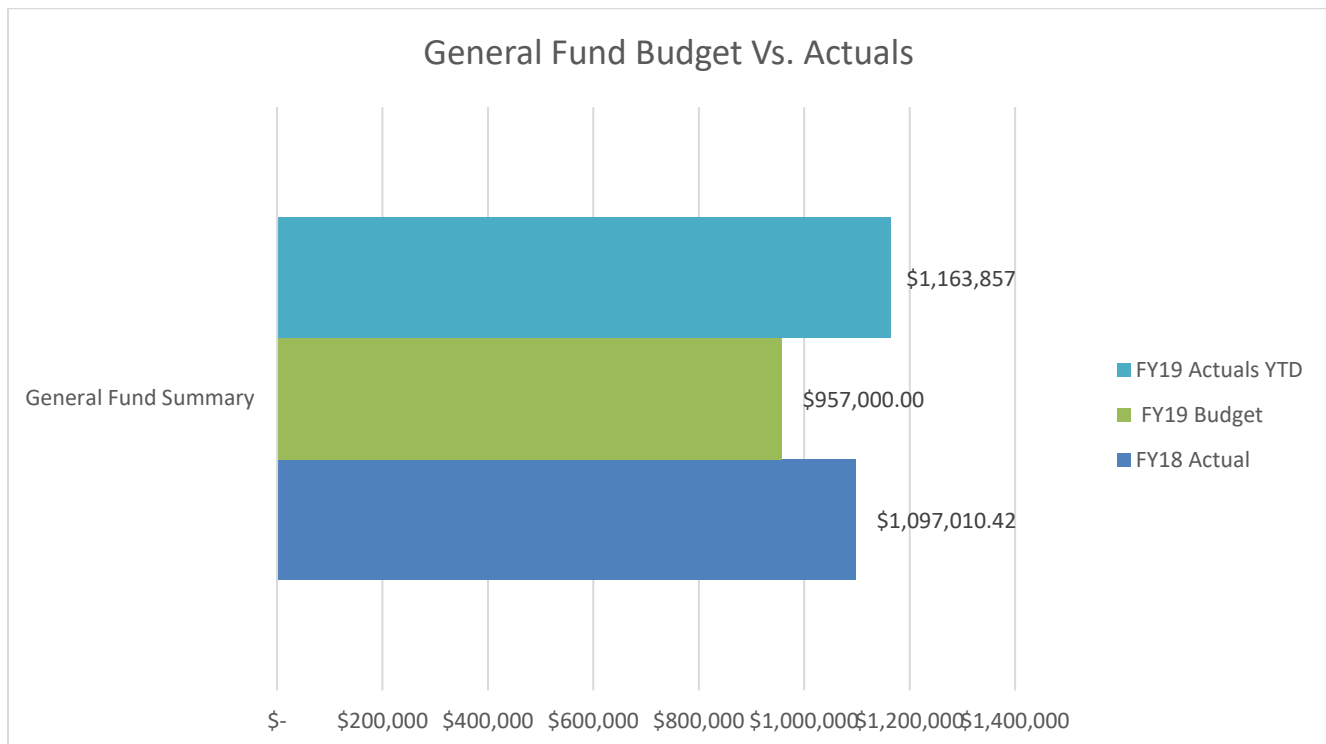
4) UPCOMING EVENTS

- 07/08 – Best Night Ever Save the Dates Have been sent out. – Send us any names you want to be sure to include on receiving the Save the Date/Partnership Information.
- 08/06 – Blessings for Brighton Committee Meeting
- 08/22 – Best Night Ever Committee Meeting Kick Off Meeting
- 09/16 – Blessings for Brighton Golf Tournament

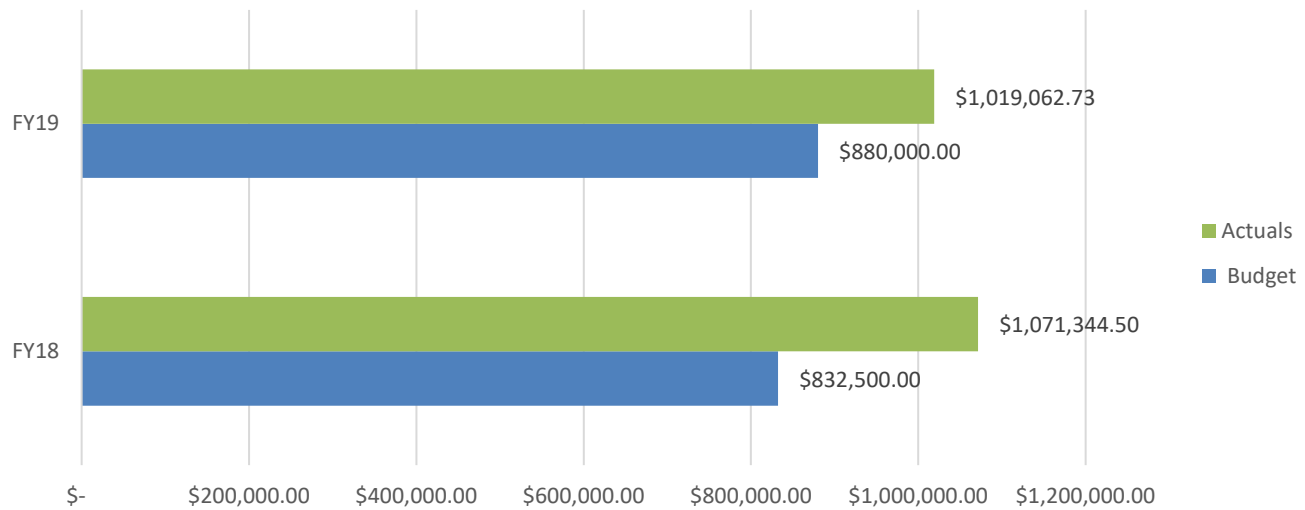
5) ACTIONS NEEDED BY RDC MEMBERS

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

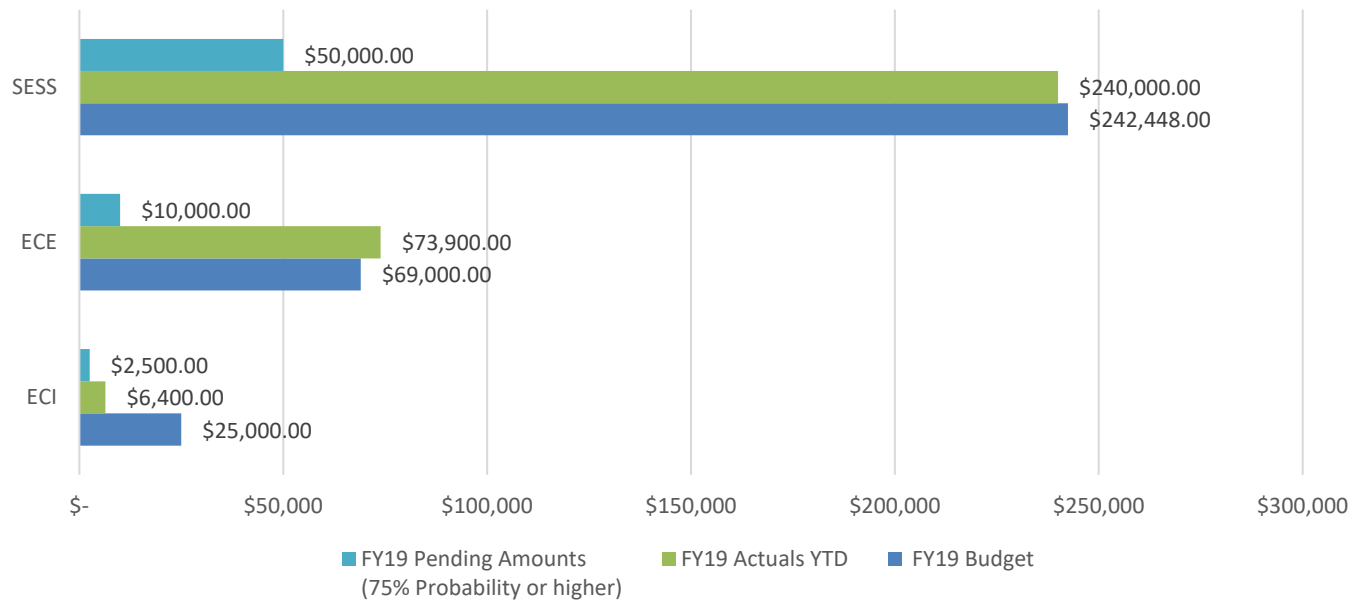
6) FUNDING UPDATE (09/01 – 06/30): **Overall Projected to be \$170k better than budget.**



Special Events Revenue Budget & Actuals



Program Funding Budget Vs. Actuals





Finance Committee Report

August 2019

The Board Finance Committee is scheduled to meet on Tuesday, August 6th and will give a full update at the August 9th meeting.



ANNUAL BUDGET

SEPTEMBER 1, 2019 - AUGUST 31, 2020

BRIGHTON CENTER

ORGANIZATIONAL BUDGET SUMMARY

September 1, 2019 - August 31, 2020

Support & Revenue:	FYE 8/31/20		FYE 8/31/19		INCREASE/<DECREASE>	
	Dollars	%%	Dollars	%%	Dollars	%%
Contributions & Grants, General Fund	169,500	2%	75,000	1%	\$94,500	126%
Contributions & Grants, Programs	928,254	8%	404,800	4%	\$523,454	129%
Contributions Program Support	(\$361,192)	-3%	0	0%	(\$361,192)	0%
Capital Campaign, Revenue	500,000	5%	1,689,230	16%	(\$1,189,230)	-70%
Capital Campaign, Operations Coverage	79,682	1%	17,889	0%	\$61,793	345%
Special Events	965,000	9%	880,000	8%	\$85,000	10%
Fundraising Income	4,996	0%	0	0%	\$4,996	0%
ECI Grant	2,959,949	27%	2,768,207	25%	\$191,742	7%
Medicaid, CCP	2,086,560	19%	1,461,410	13%	\$625,150	43%
Medicaid, TCM	339,066	3%	407,527	4%	(\$68,461)	-17%
Medicaid, SRS	1,564,920	14%	1,488,179	14%	\$76,741	5%
Champus	172,000	2%	115,000	1%	\$57,000	50%
Chip	118,000	1%	85,000	1%	\$33,000	39%
Private Insurance	230,000	2%	230,000	2%	(\$0)	0%
Family Cost Share	90,000	1%	65,000	1%	\$25,000	38%
Child Development Services Revenue	1,114,660	10%	1,121,190	10%	(\$6,530)	-1%
Food Program, Texas Department of Agriculture	65,721	1%	51,506	0%	\$14,215	28%
Program Service Fees	13,637	0%	20,000	0%	(\$6,363)	-32%
Total Support & Revenues	\$11,040,753	100%	\$10,879,938	100%	\$160,815	1%
Expenditures:						
Personnel:						
Salaries	7,210,475	68%	6,332,341	58%	\$878,134	14%
Employee Health Benefits	682,110	6%	635,762	6%	\$46,348	7%
Retirement Benefits	257,869	2%	165,114	2%	\$92,755	56%
Payroll Taxes	558,952	5%	496,509	5%	\$62,443	13%
Professional Development	81,428	1%	70,645	1%	\$10,783	15%
Other:						
Bad Debt	4,500	0%	2,500	0%	\$2,000	80%
Books & Magazines	1,000	0%	1,000	0%	\$0	0%
Capital Campaign, Expenses	0	0%	1,689,230	16%	(\$1,689,230)	-100%
Classroom Supplies	34,380	0%	27,443	0%	\$6,937	25%
Client Travel	2,400	0%	4,200	0%	(\$1,800)	-43%
Computer Software & Technology Supplies	172,732	2%	169,293	2%	\$3,439	2%
Contract Labor	43,802	0%	45,482	0%	(\$1,680)	-4%
Employee Engagement	52,457	0%	30,968	0%	\$21,489	69%
Employee Onboarding/Ongoing HR	15,209	0%	7,836	0%	\$7,373	94%
Equipment	0	0%	0	0%	\$0	0%
Food/Meals	59,044	1%	61,939	1%	(\$2,894)	-5%
Fundraising Expenses	1,500	0%	0	0%	\$1,500	0%
Gifts, Awards, Flowers	500	0%	0	0%	\$500	0%
Insurance, All Other	58,520	1%	51,367	0%	\$7,153	14%
Interest Expense	0	0%	0	0%	\$0	0%
Kitchen Supplies, CACFP	19,500	0%	0	0%	\$19,500	0%
License & Permits	5,929	0%	4,512	0%	\$1,417	31%
Maintenance, Facilities	49,057	0%	124,642	1%	(\$75,585)	-61%
Marketing	181,598	2%	50,820	0%	\$130,778	257%
Membership & Dues	6,294	0%	5,700	0%	\$594	10%
Office Supplies/Expense	41,836	0%	55,175	1%	(\$13,339)	-24%
Postage	6,360	0%	5,340	0%	\$1,020	19%
Printing & Publications	43,476	0%	43,843	0%	(\$367)	-1%
Professional Fees	85,762	1%	88,955	1%	(\$3,193)	-4%
Program Events	4,200	0%	0	0%	\$4,200	0%
Rent	103,965	1%	19,646	0%	\$84,319	429%
Special Events Expenses	400,000	4%	341,000	3%	\$59,000	17%
Telephone	88,654	1%	99,061	1%	(\$10,407)	-11%
Travel	208,177	2%	166,326	2%	\$41,851	25%
Utilities	48,903	0%	48,229	0%	\$674	1%
Volunteer Expense	5,875	0%	5,875	0%	\$0	0%
Total Expenses Before Other Expenditures	\$10,536,463	100%	\$10,850,753	100%	(\$314,290)	-3%
In-Kind	0	0%	0	0%	0	0%
Total Expenditures	\$10,536,463	100%	\$10,850,753	100%	(\$314,290)	-3%
Net Revenues In Excess/ (Under) Expenditures	\$504,290		\$29,184		\$475,105	1628%

BRIGHTON CENTER

BUDGET BY PROGRAM

September 1, 2019 - August 31, 2020

	Early Childhood Intervention Program (ECI)	Early Childhood Education Program (ECE)	Special Education Support Services Program (SESS)	General Fund	Capital Campaign	All Programs, FYE 8/31/20	%%	All Programs, FYE 8/31/19	%%
<u>SUPPORT & REVENUE:</u>									
Contributions & Grants, General Fund	0	0	0	169,500	0	\$169,500	0.02	\$75,000	0.01
Contributions & Grants, Programs	98,000	202,735	268,457	361,192	0	\$930,384	0.08	\$404,800	0.04
Contributions Program Support	0	0	0	(361,192)	0	(\$361,192)	-0.03	\$0	0.00
Capital Campaign, Revenue	0	0	0	0	500,000	\$500,000	0.05	\$1,689,230	0.16
Capital Campaign, Operations Coverage	0	79,682	0	0	0	\$79,682	0.01	\$17,889	0.00
Special Events	0	0	0	965,000	0	\$965,000	0.09	\$880,000	0.08
Fundraising Income	0	5,000	0	0	0	\$5,000	0.00	\$0	0.00
ECI Grant	2,959,949	0	0	0	0	\$2,959,949	0.27	\$2,768,207	0.25
Medicaid, CCP	2,086,560	0	0	0	0	\$2,086,560	0.19	\$1,461,410	0.13
Medicaid, TCM	339,066	0	0	0	0	\$339,066	0.03	\$407,527	0.04
Medicaid, SRS	1,564,920	0	0	0	0	\$1,564,920	0.14	\$1,488,179	0.14
Champus	172,000	0	0	0	0	\$172,000	0.02	\$115,000	0.01
Chip	118,000	0	0	0	0	\$118,000	0.01	\$85,000	0.01
Private Insurance	230,000	0	0	0	0	\$230,000	0.02	\$230,000	0.02
Family Cost Share	90,000	0	0	0	0	\$90,000	0.01	\$65,000	0.01
Child Development Services Revenue	0	1,114,660	0	0	0	\$1,114,660	0.10	\$1,121,190	0.10
Food Program, Texas Department of Agriculture	0	65,721	0	0	0	\$65,721	0.01	\$51,506	0.00
Program Service Fees	0	0	13,637	0	0	\$13,637	0.00	\$20,000	0.00
Total Support & Revenues	7,658,495	1,467,798	282,094	1,134,500	500,000	\$11,042,887	100%	\$10,879,938	100%
<u>EXPENDITURES:</u>									
Personnel:									
Salaries	5,692,355	958,295	198,430	361,394	0	\$7,210,475	0.68	\$6,332,341	0.58
Employee Health Benefits/Wellness Program	509,504	126,027	19,780	26,799	0	\$682,110	0.06	\$635,762	0.06
Retirement	225,680	11,966	7,355	12,868	0	\$257,869	0.02	\$165,114	0.02
Payroll Taxes	437,624	76,014	17,185	28,129	0	\$558,952	0.05	\$496,509	0.05
Professional Development	62,024	10,966	2,244	6,194	0	\$81,428	0.01	\$70,645	0.01
Other:									
Bad Debt	0	4,500	0	0	0	\$4,500	0.00	\$2,500	0.00
Books & Magazines	1,000	0	0	0	0	\$1,000	0.00	\$1,000	0.00
Capital Campaign, Expenses	0	0	0	0	0	\$0	0.00	\$1,689,230	0.16
Classroom Supplies	9,000	25,194	2,250	0	0	\$36,444	0.00	\$27,443	0.00
Client Travel	2,400	0	0	0	0	\$2,400	0.00	\$4,200	0.00
Computer Software & Technology Supplies	131,710	17,714	4,148	19,160	0	\$172,732	0.02	\$169,293	0.02
Contract Labor	33,282	5,400	5,120	0	0	\$43,802	0.00	\$45,482	0.00
Employee Engagement	0	0	0	52,457	0	\$52,457	0.00	\$30,968	0.00
Employee Onboarding/Ongoing HR	8,642	4,762	293	1,582	0	\$15,279	0.00	\$7,836	0.00
Equipment	0	0	0	0	0	\$0	0.00	\$0	0.00
Food/Meals	0	49,889	3,280	5,875	0	\$59,044	0.01	\$61,939	0.01
Fundraising Expenses	0	1,500	0	0	0	\$1,500	0.00	\$0	0.00
Gifts, Awards, Flowers	0	0	500	0	0	\$500	0.00	\$0	0.00
Insurance, All Other	38,473	15,326	1,775	2,946	0	\$58,520	0.01	\$51,367	0.00
Interest Expense	0	0	0	0	0	\$0	0.00	\$0	0.00
Kitchen Supplies, CACFP	0	19,500	0	0	0	\$19,500	0.00	\$0	0.00
License & Permits	976	4,441	391	121	0	\$5,929	0.00	\$4,512	0.00
Maintenance, Facilities	18,132	24,583	2,895	3,447	0	\$49,057	0.00	\$124,642	0.01
Marketing	10,000	1,750	1,000	168,848	0	\$181,598	0.02	\$50,820	0.00
Membership & Dues	462	82	17	5,733	0	\$6,294	0.00	\$5,700	0.00
Office Supplies/Expense	19,024	17,067	2,698	3,047	0	\$41,836	0.00	\$55,175	0.01
Postage	4,756	846	171	587	0	\$6,360	0.00	\$5,340	0.00
Printing & Publications	33,842	6,017	1,217	2,400	0	\$43,476	0.00	\$43,843	0.00
Professional Fees	66,757	11,869	2,402	4,734	0	\$85,762	0.01	\$88,955	0.01
Program Events	0	4,200	0	0	0	\$4,200	0.00	\$0	0.00
Rent	60,132	34,411	0	9,422	0	\$103,965	0.01	\$19,646	0.00
Special Events Expenses	0	0	0	400,000	0	\$400,000	0.04	\$341,000	0.03
Telephone	72,625	12,912	2,613	504	0	\$88,654	0.01	\$99,061	0.01
Travel	196,393	2,538	4,096	5,150	0	\$208,177	0.02	\$166,326	0.02
Utilities	23,702	20,029	2,234	2,938	0	\$48,903	0.00	\$48,229	0.00
Volunteer Expense	0	0	0	5,875	0	\$5,875	0.00	\$5,875	0.00
Total Expenses Before Other Expenditures	7,658,495	1,467,798	282,094	1,130,210	0	\$10,538,597	100%	\$10,850,753	100%
In-Kind	0	0	0	0	0	0	0%	0	0%
Total Expenditures	7,658,495	1,467,798	282,094	1,130,210	0	\$10,538,597	100%	\$10,850,753	100%
Net Revenues In Excess/(Under) Expenditures	\$0	\$0	\$0	\$4,290	\$500,000	\$504,290		\$29,184	

BRIGHTON CENTER

CAPITAL CAMPAIGN

September 1, 2019 - August 31, 2020

NEW CONTRIBUTIONS IN FY20	
	FYE 8/31/20
<u>Support & Revenue:</u>	
Contributions	500,000
Total Support & Revenues	\$500,000
<u>Expenditures:</u>	
Capital Expenditures (Flows Through Balance Sheet)	0
Total Expenditures	\$0
Net Revenues In Excess/ (Under) Expenditures	\$500,000

PLANNED EXPENSES IN FY20

	FYE 8/31/20		FYE 8/31/19		INCREASE/<DECREASE>	
<u>Support & Revenue:</u>	<u>Dollars</u>	<u>%%</u>	<u>Dollars</u>	<u>%%</u>	<u>Dollars</u>	<u>%%</u>
Use of Restricted Cash	3,832,894	100%	1,689,230	100%	2,143,664	127%
Total Use of Restricted Cash	\$3,832,894	100%	\$1,689,230	100%	\$2,143,664	127%
<u>Expenditures:</u>						
<u>Capital Costs</u>						
Administrative/Owners (Advertising, Gifts, Marketing)	102,004	3%	30,000	2%	72,004	240%
Design/Consultants/Testing	198,978	5%	10,000	1%	188,978	1890%
Construction Costs	2,981,114	78%	1,412,372	84%	1,568,742	111%
FF&E	185,463	5%	147,296	9%	38,167	26%
Technology	24,728	1%	60,000	4%	(35,272)	-59%
Accessible Vans	0	0%	0	0%	0	0%
Contingency (Owner & Contractors)	96,127	3%	0	0%	96,127	0%
Operational Support (Multi Year)	123,642	3%	0	0%	123,642	0%
3-Year Impact on Operations	93,695	2%	29,562	2%	64,134	217%
3-Year Campaign Admin Costs (Interest, Pledge Loss)	27,143	1%	0	0%	27,143	0%
Total Expenses Before Other Expenditures	3,832,894	100%	1,689,230	100%	2,143,664	127%
In-Kind	0	0%	0	0%	0	0%
Total Expenditures	\$3,832,894	100%	\$1,689,230	100%	\$2,143,664	127%
Net Revenues In Excess/ (Under) Expenditures	<u>\$0</u>		<u>\$0</u>		<u>\$0</u>	

BRIGHTON CENTER**BUDGET NOTES****September 1, 2019 - August 31, 2020****NOTES & COMMENTS:**

The budget is based on the following number of children and staff:

<u>CHILDREN/FAMILIES:</u>	<u>FY 2020</u>	<u>FY 2019</u>
ECI	1,050 Estimated	850
Early Childhood Education	120	125
SESS ARD Meetings & Classes	568	576
<u>DIRECT SERVICE STAFF:</u>		
ECI Staff	64	55
ECE Staff	23	22
SESS Staff	3	3
Total Direct Staff	90	80

ADMINISTRATIVE SUPPORT STAFF:

ECI Staff	26	23
ECE Staff	7	5
SESS Staff	2	1
General Fund Staff	4	5
Total Administrative Staff	39	33
Total Organizational Staff	128	113

IMPORTANT BUDGET NOTES:**1- ORGANIZATIONAL BUDGET:**

These statements are prepared on a cash basis. Our internal policy is to capitalize any asset over \$1,500. Any equipment purchase below this limit is recorded as an expenditure in the period it is purchased.

2- ECI BUDGET:

Planning ECI requires a zero- profit solution. Typically, our insurance reimbursement per hour will not cover all expenses both direct and overhead allocation. The State of Texas through our ECI contract with the HHSC pay us sufficiently to break even.

The number of children served within the program has increased from 850 projected for FY 2019 to an estimated 1,050 for FY 2019 based on number of children currently served.

3- EARLY CHILDHOOD EDUCATION BUDGET:

The investment in this program has increased from FY 2019 by \$22,953. This is showing through the Contributions line as more dollars are budgeted to be raised for this program to create a zero balance budget.

Several variables are related to this increase of investment. An increase in direct personnel and the increase in the allocation of indirect personnel were added to the program to ensure strong support is in place for the children receiving services through this program. Merit increases contributed to a larger salary budget as well. Tuition increases occurred through both locations but a tuition structure adjustment has been put in place at the Lullwood location. Part-time tuition will be removed through attrition and one regular tuition rate will be put in place. This created a decrease in budgeted tuition amounts at Lullwood. The rates will continue to increase steadily at both locations over the next few years to ensure adequate support is in place to continue to strengthen the services of the program. Additionally, continued investment in this program is required due to the ongoing financial demands to the program to maintain the high standards of NAEYC accreditation.

4- GENERAL FUND BUDGET:

The overall budgeted surplus for this program decreased from FY 2019 to FY 2020 by \$62,474.

The two main factors that contribute to this decrease are an increase in Marketing expenses (outside of the contracted agreement that is in place to raise money through third-party events) and Employee Engagement. See variance notes for explanations. Revenue and expenses to be accounted for through the Special Events lines are related to the Taste of the Northside, Best Night Ever, and Blessings for Brighton events.

5- Capital Campaign

Please note we have included a separate Construction in Progress budget. We anticipate raising an additional \$500,000 in FY20 for this project to make up for the increase in construction costs.

CEO REPORT

August 2019

METRICS

Capital Fundraising		Financial		Program	
UPS	\$10,000	Reserve Balance	↑ \$1,147,453	3.7 hrs per child (ECI)	On-track 3.74
Pending/Projected		Capital Campaign Acct Balance	↑ \$4,026,093		
Texas Cavaliers	\$50,000	Year End Projection	↓ \$153,686	>=78% Social Emotional Development (ECI & ECE)	Off-track 64%
PCSI (FY20)	\$100,000	Surplus/(Deficit)			
Baptist Health	\$150,000	All as of 6/30/2019		>=85% Parent Satisfaction (ALL)	On-track 85%
Kronkoksy Fdn	\$150,000				
Mike Lynd Jr.	\$50,000				

KEY DECISIONS / DISCUSSIONS

To be made by board | for input

- Review and approval of FY20 budget
- Need to add resurfacing of parking lot to construction budget

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:

- Received Superior settlement checks to pay reserves back for investment in FY17 and purchase items for FY19.
- Site construction is on schedule with \$0 of contingency spent to date.
- Successful volunteer day with Zachry Group.
- Should see some savings with new plan for courtyard/playground.
- Secured \$150,000 annual contribution for 3 years from PM Group for general operations.

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. Will be adjusting productivity requirements for FY20 based on staff feedback without compromising revenue achievement.



MEMBERS OF NOTE

August 2019 Board of Directors Meeting

Blake Stribling	-Assisted with ECI child custody issue
Meriel Bowman	-Secured Best Night Ever table from Presidio Title
Ramon Hernandez	-Met with Donna Vaughn potential board member -Held Board Development Committee Call
LeAnn Trejo	-Met with Donna Vaughn potential board member -Held Resource Development Committee call
Mario Garcia	-Secured \$10,000 additional capital grant from UPS
April Ancira	-Contacted SSFCU for potential board member
Elizabeth Marceau	-Reached out to NuStar for potential board member
Justin Thompson	-Scheduled Finance call to review FY20 Organizational Budget