



## **Board of Directors Offsite Agenda Saturday, September 22nd**

| Time    | Item/Topic                                    | Details/Presenter/Facilitator    |
|---------|---|----------------------------------|
| 8:00am  | Breakfast & Welcome                           | Lynette Padalecki                |
| 8:15am  | FY18 Brighton Center Recap & Strategic Update | Kim Jefferies & Directors        |
| 9:30am  | Capital Fundraising & Construction Update     | Kim Jefferies & Bill Norton      |
| 10:30am | Break   |                                  |
| 10:45am | Capital Funding Forecast & Planning Session   | Kim Jefferies & Katrina Campbell |
| 12:00pm | Board Meeting/Lunch                           |                                  |
| 12:30pm | Wrap Up/Dismissal                             | Lynette Padalecki                |



## **BOARD OF DIRECTORS MEETING AGENDA**

September 22, 2018 @ HEB Office (The Arsenal) 646 S. Flores, San Antonio, TX 78204

### *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 27, 2018 Meeting Minutes\*
- III. Committee Reports
  - A. Executive Committee.....Lynette P.  
Committee Charges & FY19 Goals
  - B. Ad Hoc Capital Campaign Committee.....Lindsay B.
  - C. Board Development Committee .....Blake S.  
Conflict of Interest Annual Disclosure
  - D. Resource Development Committee.....LeAnn T.  
FY18 Year End Board Scorecard
  - E. Finance Committee.....Justin T.  
July Financial Statement & FY18 Year End Projection
- IV. Organizational Update  
CACFP Paperwork
- V. Other Business
- VI. Adjournment\*
- VII. Next Meeting – October 10<sup>th</sup> @ 4:00pm at Location TBD.

# BOARD OF DIRECTORS MEETING MINUTES

July 27<sup>th</sup>, 2018

Brighton Center, 14207 Higgins Rd, San Antonio, TX 78217

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

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

| ATTENDEES     |   |
|---------------|---|
| Board Members | Blake Stribling, Meriel Bowman, Justin Thompson, Ramon Hernandez, Beki Hutchison, Sandi Cavazos, Jason Speights, Mario Garcia, Scott Caroselli, Barbara Mckee Newman, Elizabeth Marceau |
| Staff         | Michele Sierra, Irma Bustos, Michael Guin, Holly Grogan, Amanda Breen, Isai Sapien  |

## I. CALL TO ORDER

- a. Blake Stribling called the meeting to order at 12:05 p.m.

## II. REVIEW AND APPROVAL OF BOARD MEETING MINUTES

- a. The board meeting minutes from the June 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 | Meriel Bowman made a motion to approve the minutes as written for the June 22, 2018 board meeting.        |
|                                 | Beki Hutchison seconded the motion to approve the minutes as written for the June 22, 2018 board meeting. |
| Board Vote                      | Unanimous Approval of the motion to approve the minutes as written for the June 22, 2018 board meeting.   |

## III. COMMITTEE REPORTS

- a. *Board Development Committee – Blake Stribling reported out*
  - i. The Board provided an update on new potential board members.
  - ii. Elizabeth Marceau was introduced and nominated to the board. Elizabeth was asked to step out prior to board vote.

| BOARD ACTION                    |   |
|---------------------------------|---|
| Motion/Committee Recommendation | Jason Speights made a motion to approve the nomination of Elizabeth Marceau to the board for a three year term.             |
|                                 | Barbara Mckee Newman seconded the motion to approve the nomination of Elizabeth Marceau to the board for a three year term. |
| Board Vote                      | Unanimous Approval of the motion to approve the nomination of Elizabeth Marceau to the board for a three year term.         |

- b. *Executive Committee – Blake Stribling reported out*
  - i. The committee agreed that the Board Retreat/Workday will be held on September 22, 2018 at HEB offices from 8:30am-12:30pm.
  - ii. Blake Stribling informed the Board that Larry Fischer has accepted the position as CFO to start on August 20, 2018.

| BOARD ACTION                    |  |
|---------------------------------|--|
| Motion/Committee Recommendation | Barbara McKee Newman made a motion for the Board to enter into Executive Session.  |
|                                 | Justin Thompson seconded the motion for the Board to enter into Executive Session. |
| Board Vote                      | Unanimous Approval of the motion for the Board to enter into Executive Session.    |

- iii. Blake requested the approval of the FY18 Variable Comp Calculation/Total as well as the proposed Y19 Variable Comp Incentives, as he is working on the final revision.

| BOARD ACTION                    |  |
|---------------------------------|--|
| Motion/Committee Recommendation | Barbara McKee Newman made a Motion to approve the FY18 Variable Comp Calculation/Total |
|                                 | Mario Garcia seconded the Motion to approve the FY18 Variable Comp Calculation/Total   |
| Board Vote                      | Unanimous Approval of the Motion to approve the FY18 Variable Comp Calculation/Total   |

| BOARD ACTION                    |  |
|---------------------------------|--|
| Motion/Committee Recommendation | Jason Speights made a Motion to approve the FY19 Variable Comp Incentives.       |
|                                 | Beki Hutchison seconded the Motion to approve the FY19 Variable Comp Incentives. |
| Board Vote                      | Unanimous Approval of the Motion to approve the FY19 Variable Comp Incentives.   |

### ***Executive Session Ended***

- c. *Ad Hoc Capital Campaign Committee –Lindsay Bolner*
- i. A Revenue Summary Report was provided showing the agency at approximately 62.9% of its fundraising goal.
  - ii. Of note – 100% of construction costs are covered to date, remaining funds to be raised for non-construction items.
  - iii. A committee activity report was provided showing pending asks and activities.
  - iv. The Santikos Foundation denied \$1,000,000 request, however there is \$3,693,500 of asks made/pending requests.

### **IV. COMMITTEE REPORTS**

- a. *Resource Development— Mario Garcia reported out*
- i. The Board Scorecard was included in the packet for review.
  - ii. A year to date Fundraising Update was attached to include the FY19 Special Events Budget for review.
  - iii. The RDC committee discussed moving Blessings for Brighton to a date in September to assist with recruiting partnerships and teams.
  - iv. Best Night Ever was discussed in relation to Board Champions and their expectations.

### **V. Finance Committee – Justin Thompson, Isai Sapien, & Amanda Breen**

- i. The June Financial Statement was included in the packet for review.
- ii. Isai Sapien request the review and approval of the FY19 Brighton Center Budget to the Board.

| BOARD ACTION                    |  |
|---------------------------------|--|
| Motion/Committee Recommendation | Barbara McKee Newman made a Motion to approve the FY19 Brighton Center Budget. |
|                                 | Sandi Cavazos seconded the Motion to approve the FY19 Brighton Center Budget.  |
| Board Vote                      | Unanimous Approval of the Motion to approve the FY19 Brighton Center Budget.   |

### **VI. ORGANIZATIONAL UPDATE – Isai Sapien**

- a. KPIs were included for ECI, ECE, HR, Finance, IT and Development.
- b. Holly Grogan and Irma Bustos provided an update on the United Way RFP Submission for ECI & ECE.

VII. ADJOURNMENT

| BOARD ACTION                    |  |
|---------------------------------|--|
| Motion/Committee Recommendation | Barbara McKee Newman made a Motion to adjourn the Board Meeting.           |
|                                 | Scott Caroselli seconded the Motion to adjourn the Board Meeting.          |
| Board Vote                      | Unanimous Approval of the Motion to adjourn the Board Meeting at 1:00 p.m. |



## Brighton Center

Here there are only ~~Disabilities~~.

### Executive Committee Meeting Minutes September 11<sup>th</sup> @ 5:30pm via call

Attendees: Lynette Padalecki, Blake Stribling, Justin Thompson, Meriel Bowman  
Staff: Larry Fischer, CFO

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- Agency Update
  - Capital Campaign
    - Larry provided a Revenue update, expenses and revenue look good.
    - Kronkosky meeting on Friday.
    - Exec committee discussed board members prospects for board workday.
  - Programs
    - SESS - No major updates.
    - ECE - No major updates.
    - ECI - No major updates.
  - Financial Update
    - Larry provided an update on the FY18 year-end surplus.
    - Committee discussed reserves and minimum amount required. Larry to provide Lynette with an update on recommended or required minimum based on policy.
- Upcoming Events/Important Dates
  - 10/3/2018 – Board Prospecting Event for Best Night Ever @5pm – Committee requested more information on this event. Kim will share RDC notes related to the event and its purpose.
  - 10/30/2018 – TENTATIVE Groundbreaking date @ 9am – Consensus around this date.
  - 11/6/2018 – TENTATIVE Groundbreaking date @ 9am
  - 11/29/2018 – Best Night Ever @6pm at Witte Museum
- Board Items
  - Board Meetings/Workday
    - Committee reviewed and approved the board meeting agenda provided.
    - October 10<sup>th</sup> board meeting will be held at Blake's offices at 1020 NE Loop 410, Suite 150.
    - Committee reviewed Board Workday Agenda for 9/22/2018 and made modifications to structure and time.
  - Potential Board Members
    - Committee removed both Kirk Taylor, Alamo Concrete and Matt Yantis from the potential board member list.
    - Committee is still working to determine interest of:
      - Mike Ciscowski – Finance expertise (Lynette Padalecki)
      - Norton Rose Partner (Blake Stribling)
  - Committee discussed how often and when to meet. Committee will meet a few days before the board meeting via email at 5:30pm on a monthly basis. Kim will work with Lynette's assistant to schedule these out for the next 3 months.
  - Larry Fischer left the call and the Committee discussed CEO response to compensation/contract renewal and will schedule a time to meet with Kim to finalize.
- Next Meeting: TBD prior to October 10<sup>th</sup> board meeting.



### **Resource Development Committee Charge**

The Resource Development Committee develops and leads 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.

The Fundraising Committee will:

- 1) Support the Brighton Backer Program to grow Individual Contributions.
- 2) Ensure 100% Board participation in unrestricted donations to the agency.
- 3) Identify and connect the agency with corporate partners.
- 4) Support all special events.
- 5) Support all capital projects.
- 6) Understand and report on Brighton's current and future fundraising activities.



## **BOARD DEVELOPMENT COMMITTEE CHARGE**

The Board Development Committee exists to ensure the Board membership is diverse, informed, provided with the appropriate resources and meets bylaw requirements for number of members. The Committee is also responsible for recruiting new board members and developing rapport with potential board members and guests.

Chair: VACANT

Members: Olga Vasquez-Silva

### **Board Development Committee Activities**

The Development Committee will:

- Serve as the point of contact for new and potential board members. As such, the Development Committee Chair will make contact with potential board members and guests prior to and after their attendance at Board meetings or Brighton events.
- Provide introductions of guests and potential members at Board meetings.
- Serve as the welcoming committee for guests and potential members at Board meetings. This includes developing, maintaining and distributing informational packets to guests and potential board members to ensure they are provided with the information necessary to make an informed decision regarding board membership.
- Facilitate an annual review of the diversity of the Board of Directors and notify the Executive Committee of any deficiencies in diversity of any area (occupation, ethnicity, gender, etc).
- Work with the Executive Committee to slate new Directors and Officers semi-annually at the May and November Board meetings.
- Meet as deemed appropriate.





## **BRIGHTON CENTER EXECUTIVE COMMITTEE CHARGE**

The Executive Committee exists to provide guidance and direction for the Board of Directors, support to the CEO and is the place of ultimate responsibility for governance.

### **Executive Committee Activities**

The Executive Committee will:

- Meet monthly and convene additional meetings for special business.
- Facilitate Brighton's strategic planning efforts.
- Review issues and initiatives that present changes to the bylaws and make recommendations to the Board of Directors.
- Review and implement the CEO's employment contract, variable compensation and performance review.
- Review issues of liability and present those issues to the Board of Directors.

### **Executive Committee Guiding Principles**

- Honesty
- Respect
- Open Communication
- Familiarity with the Brighton School Bylaws
- Confidentiality
- Visibility at staff and board functions and meetings
- Availability to staff and board



## **FINANCE COMMITTEE CHARGE**

The Finance Committee is charged to provide oversight of the organization's financial health, including the investment, audit, finance and financial reporting functions of the organization.

### **Finance Committee Activities**

The Finance Committee will:

- Meet monthly and convene additional meetings for special business as needed.
- Monitor the organization's independent audit process.
- Review the results of the annual audit, including reviews of internal fiscal controls and present the audit report to the board for approval.
- Review the proposed, annual operational budget to ensure that it meets with strategic planning financial objectives and submit the proposed budget, along with any revisions, to the board for approval.
- Review the monthly financial statements and report on these and other material financial transactions to the board.
- Provide periodic review, and update as necessary, the investment policy of the organization.
- Monitor the organization's investments and take prudent action to maximize investment returns.



## Brighton Center

Here there are only ~~Disabilities~~.

### Ad Hoc Capital Campaign Committee Report September 2018

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The following activity has occurred since the July Board Meeting.

**TOTAL RAISED/COMMITTED TO DATE:** \$4,985,130 (70.66%)

**Information Gathering/Calls:**

- Lynette continues to meet with Charles Butt to discuss gift to campaign.
- Lindsay to follow up with Carlos Alvarez and Kim Lewis.

**NEW Contributions/Pledges: \$535,000**

- CH Guenther (Jennifer Wilkinson, Committee Member) pledged \$25,000 to the campaign.
- HEB pledged \$500,000 (Lynette Padalecki) to the campaign.
- Klesse Foundation (Barbara Gentry) contributed \$10,000 to the campaign.
- The Gentry Family Fund contributed an additional \$15,000 to the campaign.

**Scheduled/Upcoming Ask Meetings:**

- Kronkosky Foundation LOI of \$500,000 approved. Site visit scheduled for 10/22/2018.

**Asks Made/Pending Requests: \$1,148,500**

- Mike Lynd Jr.. after meeting on May 23<sup>rd</sup>. (Estimated at \$10,000 at a minimum).
- Sam Kasperek (Kairoi) – Kim and Katrina had call with Sam on 5/4/2018 to discuss project and make ask for \$10,000 contribution.
- Richmond Family Foundation (Barbara) – Send request letter for \$100,000 matching in 2019. Barbara will make follow up call.
- Rebecca Mortis – Met with Rebecca and made ask for \$18,500. Rebecca is considering the ask.
- Richard and Beth Morris (Brighton) – considering contribution of \$10,000.
- Bill Greehey (\$500,000) – Request has been delayed – possibly until the Fall 2018. Barbara will contact Mr. Greehey to discuss next steps.
- Kronkosky LOI approved and Full proposal due in October. (\$500,000)

**Upcoming Requests: \$1,000,000**

- Mike Ciskowski (\$250,000) – Lynette Padalecki
- Charles Butt (\$500,000) – Lynette Padalecki
- Hurd Foundation (\$250,000) – Barbara Gentry/Brighton



## **Board Development Committee Report**

### **September 2018**

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

#### **1. Potential Board Members**

- a. Committee set the following goals for FY18 – total of 10 new members and met 70% of goal voting in 7 new members.
  - i. November 2017 – 3 members (Lindsay Bolner, April Ancira and Mario Garcia)
  - ii. January 2018 - 1 member (Sandi Cavazos)
  - iii. February 2018 – 1 member (Barbara Newman)
  - iv. May 2018 – 1 member (Ramon Hernandez)
  - v. July 2018 – 1 member (Elizabeth Marceau)
- b. Other potential members still in process – have not completed any requirements to date.
  - i. Regan Putnicki (Steve Lyons) – This has been put on hold until Fall 2018.
  - ii. Carlisle Maxwell (Meriel Bowman) – This has been put on hold until Fall 2018.
  - iii. Pape Dawson Representative (Lynette Padalecki)
  - iv. Mike Cisowski, (Lynette) – has been out of town
  - v. Norton Rose Partner (Blake) – should have candidate in next 30 days.



Resource Development Committee  
Meeting Agenda  
September 11, 2018 – Call In  
8:00am by Phone  
(see calendar request for call in/web ex information)  
**MEETING NOTES**

**In Attendance Via Phone:**

**Board Members: Beki Hutchison & Mario Garcia**

**Staff: Kim Jefferies & Katrina Campbell**

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**Agenda Items to Be Discussed:**

**1) New RDC Members:**

Elizabeth Marceau as a candidate to consider?

*RDC Members agreed that she would be a great addition to the RDC.*

**2) Best Night Ever**

**a. Review: Board Member Participation to Date:**

**2018 Board Champion List**

|    | <b>Board Members</b> | <b>Amount<br/>committed/Raised<br/>for BNE</b> | <b>Event</b> |  |
|----|----------------------|--|--------------|--|
| 1  | Meriel Bowman        | \$ 10,000.00                                   | BNE          |  |
| 2  | LeAnn Trejo          |  | BNE          |  |
| 3  | April Ancira         | \$ 2,500.00                                    | BNE          |  |
| 4  | Sandi Cavazos        |  | BNE          |  |
| 5  | Barb Newman          |  | BNE          |  |
| 6  | Lindsay Bolner       | \$ 10,000.00                                   | BNE          |  |
| 7  | Blake Stribling      | \$ 2,500.00                                    | BNE          |  |
| 8  | Gerry Soto           |  | BNE          |  |
| 9  | Scott Caroselli      |  | B4B          |  |
| 10 | Mario Garcia         |  | B4B          |  |
| 11 | Justin Thompson      | \$ 4,500.00                                    | B4B          |  |
| 12 | Steve Lyons          |  | B4B          |  |
| 13 | Beki Hutchison       |  | B4B          |  |
| 14 | Jason Speights       |  | B4B          |  |
| 15 | Elizabeth Marceau    |  | Not Assigned |  |
| 16 | Lynette Padalecki    |  | Not Assigned |  |
| 17 | Ramon Hernandez      |  | Not Assigned |  |
|    |                      | <b>\$ 29,500.00</b>                            |              |  |

**b. Discuss:**

- ☐ RDC's help in following up with Board Members on BNE Table Opportunity.

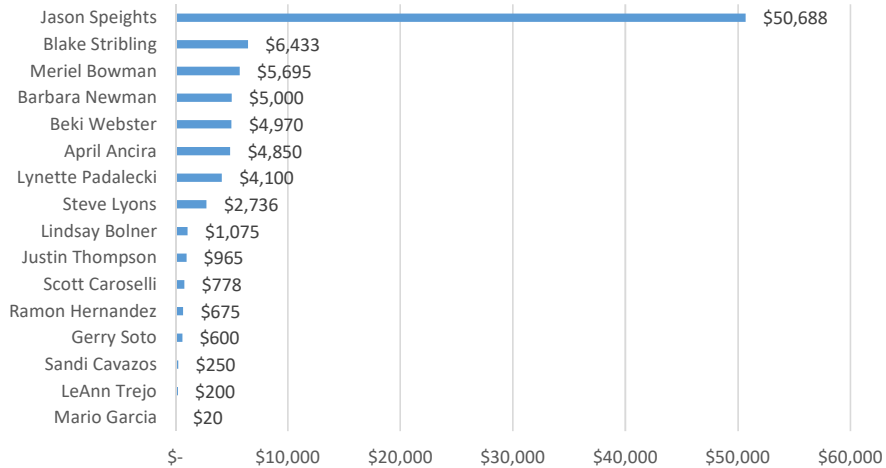
*RDC Members on call said they would follow up with their companies and/or would start working on their individual tables.*

- Discuss date/location for Partner Prospecting Event – Proposed Date of October 3<sup>rd</sup> @ The Quarry Golf Club.  
*Discussed getting an invite out to the Board as soon as possible and then discussing this in detail at the Board Meeting on 09/22 as well.*
- Update on Auction Items Board Champions/RDC is pursuing.  
No Update.
- Confirm what should be on Board Member Activity Card for September – To Be Sent Out week of September 10<sup>th</sup>.  
*Focus will be on Best Night Ever and the fulfillment around the Board at Large Expectations and the Board Champions Expectations.*

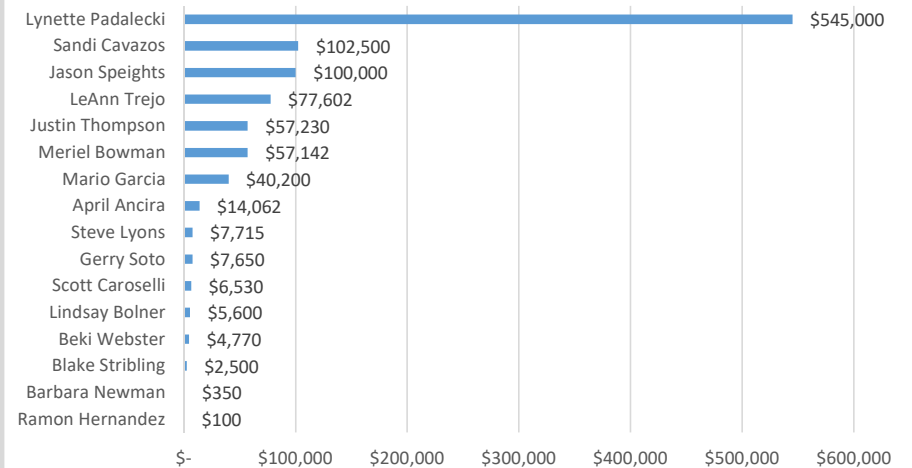
# Board Scorecard

## FY18 (September 1, 2017 - August 31, 2018)

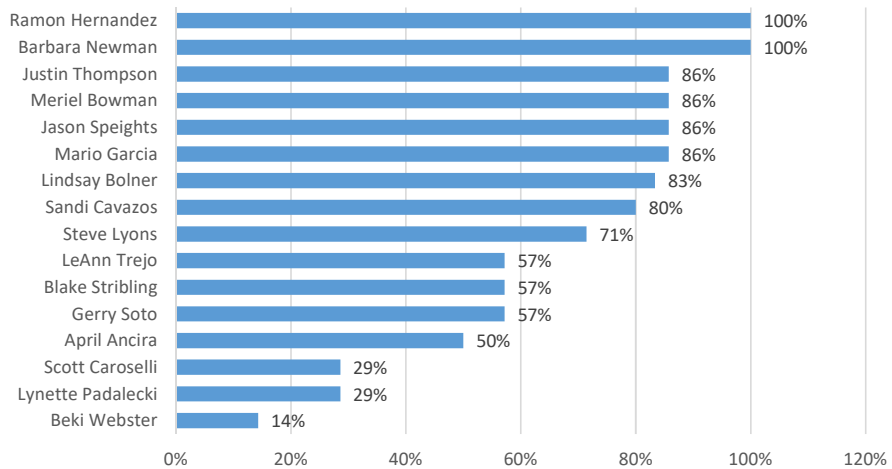
Personal Contributions/Pledges YTD  
2017-2018



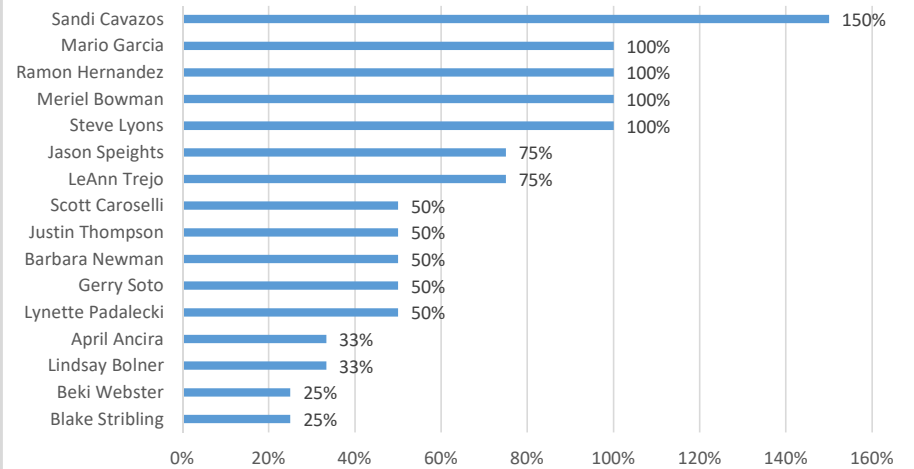
Contributions Secured YTD  
2017-2018



Board Attendance YTD  
2017-2018



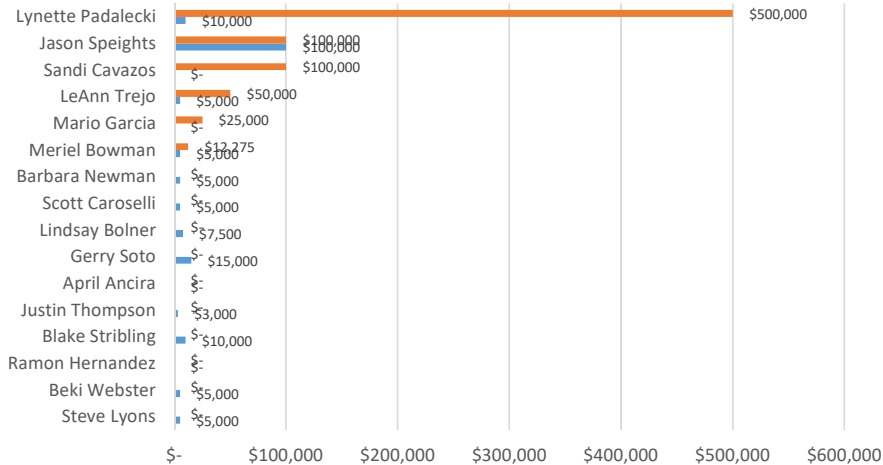
Event Attendance YTD  
2017-2018



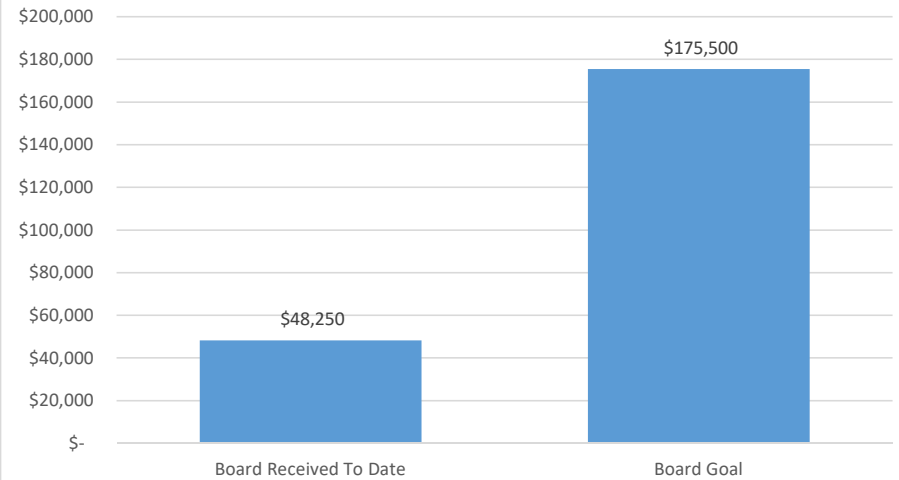
# Board Scorecard

## FY18 (September 1, 2017 - August 31, 2018)

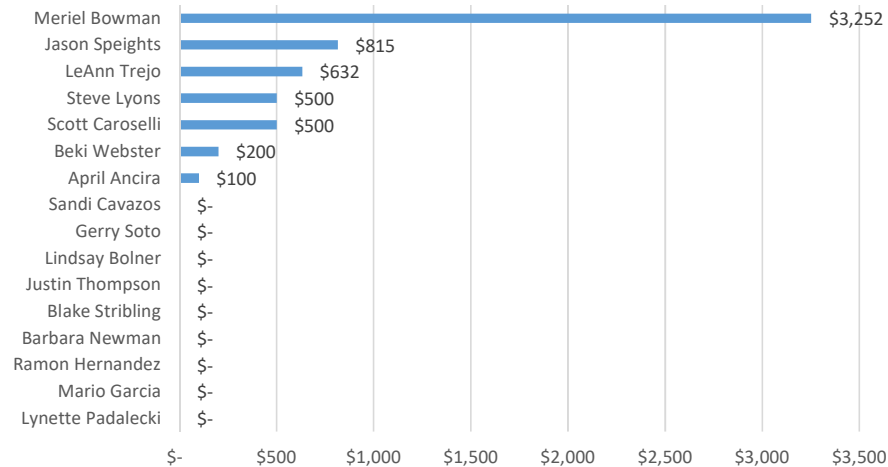
Capital Campaign Contributions  
(Pledged & Secured)



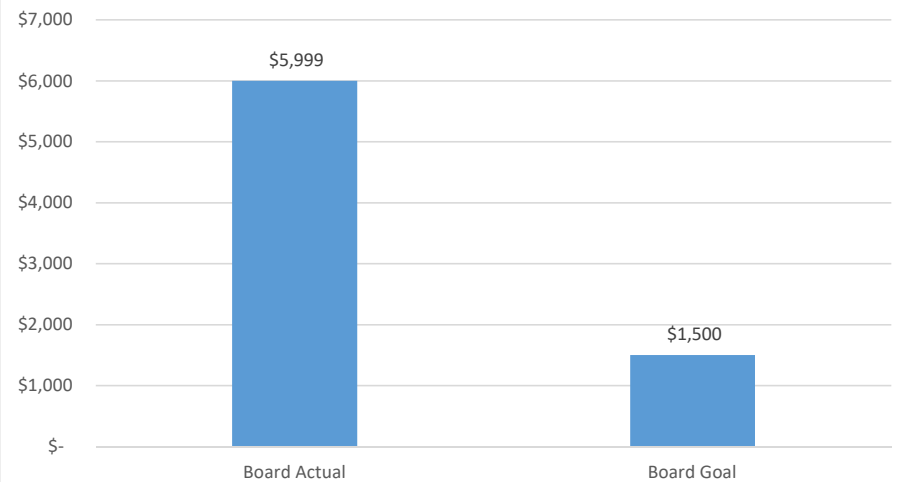
Capital Campaign Personal Contributions  
Actual vs Goal



iWalk  
(Personal & Secured)



iWalk  
Board Goal vs Actual - EXCEEDED

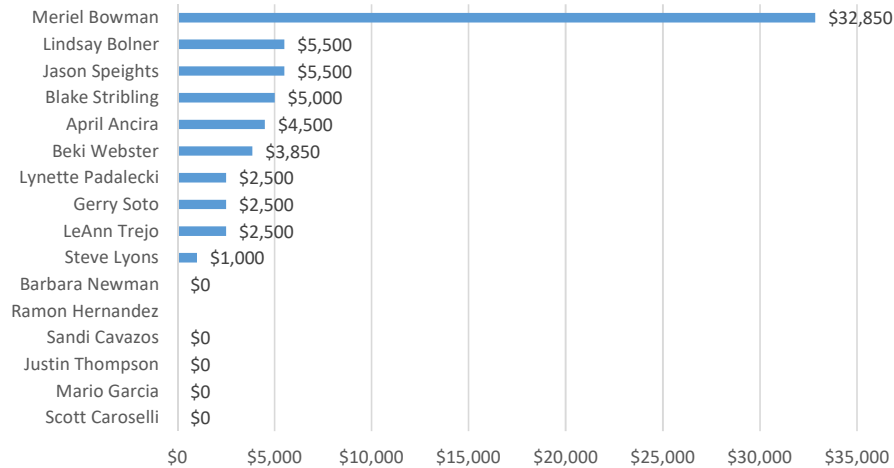




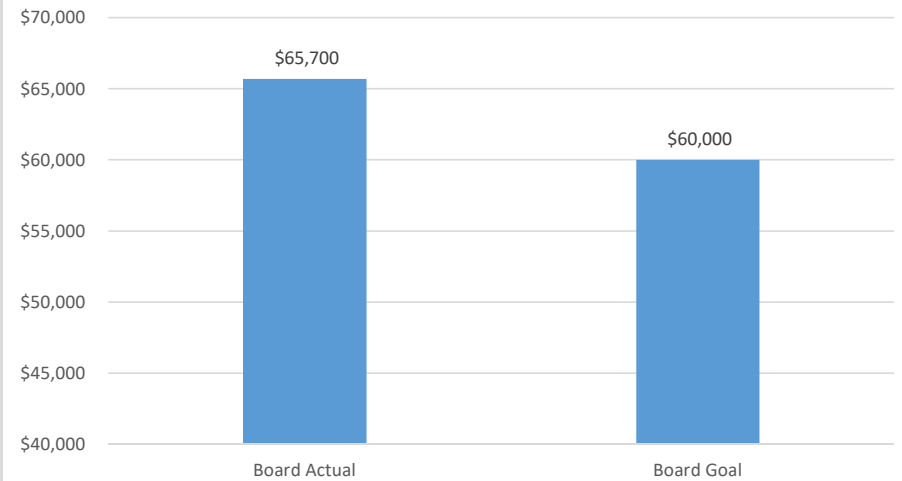
# Board Scorecard

## FY18 (September 1, 2017 - August 31, 2018)

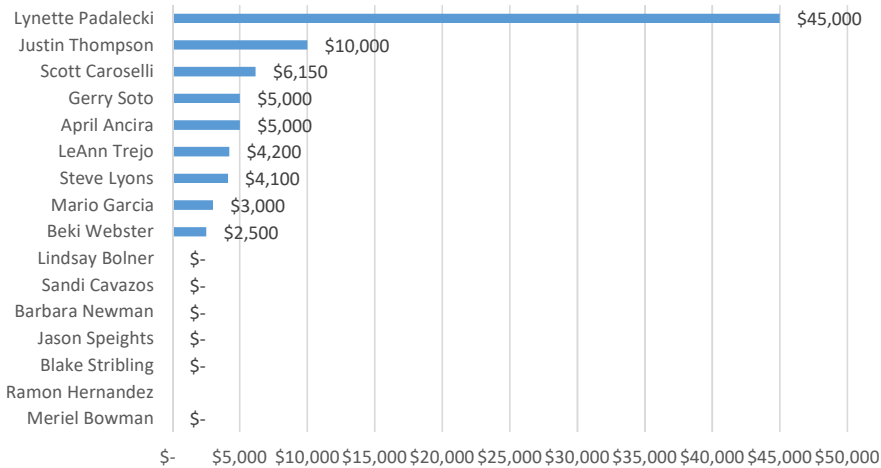
Best Night Ever Board Contributions  
(Secured & Personal)



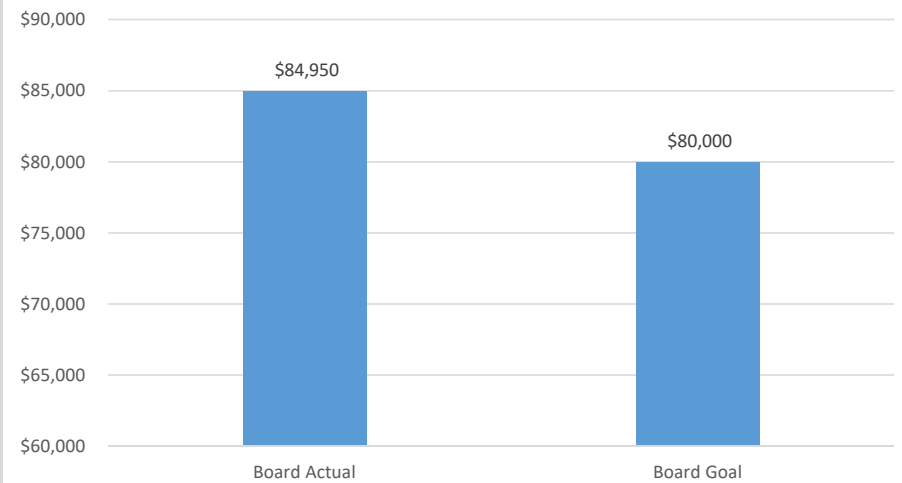
Best Night Ever  
Fundraising Goal vs Actual - EXCEEDED



Taste of the Northside Contributions  
(Secured & Personal)



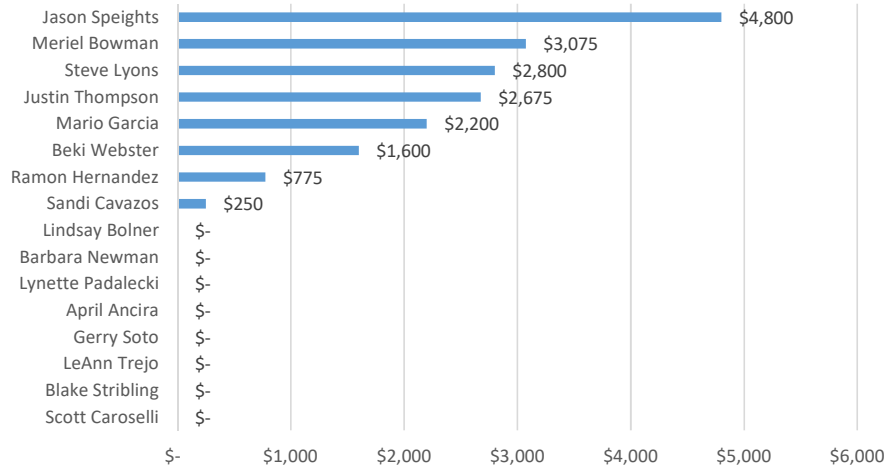
Taste of the Northside  
Fundraising Goal vs Actual - EXCEEDED



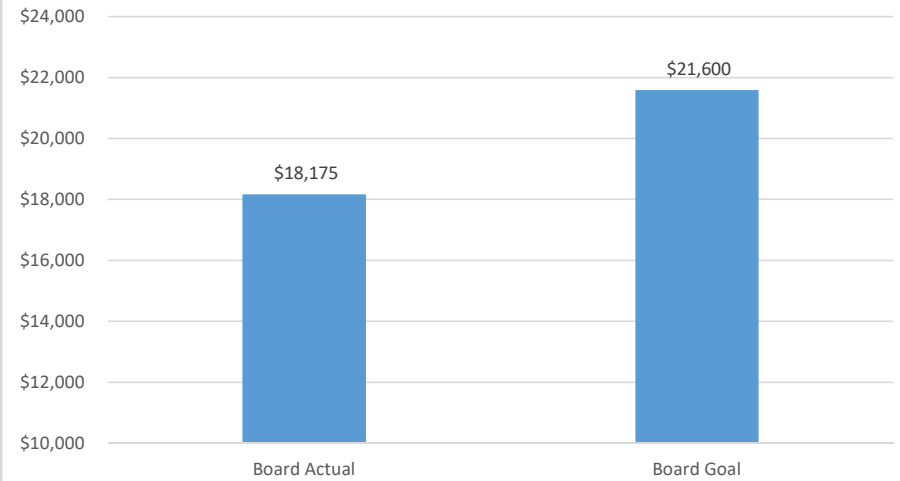
# Board Scorecard

## FY18 (September 1, 2017 - August 31, 2018)

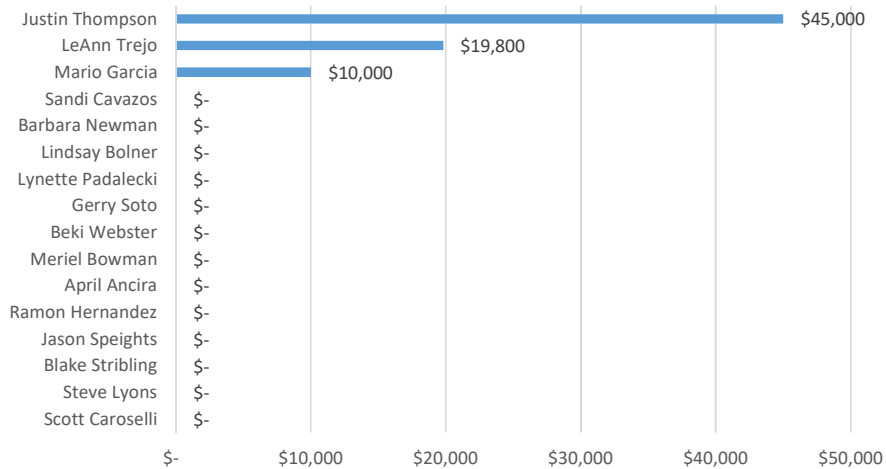
Blessings for Brighton  
(Personal & Secured)



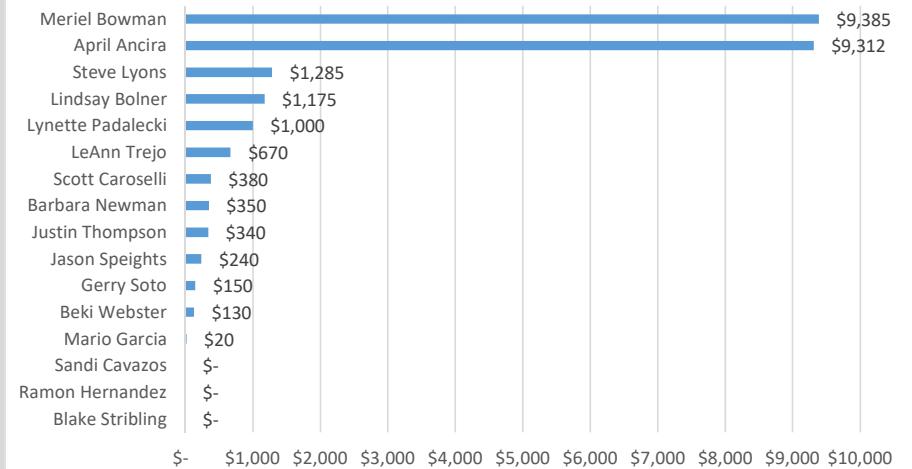
Blessings for Brighton  
Fundraising Goal vs Actual - NOT ACHIEVED



Program Funding  
(Secured)



Big Give Contributions  
(Personal & Secured)





**Brighton Center**

Here there are only ~~Disabilities~~.

**Finance Committee Report**  
**August 2018**

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The Finance Committee did not officially meet in the month of August.

**Brighton Center**Balance Sheet  
As of 7/31/2018Current Period Balance

## Assets

|                           |                            |
|---------------------------|----------------------------|
| Cash & Cash Equivalents   | 1,740,663.29               |
| Accounts Receivable, Net  | 356,296.91                 |
| Prepaid Expenses          | 96,125.84                  |
| Property & Equipment, Net | <u>1,926,100.81</u>        |
| Total Assets              | <u><u>4,119,186.85</u></u> |

## Liabilities

|                   |                   |
|-------------------|-------------------|
| Accounts Payable  | 123,968.39        |
| Accrued Expenses  | 356,187.87        |
| Deferred Income   | <u>108,578.42</u> |
| Total Liabilities | <u>588,734.68</u> |

## Net Assets

|                     |                     |
|---------------------|---------------------|
| Combined Net Assets | 2,513,456.30        |
| Net Income          | <u>1,016,995.87</u> |
| Total Net Assets    | <u>3,530,452.17</u> |

|                                  |                            |
|----------------------------------|----------------------------|
| Total Liabilities and Net Assets | <u><u>4,119,186.85</u></u> |
|----------------------------------|----------------------------|

**Brighton Center**  
Statement of Revenues and Expenditures - Organization  
From 7/1/2018 Through 7/31/2018

|                                    | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget   | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|------------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|--------------|------------------------|-----------------------------------|
| <b>Program Revenues</b>            |                          |                          |                                   |                        |              |                        |                                   |
| Insurance, Tricare - Net           | 6,707.09                 | 4,553.42                 | 2,153.67                          | 65,269.05              | 50,087.62    | 15,181.43              | 30.31%                            |
| Insurance, Medicaid, CCP - Net     | 129,710.39               | 126,986.00               | 2,724.39                          | 1,241,099.42           | 1,360,564.00 | (119,464.58)           | (8.78)%                           |
| Insurance, Medicaid, SRS - Net     | 135,759.12               | 126,525.00               | 9,234.12                          | 1,364,141.78           | 1,355,625.00 | 8,516.78               | 0.63%                             |
| Insurance, Medicaid, TCM - Net     | 26,314.08                | 33,191.00                | (6,876.92)                        | 291,792.62             | 355,621.00   | (63,828.38)            | (17.95)%                          |
| Insurance, Chip - Net              | 8,886.09                 | 9,143.83                 | (257.74)                          | 88,717.61              | 100,582.13   | (11,864.52)            | (11.80)%                          |
| Insurance, Private - Net           | 18,784.22                | 15,893.00                | 2,891.22                          | 178,152.79             | 170,278.00   | 7,874.79               | 4.62%                             |
| Insurance, Family Cost Share - Net | 10,554.20                | 3,991.33                 | 6,562.87                          | 92,830.94              | 43,904.63    | 48,926.31              | 111.44%                           |
| CACFP, Food Program Income         | 4,132.67                 | 4,388.00                 | (255.33)                          | 43,964.69              | 46,436.00    | (2,471.31)             | (5.32)%                           |
| Tuition, Childcare                 | 58,121.44                | 65,489.00                | (7,367.56)                        | 628,617.97             | 718,831.00   | (90,213.03)            | (12.55)%                          |
| Tuition, Childcare Part-Time       | 6,073.53                 | 5,985.91                 | 87.62                             | 55,730.75              | 65,845.01    | (10,114.26)            | (15.36)%                          |
| Tuition, Childcare Staff/Board     | 7,366.86                 | 14,429.00                | (7,062.14)                        | 92,694.62              | 145,939.00   | (53,244.38)            | (36.48)%                          |
| Tuition, CCS                       | 14,619.70                | 9,367.75                 | 5,251.95                          | 143,847.18             | 101,772.25   | 42,074.93              | 41.34%                            |
| Tuition, Other Fees                | 870.00                   | 952.00                   | (82.00)                           | 13,177.00              | 10,472.00    | 2,705.00               | 25.83%                            |
| Fundraising Income                 | 0.00                     | 0.00                     | 0.00                              | 2,855.66               | 0.00         | 2,855.66               | 0.00%                             |
| Program Services Fees              | 90.00                    | 1,895.83                 | (1,805.83)                        | 17,680.00              | 20,854.13    | (3,174.13)             | (15.22)%                          |
| Investment Income                  | 0.00                     | 0.00                     | 0.00                              | 0.21                   | 0.00         | 0.21                   | 0.00%                             |
| Realized Gain/Loss - Asset         | 44.00                    | 0.00                     | 44.00                             | 352.00                 | 0.00         | 352.00                 | 0.00%                             |
| Realized Gain/Loss - Securities    | 0.00                     | 0.00                     | 0.00                              | 8.47                   | 0.00         | 8.47                   | 0.00%                             |
| Total Program Revenues             | 428,033.39               | 422,791.07               | 5,242.32                          | 4,320,932.76           | 4,546,811.77 | (225,879.01)           | (4.97)%                           |
| <b>Support Revenues</b>            |                          |                          |                                   |                        |              |                        |                                   |
| Grant, United Way                  | 8,284.14                 | 8,438.00                 | (153.86)                          | 90,557.76              | 92,825.00    | (2,267.24)             | (2.44)%                           |
| HHSC Contract, ECI                 | 160,487.00               | 220,327.84               | (59,840.84)                       | 2,283,644.00           | 2,423,606.24 | (139,962.24)           | (5.77)%                           |
| Contributions, Business            | 3,311.82                 | 1,000.00                 | 2,311.82                          | 17,930.74              | 11,000.00    | 6,930.74               | 63.01%                            |
| Contributions, Foundations         | 1,170.91                 | 26,558.50                | (25,387.59)                       | 242,584.77             | 278,635.50   | (36,050.73)            | (12.94)%                          |
| Contributions, Individuals         | 5,616.55                 | 5,541.67                 | 74.88                             | 117,403.98             | 60,958.37    | 56,445.61              | 92.60%                            |
| Special Events, Net                | 26,574.44                | 150.00                   | 26,424.44                         | 1,071,344.50           | 830,000.00   | 241,344.50             | 29.08%                            |
| Capital Campaign Revenue           | 81,696.70                | 100,000.00               | (18,303.30)                       | 709,916.04             | 500,000.00   | 209,916.04             | 41.98%                            |
| Total Support Revenues             | 287,141.56               | 362,016.01               | (74,874.45)                       | 4,533,381.79           | 4,197,025.11 | 336,356.68             | 8.01%                             |
| Total Revenue                      | 715,174.95               | 784,807.08               | (69,632.13)                       | 8,854,314.55           | 8,743,836.88 | 110,477.67             | 1.26%                             |
| <b>Personnel Expenses</b>          |                          |                          |                                   |                        |              |                        |                                   |
| Salaries                           | 465,349.23               | 474,978.23               | 9,629.00                          | 5,326,496.27           | 5,462,250.46 | 135,754.19             | 2.49%                             |
| Payroll Taxes                      | 34,748.86                | 37,231.96                | 2,483.10                          | 398,714.88             | 428,167.33   | 29,452.45              | 6.88%                             |
| Employee Health Benefits           | 43,514.06                | 55,560.57                | 12,046.51                         | 499,351.94             | 611,166.47   | 111,814.53             | 18.30%                            |
| Retirement Benefits                | 8,700.48                 | 10,393.36                | 1,692.88                          | 112,054.99             | 119,523.96   | 7,468.97               | 6.25%                             |
| Total Personnel Expenses           | 552,312.63               | 578,164.12               | 25,851.49                         | 6,336,618.08           | 6,621,108.22 | 284,490.14             | 4.30%                             |

**Brighton Center**  
Statement of Revenues and Expenditures - Organization  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget   | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|--------------|------------------------|-----------------------------------|
| Other Operating Expenses        |                          |                          |                                   |                        |              |                        |                                   |
| Bad Debt                        | 0.00                     | 153.83                   | 153.83                            | 3,999.70               | 1,692.13     | (2,307.57)             | (136.37)%                         |
| Books & Magazines               | 0.00                     | 83.33                    | 83.33                             | 14.00                  | 916.63       | 902.63                 | 98.47%                            |
| Classroom Supplies              | 932.76                   | 2,488.49                 | 1,555.73                          | 18,633.48              | 27,373.47    | 8,739.99               | 31.93%                            |
| Client Travel                   | 0.00                     | 500.00                   | 500.00                            | 2,000.02               | 5,500.00     | 3,499.98               | 63.64%                            |
| Computer & Technology           | 7,730.32                 | 6,232.92                 | (1,497.40)                        | 83,205.98              | 68,562.16    | (14,643.82)            | (21.36)%                          |
| Contract Labor                  | 5,862.50                 | 5,103.84                 | (758.66)                          | 117,407.30             | 56,142.24    | (61,265.06)            | (109.12)%                         |
| Employee Onboarding/Ongoing     | 426.74                   | 0.00                     | (426.74)                          | 426.74                 | 0.00         | (426.74)               | 0.00%                             |
| Equipment                       | 0.00                     | 250.00                   | 250.00                            | 0.00                   | 2,750.00     | 2,750.00               | 100.00%                           |
| Food/Meals                      | 1,787.59                 | 6,688.25                 | 4,900.66                          | 58,950.03              | 73,570.75    | 14,620.72              | 19.87%                            |
| Fundraising Expenses            | 0.00                     | 0.00                     | 0.00                              | 353.53                 | 0.00         | (353.53)               | 0.00%                             |
| Gifts                           | 419.61                   | 2,031.25                 | 1,611.64                          | 15,969.56              | 22,343.75    | 6,374.19               | 28.53%                            |
| Insurance, Organizational       | 2,738.21                 | 4,215.55                 | 1,477.34                          | 42,106.18              | 46,371.45    | 4,265.27               | 9.20%                             |
| Investment Expense              | 0.00                     | 0.00                     | 0.00                              | 10.11                  | 0.00         | (10.11)                | 0.00%                             |
| Licenses & Permits              | 0.00                     | 224.15                   | 224.15                            | 4,330.49               | 2,465.81     | (1,864.68)             | (75.62)%                          |
| Maintenance, Facilities         | 8,093.75                 | 10,906.90                | 2,813.15                          | 87,794.63              | 119,976.06   | 32,181.43              | 26.82%                            |
| Maintenance, Equipment          | 3,045.00                 | 6,406.82                 | 3,361.82                          | 39,138.17              | 70,475.14    | 31,336.97              | 44.47%                            |
| Marketing                       | 3,062.06                 | 1,566.92                 | (1,495.14)                        | 16,704.46              | 17,236.08    | 531.62                 | 3.08%                             |
| Memberships & Dues              | 128.82                   | 704.16                   | 575.34                            | 2,735.14               | 7,745.80     | 5,010.66               | 64.69%                            |
| Office Supplies/Expense         | 2,089.79                 | 5,605.07                 | 3,515.28                          | 38,802.97              | 61,655.97    | 22,853.00              | 37.07%                            |
| Postage                         | 523.00                   | 990.49                   | 467.49                            | 6,089.08               | 10,895.51    | 4,806.43               | 44.11%                            |
| Printing                        | 12.00                    | 2,446.07                 | 2,434.07                          | 20,691.99              | 26,906.97    | 6,214.98               | 23.10%                            |
| Professional Development        | 5,075.29                 | 5,953.65                 | 878.36                            | 49,042.56              | 65,490.31    | 16,447.75              | 25.11%                            |
| Professional Fees               | 13,532.11                | 5,361.33                 | (8,170.78)                        | 61,871.47              | 58,974.71    | (2,896.76)             | (4.91)%                           |
| Rent                            | 2,528.15                 | 2,200.00                 | (328.15)                          | 24,872.81              | 24,200.00    | (672.81)               | (2.78)%                           |
| Respite Expense                 | 830.00                   | 980.92                   | 150.92                            | 10,630.00              | 10,790.12    | 160.12                 | 1.48%                             |
| Special Events Expense          | (8,632.34)               | 133.00                   | 8,765.34                          | 334,381.49             | 302,256.00   | (32,125.49)            | (10.63)%                          |
| Telephone                       | 8,383.81                 | 8,280.74                 | (103.07)                          | 88,074.87              | 91,088.30    | 3,013.43               | 3.31%                             |
| Travel                          | 12,493.03                | 13,327.66                | 834.63                            | 137,680.26             | 146,604.34   | 8,924.08               | 6.09%                             |
| Utilities                       | 5,491.09                 | 4,299.99                 | (1,191.10)                        | 43,796.23              | 47,299.97    | 3,503.74               | 7.41%                             |
| Volunteer Expense               | 91.38                    | 0.00                     | (91.38)                           | 91.38                  | 0.00         | (91.38)                | 0.00%                             |
| Capital Campaign Expenses       | 48,293.00                | 100,000.00               | 51,707.00                         | 190,895.97             | 500,000.00   | 309,104.03             | 61.82%                            |
| Total Other Operating Expenses  | 124,937.67               | 197,135.33               | 72,197.66                         | 1,500,700.60           | 1,869,283.67 | 368,583.07             | 19.72%                            |
| Total Expenses                  | 677,250.30               | 775,299.45               | 98,049.15                         | 7,837,318.68           | 8,490,391.89 | 653,073.21             | 7.69%                             |
| Revenue Over/Under Expenditures | 37,924.65                | 9,507.63                 | 28,417.02                         | 1,016,995.87           | 253,444.99   | 763,550.88             | 301.27%                           |

**Brighton Center**  
Statement of Revenues and Expenditures - ECI  
From 7/1/2018 Through 7/31/2018

|                                    | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | Total Budget        | Total Budget<br>Variance | Percent Total<br>Budget Remaining |
|------------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|---------------------|--------------------------|-----------------------------------|
| <b>Program Revenues</b>            |                          |                          |                                   |                        |                     |                          |                                   |
| Insurance, Tricare - Net           | 6,707.09                 | 4,553.42                 | 2,153.67                          | 65,269.05              | 50,087.62           | 15,181.43                | 30.31%                            |
| Insurance, Medicaid, CCP - Net     | 129,710.39               | 126,986.00               | 2,724.39                          | 1,241,099.42           | 1,360,564.00        | (119,464.58)             | (8.78)%                           |
| Insurance, Medicaid, SRS - Net     | 135,759.12               | 126,525.00               | 9,234.12                          | 1,364,141.78           | 1,355,625.00        | 8,516.78                 | 0.63%                             |
| Insurance, Medicaid, TCM - Net     | 26,314.08                | 33,191.00                | (6,876.92)                        | 291,792.62             | 355,621.00          | (63,828.38)              | (17.95)%                          |
| Insurance, Chip - Net              | 8,886.09                 | 9,143.83                 | (257.74)                          | 88,717.61              | 100,582.13          | (11,864.52)              | (11.80)%                          |
| Insurance, Private - Net           | 18,784.22                | 15,893.00                | 2,891.22                          | 178,152.79             | 170,278.00          | 7,874.79                 | 4.62%                             |
| Insurance, Family Cost Share - Net | 10,554.20                | 3,991.33                 | 6,562.87                          | 92,830.94              | 43,904.63           | 48,926.31                | 111.44%                           |
| <b>Total Program Revenues</b>      | <b>336,715.19</b>        | <b>320,283.58</b>        | <b>16,431.61</b>                  | <b>3,322,004.21</b>    | <b>3,436,662.38</b> | <b>(114,658.17)</b>      | <b>(3.34)%</b>                    |
| <b>Support Revenues</b>            |                          |                          |                                   |                        |                     |                          |                                   |
| Grant, United Way                  | 8,284.14                 | 8,438.00                 | (153.86)                          | 90,557.76              | 92,825.00           | (2,267.24)               | (2.44)%                           |
| HHSC Contract, ECI                 | 160,487.00               | 220,327.84               | (59,840.84)                       | 2,283,644.00           | 2,423,606.24        | (139,962.24)             | (5.77)%                           |
| Contributions, Foundations         | 0.00                     | 2,084.00                 | (2,084.00)                        | 2,500.00               | 22,916.00           | (20,416.00)              | (89.09)%                          |
| <b>Total Support Revenues</b>      | <b>168,771.14</b>        | <b>230,849.84</b>        | <b>(62,078.70)</b>                | <b>2,376,701.76</b>    | <b>2,539,347.24</b> | <b>(162,645.48)</b>      | <b>(6.41)%</b>                    |
| <b>Total Revenue</b>               | <b>505,486.33</b>        | <b>551,133.42</b>        | <b>(45,647.09)</b>                | <b>5,698,705.97</b>    | <b>5,976,009.62</b> | <b>(277,303.65)</b>      | <b>(4.64)%</b>                    |
| <b>Personnel Expenses</b>          |                          |                          |                                   |                        |                     |                          |                                   |
| Salaries                           | 376,953.16               | 375,657.77               | (1,295.39)                        | 4,245,551.94           | 4,320,064.35        | 74,512.41                | 1.72%                             |
| Payroll Taxes                      | 28,113.81                | 29,340.91                | 1,227.10                          | 317,630.31             | 337,420.62          | 19,790.31                | 5.87%                             |
| Employee Health Benefits           | 31,223.85                | 39,243.17                | 8,019.32                          | 361,744.39             | 431,674.87          | 69,930.48                | 16.20%                            |
| Retirement Benefits                | 7,396.03                 | 8,487.84                 | 1,091.81                          | 96,130.62              | 97,610.25           | 1,479.63                 | 1.52%                             |
| <b>Total Personnel Expenses</b>    | <b>443,686.85</b>        | <b>452,729.69</b>        | <b>9,042.84</b>                   | <b>5,021,057.26</b>    | <b>5,186,770.09</b> | <b>165,712.83</b>        | <b>3.19%</b>                      |
| <b>Other Operating Expenses</b>    |                          |                          |                                   |                        |                     |                          |                                   |
| Books & Magazines                  | 0.00                     | 83.33                    | 83.33                             | 0.00                   | 916.63              | 916.63                   | 100.00%                           |
| Classroom Supplies                 | 416.58                   | 750.00                   | 333.42                            | 10,077.97              | 8,250.00            | (1,827.97)               | (22.16)%                          |
| Client Travel                      | 0.00                     | 500.00                   | 500.00                            | 2,000.02               | 5,500.00            | 3,499.98                 | 63.64%                            |
| Computer & Technology              | 6,031.50                 | 3,571.83                 | (2,459.67)                        | 61,104.83              | 39,290.17           | (21,814.66)              | (55.52)%                          |
| Contract Labor                     | 5,702.50                 | 4,437.17                 | (1,265.33)                        | 103,436.20             | 48,808.87           | (54,627.33)              | (111.92)%                         |
| Employee Onboarding/Ongoing        | 172.16                   | 0.00                     | (172.16)                          | 172.16                 | 0.00                | (172.16)                 | 0.00%                             |
| Equipment                          | 0.00                     | 250.00                   | 250.00                            | 0.00                   | 2,750.00            | 2,750.00                 | 100.00%                           |
| Insurance, Organizational          | 1,660.52                 | 2,672.24                 | 1,011.72                          | 28,226.22              | 29,394.76           | 1,168.54                 | 3.98%                             |
| Licenses & Permits                 | 0.00                     | 65.83                    | 65.83                             | 1,097.98               | 724.13              | (373.85)                 | (51.63)%                          |
| Maintenance, Facilities            | 2,445.11                 | 4,310.91                 | 1,865.80                          | 26,782.63              | 47,420.09           | 20,637.46                | 43.52%                            |
| Maintenance, Equipment             | 2,476.22                 | 5,580.66                 | 3,104.44                          | 30,349.55              | 61,387.34           | 31,037.79                | 50.56%                            |
| Marketing                          | 37.50                    | 1,250.00                 | 1,212.50                          | 169.75                 | 13,750.00           | 13,580.25                | 98.77%                            |
| Memberships & Dues                 | 0.00                     | 0.00                     | 0.00                              | 281.92                 | 0.00                | (281.92)                 | 0.00%                             |

**Brighton Center**  
Statement of Revenues and Expenditures - ECI  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | Total Budget | Total Budget<br>Variance | Percent Total<br>Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|--------------|--------------------------|-----------------------------------|
| Office Supplies/Expense         | 535.55                   | 2,121.33                 | 1,585.78                          | 12,571.02              | 23,334.67    | 10,763.65                | 46.13%                            |
| Postage                         | 419.88                   | 281.58                   | (138.30)                          | 3,846.20               | 3,097.42     | (748.78)                 | (24.17)%                          |
| Printing                        | 0.00                     | 17.66                    | 17.66                             | 440.47                 | 194.34       | (246.13)                 | (126.65)%                         |
| Professional Development        | 3,730.26                 | 4,347.41                 | 617.15                            | 36,586.12              | 47,821.59    | 11,235.47                | 23.49%                            |
| Professional Fees               | 10,207.15                | 3,877.50                 | (6,329.65)                        | 44,912.51              | 42,652.50    | (2,260.01)               | (5.30)%                           |
| Rent                            | 1,738.12                 | 1,738.00                 | (0.12)                            | 19,119.32              | 19,118.00    | (1.32)                   | (0.01)%                           |
| Respite Expense                 | 830.00                   | 980.92                   | 150.92                            | 10,630.00              | 10,790.12    | 160.12                   | 1.48%                             |
| Telephone                       | 6,699.56                 | 6,462.41                 | (237.15)                          | 70,513.17              | 71,086.59    | 573.42                   | 0.81%                             |
| Travel                          | 12,421.94                | 12,556.17                | 134.23                            | 134,355.69             | 138,117.87   | 3,762.18                 | 2.72%                             |
| Utilities                       | 2,683.06                 | 2,088.00                 | (595.06)                          | 21,366.16              | 22,968.00    | 1,601.84                 | 6.97%                             |
| Total Other Operating Expenses  | 58,207.61                | 57,942.95                | (264.66)                          | 618,039.89             | 637,373.09   | 19,333.20                | 3.03%                             |
| Total Expenses                  | 501,894.46               | 510,672.64               | 8,778.18                          | 5,639,097.15           | 5,824,143.18 | 185,046.03               | 3.18%                             |
| Revenue Over/Under Expenditures | 3,591.87                 | 40,460.78                | (36,868.91)                       | 59,608.82              | 151,866.44   | (92,257.62)              | (60.75)%                          |



**Brighton Center**  
Statement of Revenues and Expenditures - ECE Combined  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget          | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|---------------------|------------------------|-----------------------------------|
| <b>Program Revenues</b>         |                          |                          |                                   |                        |                     |                        |                                   |
| CACFP, Food Program Income      | 4,132.67                 | 4,388.00                 | (255.33)                          | 43,964.69              | 46,436.00           | (2,471.31)             | (5.32)%                           |
| Tuition, Childcare              | 58,121.44                | 65,489.00                | (7,367.56)                        | 628,617.97             | 718,831.00          | (90,213.03)            | (12.55)%                          |
| Tuition, Childcare Part-Time    | 6,073.53                 | 5,985.91                 | 87.62                             | 55,730.75              | 65,845.01           | (10,114.26)            | (15.36)%                          |
| Tuition, Childcare Staff/Board  | 7,366.86                 | 14,429.00                | (7,062.14)                        | 92,694.62              | 145,939.00          | (53,244.38)            | (36.48)%                          |
| Tuition, CCS                    | 14,619.70                | 9,367.75                 | 5,251.95                          | 143,847.18             | 101,772.25          | 42,074.93              | 41.34%                            |
| Tuition, Other Fees             | 870.00                   | 952.00                   | (82.00)                           | 13,177.00              | 10,472.00           | 2,705.00               | 25.83%                            |
| Fundraising Income              | 0.00                     | 0.00                     | 0.00                              | 1,690.00               | 0.00                | 1,690.00               | 0.00%                             |
| Total Program Revenues          | 91,184.20                | 100,611.66               | (9,427.46)                        | 979,722.21             | 1,089,295.26        | (109,573.05)           | (10.06)%                          |
| <b>Support Revenues</b>         |                          |                          |                                   |                        |                     |                        |                                   |
| Contributions, Business         | 0.00                     | 1,000.00                 | (1,000.00)                        | 1,150.00               | 11,000.00           | (9,850.00)             | (89.55)%                          |
| Contributions, Foundations      | 428.11                   | 4,000.00                 | (3,571.89)                        | 44,556.97              | 30,500.00           | 14,056.97              | 46.09%                            |
| Contributions, Individuals      | 0.00                     | 125.00                   | (125.00)                          | 196.39                 | 1,375.00            | (1,178.61)             | (85.72)%                          |
| Total Support Revenues          | 428.11                   | 5,125.00                 | (4,696.89)                        | 45,903.36              | 42,875.00           | 3,028.36               | 7.06%                             |
| <b>Total Revenue</b>            | <u>91,612.31</u>         | <u>105,736.66</u>        | <u>(14,124.35)</u>                | <u>1,025,625.57</u>    | <u>1,132,170.26</u> | <u>(106,544.69)</u>    | <u>(9.41)%</u>                    |
| <b>Personnel Expenses</b>       |                          |                          |                                   |                        |                     |                        |                                   |
| Salaries                        | 57,735.78                | 62,719.93                | 4,984.15                          | 683,690.56             | 721,279.92          | 37,589.36              | 5.21%                             |
| Payroll Taxes                   | 4,409.38                 | 5,105.50                 | 696.12                            | 51,928.71              | 58,713.01           | 6,784.30               | 11.56%                            |
| Employee Health Benefits        | 8,855.44                 | 12,819.91                | 3,964.47                          | 101,851.79             | 141,019.09          | 39,167.30              | 27.77%                            |
| Retirement Benefits             | 825.08                   | 965.84                   | 140.76                            | 9,114.91               | 11,107.24           | 1,992.33               | 17.94%                            |
| Total Personnel Expenses        | 71,825.68                | 81,611.18                | 9,785.50                          | 846,585.97             | 932,119.26          | 85,533.29              | 9.18%                             |
| <b>Other Operating Expenses</b> |                          |                          |                                   |                        |                     |                        |                                   |
| Bad Debt                        | 0.00                     | 153.83                   | 153.83                            | 3,999.70               | 1,692.13            | (2,307.57)             | (136.37)%                         |
| Classroom Supplies              | 516.18                   | 1,564.49                 | 1,048.31                          | 7,988.57               | 17,209.47           | 9,220.90               | 53.58%                            |
| Computer & Technology           | 875.80                   | 582.00                   | (293.80)                          | 7,086.69               | 6,402.00            | (684.69)               | (10.69)%                          |
| Contract Labor                  | 0.00                     | 0.00                     | 0.00                              | 550.00                 | 0.00                | (550.00)               | 0.00%                             |
| Employee Onboarding/Ongoing     | 69.33                    | 0.00                     | (69.33)                           | 69.33                  | 0.00                | (69.33)                | 0.00%                             |
| Food/Meals                      | 3,403.00                 | 4,392.41                 | 989.41                            | 39,489.15              | 48,316.59           | 8,827.44               | 18.27%                            |
| Fundraising Expenses            | 0.00                     | 0.00                     | 0.00                              | 315.00                 | 0.00                | (315.00)               | 0.00%                             |
| Insurance, Organizational       | 848.80                   | 1,071.99                 | 223.19                            | 10,444.01              | 11,792.01           | 1,348.00               | 11.43%                            |
| Licenses & Permits              | 0.00                     | 128.16                   | 128.16                            | 3,033.23               | 1,409.84            | (1,623.39)             | (115.15)%                         |
| Maintenance, Facilities         | 4,955.15                 | 5,060.74                 | 105.59                            | 52,498.80              | 55,668.22           | 3,169.42               | 5.69%                             |
| Maintenance, Equipment          | 364.36                   | 275.08                   | (89.28)                           | 4,734.22               | 3,025.88            | (1,708.34)             | (56.46)%                          |
| Marketing                       | 464.96                   | 36.91                    | (428.05)                          | 1,738.49               | 406.05              | (1,332.44)             | (328.15)%                         |
| Memberships & Dues              | 0.00                     | 301.66                   | 301.66                            | 56.74                  | 3,318.30            | 3,261.56               | 98.29%                            |

**Brighton Center**  
Statement of Revenues and Expenditures - ECE Combined  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget          | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|---------------------|------------------------|-----------------------------------|
| Office Supplies/Expense         | 1,322.12                 | 2,427.91                 | 1,105.79                          | 15,434.19              | 26,707.13           | 11,272.94              | 42.21%                            |
| Postage                         | 75.84                    | 63.58                    | (12.26)                           | 764.33                 | 699.42              | (64.91)                | (9.28)%                           |
| Printing                        | 0.00                     | 47.17                    | 47.17                             | 48.36                  | 518.87              | 470.51                 | 90.68%                            |
| Professional Development        | 521.96                   | 1,198.08                 | 676.12                            | 5,552.87               | 13,178.88           | 7,626.01               | 57.87%                            |
| Professional Fees               | 2,069.78                 | 921.67                   | (1,148.11)                        | 10,804.90              | 10,138.37           | (666.53)               | (6.57)%                           |
| Rent                            | 396.03                   | 396.00                   | (0.03)                            | 4,356.33               | 4,356.00            | (0.33)                 | (0.01)%                           |
| Telephone                       | 781.09                   | 942.75                   | 161.66                            | 8,005.93               | 10,370.29           | 2,364.36               | 22.80%                            |
| Travel                          | 48.72                    | 361.91                   | 313.19                            | 613.10                 | 3,981.05            | 3,367.95               | 84.60%                            |
| Utilities                       | 2,313.76                 | 1,820.66                 | (493.10)                          | 18,476.64              | 20,027.34           | 1,550.70               | 7.74%                             |
| Total Other Operating Expenses  | <u>19,026.88</u>         | <u>21,747.00</u>         | <u>2,720.12</u>                   | <u>196,060.58</u>      | <u>239,217.84</u>   | <u>43,157.26</u>       | <u>18.04%</u>                     |
| Total Expenses                  | <u>90,852.56</u>         | <u>103,358.18</u>        | <u>12,505.62</u>                  | <u>1,042,646.55</u>    | <u>1,171,337.10</u> | <u>128,690.55</u>      | <u>10.99%</u>                     |
| Revenue Over/Under Expenditures | <u>759.75</u>            | <u>2,378.48</u>          | <u>(1,618.73)</u>                 | <u>(17,020.98)</u>     | <u>(39,166.84)</u>  | <u>22,145.86</u>       | <u>(56.54)%</u>                   |

**Brighton Center**  
Statement of Revenues and Expenditures - ECE Higgins  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget        | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|-------------------|------------------------|-----------------------------------|
| <b>Program Revenues</b>         |                          |                          |                                   |                        |                   |                        |                                   |
| CACFP, Food Program Income      | 3,410.77                 | 2,595.00                 | 815.77                            | 35,370.65              | 29,064.00         | 6,306.65               | 21.70%                            |
| Tuition, Childcare              | 43,986.78                | 40,743.00                | 3,243.78                          | 463,439.17             | 454,612.00        | 8,827.17               | 1.94%                             |
| Tuition, Childcare Staff/Board  | 6,715.26                 | 14,429.00                | (7,713.74)                        | 88,459.22              | 145,939.00        | (57,479.78)            | (39.39)%                          |
| Tuition, CCS                    | 9,347.34                 | 5,091.00                 | 4,256.34                          | 85,128.77              | 54,728.00         | 30,400.77              | 55.55%                            |
| Tuition, Other Fees             | 585.00                   | 669.00                   | (84.00)                           | 9,597.00               | 7,359.00          | 2,238.00               | 30.41%                            |
| Fundraising Income              | 0.00                     | 0.00                     | 0.00                              | 1,290.00               | 0.00              | 1,290.00               | 0.00%                             |
| Total Program Revenues          | 64,045.15                | 63,527.00                | 518.15                            | 683,284.81             | 691,702.00        | (8,417.19)             | (1.22)%                           |
| <b>Support Revenues</b>         |                          |                          |                                   |                        |                   |                        |                                   |
| Contributions, Business         | 0.00                     | 1,000.00                 | (1,000.00)                        | 1,000.00               | 11,000.00         | (10,000.00)            | (90.91)%                          |
| Contributions, Foundations      | 300.90                   | 4,000.00                 | (3,699.10)                        | 38,961.95              | 30,500.00         | 8,461.95               | 27.74%                            |
| Contributions, Individuals      | 0.00                     | 125.00                   | (125.00)                          | 196.39                 | 1,375.00          | (1,178.61)             | (85.72)%                          |
| Total Support Revenues          | 300.90                   | 5,125.00                 | (4,824.10)                        | 40,158.34              | 42,875.00         | (2,716.66)             | (6.34)%                           |
| <b>Total Revenue</b>            | <u>64,346.05</u>         | <u>68,652.00</u>         | <u>(4,305.95)</u>                 | <u>723,443.15</u>      | <u>734,577.00</u> | <u>(11,133.85)</u>     | <u>(1.52)%</u>                    |
| <b>Personnel Expenses</b>       |                          |                          |                                   |                        |                   |                        |                                   |
| Salaries                        | 40,912.90                | 43,381.55                | 2,468.65                          | 482,223.96             | 498,888.50        | 16,664.54              | 3.34%                             |
| Payroll Taxes                   | 3,123.43                 | 3,463.81                 | 340.38                            | 36,505.11              | 39,833.54         | 3,328.43               | 8.36%                             |
| Employee Health Benefits        | 5,949.77                 | 8,754.08                 | 2,804.31                          | 72,383.99              | 96,294.92         | 23,910.93              | 24.83%                            |
| Retirement Benefits             | 640.15                   | 780.00                   | 139.85                            | 6,732.47               | 8,970.00          | 2,237.53               | 24.94%                            |
| Total Personnel Expenses        | 50,626.25                | 56,379.44                | 5,753.19                          | 597,845.53             | 643,986.96        | 46,141.43              | 7.16%                             |
| <b>Other Operating Expenses</b> |                          |                          |                                   |                        |                   |                        |                                   |
| Bad Debt                        | 0.00                     | 128.83                   | 128.83                            | 488.80                 | 1,417.13          | 928.33                 | 65.51%                            |
| Classroom Supplies              | 323.90                   | 1,070.08                 | 746.18                            | 6,792.04               | 11,770.88         | 4,978.84               | 42.30%                            |
| Computer & Technology           | 604.41                   | 364.50                   | (239.91)                          | 3,945.15               | 4,009.50          | 64.35                  | 1.60%                             |
| Contract Labor                  | 0.00                     | 0.00                     | 0.00                              | 362.40                 | 0.00              | (362.40)               | 0.00%                             |
| Employee Onboarding/Ongoing     | 34.33                    | 0.00                     | (34.33)                           | 34.33                  | 0.00              | (34.33)                | 0.00%                             |
| Food/Meals                      | 2,597.34                 | 2,965.00                 | 367.66                            | 28,816.14              | 32,615.00         | 3,798.86               | 11.65%                            |
| Fundraising Expenses            | 0.00                     | 0.00                     | 0.00                              | 225.00                 | 0.00              | (225.00)               | 0.00%                             |
| Insurance, Organizational       | 570.88                   | 705.16                   | 134.28                            | 6,849.36               | 7,756.84          | 907.48                 | 11.70%                            |
| Licenses & Permits              | 0.00                     | 85.41                    | 85.41                             | 1,646.42               | 939.59            | (706.83)               | (75.23)%                          |
| Maintenance, Facilities         | 2,858.54                 | 2,738.16                 | (120.38)                          | 30,316.10              | 30,119.84         | (196.26)               | (0.65)%                           |
| Maintenance, Equipment          | 284.70                   | 181.83                   | (102.87)                          | 3,462.09               | 2,000.13          | (1,461.96)             | (73.09)%                          |
| Marketing                       | 464.96                   | 26.33                    | (438.63)                          | 800.12                 | 289.63            | (510.49)               | (176.26)%                         |
| Memberships & Dues              | 0.00                     | 170.83                   | 170.83                            | 32.92                  | 1,879.13          | 1,846.21               | 98.25%                            |
| Office Supplies/Expense         | 912.14                   | 1,642.67                 | 730.53                            | 10,676.63              | 18,069.37         | 7,392.74               | 40.91%                            |

**Brighton Center**  
Statement of Revenues and Expenditures - ECE Higgins  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget         | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|--------------------|------------------------|-----------------------------------|
| Postage                         | 58.11                    | 36.25                    | (21.86)                           | 513.71                 | 398.75             | (114.96)               | (28.83)%                          |
| Printing                        | 0.00                     | 43.92                    | 43.92                             | 32.69                  | 483.12             | 450.43                 | 93.23%                            |
| Professional Development        | 385.00                   | 826.08                   | 441.08                            | 3,947.92               | 9,086.88           | 5,138.96               | 56.55%                            |
| Professional Fees               | 1,476.82                 | 632.92                   | (843.90)                          | 7,501.70               | 6,962.12           | (539.58)               | (7.75)%                           |
| Rent                            | 396.03                   | 396.00                   | (0.03)                            | 4,356.33               | 4,356.00           | (0.33)                 | (0.01)%                           |
| Telephone                       | 561.79                   | 519.42                   | (42.37)                           | 5,763.41               | 5,713.62           | (49.79)                | (0.87)%                           |
| Travel                          | 34.80                    | 141.08                   | 106.28                            | 435.14                 | 1,551.88           | 1,116.74               | 71.96%                            |
| Utilities                       | 1,665.35                 | 1,296.00                 | (369.35)                          | 13,261.75              | 14,256.00          | 994.25                 | 6.97%                             |
| Total Other Operating Expenses  | <u>13,229.10</u>         | <u>13,970.47</u>         | <u>741.37</u>                     | <u>130,260.15</u>      | <u>153,675.41</u>  | <u>23,415.26</u>       | <u>15.24%</u>                     |
| Total Expenses                  | <u>63,855.35</u>         | <u>70,349.91</u>         | <u>6,494.56</u>                   | <u>728,105.68</u>      | <u>797,662.37</u>  | <u>69,556.69</u>       | <u>8.72%</u>                      |
| Revenue Over/Under Expenditures | <u>490.70</u>            | <u>(1,697.91)</u>        | <u>2,188.61</u>                   | <u>(4,662.53)</u>      | <u>(63,085.37)</u> | <u>58,422.84</u>       | <u>(92.61)%</u>                   |

**Brighton Center**  
Statement of Revenues and Expenditures - ECE Lullwood  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|------------|------------------------|-----------------------------------|
| <b>Program Revenues</b>         |                          |                          |                                   |                        |            |                        |                                   |
| CACFP, Food Program Income      | 721.90                   | 1,793.00                 | (1,071.10)                        | 8,594.04               | 17,372.00  | (8,777.96)             | (50.53)%                          |
| Tuition, Childcare              | 14,134.66                | 24,746.00                | (10,611.34)                       | 165,178.80             | 264,219.00 | (99,040.20)            | (37.48)%                          |
| Tuition, Childcare Part-Time    | 6,073.53                 | 5,985.91                 | 87.62                             | 55,730.75              | 65,845.01  | (10,114.26)            | (15.36)%                          |
| Tuition, Childcare Staff/Board  | 651.60                   | 0.00                     | 651.60                            | 4,235.40               | 0.00       | 4,235.40               | 0.00%                             |
| Tuition, CCS                    | 5,272.36                 | 4,276.75                 | 995.61                            | 58,718.41              | 47,044.25  | 11,674.16              | 24.82%                            |
| Tuition, Other Fees             | 285.00                   | 283.00                   | 2.00                              | 3,580.00               | 3,113.00   | 467.00                 | 15.00%                            |
| Fundraising Income              | 0.00                     | 0.00                     | 0.00                              | 400.00                 | 0.00       | 400.00                 | 0.00%                             |
| Total Program Revenues          | 27,139.05                | 37,084.66                | (9,945.61)                        | 296,437.40             | 397,593.26 | (101,155.86)           | (25.44)%                          |
| <b>Support Revenues</b>         |                          |                          |                                   |                        |            |                        |                                   |
| Contributions, Business         | 0.00                     | 0.00                     | 0.00                              | 150.00                 | 0.00       | 150.00                 | 0.00%                             |
| Contributions, Foundations      | 127.21                   | 0.00                     | 127.21                            | 5,595.02               | 0.00       | 5,595.02               | 0.00%                             |
| Total Support Revenues          | 127.21                   | 0.00                     | 127.21                            | 5,745.02               | 0.00       | 5,745.02               | 0.00%                             |
| <b>Total Revenue</b>            | 27,266.26                | 37,084.66                | (9,818.40)                        | 302,182.42             | 397,593.26 | (95,410.84)            | (24.00)%                          |
| <b>Personnel Expenses</b>       |                          |                          |                                   |                        |            |                        |                                   |
| Salaries                        | 16,822.88                | 19,338.38                | 2,515.50                          | 201,466.60             | 222,391.42 | 20,924.82              | 9.41%                             |
| Payroll Taxes                   | 1,285.95                 | 1,641.69                 | 355.74                            | 15,423.60              | 18,879.47  | 3,455.87               | 18.30%                            |
| Employee Health Benefits        | 2,905.67                 | 4,065.83                 | 1,160.16                          | 29,467.80              | 44,724.17  | 15,256.37              | 34.11%                            |
| Retirement Benefits             | 184.93                   | 185.84                   | 0.91                              | 2,382.44               | 2,137.24   | (245.20)               | (11.47)%                          |
| Total Personnel Expenses        | 21,199.43                | 25,231.74                | 4,032.31                          | 248,740.44             | 288,132.30 | 39,391.86              | 13.67%                            |
| <b>Other Operating Expenses</b> |                          |                          |                                   |                        |            |                        |                                   |
| Bad Debt                        | 0.00                     | 25.00                    | 25.00                             | 3,510.90               | 275.00     | (3,235.90)             | (1,176.69)%                       |
| Classroom Supplies              | 192.28                   | 494.41                   | 302.13                            | 1,196.53               | 5,438.59   | 4,242.06               | 78.00%                            |
| Computer & Technology           | 271.39                   | 217.50                   | (53.89)                           | 3,141.54               | 2,392.50   | (749.04)               | (31.31)%                          |
| Contract Labor                  | 0.00                     | 0.00                     | 0.00                              | 187.60                 | 0.00       | (187.60)               | 0.00%                             |
| Employee Onboarding/Ongoing     | 35.00                    | 0.00                     | (35.00)                           | 35.00                  | 0.00       | (35.00)                | 0.00%                             |
| Food/Meals                      | 805.66                   | 1,427.41                 | 621.75                            | 10,673.01              | 15,701.59  | 5,028.58               | 32.03%                            |
| Fundraising Expenses            | 0.00                     | 0.00                     | 0.00                              | 90.00                  | 0.00       | (90.00)                | 0.00%                             |
| Insurance, Organizational       | 277.92                   | 366.83                   | 88.91                             | 3,594.65               | 4,035.17   | 440.52                 | 10.92%                            |
| Licenses & Permits              | 0.00                     | 42.75                    | 42.75                             | 1,386.81               | 470.25     | (916.56)               | (194.91)%                         |
| Maintenance, Facilities         | 2,096.61                 | 2,322.58                 | 225.97                            | 22,182.70              | 25,548.38  | 3,365.68               | 13.17%                            |
| Maintenance, Equipment          | 79.66                    | 93.25                    | 13.59                             | 1,272.13               | 1,025.75   | (246.38)               | (24.02)%                          |
| Marketing                       | 0.00                     | 10.58                    | 10.58                             | 938.37                 | 116.42     | (821.95)               | (706.02)%                         |
| Memberships & Dues              | 0.00                     | 130.83                   | 130.83                            | 23.82                  | 1,439.17   | 1,415.35               | 98.34%                            |
| Office Supplies/Expense         | 409.98                   | 785.24                   | 375.26                            | 4,757.56               | 8,637.76   | 3,880.20               | 44.92%                            |

**Brighton Center**  
Statement of Revenues and Expenditures - ECE Lullwood  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget        | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|-------------------|------------------------|-----------------------------------|
| Postage                         | 17.73                    | 27.33                    | 9.60                              | 250.62                 | 300.67            | 50.05                  | 16.65%                            |
| Printing                        | 0.00                     | 3.25                     | 3.25                              | 15.67                  | 35.75             | 20.08                  | 56.17%                            |
| Professional Development        | 136.96                   | 372.00                   | 235.04                            | 1,604.95               | 4,092.00          | 2,487.05               | 60.78%                            |
| Professional Fees               | 592.96                   | 288.75                   | (304.21)                          | 3,303.20               | 3,176.25          | (126.95)               | (4.00)%                           |
| Telephone                       | 219.30                   | 423.33                   | 204.03                            | 2,242.52               | 4,656.67          | 2,414.15               | 51.84%                            |
| Travel                          | 13.92                    | 220.83                   | 206.91                            | 177.96                 | 2,429.17          | 2,251.21               | 92.67%                            |
| Utilities                       | 648.41                   | 524.66                   | (123.75)                          | 5,214.89               | 5,771.34          | 556.45                 | 9.64%                             |
| Total Other Operating Expenses  | <u>5,797.78</u>          | <u>7,776.53</u>          | <u>1,978.75</u>                   | <u>65,800.43</u>       | <u>85,542.43</u>  | <u>19,742.00</u>       | <u>23.08%</u>                     |
| Total Expenses                  | <u>26,997.21</u>         | <u>33,008.27</u>         | <u>6,011.06</u>                   | <u>314,540.87</u>      | <u>373,674.73</u> | <u>59,133.86</u>       | <u>15.82%</u>                     |
| Revenue Over/Under Expenditures | <u>269.05</u>            | <u>4,076.39</u>          | <u>(3,807.34)</u>                 | <u>(12,358.45)</u>     | <u>23,918.53</u>  | <u>(36,276.98)</u>     | <u>(151.67)%</u>                  |

**Brighton Center**  
Statement of Revenues and Expenditures - SESS  
From 7/1/2018 Through 7/31/2018

|                             | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|-----------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|------------|------------------------|-----------------------------------|
| Program Revenues            |                          |                          |                                   |                        |            |                        |                                   |
| Program Services Fees       | 90.00                    | 1,895.83                 | (1,805.83)                        | 17,680.00              | 20,854.13  | (3,174.13)             | (15.22)%                          |
| Total Program Revenues      | 90.00                    | 1,895.83                 | (1,805.83)                        | 17,680.00              | 20,854.13  | (3,174.13)             | (15.22)%                          |
| Support Revenues            |                          |                          |                                   |                        |            |                        |                                   |
| Contributions, Business     | 0.00                     | 0.00                     | 0.00                              | 5,000.00               | 0.00       | 5,000.00               | 0.00%                             |
| Contributions, Foundations  | 0.00                     | 20,474.50                | (20,474.50)                       | 194,335.00             | 225,219.50 | (30,884.50)            | (13.71)%                          |
| Contributions, Individuals  | 0.00                     | 0.00                     | 0.00                              | 35,435.72              | 0.00       | 35,435.72              | 0.00%                             |
| Total Support Revenues      | 0.00                     | 20,474.50                | (20,474.50)                       | 234,770.72             | 225,219.50 | 9,551.22               | 4.24%                             |
| Total Revenue               | 90.00                    | 22,370.33                | (22,280.33)                       | 252,450.72             | 246,073.63 | 6,377.09               | 2.59%                             |
| Personnel Expenses          |                          |                          |                                   |                        |            |                        |                                   |
| Salaries                    | 12,735.81                | 13,182.69                | 446.88                            | 149,280.38             | 151,600.96 | 2,320.58               | 1.53%                             |
| Payroll Taxes               | 851.01                   | 1,134.54                 | 283.53                            | 10,101.03              | 13,047.20  | 2,946.17               | 22.58%                            |
| Employee Health Benefits    | 1,417.67                 | 1,659.24                 | 241.57                            | 16,269.52              | 18,251.76  | 1,982.24               | 10.86%                            |
| Retirement Benefits         | 49.98                    | 95.15                    | 45.17                             | 589.91                 | 1,094.27   | 504.36                 | 46.09%                            |
| Total Personnel Expenses    | 15,054.47                | 16,071.62                | 1,017.15                          | 176,240.84             | 183,994.19 | 7,753.35               | 4.21%                             |
| Other Operating Expenses    |                          |                          |                                   |                        |            |                        |                                   |
| Classroom Supplies          | 0.00                     | 174.00                   | 174.00                            | 566.94                 | 1,914.00   | 1,347.06               | 70.38%                            |
| Computer & Technology       | 168.56                   | 515.17                   | 346.61                            | 2,982.07               | 5,666.87   | 2,684.80               | 47.38%                            |
| Contract Labor              | 160.00                   | 666.67                   | 506.67                            | 12,009.50              | 7,333.37   | (4,676.13)             | (63.77)%                          |
| Employee Onboarding/Ongoing | 0.72                     | 0.00                     | (0.72)                            | 0.72                   | 0.00       | (0.72)                 | 0.00%                             |
| Food/Meals                  | 115.00                   | 150.00                   | 35.00                             | 3,760.86               | 1,650.00   | (2,110.86)             | (127.93)%                         |
| Gifts                       | 0.00                     | 500.00                   | 500.00                            | 107.00                 | 5,500.00   | 5,393.00               | 98.05%                            |
| Insurance, Organizational   | 110.07                   | 279.66                   | 169.59                            | 1,605.01               | 3,076.34   | 1,471.33               | 47.83%                            |
| Licenses & Permits          | 0.00                     | 30.16                    | 30.16                             | 120.80                 | 331.84     | 211.04                 | 63.60%                            |
| Maintenance, Facilities     | 440.59                   | 1,043.75                 | 603.16                            | 5,496.02               | 11,481.25  | 5,985.23               | 52.13%                            |
| Maintenance, Equipment      | 60.59                    | 315.08                   | 254.49                            | 983.64                 | 3,465.92   | 2,482.28               | 71.62%                            |
| Marketing                   | 37.50                    | 4.17                     | (33.33)                           | 40.49                  | 45.87      | 5.38                   | 11.73%                            |
| Memberships & Dues          | 0.00                     | 0.00                     | 0.00                              | 10.12                  | 0.00       | (10.12)                | 0.00%                             |
| Office Supplies/Expense     | 173.81                   | 326.08                   | 152.27                            | 1,519.24               | 3,586.92   | 2,067.68               | 57.64%                            |
| Postage                     | 13.10                    | 19.50                    | 6.40                              | 191.93                 | 214.50     | 22.57                  | 10.52%                            |
| Printing                    | 0.00                     | 3.33                     | 3.33                              | 148.80                 | 36.67      | (112.13)               | (305.78)%                         |
| Professional Development    | 189.16                   | 184.58                   | (4.58)                            | 2,328.11               | 2,030.42   | (297.69)               | (14.66)%                          |
| Professional Fees           | 409.98                   | 175.25                   | (234.73)                          | 2,007.30               | 1,927.75   | (79.55)                | (4.13)%                           |
| Telephone                   | 276.21                   | 265.08                   | (11.13)                           | 2,901.63               | 2,915.92   | 14.29                  | 0.49%                             |
| Travel                      | 18.20                    | 269.75                   | 251.55                            | 2,011.85               | 2,967.25   | 955.40                 | 32.20%                            |

**Brighton Center**  
Statement of Revenues and Expenditures - SESS  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual  | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual   | YTD Budget               | YTD Budget<br>Variance  | Percent Total<br>Budget Remaining |
|---------------------------------|---------------------------|--------------------------|-----------------------------------|--------------------------|--------------------------|-------------------------|-----------------------------------|
| Utilities                       | <u>216.72</u>             | <u>175.33</u>            | <u>(41.39)</u>                    | <u>1,743.15</u>          | <u>1,928.63</u>          | <u>185.48</u>           | <u>9.62%</u>                      |
| Total Other Operating Expenses  | <u>2,390.21</u>           | <u>5,097.56</u>          | <u>2,707.35</u>                   | <u>40,535.18</u>         | <u>56,073.52</u>         | <u>15,538.34</u>        | <u>27.71%</u>                     |
| Total Expenses                  | <u><u>17,444.68</u></u>   | <u><u>21,169.18</u></u>  | <u><u>3,724.50</u></u>            | <u><u>216,776.02</u></u> | <u><u>240,067.71</u></u> | <u><u>23,291.69</u></u> | <u><u>9.70%</u></u>               |
| Revenue Over/Under Expenditures | <u><u>(17,354.68)</u></u> | <u><u>1,201.15</u></u>   | <u><u>(18,555.83)</u></u>         | <u><u>35,674.70</u></u>  | <u><u>6,005.92</u></u>   | <u><u>29,668.78</u></u> | <u><u>493.99%</u></u>             |



**Brighton Center**  
Statement of Revenues and Expenditures - General Fund  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget        | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|-------------------|------------------------|-----------------------------------|
| <b>Program Revenues</b>         |                          |                          |                                   |                        |                   |                        |                                   |
| Fundraising Income              | 0.00                     | 0.00                     | 0.00                              | 1,165.66               | 0.00              | 1,165.66               | 0.00%                             |
| Investment Income               | 0.00                     | 0.00                     | 0.00                              | 0.21                   | 0.00              | 0.21                   | 0.00%                             |
| Realized Gain/Loss - Asset      | 44.00                    | 0.00                     | 44.00                             | 352.00                 | 0.00              | 352.00                 | 0.00%                             |
| <b>Total Program Revenues</b>   | <b>44.00</b>             | <b>0.00</b>              | <b>44.00</b>                      | <b>1,517.87</b>        | <b>0.00</b>       | <b>1,517.87</b>        | <b>0.00%</b>                      |
| <b>Support Revenues</b>         |                          |                          |                                   |                        |                   |                        |                                   |
| Contributions, Business         | 3,311.82                 | 0.00                     | 3,311.82                          | 11,780.74              | 0.00              | 11,780.74              | 0.00%                             |
| Contributions, Foundations      | 742.80                   | 0.00                     | 742.80                            | 1,192.80               | 0.00              | 1,192.80               | 0.00%                             |
| Contributions, Individuals      | 5,616.55                 | 5,416.67                 | 199.88                            | 81,771.87              | 59,583.37         | 22,188.50              | 37.24%                            |
| Special Events, Net             | 26,574.44                | 150.00                   | 26,424.44                         | 1,071,344.50           | 830,000.00        | 241,344.50             | 29.08%                            |
| <b>Total Support Revenues</b>   | <b>36,245.61</b>         | <b>5,566.67</b>          | <b>30,678.94</b>                  | <b>1,166,089.91</b>    | <b>889,583.37</b> | <b>276,506.54</b>      | <b>31.08%</b>                     |
| <b>Total Revenue</b>            | <b>36,289.61</b>         | <b>5,566.67</b>          | <b>30,722.94</b>                  | <b>1,167,607.78</b>    | <b>889,583.37</b> | <b>278,024.41</b>      | <b>31.25%</b>                     |
| <b>Personnel Expenses</b>       |                          |                          |                                   |                        |                   |                        |                                   |
| Salaries                        | 17,924.48                | 23,417.84                | 5,493.36                          | 247,973.39             | 269,305.23        | 21,331.84              | 7.92%                             |
| Payroll Taxes                   | 1,374.66                 | 1,651.01                 | 276.35                            | 19,054.83              | 18,986.50         | (68.33)                | (0.36)%                           |
| Employee Health Benefits        | 2,017.10                 | 1,838.25                 | (178.85)                          | 19,486.24              | 20,220.75         | 734.51                 | 3.63%                             |
| Retirement Benefits             | 429.39                   | 844.53                   | 415.14                            | 6,219.55               | 9,712.20          | 3,492.65               | 35.96%                            |
| <b>Total Personnel Expenses</b> | <b>21,745.63</b>         | <b>27,751.63</b>         | <b>6,006.00</b>                   | <b>292,734.01</b>      | <b>318,224.68</b> | <b>25,490.67</b>       | <b>8.01%</b>                      |
| <b>Other Operating Expenses</b> |                          |                          |                                   |                        |                   |                        |                                   |
| Books & Magazines               | 0.00                     | 0.00                     | 0.00                              | 14.00                  | 0.00              | (14.00)                | 0.00%                             |
| Computer & Technology           | 654.46                   | 1,563.92                 | 909.46                            | 12,032.39              | 17,203.12         | 5,170.73               | 30.06%                            |
| Contract Labor                  | 0.00                     | 0.00                     | 0.00                              | 1,411.60               | 0.00              | (1,411.60)             | 0.00%                             |
| Employee Onboarding/Ongoing     | 184.53                   | 0.00                     | (184.53)                          | 184.53                 | 0.00              | (184.53)               | 0.00%                             |
| Food/Meals                      | (1,730.41)               | 2,145.84                 | 3,876.25                          | 15,700.02              | 23,604.16         | 7,904.14               | 33.49%                            |
| Fundraising Expenses            | 0.00                     | 0.00                     | 0.00                              | 38.53                  | 0.00              | (38.53)                | 0.00%                             |
| Gifts                           | 419.61                   | 1,531.25                 | 1,111.64                          | 15,862.56              | 16,843.75         | 981.19                 | 5.83%                             |
| Insurance, Organizational       | 118.82                   | 191.66                   | 72.84                             | 1,830.94               | 2,108.34          | 277.40                 | 13.16%                            |
| Licenses & Permits              | 0.00                     | 0.00                     | 0.00                              | 78.48                  | 0.00              | (78.48)                | 0.00%                             |
| Maintenance, Facilities         | 252.90                   | 491.50                   | 238.60                            | 3,017.18               | 5,406.50          | 2,389.32               | 44.19%                            |
| Maintenance, Equipment          | 143.83                   | 236.00                   | 92.17                             | 3,070.76               | 2,596.00          | (474.76)               | (18.29)%                          |
| Marketing                       | 2,522.10                 | 275.84                   | (2,246.26)                        | 14,755.73              | 3,034.16          | (11,721.57)            | (386.32)%                         |
| Memberships & Dues              | 128.82                   | 402.50                   | 273.68                            | 2,386.36               | 4,427.50          | 2,041.14               | 46.10%                            |
| Office Supplies/Expense         | 54.44                    | 729.75                   | 675.31                            | 9,274.65               | 8,027.25          | (1,247.40)             | (15.54)%                          |
| Postage                         | 14.18                    | 625.83                   | 611.65                            | 1,286.62               | 6,884.17          | 5,597.55               | 81.31%                            |
| Printing                        | 12.00                    | 2,377.91                 | 2,365.91                          | 20,054.36              | 26,157.09         | 6,102.73               | 23.33%                            |

**Brighton Center**  
Statement of Revenues and Expenditures - General Fund  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget        | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|-------------------|------------------------|-----------------------------------|
| Professional Development        | 633.91                   | 223.58                   | (410.33)                          | 4,575.46               | 2,459.42          | (2,116.04)             | (86.04)%                          |
| Professional Fees               | 845.20                   | 386.91                   | (458.29)                          | 4,146.76               | 4,256.09          | 109.33                 | 2.57%                             |
| Rent                            | 394.00                   | 66.00                    | (328.00)                          | 1,397.16               | 726.00            | (671.16)               | (92.45)%                          |
| Special Events Expense          | (8,632.34)               | 133.00                   | 8,765.34                          | 334,381.49             | 302,256.00        | (32,125.49)            | (10.63)%                          |
| Telephone                       | 626.95                   | 610.50                   | (16.45)                           | 6,654.14               | 6,715.50          | 61.36                  | 0.91%                             |
| Travel                          | 4.17                     | 139.83                   | 135.66                            | 699.62                 | 1,538.17          | 838.55                 | 54.52%                            |
| Utilities                       | 277.55                   | 216.00                   | (61.55)                           | 2,210.28               | 2,376.00          | 165.72                 | 6.97%                             |
| Volunteer Expense               | 91.38                    | 0.00                     | (91.38)                           | 91.38                  | 0.00              | (91.38)                | 0.00%                             |
| Total Other Operating Expenses  | <u>(2,983.90)</u>        | <u>12,347.82</u>         | <u>15,331.72</u>                  | <u>455,155.00</u>      | <u>436,619.22</u> | <u>(18,535.78)</u>     | <u>(4.25)%</u>                    |
| Total Expenses                  | <u>18,761.73</u>         | <u>40,099.45</u>         | <u>21,337.72</u>                  | <u>747,889.01</u>      | <u>754,843.90</u> | <u>6,954.89</u>        | <u>0.92%</u>                      |
| Revenue Over/Under Expenditures | <u>17,527.88</u>         | <u>(34,532.78)</u>       | <u>52,060.66</u>                  | <u>419,718.77</u>      | <u>134,739.47</u> | <u>284,979.30</u>      | <u>211.50%</u>                    |

**Brighton Center**  
Statement of Revenues and Expenditures - Capital Campaign  
From 7/1/2018 Through 7/31/2018

|                                 | Current Period<br>Actual | Current Period<br>Budget | Current Period<br>Budget Variance | Current Year<br>Actual | YTD Budget | YTD Budget<br>Variance | Percent Total<br>Budget Remaining |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|------------------------|------------|------------------------|-----------------------------------|
| Program Revenues                |                          |                          |                                   |                        |            |                        |                                   |
| Realized Gain/Loss - Securities | 0.00                     | 0.00                     | 0.00                              | 8.47                   | 0.00       | 8.47                   | 0.00%                             |
| Total Program Revenues          | 0.00                     | 0.00                     | 0.00                              | 8.47                   | 0.00       | 8.47                   | 0.00%                             |
| Support Revenues                |                          |                          |                                   |                        |            |                        |                                   |
| Capital Campaign Revenue        | 81,696.70                | 100,000.00               | (18,303.30)                       | 709,916.04             | 500,000.00 | 209,916.04             | 41.98%                            |
| Total Support Revenues          | 81,696.70                | 100,000.00               | (18,303.30)                       | 709,916.04             | 500,000.00 | 209,916.04             | 41.98%                            |
| Total Revenue                   | 81,696.70                | 100,000.00               | (18,303.30)                       | 709,924.51             | 500,000.00 | 209,924.51             | 41.98%                            |
| Other Operating Expenses        |                          |                          |                                   |                        |            |                        |                                   |
| Investment Expense              | 0.00                     | 0.00                     | 0.00                              | 10.11                  | 0.00       | (10.11)                | 0.00%                             |
| Office Supplies/Expense         | 3.87                     | 0.00                     | (3.87)                            | 3.87                   | 0.00       | (3.87)                 | 0.00%                             |
| Capital Campaign Expenses       | 48,293.00                | 100,000.00               | 51,707.00                         | 190,895.97             | 500,000.00 | 309,104.03             | 61.82%                            |
| Total Other Operating Expenses  | 48,296.87                | 100,000.00               | 51,703.13                         | 190,909.95             | 500,000.00 | 309,090.05             | 61.82%                            |
| Total Expenses                  | 48,296.87                | 100,000.00               | 51,703.13                         | 190,909.95             | 500,000.00 | 309,090.05             | 61.82%                            |
| Revenue Over/Under Expenditures | 33,399.83                | 0.00                     | 33,399.83                         | 519,014.56             | 0.00       | 519,014.56             | 0.00%                             |

## BRIGHTON CENTER

### FINANCIAL STATEMENT REPORT - COMMENTS

FOR THE MONTH ENDED===>

July 31, 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. The current balances are as follows:

|                           |           |                |
|---------------------------|-----------|----------------|
| Insurance Billings        | \$        | 90,703         |
| ECE                       | \$        | 30,893         |
| Pledges, Capital Campaign | \$        | -              |
| Special Events            | \$        | 9,499          |
| United Way                | \$        | 58,639         |
| ECI                       | \$        | 160,487        |
| SESS                      | \$        | -              |
| PayPal (ECI & SESS)       | \$        | 5,525          |
| General Receivables       | \$        | 550            |
|                           | <u>\$</u> | <u>356,297</u> |

##### PREPAID EXPENSES

This amount represents deposits paid in advance. This account is adjusted monthly to reflect what was incurred for the respective period.

##### 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 amount contains an accrual for wages of \$356,188 as recorded by our auditor. The difference between these amounts and the current balance sheet total for accounts payable is a better representation of the actual accounts payable amount.

##### PAYROLL TAXES PAYABLE

This amount represents payroll taxes (FICA, Federal & SUTA) for the period.

##### RETIREMENT PAYABLE

This amount is Brighton's contribution to staff retirement accounts. This amount is paid to One America on a bi-weekly basis.

##### UNITED WAY PAYABLE

This balance represents United Way donations from employees through payroll deductions. These deductions are sent to United Way monthly.

##### FLEXIBLE SPENDING PAYABLE

This balance represents funds from employee payroll deductions as well as admin fees payable. Payments are made to SBS monthly for admin fees and after each payrun for employee deductions.

##### SHORT TERM LOC

This balance due on the Line of Credit with Frost Bank at this time is \$0.

##### 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            | \$        | -              | Advance on ECI contract                   |
| ECE            | \$        | 89,585         | Tuition Assistance & Supplies Grant Funds |
| General Fund   | \$        | 4,494          | GF Funds                                  |
| Special Events | \$        | 4,500          | BNE FY19 Funds                            |
| SESS           | \$        | 10,000         | SESS FY19 Grant                           |
|                | <u>\$</u> | <u>108,578</u> |   |

## BRIGHTON CENTER

### STATEMENT OF ACTIVITIES

**NOTE: THESE STATEMENTS ARE BASED ON THE MODIFIED-ACCRUAL 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:

|   |   |
|---|---|
| <b>CONTRIBUTIONS, FOUNDATIONS &amp; INDIVIDUALS:</b>  | This category contains designated contributions received from foundations, businesses, organizations and individuals.   |
| <b>ECI GRANT</b>  | This revenue is accrued and based on the month's billable ECI expenditures incurred.  |
| <b>UNITED WAY GRANT</b>   | This revenue is the monthly amount received from the United Way.  |
| <b>INSURANCE, PRIVATE<br/>INSURANCE, MEDICAID-CCP<br/>INSURANCE, MEDICAID-SRS<br/>INSURANCE, MEDICAID-TCM<br/>TRICARE, NET<br/>CHIP, NET<br/>FCS, NET</b>           | 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.   |
| <b>RESPIRE INCOME<br/>RESPIRE EXPENSE</b>   | These income and expense line items are to record respite income received from the ECI program and actual distribution to respite recipients.   |
| <b>TUITION, CHILD CARE<br/>TUITION, CHILD CARE STAFF/BOARD<br/>TUITION, CCS CHILD DEVELOPMENT<br/>TUITION CHILDCARE, PART-TIME<br/>PROGRAM INCOME, FOOD PROGRAM</b> | <p>This revenue is based on tuition billed for the month.</p> <p>This revenue is based on tuition billed to employees and board members.</p> <p>This revenue is from the City of San Antonio, Child Care System.</p> <p>This revenue is based on part-time tuition billed for the month.</p> <p>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.</p> |
| <b>ANNUAL CAMPAIGN, HIGGINS</b>   | This revenue currently shows only cash contributions already received for the Capital Campaign at the Higgins location for FY18.  |
| <b>SPECIAL EVENTS INCOME &amp; EXPENSE</b>  | All proceeds from the 2018 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 2018 special events will be recorded in the expense account as they arise. These revenues and expenses are recorded through the General Fund.  |
| <b>REVENUE OVER/&lt;UNDER&gt; EXPENSES</b>  | The current month variance between actual and budgeted revenues/expenses for all programs is a surplus of \$28,417. This monthly variance is primarily related to the Capital Campaign which is budgeted to zero out at the end of the fiscal year and also attributed to receiving Special Events remaining revenue.   |

## BRIGHTON CENTER

### **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 \$59,609 for the year based on the accrual method of accounting.

The variances in income and expense accounts will zero out at the end of the year due to the fact that we must meet the contract limits in both income and expenses.

### **EARLY CHILDHOOD EDUCATION (ECE) PROGRAM - HIGGINS AND LULLWOOL**

Current month combined tuition and food program revenue is \$91,184 as compared to budgeted tuition and food program revenue of \$100,612. The variance is **\$9,427**. The Higgins ECE location had a billable full-time equivalent (FTE) count of 85.50 compared to a budgeted FTE count of 84. The Lullwood ECE location had a billable FTE count of 33.25 compared to a budgeted FTE count of 44.

This program has a combined year to date deficit of **\$17,021** compared to a budgeted YTD deficit of **\$39,167**. The Higgins location has a YTD deficit of **\$4,663** and the Lullwood location has a YTD deficit of **\$12,358**.

### **SESS PROGRAM**

This program has a current YTD surplus of \$35,675. This should carry the program through the end of the fiscal year and is projected to have funds roll over into FY19.

### **GENERAL FUND**

This program has a YTD surplus of \$419,719 compared to a budgeted YTD surplus of \$134,739. This is mainly due to the success of the TONS Special Event.

#### Expenses:

Salary expenditures flowing through this fund include 12% of the CEO, 4% of the CFO, 4% of Accounting Manager, 5% of the HR Director, 100% of the Development Director, 100% Marketing Manager, 100% Special Events & Donor Relations Manager, 3% of the Staff Accountants, 4% of the IT Manager, 4% of the IT Coordinator, 5% of the HR Specialists, 12% of the Receptionist, 56% of the Executive/Development Assistant, and 5% of the Maintenance Coordinator.

### **CAPITAL CAMPAIGN**

Capital Campaign contributions received YTD total \$709,925 and expenses incurred YTD total **\$190,910**.

Brighton Center  
FY 2017/18  
Total Forecast for full year

| REVENUE                                 | ECI              | ECE Total        | General Fund     | SESS           | Total            |
|---|------------------|------------------|------------------|----------------|------------------|
| Insurance - Tricare                     | 138,668          |                  |                  |                | 138,668          |
| Insurance -CCP                          | 1,399,365        |                  |                  |                | 1,399,365        |
| Insurance SRS                           | 1,498,625        |                  |                  |                | 1,498,625        |
| Insurance TCM                           | 314,752          |                  |                  |                | 314,752          |
| Insurance CHIP                          | 90,900           |                  |                  |                | 90,900           |
| Insurance - Private                     | 246,985          |                  |                  |                | 246,985          |
| Insurance - Family Cost Share           | 64,971           |                  |                  |                | 64,971           |
| CACFP, Food Program Income              |                  | 47,180           |                  |                | 47,180           |
| Tuition- Child Care                     |                  | 671,618          |                  |                | 671,618          |
| Tuition -Children Part Time             |                  | 69,990           |                  |                | 69,990           |
| Tuition- Staff,                         |                  | 100,736          |                  |                | 100,736          |
| Tuition CCS                             |                  | 151,586          |                  |                | 151,586          |
| Fundraising                             |                  | 400              | 1,166            |                | 1,566            |
| Program Service Fees                    |                  | 3,580            |                  |                | 3,580            |
| Support Revenue                         |                  |                  |                  | 17,690         | 17,690           |
|   |                  |                  |                  |                | -                |
| Grant united Way                        | 97,927           |                  |                  |                | 97,927           |
| HHSC - Contract                         | 2,632,163        |                  |                  |                | 2,632,163        |
| Contributions, Business                 |                  | 1,437            | 11,781           | 10,000         | 23,218           |
| Contributions Foundations               | 2,500            | 51,766           | 1,193            | 85,000         | 140,459          |
| Contributions - Individuals             | 11,771           |                  | 87,189           | 139,771        | 238,731          |
| Special Events - Net                    |                  |                  | 1,071,345        |                | 1,071,345        |
| Capital Campaign Revenue                |                  |                  | 600,000          |                | 600,000          |
|   |                  |                  |                  |                | -                |
|   |                  |                  |                  |                | -                |
| <b>Total Revenue</b>                    | <b>6,498,627</b> | <b>1,098,293</b> | <b>1,772,674</b> | <b>252,461</b> | <b>9,622,055</b> |
| EXPENSE                                 | ECI              | ECE Total        | General Fund     | SESS           | Total            |
| <i>Personnel</i>                        |                  |                  |                  |                |                  |
| Salaries & wages                        | 4,965,393        | 783,620          | 293,103          | 169,280        | 6,211,396        |
| Payroll taxes                           | 370,474          | 57,496           | 22,297           | 10,101         | 460,368          |
| Medical benefits                        | 386,174          | 106,343          | 20,709           | 16,270         | 529,495          |
| Retirement                              | 113,049          | 9,807            | 6,785            | 590            | 130,231          |
| Professional Development                | 39,121           | 5,912            | 4,991            | 2,328          | 52,352           |
| <i>Other than Personnel Expenses</i>    |                  | -                |                  | -              | -                |
| Advertising                             | 170              | 1,811            | 16,097           | 40             | 18,118           |
| Annual Campaign                         | -                |                  | 600,000          |                | 600,000          |
| Bad Debt Expense                        |                  | 4,000            |                  |                | 4,000            |
| Books & Magazines                       | 10,981           |                  | 14               |                | 10,995           |
| Classrooms & Therapy Supplies           | 2,000            | 9,069            |                  | 567            | 11,636           |
| Client Travel                           |                  |                  |                  |                | -                |
| Computer Software, Supplies & Equipment | 115,943          | 7,610            | 13,126           | 2,982          | 139,661          |
| Consultants                             | 118,300          | 583              | 1,412            | 765            | 121,059          |
| Food                                    | 30,032           | 42,454           | 18,021           | 3,868          | 94,376           |
| Fundraising Expense                     |                  | 315              | 39               |                | 354              |
| Insurance, Liability                    |                  | 3,595            | 1,997            | 1,605          | 7,197            |
| License, Permits & Background Checks    | 1,408            | 8,894            | 96               | 121            | 10,518           |
| Maintenance, Facilities                 | 29,079           | 24,016           | 3,391            | 5,496          | 61,982           |
| Maintenance, Equipment                  | 32,573           | 34,344           | 3,349            | 984            | 71,251           |
| Membership & Dues                       | 282              | 3,801            | 2,603            | 10             | 6,696            |
| Office Expense                          | 13,487           | 4,793            | 10,004           | 1,519          | 29,803           |
| Postage                                 | 4,225            | 11,898           | 1,403            | 192            | 17,718           |
| Printing                                | 440              | 576              | 22,432           | 149            | 23,598           |
| Professional Fees                       | 48,753           | 3,339            | 4,523            | 2,007          | 58,622           |
| Rent                                    | 20,857           | 8,184            | 1,627            |                | 30,668           |
| Respite Expenses                        | 11,771           | 6,995            |                  |                | 18,766           |
| Telephone & Communications              | 67,142           | 6,465            |                  | 2,902          | 76,509           |
| Travel, Mileage & Reimbursement         | 151,576          |                  |                  | 2,012          | 153,588          |
| Travel, Hotel/Meals/Pro Dev             | 740              |                  |                  |                | 740              |
| Childcare                               | -                |                  |                  | 11,245         | 11,245           |
| Gifts                                   | -                |                  | 17,304.00        |                | 17,304           |
| Special Events Expenses,                |                  |                  | 334,382          |                | 334,382          |
| Telephone & Communications              |                  |                  | 7,259            |                | 7,259            |
| Travel, Mileage & Reimbursement         |                  | 475              | 763              |                | 1,238            |
| Utilities                               | 23,983           | 19,773           | 2,411            | 1,743          | 47,909           |
| Other                                   | -                |                  |                  | -              | -                |
| <b>Total Expense</b>                    | <b>6,557,953</b> | <b>1,166,167</b> | <b>1,410,138</b> | <b>236,776</b> | <b>9,371,033</b> |
|   |                  | -                |                  |                | -                |
| <b>Surplus (Deficit)</b>                | <b>(59,326)</b>  | <b>(67,873)</b>  | <b>362,536</b>   | <b>15,685</b>  | <b>251,022</b>   |

## **GOVERNING BODY AWARENESS**

In accordance with Child and Adult Care Food Program (CACFP) policy, we are submitting the following documentation that confirms our organization's governing body is aware of the organization's responsibilities and liabilities associated with participation in the CACFP.

**Organization:** \_\_\_\_\_

☐ **Governing Body Meeting Minutes**

Attached is a copy of the organization's meeting minutes signed by the Secretary of the Board. The minutes include (1) Date of the meeting, (2) Items discussed, including the decision to participate in the CACFP, (3) Names of all Board Members present at the meeting, and (4) Names of all Board Members who voted on the action items.

☐ **Written declarations from each Governing Body Board Member**

Attached are written declarations from Board Members acknowledging that they are aware of the organization's responsibilities and liabilities associated with participation in the CACFP.

☐ **Governing Body Meeting Minutes and Written declaration(s) from Governing Body Board Member(s)**

Attached are the organization's meeting minutes signed by the Secretary of the Board, and written declaration(s) from Board Members not present at the meeting for which the notes are attached, acknowledging that they are aware of the organization's responsibilities and liabilities associated with participation in the CACFP. The minutes include (1) Date of the meeting, (2) Items discussed, including the decision to participate in the CACFP, (3) Names of all Board Members present at the meeting, and (4) Names of all Board Members who voted on the action items.