



BOARD OF DIRECTORS MEETING

**October 24, 2019
12:00 p.m. – 1:30 p.m.**



Board Meeting

October 24, 2019 – 12:00 p.m.

Thompson & Knight –1722 Routh St 15th Floor, Dallas, TX 75201

Dial-In Instructions – (712) 770-4010, Access Code – 332897, Host Code – 1582

| | <u>Page #</u> |
|--|---------------|
| 1. Call to Order, Review & Approval of Minutes 08/22/19 (Steven) | 3 – 5 |
| 2. Introductions, Announcements (Steven) | |
| 3. Mission Moment – Mighty Men at The Star 10/06/19 (Ryan F) | |
| 4. Committee Reports (5 minutes each) | |
| a. Governance (Donna) | |
| b. Development –Events, PR/Social Media, Save the Dates (Debra) | |
| c. Finance (Steve Aman and Ryan F) | 6 – 11 |
| d. Programs (Linda Hall) | |
| e. Facilities/IT/Real Estate (Craig) | |
| f. Strategic Planning (Steven Upchurch) | |
| i. Board Advance September 25, 2019 | |
| ii. 3 Working Groups: 1) Identity Awareness/Visibility, 2) Funding Models, 3) Service Delivery | |
| 5. CEO Update (Abi) | |
| a. Funding Model Forum Update, Other | |
| 6. Appendix | |
| a. Board Skills Matrix (Donna)..... | 13 |
| b. Strategic Assessment & Direction Planning 2019-09-25 | 14 – 31 |
| c. Departmental Dashboards | 32 – 40 |
| 7. Adjourn | |



Board of Directors Meeting - 10/24/19

Minutes from 08/22/19 Meeting

BRYAN'S HOUSE BOARD OF DIRECTORS MEETING
1722 Routh St 15th Floor, Dallas, TX 75201
August 22, 2019

| Name | Status | Name | Status | Name | Status |
|---|--------|----------------|--------|------------------|--------|
| Nicole Blythe | P | Tommy Haskins | A | Rust Reid | P |
| Homer Brown | P | Craig Lashley | P | Allison Shelton | A |
| James Erwin | A | Kayla Marshall | A | Steven Upchurch | P |
| Ryan Friend | T | Ryan McCuller | A | Debra Villarreal | P |
| Donna German | P | Mercedes Owens | T | Abigail Erickson | P |
| Linda Hall | A | Jean Raub | A | Steve Aman | P |
| <i>Member Participation Rate – 62.50%</i> | | | | | |

Staff Members Present – Shannon Hendricks, Wendy Newberg, Marilyn Quinones
Status: A-Absent, P-Present, T-Telephone

Call to Order – The meeting was called to order at 11:25 PM

Review and Approval of Minutes from June 25 Meeting – The Board reviewed the minutes from the Board Meeting dated June 25, 2019. A motion to accept the Minutes was made by Rust Reid, seconded by Homer Brown and approved by all.

Board Nominations & Officer Elections – The Board was presented with a new candidate, Rose Kaur, for nomination to the Board. After a discussion of her qualifications a motion was made to elect her to the Board by Homer Brown, seconded by Rust Reid and approved by all. The following slate of officers for the 2019-2020 fiscal year was presented:

President – Steven Upchurch, First Vice-President – Rust Reid, 2nd Vice-President – Homer Brown, Secretary – Debra Villarreal and Treasurer – Ryan Friend.

A motion to elect the officers was made by Donna German, seconded by Nicole Blythe and approved by all.

CEO Update – The following items were discussed during the update:

- At the request of the CEO a small ad-hoc group of Board members (3), led by Nicole Blythe called the “Opportunities Taskforce” has been created to review, research and seek new funds for all programs as they relate to healthcare, billing, ratios, reimbursements, etc.
- A copy of the Luncheon Sponsorship Underwriting Contact was provided. The Board was asked to find program and tables sponsors
- A calendar of upcoming events was reviewed and the Board was asked to participate in the events.
- The Board was reminded about the upcoming Agency Strategic Planning Session, led by Jim Frazier, and hosted by Gensler, on September 25, 2019.

Board Governance – Donna German presented the results of her review of the board governance process which included, among other items, developing and maintaining a pipeline for prospective candidates; committee and by-law review and development of a skill set matrix for Board members. A motion to create a Nominating, Governance and Board Development Committee was made by Ryan Friend, seconded by Homer Brown and approved by all. Additionally, it was agreed that Donna German would be the initial committee chair.

Financial – The financial statements for the 1 month ended July 31 were reviewed and discussed. July revenues were \$54,450 ahead of budget primarily due to two grants received (Pinion \$50,000 and DIFFA \$7,500). July expenses were under budget by \$8,198. The cash position and availability as of August 15 was 2.1 months of coverage.

Audit Engagement Letter – The Engagement Letter from Sutton Frost Cary, LLP (“SFC”) for the annual audit and Form 990 preparation was presented. A motion to engage SFC as recommended by the Finance Committee was made by Ryan Friend, seconded by Debra Villarreal and approved by all.

Government Contracts – A Summary of Government Contracts which provides a recap of the contracts has been prepared. The summary can be used by various committees and staff as a quick reference of each contract.

Adjournment – The meeting was adjourned at 12:30 pm

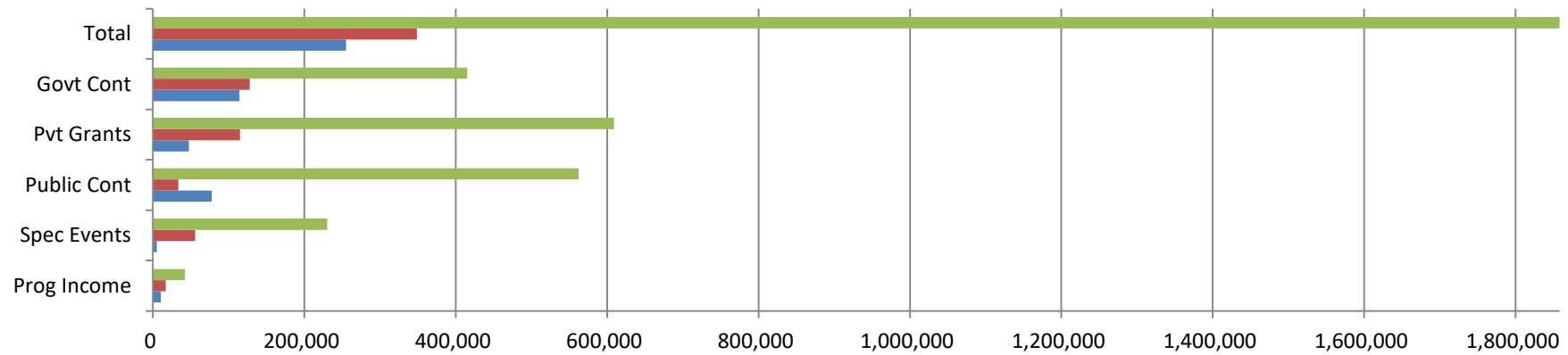
Prepared by Steve Aman



Board of Directors Meeting - 10/24/19

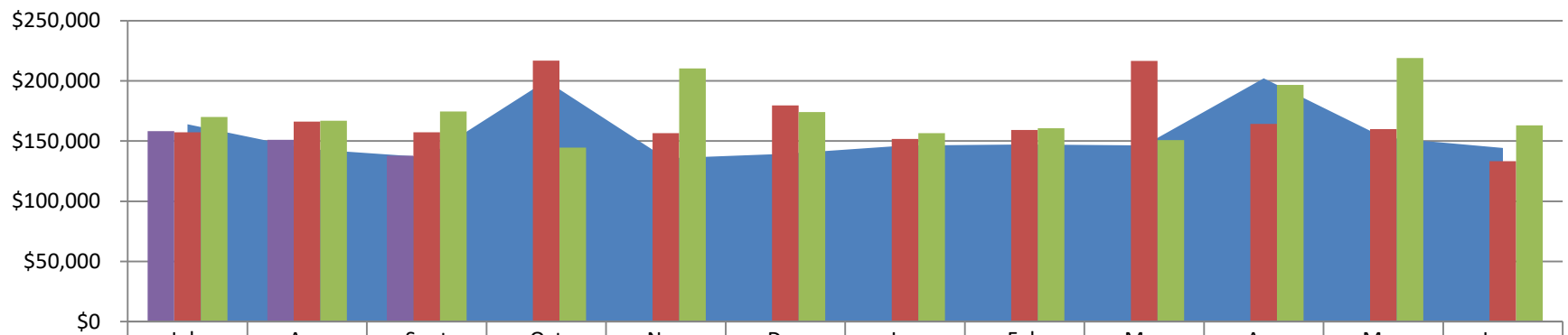
Finance Package 09/30/19

Revenue By Source



| | Prog Income | Spec Events | Public Cont | Pvt Grants | Govt Cont | Total |
|-----------|-------------|-------------|-------------|------------|-----------|-----------|
| ■ Ann Bdg | 42,000 | 230,000 | 562,227 | 609,000 | 415,023 | 1,858,250 |
| ■ YTD Act | 16,704 | 55,600 | 33,484 | 115,000 | 127,769 | 348,556 |
| ■ YTD Bdg | 10,500 | 5,000 | 77,500 | 47,500 | 114,398 | 254,897 |

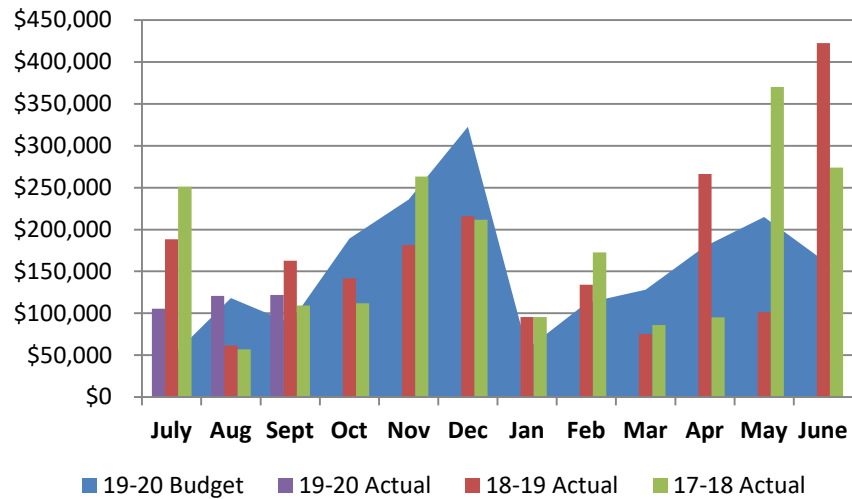
Monthly Expenses



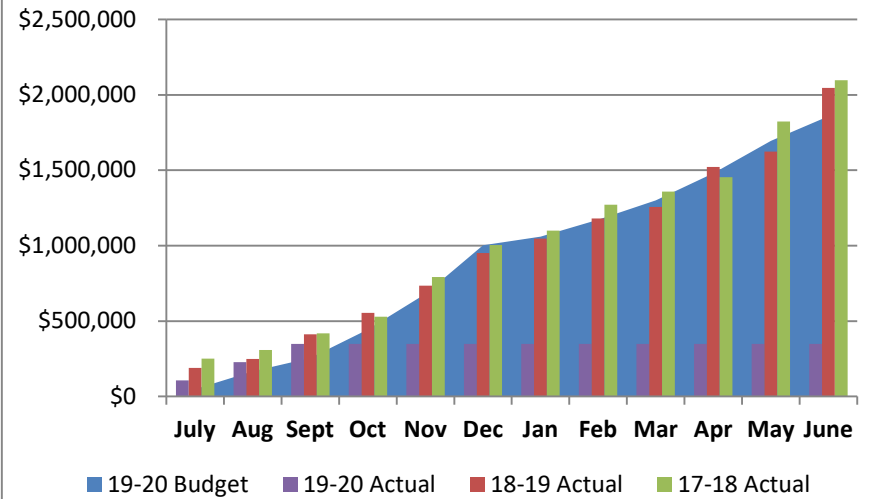
| | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June |
|----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| ■ 19-20 Budget | 163,915 | 143,453 | 136,590 | 200,049 | 135,644 | 139,401 | 146,259 | 147,146 | 146,363 | 202,079 | 153,111 | 144,240 |
| ■ 19-20 Actual | 158,263 | 151,033 | 137,706 | | | | | | | | | |
| ■ 18-19 Actual | 157,221 | 166,169 | 157,152 | 216,855 | 156,442 | 179,607 | 151,801 | 159,166 | 216,485 | 164,156 | 159,858 | 133,249 |
| ■ 17-18 Actual | 170,034 | 166,773 | 174,534 | 144,637 | 210,384 | 174,023 | 156,599 | 160,706 | 150,843 | 196,687 | 218,933 | 162,947 |

Giving Comparison

Monthly

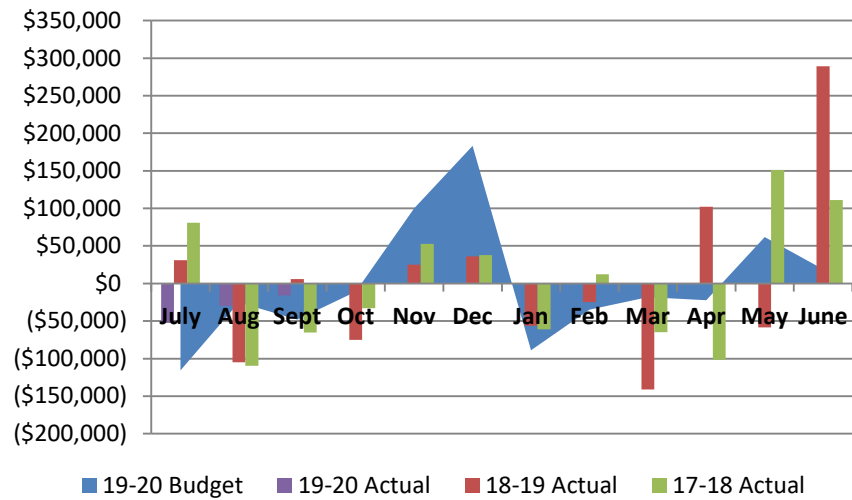


Cumulative

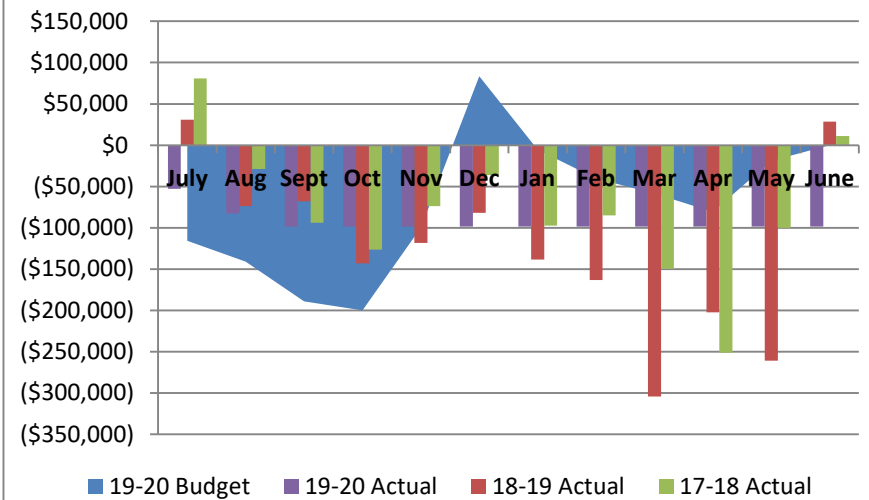


Surplus / (Deficit)

Monthly



Cumulative



Open Arms, Inc.
Balance Sheet
September 30, 2019

| | <u>September 30, 2019</u> | <u>June 31, 2019</u> |
|--|---------------------------|----------------------|
| <u>ASSETS</u> | | |
| Cash and Cash Equivalents | 239,577.19 | 301,565.53 |
| Investments @ FMV | 109,174.54 | 109,156.00 |
| Government Contracts | 80,213.17 | 69,641.76 |
| Other Receivables | 0.00 | 0.00 |
| Pledges Receivable | 377,273.00 | 420,623.00 |
| Prepaid Expense | 8,640.69 | 2,389.65 |
| Deposits | 0.00 | 0.00 |
| | <hr/> | <hr/> |
| Total Current Assets | 814,878.59 | 903,375.94 |
| Fixed Assets Less Accum Deprec | 1,886,958.49 | 1,905,910.56 |
| | <hr/> | <hr/> |
| Total Assets | <u>2,701,837.08</u> | <u>2,809,286.50</u> |
| <u>LIABILITIES AND NET ASSETS</u> | | |
| Current Liabilities | | |
| Accounts Payable | 50,552.15 | 33,694.12 |
| Regions Line of Credit | 0.00 | 0.00 |
| Payroll Liabilities | (4,152.97) | (1,028.24) |
| Other Payables | 4,000.00 | 4,000.00 |
| Accrued Compensable Absences | 35,472.98 | 35,472.98 |
| | <hr/> | <hr/> |
| Total Current Liabilities | 85,872.16 | 72,138.86 |
| | <hr/> | <hr/> |
| Long Term Capital Leases | 0.00 | 0.00 |
| | <hr/> | <hr/> |
| Total Liabilities | 85,872.16 | 72,138.86 |
| | <hr/> | <hr/> |
| Net Assets | 2,615,964.92 | 2,737,147.64 |
| | <hr/> | <hr/> |
| Total Liabilities & Capital | <u>2,701,837.08</u> | <u>2,809,286.50</u> |
| | | |
| Beginning Net Assets | 2,737,147.64 | 2,798,722.89 |
| Net Surplus/(Deficit) | (121,182.72) | (61,575.25) |
| Ending Net Assets | 2,615,964.92 | 2,737,147.64 |

Open Arms, Inc.
Income Statement
For the Three Months Ending September 30, 2019

| | Curr Month Actual | Curr Month Budget | Monthly Variance | YTD Actual | YTD Budget | YTD Variance |
|---------------------------------------|------------------------------|------------------------------|-----------------------------|-----------------------|-----------------------|-------------------------|
| <u>Revenue and Other Suppt</u> | | | | | | |
| Government Contracts | 28,328.08 | 30,689.50 | (2,361.42) | 127,768.65 | 114,397.50 | 13,371.15 |
| Private Grants | 40,000.00 | 10,000.00 | 30,000.00 | 115,000.00 | 47,500.00 | 67,500.00 |
| Public Contributions | 24,228.56 | 40,333.33 | (16,104.77) | 33,483.60 | 77,499.99 | (44,016.39) |
| Special Events | 23,000.00 | 4,000.00 | 19,000.00 | 55,600.00 | 5,000.00 | 50,600.00 |
| Program Income | 5,768.90 | 3,500.00 | 2,268.90 | 15,514.06 | 10,500.00 | 5,014.06 |
| Miscellaneous Income | 700.00 | 0.00 | 700.00 | 700.00 | 0.00 | 700.00 |
| Rental Income | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| In Kind Contributions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Int, Invest & Misc Inc | 0.00 | 0.00 | 0.00 | 490.09 | 0.00 | 490.09 |
| Total Revenue | 122,025.54 | 88,522.83 | 33,502.71 | 348,556.40 | 254,897.49 | 93,658.91 |
| <u>Expenditures</u> | | | | | | |
| Salaries | 90,344.72 | 87,520.00 | 2,824.72 | 298,168.00 | 291,296.00 | 6,872.00 |
| Benefits | 19,116.83 | 21,319.00 | (2,202.17) | 62,209.61 | 67,520.00 | (5,310.39) |
| Direct Program Costs | 5,165.11 | 7,500.00 | (2,334.89) | 16,601.91 | 22,500.00 | (5,898.09) |
| Occupancy Expenses | 13,479.95 | 12,083.00 | 1,396.95 | 39,853.09 | 36,249.00 | 3,604.09 |
| Equip Leases & Repairs | 1,403.11 | 2,084.00 | (680.89) | 6,808.68 | 6,252.00 | 556.68 |
| Office Exp & Supplies | 134.29 | 1,917.00 | (1,782.71) | 2,047.92 | 5,751.00 | (3,703.08) |
| Training & Travel | 437.20 | 1,250.00 | (812.80) | 3,133.84 | 3,750.00 | (616.16) |
| Network/IT Spt | 3,324.40 | 1,084.00 | 2,240.40 | 6,058.43 | 3,252.00 | 2,806.43 |
| Public Rel & Brd Dev | 563.30 | 625.00 | (61.70) | 2,402.01 | 1,875.00 | 527.01 |
| Special Event Exp | 186.44 | 0.00 | 186.44 | 328.14 | 1,889.00 | (1,560.86) |
| Fundraising Supplies | 0.00 | 333.00 | (333.00) | 0.00 | 999.00 | (999.00) |
| Professional Services | 134.72 | 0.00 | 134.72 | 1,555.28 | 0.00 | 1,555.28 |
| Interest & Inv Fees | 306.56 | 458.00 | (151.44) | 976.75 | 1,374.00 | (397.25) |
| In-Kind Expense | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Miscellaneous | 3,109.19 | 417.00 | 2,692.19 | 6,853.95 | 1,251.00 | 5,602.95 |
| Total Oper Expenses | 137,705.82 | 136,590.00 | 1,115.82 | 446,997.61 | 443,958.00 | 3,039.61 |
| Net Oper Profit(Loss) | (15,680.28) | (48,067.17) | 32,386.89 | (98,441.21) | (189,060.51) | 90,619.30 |
| Depreciation | 7,574.18 | 0.00 | 7,574.18 | 22,650.08 | 0.00 | 22,650.08 |
| Total Depreciation | 7,574.18 | 0.00 | 7,574.18 | 22,650.08 | 0.00 | 22,650.08 |
| Assets Rel from Fnd | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Tot Assets Rel from Fnd | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Unreal Gain/(Loss) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Net Income (Loss) | (23,254.46) | (48,067.17) | 24,812.71 | (121,091.29) | (189,060.51) | 67,969.22 |

Cash Availability as of 10/11/19

S:\Financial Statements\Rolling Income Statement NEW FORMAT.xlsx\Cash 10/15/19 9:31:AM

| | <u>10/11/19</u> | <u>09/16/19</u> | <u>08/15/19</u> | <u>07/15/19</u> |
|---|-----------------|-----------------|-----------------|-----------------|
| Current Regions Balance as of 10/11/19 | 217,443 | 235,959 | 266,734 | 285,942 |
| Less Reserve for Next PR - 10/17/19 | (43,872) | (43,872) | (45,465) | (45,465) |
| Less Outstanding Checks | (7,615) | (3,057) | (3,409) | 13,792 |
| Projected Cash Before Pending Items | <u>165,956</u> | <u>189,030</u> | <u>217,861</u> | <u>254,270</u> |
| <u>Pending & Restricted Items</u> | | | | |
| Less Total Payables Due | (40,000) | (41,000) | (40,318) | (40,318) |
| Less Restricted | (21,400) | (21,400) | (21,400) | (37,500) |
| Subtotal Pending Items | <u>(61,400)</u> | <u>(62,400)</u> | <u>(61,718)</u> | <u>(77,818)</u> |
| Net Cash Position | <u>104,556</u> | <u>126,630</u> | <u>156,143</u> | <u>176,452</u> |
| <u>Pending Receipts</u> | | | | |
| Pledge Payments - Monthly | 5,000 | | | |
| McCuller Pledge (Oct) | 22,000 | | | |
| Luncheon Pledge - Genecov (Orig \$15, \$5 recd 09/17) | 10,000 | | | |
| Triggers | 50,000 | | | |
| Subtotal Pending Receipts | <u>87,000</u> | <u>42,000</u> | <u>66,937</u> | <u>48,000</u> |
| Proforma Cash | <u>191,556</u> | <u>168,630</u> | <u>223,080</u> | <u>224,452</u> |

| <u>Months of Carry Available</u> | | | | |
|---|------------------|------------------|------------------|------------------|
| Avg Monthly Revenues (6 Lowest Mos) (a) | 63,266 | 63,266 | 63,266 | 63,266 |
| Avg Monthly Expenses (Since 07/16) | (167,690) | (168,312) | (168,312) | (169,143) |
| Avg Monthly Loss | <u>(104,424)</u> | <u>(105,046)</u> | <u>(105,046)</u> | <u>(105,877)</u> |
| Number of Months of Carry - Proforma | 1.8 mos | 1.6 mos | 2.1 mos | 2.1 mos |

^(a) To be conservative the lowest six months of revenues since 07/31/16 were used



Board of Directors Meeting - 10/24/19

Appendix

Bryan's House Board Skill Set Matrix

E:\BOD 19-20\Board Skill Set Matrix.xlsx\Blank Form 10/17/19 3:28:PM

| Name | Leadership | | Management & Operations | | | | | | | | | | Program | | | | | | | |
|-------------------|------------------------------|-------------------------|---------------------------|-----------------|-------------------------|---------------------------------|----------------|-------|-------------------|------------|----------|------------------------------|---------------------------|-----------------------|---------------|-------------------------|-----------------------|----------|------------------|------------|
| | Strategy Long Range Planning | Governance & Leadership | Finance & Financial Mgmt. | Risk Management | Development Fundraising | Marketing Branding Social Media | Event Planning | Legal | HR & Compensation | Technology | Security | Real Estate Facilities Mgmt. | Early Childhood Education | Childhood Development | Special Needs | Poverty @ Risk Families | Diversity & Inclusion | Advocacy | Clinical Medical | Operations |
| Blythe, Nicole | X | X | X | X | | | | | X | | | | | | | | X | | | |
| Brown, Homer | X | X | X | X | | | | | X | | | | | | | | | | | |
| Erwin, James | X | X | X | | | | | | | X | | X | | | | | | | | |
| Friend, Ryan | X | X | X | | | | | | X | | | | | | | | | | | |
| German, Donna | X | X | X | X | X | | X | | | | | | | | | | X | | | |
| Hall, Linda | X | | | | X | | | | X | | | | | | | X | | | | X |
| Haskins, Tommy | X | X | | X | | X | | X | X | | X | | | | | | | X | | X |
| Kaur, Rose | X | | | | | X | X | | | | | | | | | | X | X | | |
| Lashley, Craig | | | X | X | | | | | | X | | X | | | | | | | | |
| Marshall, Kayla | | | | | | | | | | | | | | | | | | | | |
| McCuller, Ryan | | | | | | | | | | | | | | | | | | | | |
| Owens, Mercedes | | | | | | X | | | | | | | | | | | | | | |
| Raub, Jean | | | | | | | | | | | | | | | | | | | | |
| Reid, Rust | X | X | X | | | | | X | | | | | | | | | X | X | | X |
| Shelton, Allison | X | X | | | | X | X | | | | | | | | | | | | | X |
| Upchurch, Steven | X | X | X | | X | | X | | X | | | X | | | | | X | | | |
| Villarreal, Debra | X | X | | X | | | | X | | | | | | | | | | | | |
| Count | 12 | 10 | 8 | 6 | 3 | 4 | 4 | 3 | 6 | 2 | 1 | 3 | 0 | 0 | 0 | 1 | 5 | 3 | 0 | 4 |

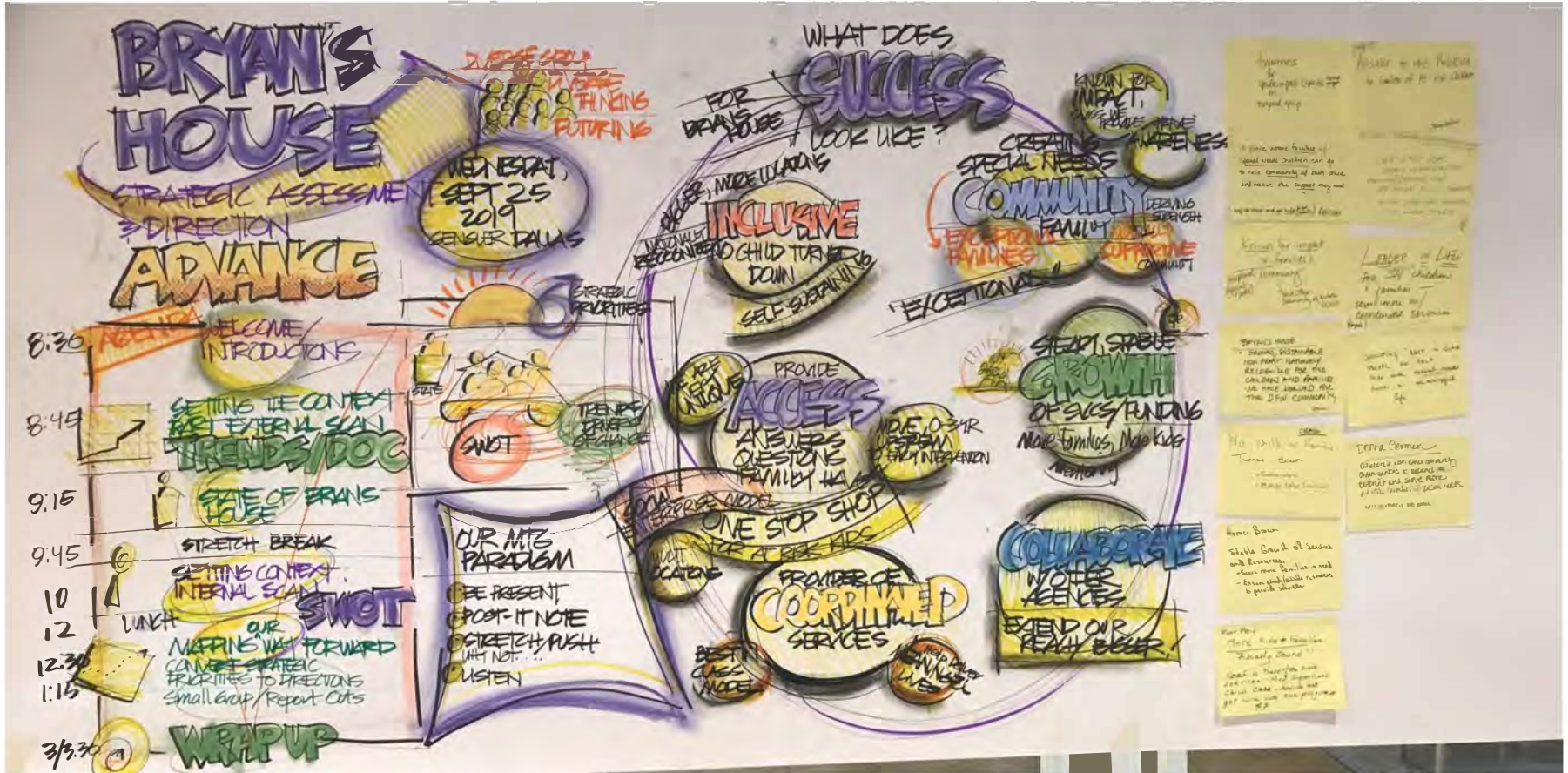
BRYAN'S HOUSE STRATEGIC ASSESSMENT & DIRECTION BOARD ADVANCE

SEPTEMBER 25, 2019



BRYAN'S HOUSE BOARD ADVANCE

9.25.2019

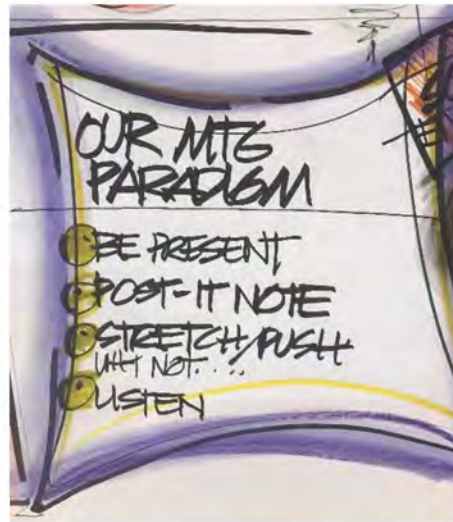
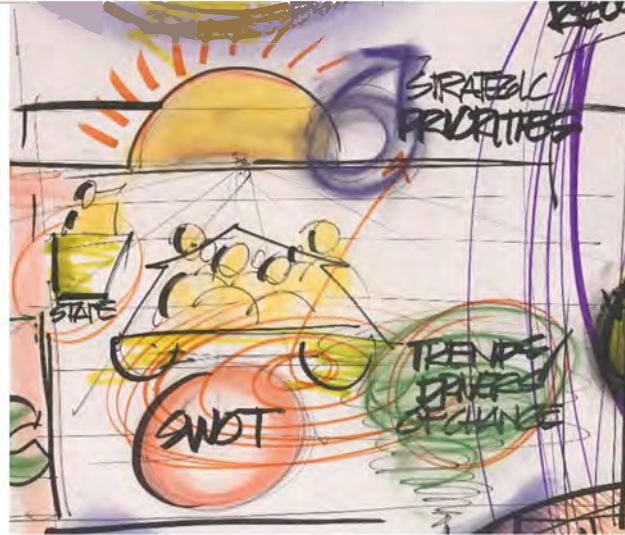
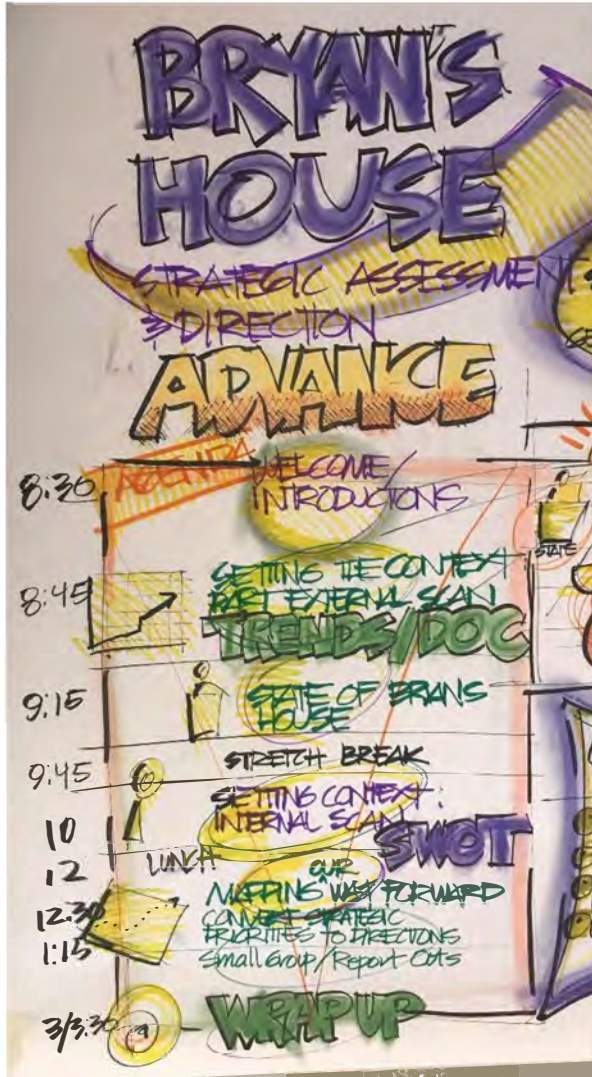


SESSION OVERVIEW

BRYAN'S HOUSE

BOARD ADVANCE

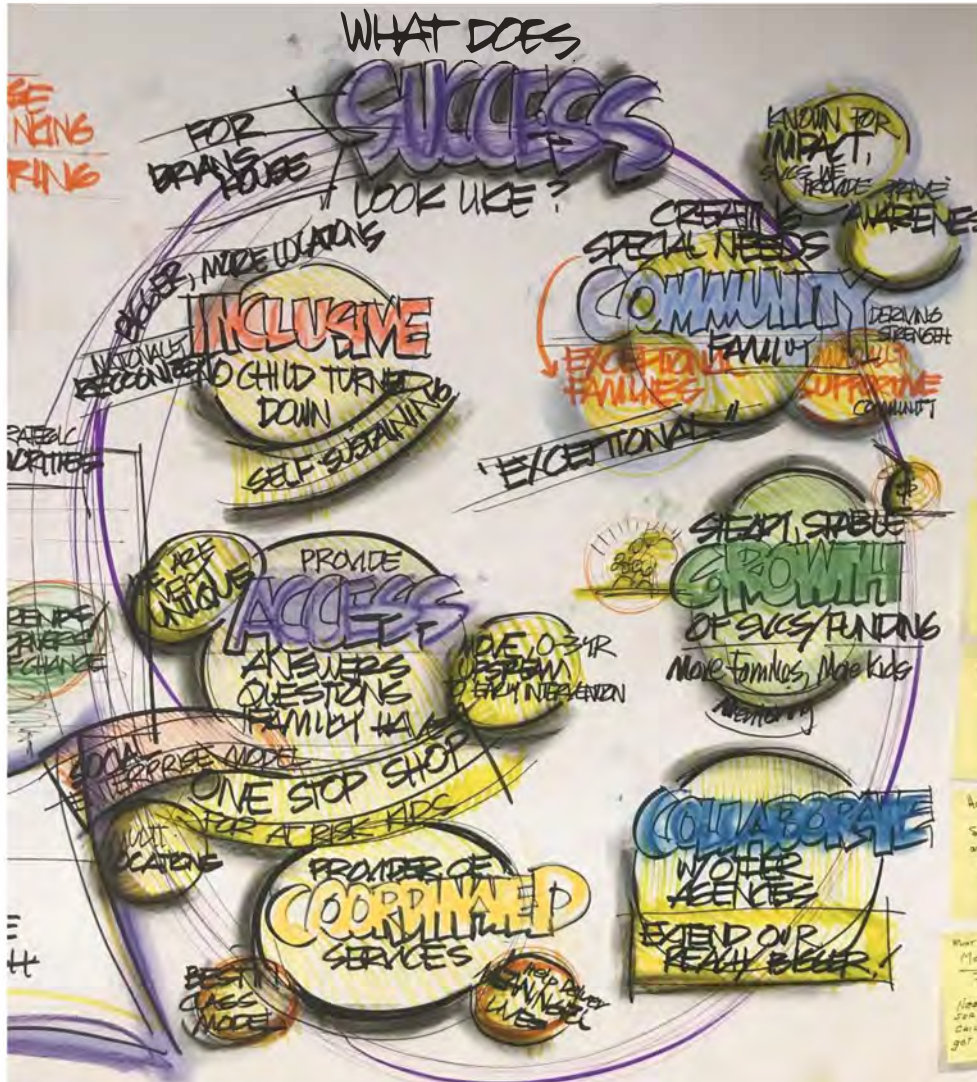
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AGENDA & PROCESS OVERVIEW

BRYAN'S HOUSE BOARD ADVANCE

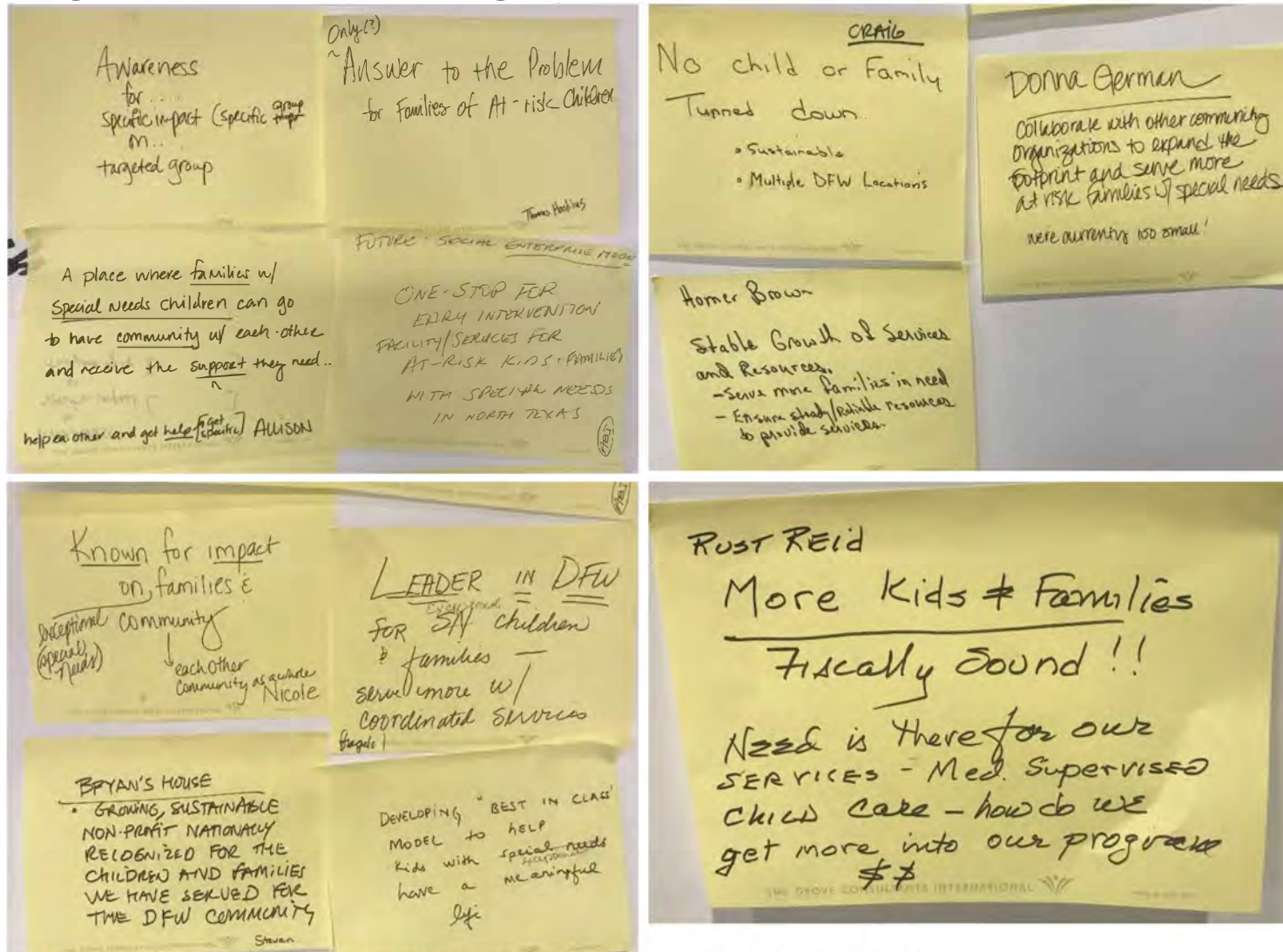
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WHAT DOES SUCCESS LOOK LIKE?

BRYAN'S HOUSE BOARD ADVANCE

9.25.2019

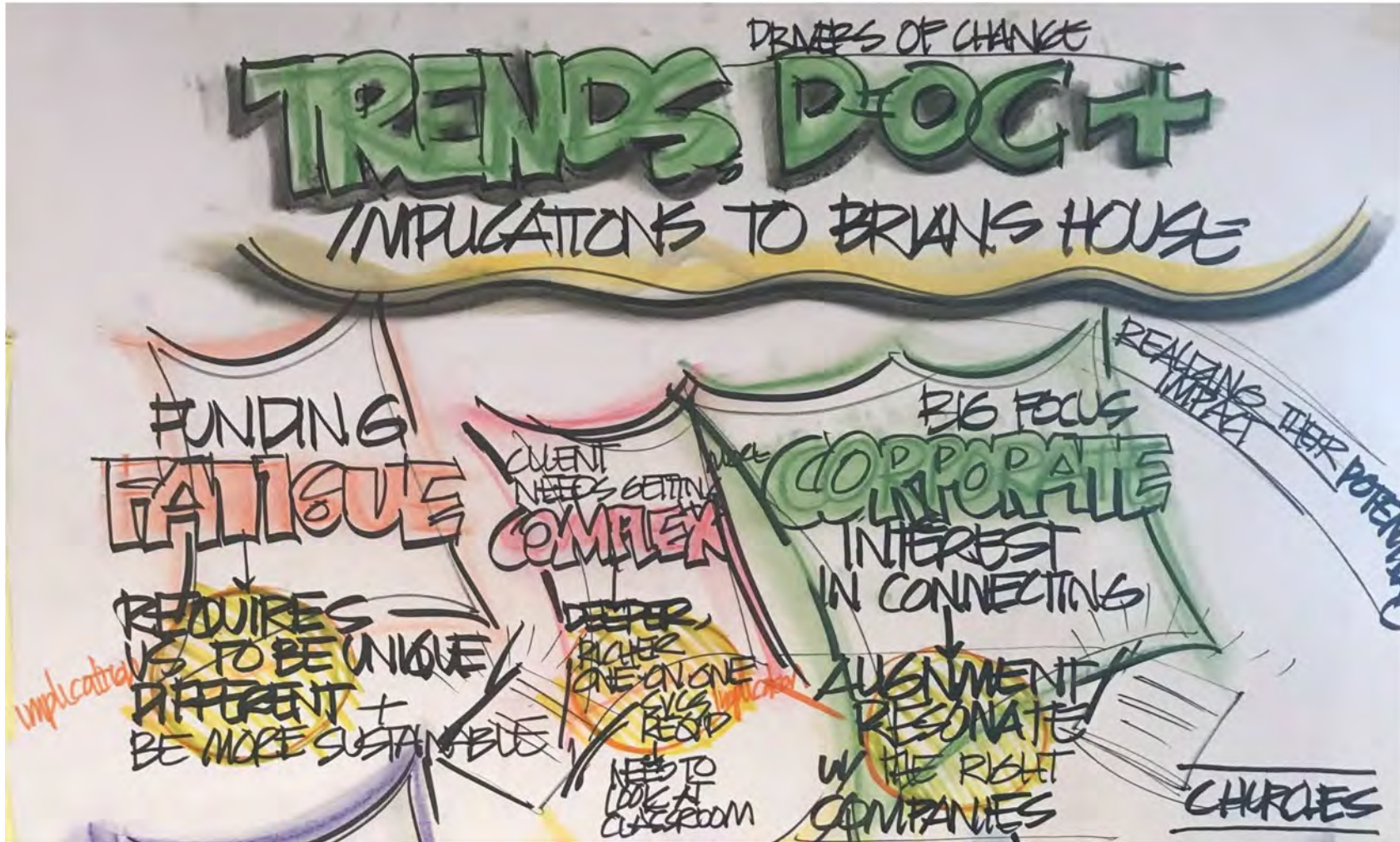


WHAT DOES SUCCESS LOOK LIKE? RESPONSES

BRYAN'S HOUSE

BOARD ADVANCE

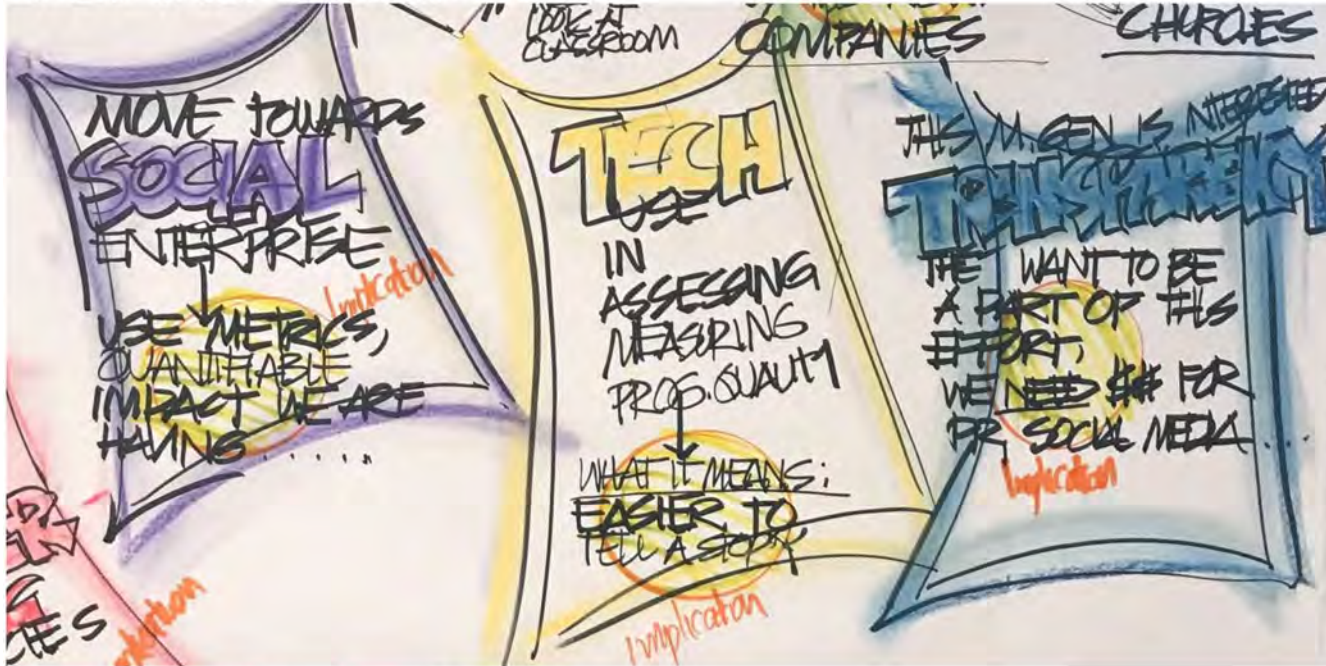
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BRYAN'S HOUSE

BOARD ADVANCE

9.25.2019



TRENDS & DRIVERS OF CHANGE (2/2)

BRYAN'S HOUSE

BOARD ADVANCE

9.25.2019

SMALL GROUP DRIVERS OF CHANGE / IMPLICATIONS

TRENDS

(DSAD GAP NEEDED)

- 1) SOCIAL ENTERPRISE MODEL
- 2) GIVING - DONOR BASE / DISCONNECT CHANGES
- 3) MENTAL HEALTH - Reciprocal → Cares → Training

IMPLICATIONS

RELEVANCE DEFINED IN PART BY

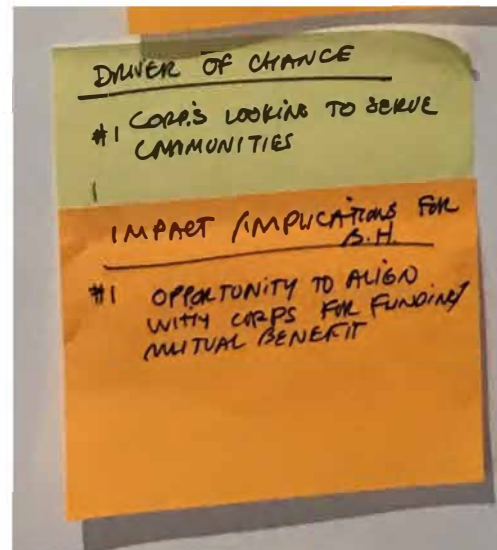
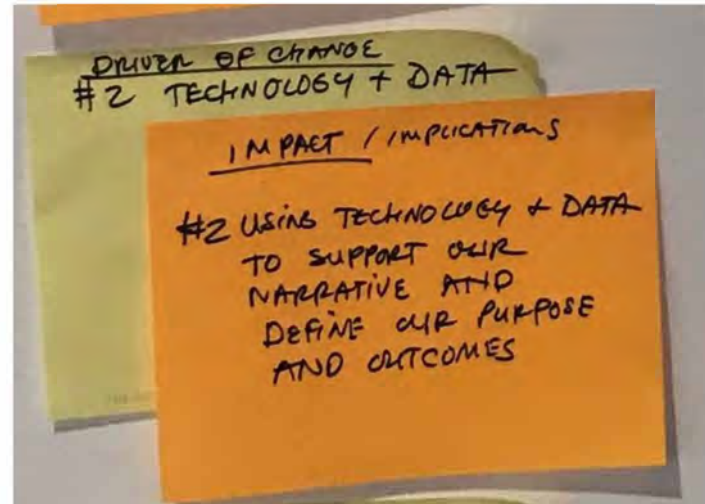
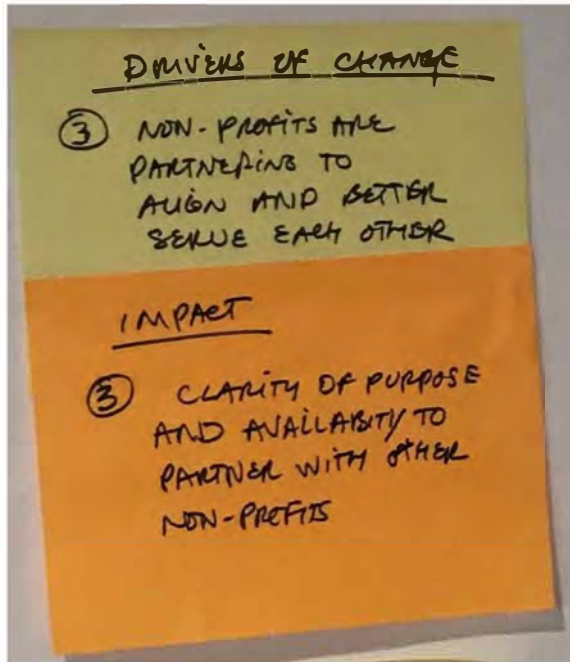
- * ECONOMIC IMPACT (QUANTIFIED)
- * DONOR FATIGUE, OVERLOAD, CONFUSION, MATCH?
- * ~~THESE ARE THE DRIVERS~~
- * OPPORTUNITY - BUT WHY??
- * ARTICULATION - HOW ARE RESOURCES BEING SHARED (CRISP?)

- 1) Funding Fatigue/confusion/for profit/8 GO FUND ME competitor / non-profit - size
- 2) Shift/Research/Focus/Understanding & Early Intervention/Education
- 3) Transparency/Inclusion/Comments Care is important/multitask Break through clutter

- 1) Funding/Financial Stress Tactical/Short-term Impact
- 2) Sweet-spot / Tailwinds
- 3) - Community spaces
- employers / Podcast
- Social Enterprise
- Community at large (Podcast)
- Spread the word.

BRYAN'S HOUSE BOARD ADVANCE

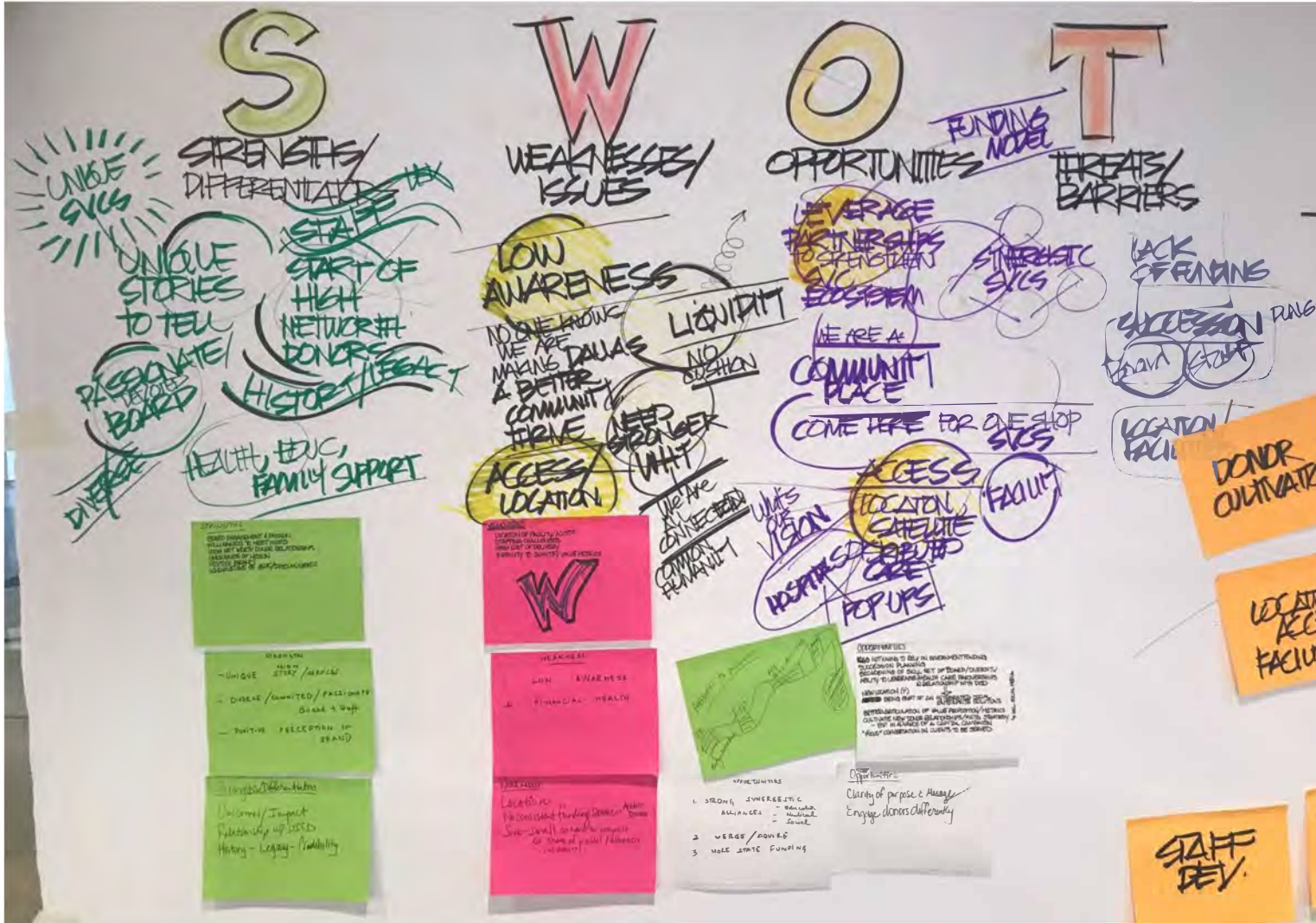
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DRIVERS OF CHANGE: SMALL GROUP RESPONSES (2/2)

BRYAN'S HOUSE BOARD ADVANCE

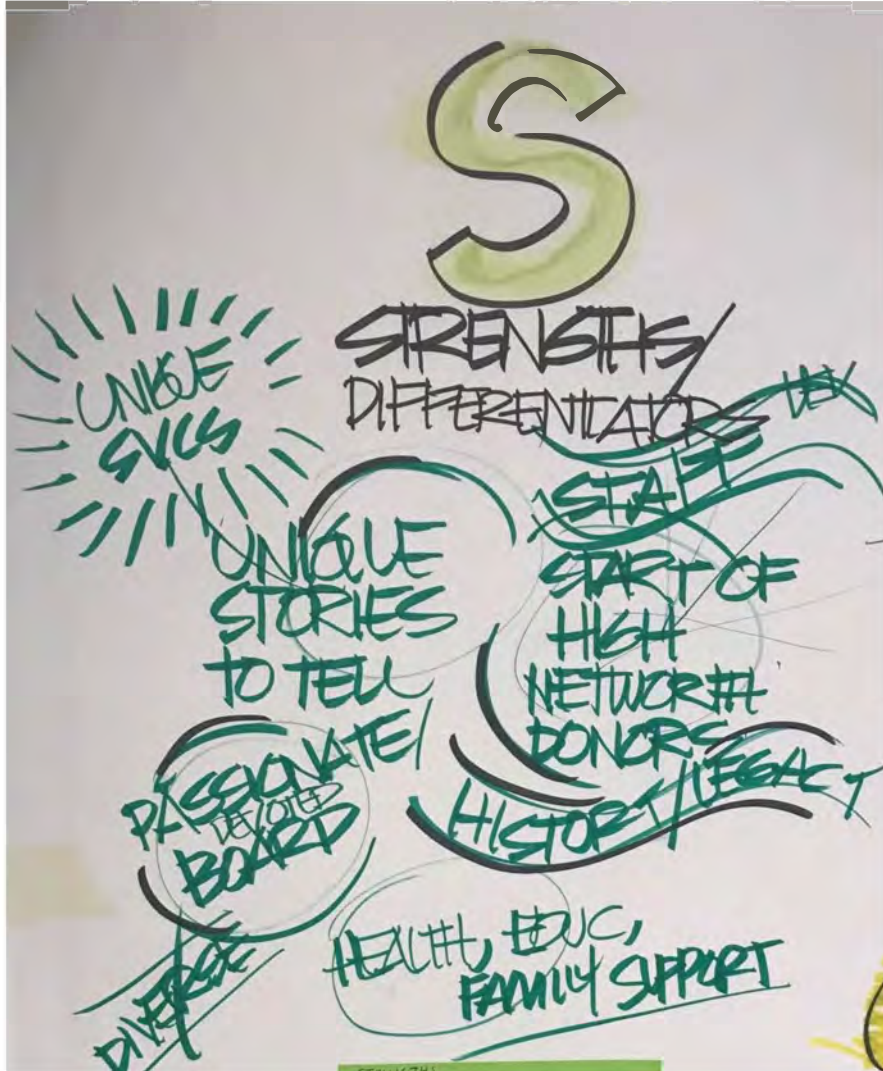
9.25.2019



SWOT OVERVIEW

BRYAN'S HOUSE BOARD ADVANCE

9.25.2019



STRENGTHS

- BOARD ENGAGEMENT & PASSION
- WILLINGNESS TO MEET NEED
- HIGH NET WORTH DONOR RELATIONSHIPS
- UNIQUENESS OF MISSION
- POSITIVE BRAND
- KNOWLEDGE OF ECE/SPECIAL NEEDS

STRENGTHS

- UNIQUE ^{ORIGIN} STORY / SERVICES
- DIVERSE / COMMITTED / PASSIONATE Board + Staff
- POSITIVE PERCEPTION OF BRAND

Strengths/Differentiators

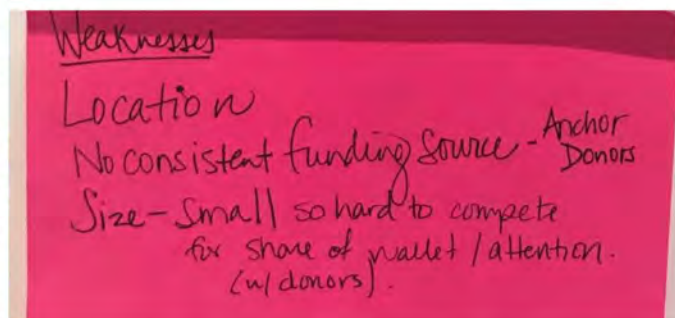
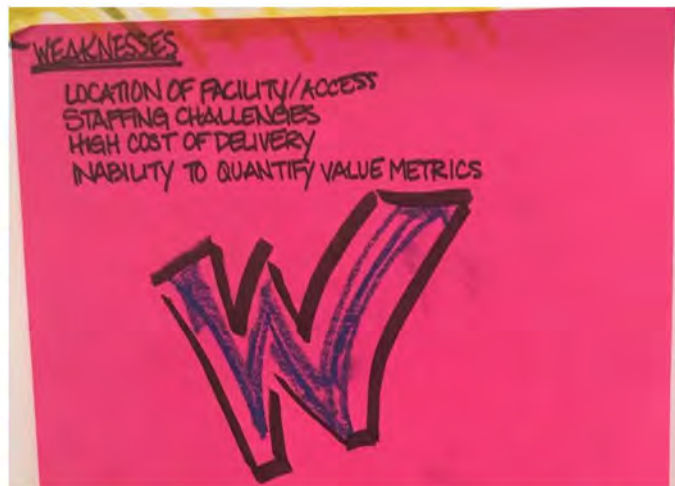
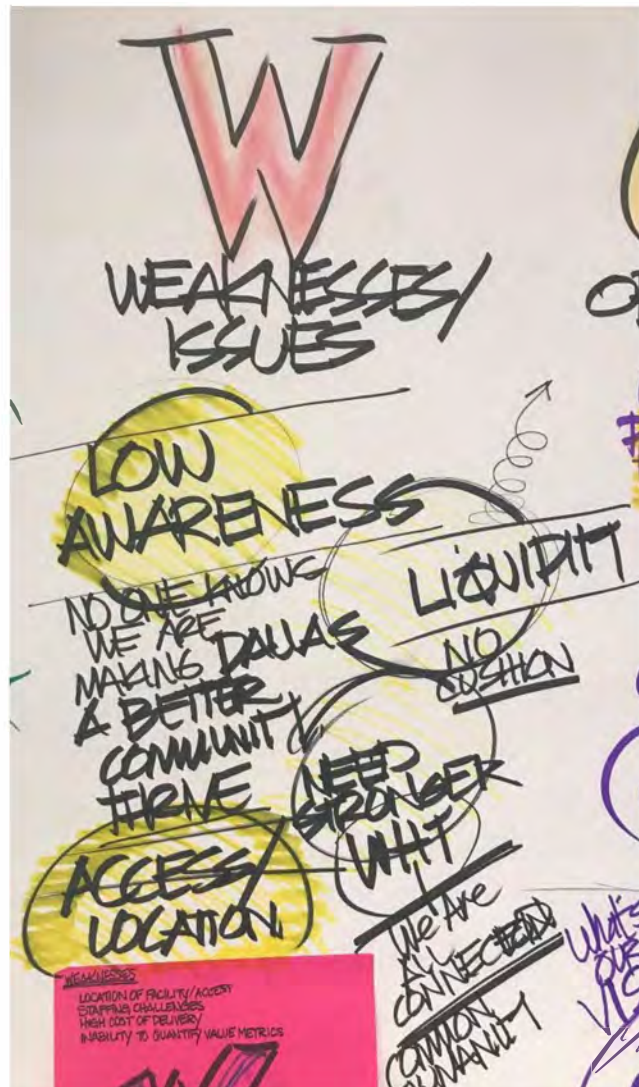
- Outcomes/Impact
- Relationship w/ DISD
- History - Legacy - Credibility

SWOT: STRENGTHS

BRYAN'S HOUSE

BOARD ADVANCE

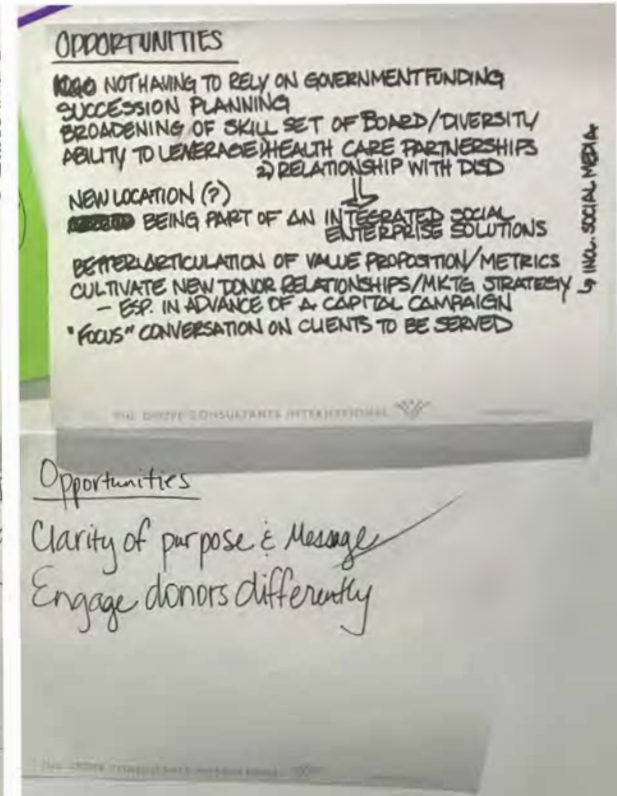
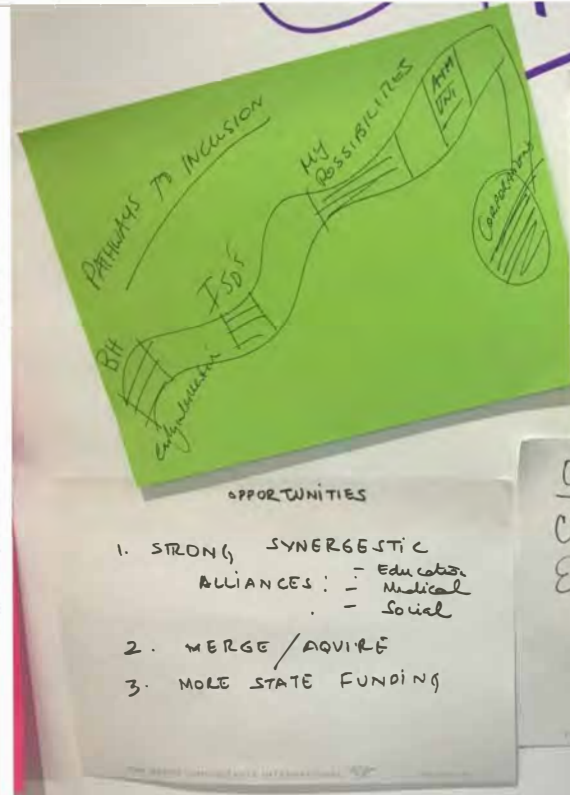
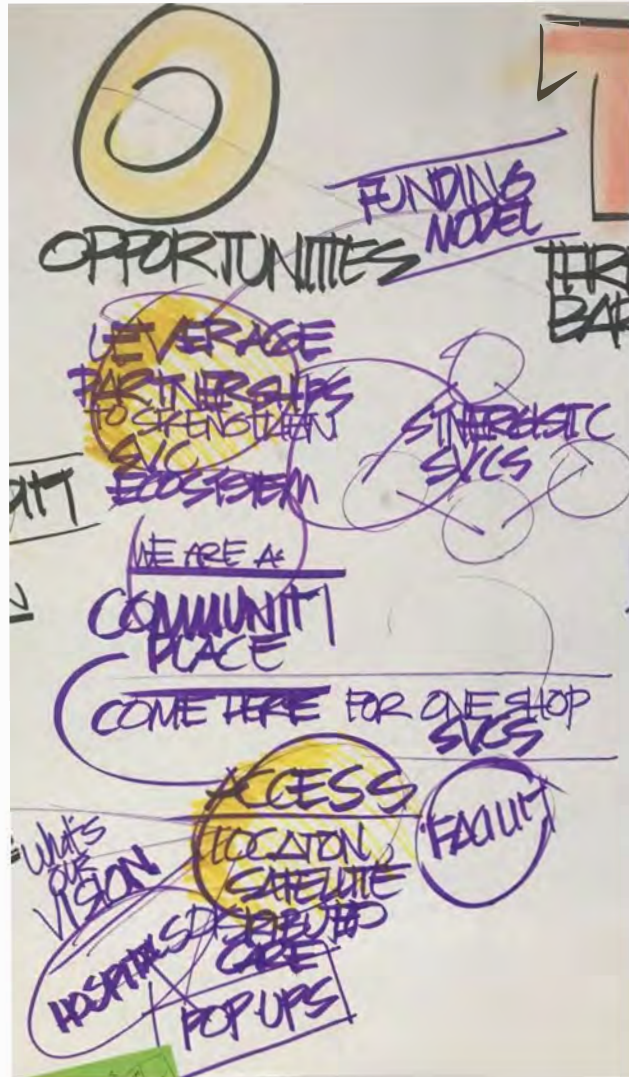
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SWOT: WEAKNESSES/ISSUES

BRYAN'S HOUSE BOARD ADVANCE

9.25.2019

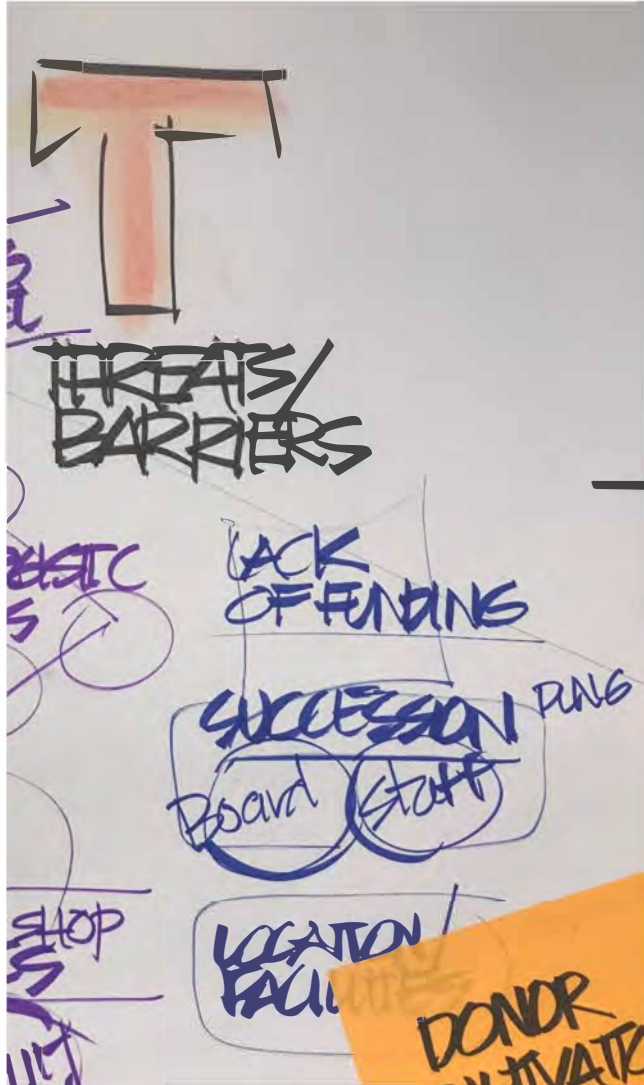


SWOT: OPPORTUNITIES

BRYAN'S HOUSE

BOARD ADVANCE

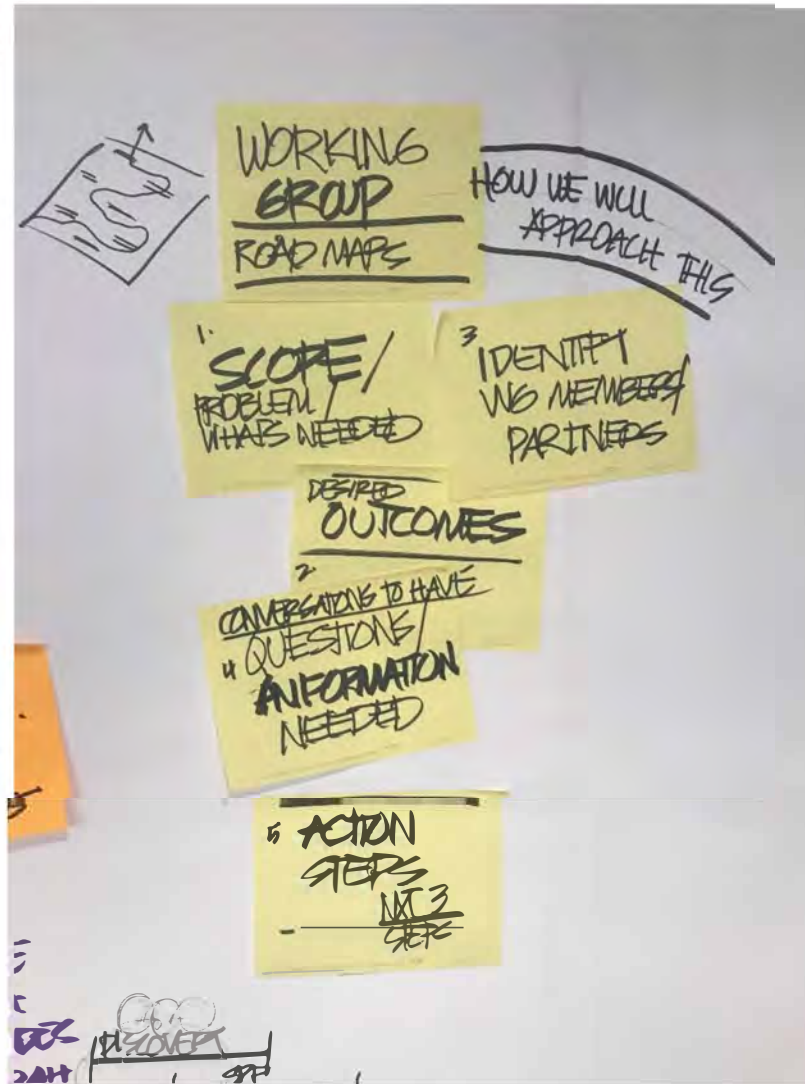
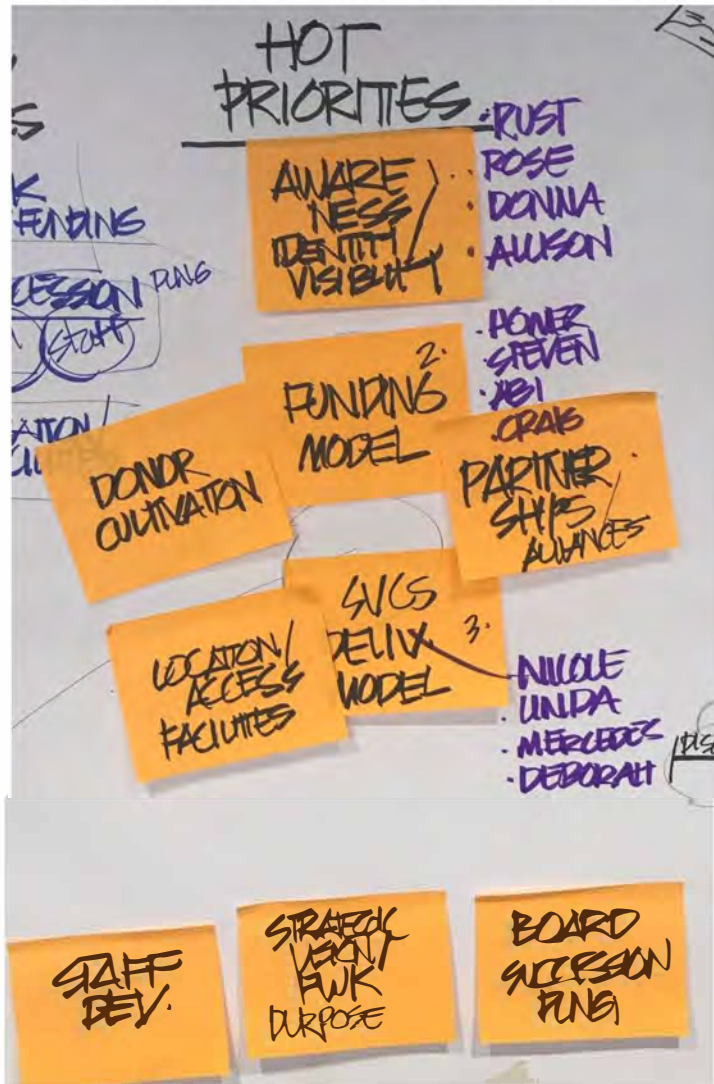
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SWOT: THREATS/BARRIERS

BRYAN'S HOUSE BOARD ADVANCE

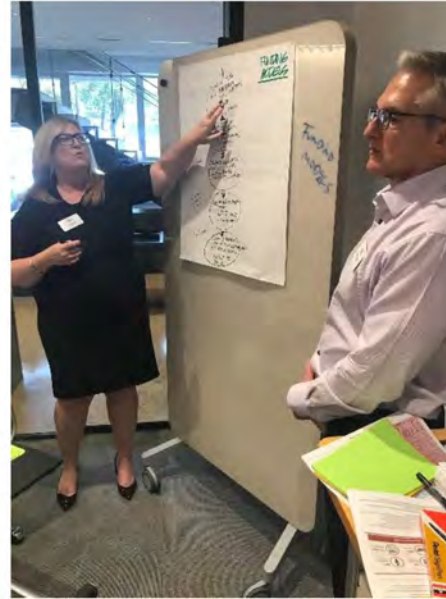
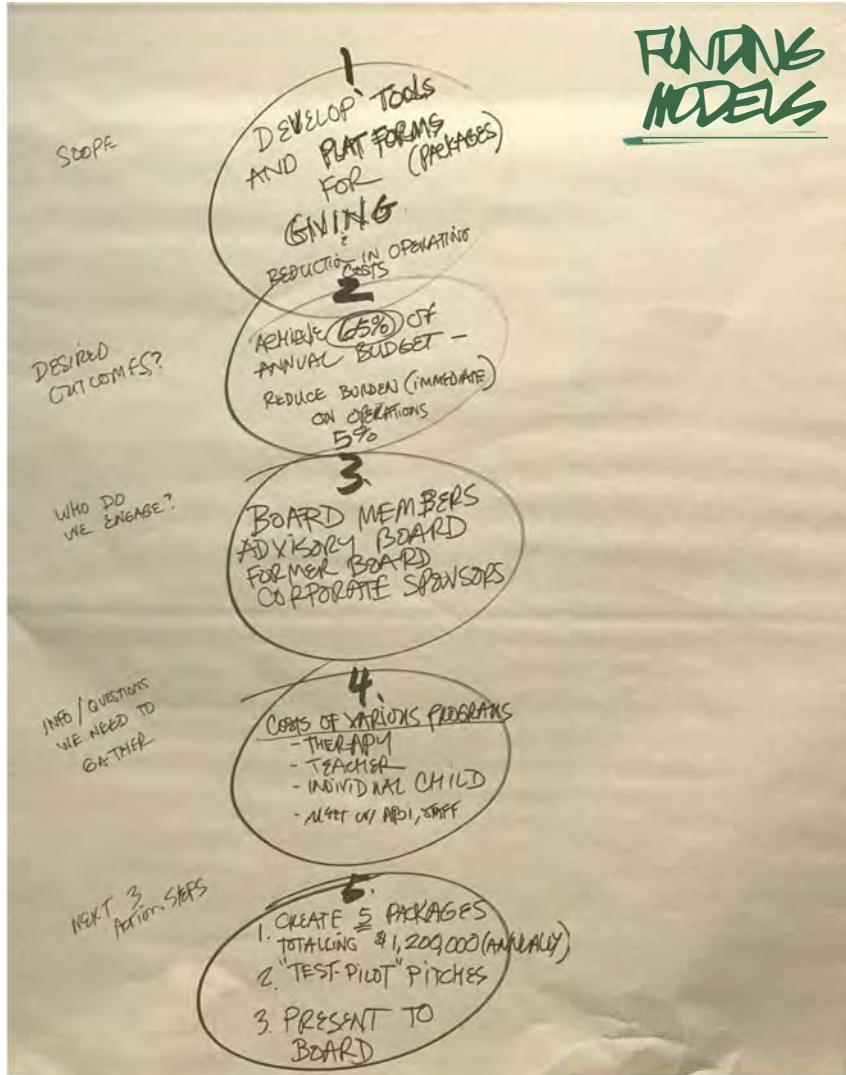
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HOT PRIORITIES & WORKING GROUP ROAD MAPS/ASSIGNMENT

BRYAN'S HOUSE BOARD ADVANCE

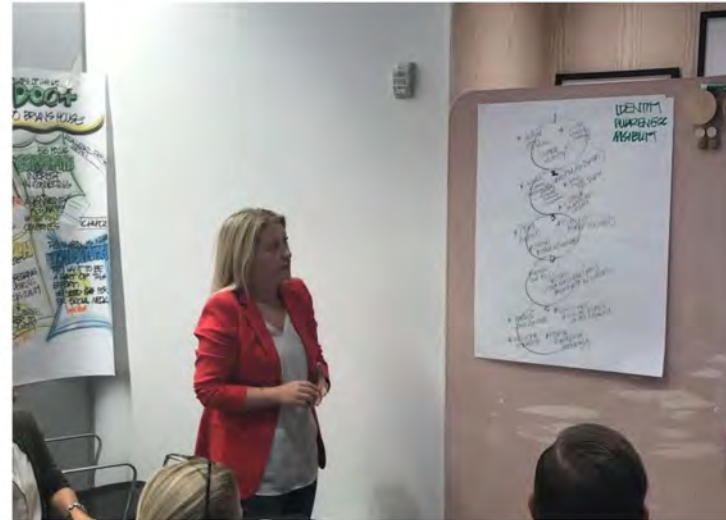
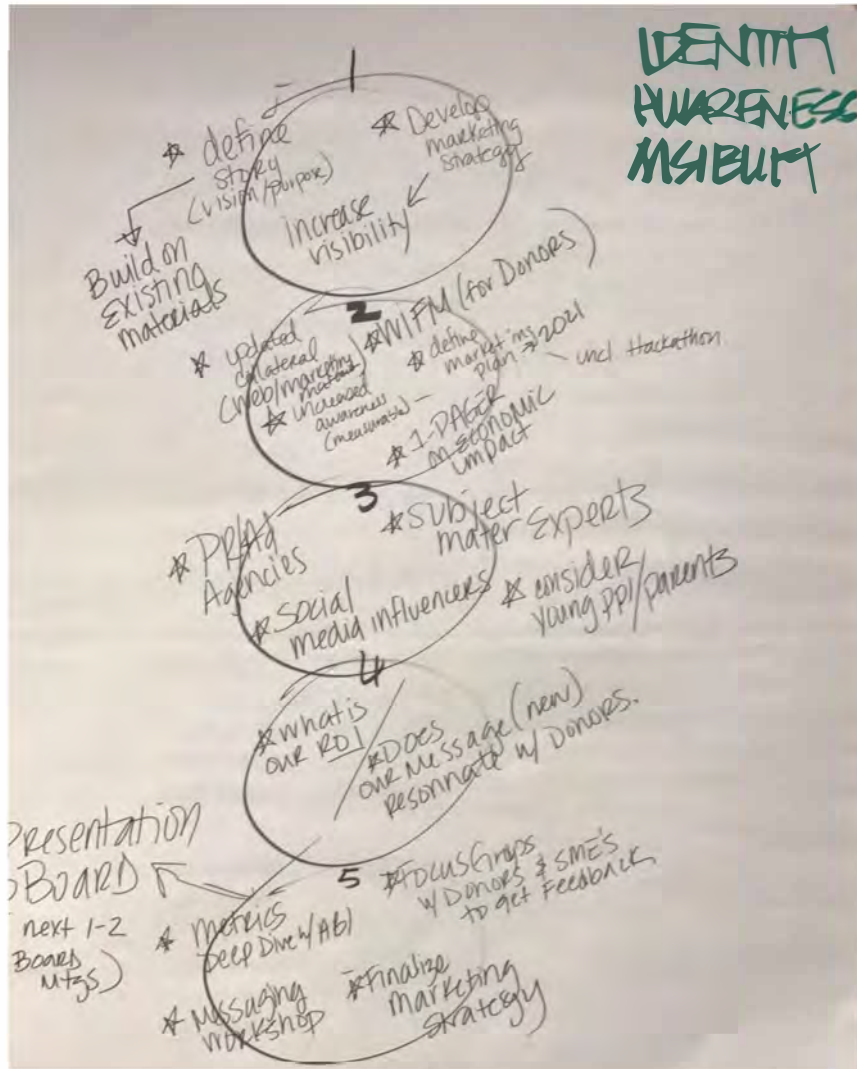
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WORKING GROUP REPORT: FUNDING MODELS

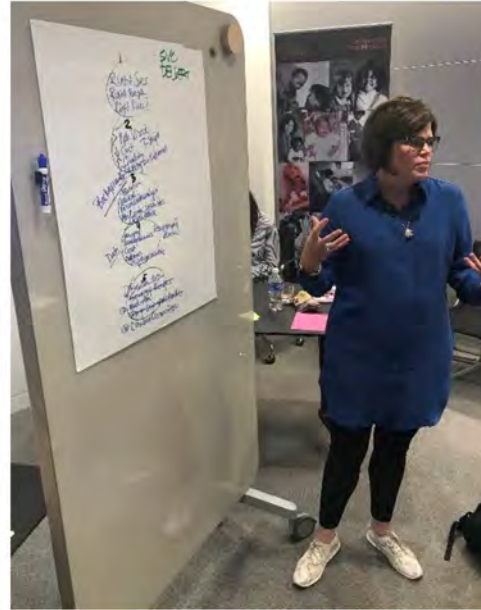
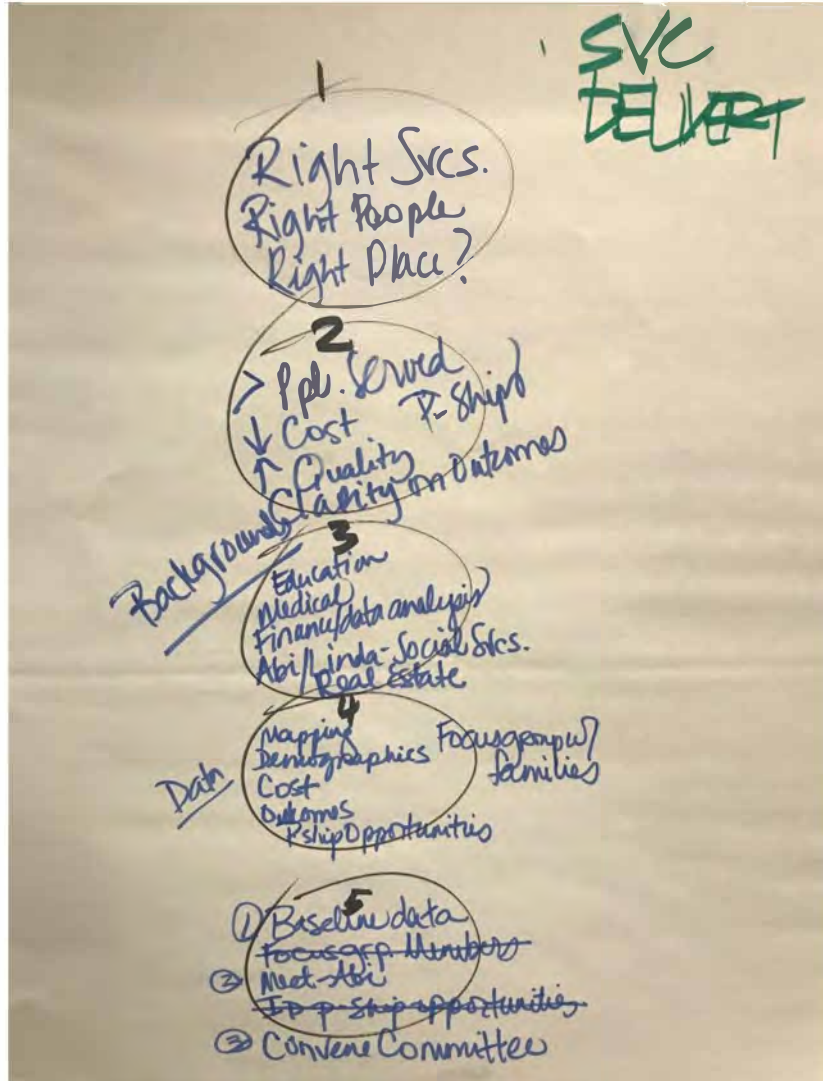
BRYAN'S HOUSE BOARD ADVANCE

9.25.2019




BRYAN'S HOUSE BOARD ADVANCE

9.25.2019



WORKING GROUP REPORT: SVC DELIVERY

2019 Children's Programs Department Dashboard

| Initiatives | Project | Deadline | Action | Date | Status/Notes | QM |
|--|----------------------|----------|--|-----------|--|---|
| Policies and Procedures  | Agency Policy Update | Jun-19 | SH, all department heads, Kayla Marshall | 10/1/2019 | Several new policies and procedures have been written/ amended in preparation for the upcoming NAEYC site visit. Shannon will submit to Kayla for review and proposal to the board. | Review and approval from board |
| Program Compliance | • NAEYC | Jul-20 | SH, EP, YR | 10/1/2019 | We are in the window for our NAEYC reaccreditation visit. Staff have been working diligently to complete their classroom portfolios. EP and SH have been working to complete the Program Portfolio. The visit is to occur sometime between Sept. 19, 2019 and Feb. 18, 2020. | Bi-weekly team meetings to discuss and plan |
| Child Health and Wellness | Mental & Physical | ongoing | EP, YR | 1/9/2019 | Emily has been unable to set aside time to do health & wellness activities with the children due to the high-number of children requiring g-tube feedings and medication. We have now trained all classroom staff to do g-tube feedings, so they can assist. We are in the process of training a volunteer who is a NICU RN. He will hopefully be able to come and relieve her of her duties once a week so that she can catch up on administrative work and focus on health and wellness. | Bi-weekly team meetings to discuss and plan |

2019 Children's Programs Department Dashboard

| Initiatives | Project | Deadline | Action | Date | Status/Notes | QM |
|------------------------|---|---------------|---------------------------------|------------|--|--|
| Child Development | • Assessments | Oct. 18, 2019 | UTD | 10/10/2019 | UT Dallas Students, under the advisement of Dr. Donna Ewing, will be conducting child assessments this fall. They will be on campus beginning Oct. 14. We will be slightly behind schedule for our target date. | Bi-weekly team meetings to discuss and plan |
| Community Partnerships | Dallas ISD Head Start of Greater Dallas | Ongoing | SH | 10/1/2019 | <ul style="list-style-type: none"> We now have a "general education" PreK classroom and a Preschool Program for Children with Disabilities (PPCD) classroom both in partnership with DISD. We are considered a Charter Campus of DISD. HSGD has submitted a federal grant application that will potentially allow them to partner with us for Early Head Start Services. We will know more in January. Services would begin August 2020. | DISD PreK Partnership Advisory Council participation |
| Funding | Supplemental Funds | Ongoing | SH | 10/1/2019 | We have applied for a grant from Texas Rising Star for curriculum materials. Awaiting word. | Report all donations to development department |
| Special Projects | Management of DFPS & CPS Relationships (conflicts) in relation to Children's Programs | Ongoing | SH, Legal (ad hoc) Committee | 10/1/2019 | No current issues | Board Committee |

RANGE

Celebrate/On Task

Watch

Act

Committee Input & Leadership Needed

KEY

SH = Shannon Hendricks (Children's Programs Director)

EP = Emily Pullin (Clinic Manager)

YR = Yessenia Ramirez (Data Coordinator)

| 2019 Development Department Dashboard (July - Dec) | | | | | | QM |
|--|--|---|-----------------------------------|-----------------------|--|---|
| Initiatives | Details | Deadline | Action | Date | Status/Notes | |
| FY18-19 Annual Report | Development, edit and send out annual report to all funders, investors and friends. | In Progress for FY 2019 - Complete January 2020 | AE, WN, LH, SA, AG | Send out Feb 17, 2020 | Story Board Development. Staff /Dept. highlight, Board Member highlight, Donor highlight. Abra Garrett will write success stories | Abi will edit. |
| Individual Prospecting | Follow up on leads, cultivate new prospects. | 6/30/2020 | AT, LH, LG, RF, WN, TH | Ongoing | Development Committee and Board ideas and introductions are welcomed. | |
| Corporate Giving | Targeting new corporations focusing on those with Matching programs. EY, MSFT, Ericcson, etc. involvement with luncheon | 6/30/2020 | AE, RF, JE, AW, WN | Ongoing. | Working to add to team so Wendy is freed up to focus on donors. Sofia, Development Specialist, added 20 hours per week. New Grant writer, Sommer Neff, coming on board Nov. 1. Just retained Event Specialist Courtney Edwards to help with all third party events as well as in-house event needs. | |
| Memberships: Mighty Men, Jubilees | Jubilee Society Chair - Alison Wood, Take Stock; Mighty Men Chair - Drew Schlosser, Gartner | 6/30/2020 | WN, AW, RF, DS, TC | Ongoing | MM kickoff event 10/6 at the Star was great. Want to involve them in the Family Fun Fair, Back to School Fair and Cookies with Santa moving forward, not extra work for staff. Jubilee kickoff August 8 went well but many people were out of town. The next Jubilee meeting is scheduled for 10/16 at Paula Feinberg's home. Goal is to raise awareness in the community, fundraising and involvement in events such as Sip Shop Serve at the Shops at Park Lane. | Track value for m/ships (all giving) for BH. |
| Grants (All) | Funders Forum held September 12. Planning next Forum. Pending Grants total: \$357,500 | 6/30/2020 | AT, WN, SN | Ongoing | Contract grant writer change: We are phasing out Wise Resources and bringing on Sommer Neff. This will save us money and should also reduce editing time Wendy currently spends editing the grant applications. Full transition completed by October 31. | Ties into finance committee goals. |
| Public Relations | Transitioning social media to Sofia and developing social media calendar. Courtney Edward is also engaged for Luncheon PR and contracted for events. | | AT, WN, LH, SO, RK | Ongoing. | Rose is also working on an SMU intern wo work with us and with Courtney Edwards. | Ties into program & strategic planning committee initiatives. |
| 2019 Events/Committee | Valiant Clay Shoot 10/11, Ultimate Cocktail Experience 10/13, Gensler Clay Shoot 11/7, RIR 11/9, Spring Luncheon April 9, 2020 | Dependent on event | All Development Committee Members | Ongoing | We ask that all Development Committee members work with Abi, Wendy and committee to obtain table, ticket and sponsorship sales for all events. | All done with excellence from greeting to thanking at end of day. |

RANGE

Celebrate/On Task

Watch

Act

Committee Input & Leadership Needed

| 2019-2020 Finance Department Dashboard | | | | | | QM |
|---|--|----------------------------|------------------------------------|---------|---|----|
| Initiatives | Project Name | Deadline | Action | Date | Status/Notes | |
| Annual Finance Audit | Coordinate and work with CPA firm to conduct annual independent audit | 10/31/19 | SA, LW, MC Sutotn Frost Cary | | Fieldwork to be held week of September 9 | |
| Form 990 | Coordinate and work with CPA firm to complete and file annual Form 990 | 01/31/20 | SA, LW, MC Sutotn Frost Cary | | | |
| Risk Management - Liability Insurance Renewal | Coordinate and work with insurance broker for annual renewal of insurance policies | 06/30/20 | SA, LW MHBT | | | |
| Government Contract Audits | Work with other operating departments during the various annual government contract audits | Various | SA, LW, MQ, WN, MR | Various | Ongoing as needed | |
| IT Security Training and Monitoring | Work with outside IT vendor to develop a IT Security Training Program for the staff | 01/31/20 | SA Gallion | | Continual work in process | |
| IT Resources | Continue to review current IT resources and evaluate potential improvements in hardware and software | Ongoing | SA, Gallion, Departments | | | |
| FY18-19 Annual Report | Assist Development in the preparation of the Annual Report | Based on Dev Dept Schedule | MC, SA, LW | | - Provide finance Figures and charts - Provide Red Team proffing of the document - Assist in printing document for distribution | |
| Annual Budget | Develop annual budget based on targets provided by Board - Develop HR Budget - Develop Expense Budget - Allocate by mo & dept | Annually by June 1 | SA, LW, WN, AE | | | |
| Acquire and Implement Cap60 Platform | Lead the team in evaluating a new operating platform. Post acquisition lead the team through the implementation process. | First quarter 2020 | AE, SH, SA, LW, WN, MQ | | Waiting on approval from Ryan White for funding | |

RANGE

Celebrate/On Task

Watch

Act

Committee Input & Leadership Needed

| 2019 Operations Department Dashboard | | | | | | | QM |
|---|---|--|-------------------------------|----------------------------------|--|----------------------------------|----|
| Initiatives | Project Name | Deadline | Action | Date | Status/Notes | | |
| Operations  | The daily operations vary depending on the request. Monitoring existing processes and analyzing their effectiveness; and creating strategies to improve productivity and efficiency. | In Progress for 2019 | SA, AT | Ongoing | Projects: 1. Outside Classroom- Thanks to Celanese! A Pergola will be built outside near the vegetable garden. The project will begin the second week in November. 2. Gensler has selected Bryans House for a pro-bono project! We are so honored to be awarded the project. Gensler partnered with Structure Tone as the contractor for the renovation project. The project team is moving forward with the beginning steps. The areas the renovation will take place are the following: Break Room Reception/Lobby Storage/IT Room | Agency | |
| Payroll | The payroll is process bi-weekly. Timesheets are submitted by Noon on every other Tuesday to ensure accuracy. The payroll has to be submitted by 2:00 PM. | Timesheets are DUE every other Tuesday by Noon | AT,SH,PS, MC, MQ | Ongoing Bi-Weekly | Timesheets are submitted on Tuesday before Noon. Payroll is processed before 2PM on Tuesday | Payroll | |
| Benefits | New Hires are eligible for benefits after a full 30 day employment with the agency. | Ongoing 2019 | SA, AT, LW, and Board Members | Open Enrollment February - March | Eligible for benefits: *Alejandra Herrera - November 1, 2019 *Denisse Alonzo - November 1, 2019 | Ties into Payroll | |
| Onboarding New Hires / Termination  | New employee onboarding is the process of getting new hires adjusted to the performance aspects of their new job as quickly and smoothly. It is the process through which new hires learn the function effectively within the organization. | Ongoing / Effective 3/1/2018 | New Staff, PS, SH, MQ, MC | Ongoing | Termination: *Friday, September 20, 2019 - Grace Velasquez, Front Office Coordinator Onboarding: Brianna Valadez / Part-Time Administrative Assistant- September 23, 2019 Karina Mendez / Temporary Administrative Assistant - October 7, 2019 | Training/New Hires / Termination | |

| 2019 Operations Department Dashboard | | | | | | QM |
|--------------------------------------|---|---|------------------------------------|---------------------------|--|---|
| Initiatives | Project Name | Deadline | Action | Date | Status/Notes | |
| Staff Wellness Check-ins | Employee check-ins is great way to gain a clear understanding about the employee. This is a good time to discuss any questions, concerns, or ideas they have. | Check-ins are scheduled twice a year January and July | BH Staff & Directors, and Managers | January & July | <ul style="list-style-type: none"> • Improved Employee Engagement • Strong Employee/Manager Relationship • Increase In Productivity | Ties into Onboarding |
| Clinical Quality Management (CQM) | The purpose of the CQM process to assure the services and implementations of quality meet the Bryan's House objective and client satisfaction. | In Process for CQM Site Visit 8-2019 | KM, AT, SA, LW, MQ, MC, SH | Ongoing Qtrly. (RW GRANT) | The Clinical Quality Management (CQM) site visit went well. We scored 75% overall. Meetings are scheduled quarterly. | Ties into programs & Government Grants |
| Staff Appreciation | <p>Staff Appreciation is so much more than just a chance for employees to gather, or a holiday party. Company events help:</p> <p>Validate your employees Boost company morale Create a better, more focused team</p> | In Process Quarterly | BH Staff & Directors, and Managers | 10/18/2019 | <p>Other Events</p> <ul style="list-style-type: none"> *Birthdays and Anniversaries *Staff Pot Luck Lunch *Special Occasions Bridal Showers, Baby Showers, Lunch provided to staff | Ties into Onboarding & Staff Appreciation |

2019 Operations Department Dashboard

| Initiatives | Project Name | Deadline | Action | Date | Status/Notes | QM |
|--|--|-------------------|------------------------------------|---|--|--|
| Quality Management  | Quality management ensures that an organizations services are consistent. It has four main components: quality planning, quality assurance, quality control and quality improvement. Quality management is focused not only services quality, but also on the means to achieve it. | Ongoing | QM Committee | Quarterly Meetings or as needed for Quality Improvement | The CQM & QM committee and managers attended a conference call to discuss moving forward with the CAP60 software. Silvia the implementation specialist with CAP60 presented the implementation process. The following items where discussed expectations, processes, time frames, and pieces of training. <ul style="list-style-type: none"> • Linda and Marilyn will complete the Funding List by Friday, 10/18/19 • Yessenia Ramirez will complete the Poverty Guidelines by Friday, 10/18/19 • Marilyn and Case Managers will complete the Service Units by Friday, 10/18/19 • Marilyn and Case Managers will complete the Program Definition by Friday, 10/18/19 • Marilyn and Case Managers will complete the Program Services with Shannon assistance by Thursday, 10/31/19 In the meantime, a meeting will be scheduled with Nick export specialist w/ CAP60 to discuss exporting data from EZ-CARE. | * Client Care *Patient Satisfaction *Health Outcomes |
| Employee of the Quarter  | New employee onboarding is the process of getting new hires adjusted to the performance aspects of their new job as quickly and smoothly. It is the process through which new hires learn the function effectively within the organization. | Ongoing Quarterly | BH Staff & Directors, and Managers | January, April, July, October | Employee of the Quarter / 2019 We are celebrating Employee of the Quarter and Anniversaries & Birthdays for the Quarter on Friday, October 18, 2019. * Emily Pullin, Clinical Manager *Barbara Armenta , Child Development Specialist | Ties into Staff Appreciation |

Range

| |
|-------------------------------------|
| Celebrate/On Task |
| Watch |
| Act |
| Committee Input & Leadership Needed |

2019/2020 Social Services Department Dashboard (July-June)

| Initiatives | Project Name | Deadline | Action | Date | Status/Notes | QM |
|--|--|-----------------------------|----------------------------------|--|---|--|
| FY19-20 Implementation of the FSS program model. | Homeless Prevention Services. Continue executing program model in accordance with the Way Forward Initiative. | Ongoing for FY19-20 | MQ, DF, SA, SP, & NR | Ongoing for FY20 | In process of completing a 2018/19 comparison of self sufficiency scales assess progress and determine areas that may need improvement. Created a new Logic Model that clearly define outcomes and ensure the deliberate flow of activities to results. | Auditing Self-sufficiency results from 2018 & 2019. Monitoring implementation of the new Logic Model. |
| Government Contracts Compliance | Continue to monitor changes in all RW and CSHCN contracts. | Ongoing for FY19-20. | MQ, DF, SA, NR, SP, LW, YR & SH. | Effective immediately and ongoing for FY19-20. | 100% of staff files have been audited and are in compliance. Implementing new and significant changes in RW Respite Care and in Referral Services for clients. | Maintain quarterly schedule of internal audits. Complete new forms required for respite care and client referrals. |
| Outreach & Recruitment | Outreach & Recruitment Strategic Plan is developed for every quarter by SS staff. | Current plan ends 01-31-19. | MQ, DF, SA, NR & SP. | Ongoing for FY19-20. | Social Service staff have developed strong collaborations with specific health care and other community agencies. We are working on developing MOU (Memorandum of Understanding) agreements with these community partners. | Monitor the frequency and number of referrals from those specific agencies. |
| Increase Client Enrollment for all Contracts | Meet with staff to review caseload status. Cases that are stable and able to self sustain will be inactivated to bring new families. | Ongoing for FY19-20. | MQ, DF, SA, NR, SP | Ongoing for FY19-20. | Bi-weekly review of caseloads and assigning new cases in a timely manner. The assignment is done considering the fastest availability for a client to enroll. We are receiving a consistent flow of referrals from DISD, Children's, Scottish Rite and local clinics. | Improve caseload management and enrollment by monitoring dates of calls and to increase number of enrollments per month. |
| Professional Development & Lifelong Learning | Create and provide SS staff opportunities for professional growth and social learning. | Ongoing for FY19-20. | AE, MQ, DF, SA, SP, & NR | Ongoing for FY19-20. | Initiated in-house trainings. A training plan was developed with specific objectives were identify base multiple factors to help staff define their skills. | Improvements in case files on the next internal audit. Develop a professional growth plan. |
| Case Management - Database System Upgrade | Implement a database system that is specific to program service delivery; etc. | FY19-20 | SA, SH, MQ, AE, MC, MR, LW | Effective immediately and ongoing for FY19-20. | Initial implementation of the CAP 60 database system is in process. Trainings for staff involved will be scheduled for November and on. | MQ will meet team to initiate prepare information required for the data system and next steps. |

RANGE

Celebrate/On Task

Watch

Act

Committee Input & Leadership Needed

Key

MQ- Marilyn Quinones

DF- Dalia Fuentes

SA- Sandra Amaya

NR- Natasha Roman

SP- Sofia Page

Theory of Change:

Page 1

Bryan's House Social Services Department offers financial planning, homeless prevention, employment related service and access to health care services to families with a children with special needs. Objective: provide families with the tools needed to achieve self-sufficiency and to live healthier lives within a given time frame.

| Assumptions <i>What are the underlying assumptions of the project?</i> | | | | | |
|--|--|---|---|--|--|
| Inputs <i>What resources do we have to work with?</i> | Activities <i>What is the project doing with its resources?</i> | Outputs <i>What are the tangible products of our activities?</i> | Short-term Outcomes <i>What changes do we <u>expect</u> to occur within the short term? (6 mos.)</i> | Mid-Term Outcomes <i>What changes do we <u>want</u> to see? (6 mos. -1 year)</i> | Long-term Outcomes <i>What changes do we <u>hope</u> to see over time? (1+years)</i> |
| <ul style="list-style-type: none"> • Self-sufficiency scale. • Trained case managers. • Funds for financial assistance. • Ongoing donations of basic need items through our partnerships with community agencies. • Collaborations with community agencies and government institutions. • Other non-profits. | <ul style="list-style-type: none"> • Completion of self-sufficiency scale. • Crisis Intervention • Create individualize budgets and financial planning • Employment related services • Financial assistance services • Coaching and mentoring services • Homeless prevention services • Link to health care services • Distribution of donated goods based on needs • Individualize referrals as needed for: Food, clothing, shelter, etc. | <ul style="list-style-type: none"> • # participants who receive crisis intervention services • # participants who are able to manage ongoing debt. • # participants who obtain a steady job • # participants who maintain housing. • # participants who receive donated goods • # participants who obtain access to health care services. | <ul style="list-style-type: none"> • 75 % of participants receiving financial related services will adhere to the budget and financial plan establish. • 75 % of participants receiving employment related services will obtain employment • 75% of participants receiving Homeless Prevention Services will be able to avoid eviction • 75% of participants needing to health related services will have access to emergency or critical services. | <ul style="list-style-type: none"> • 75 % of participants receiving employment related services will maintain steady employment. • 75% of participants receiving financial related services will be able to manage on-going debt. • 75% of participants will reduce the need for crisis intervention. • 75% of participants needing access to health related services will be able to receive basic preventive care. | <ul style="list-style-type: none"> • 75% of participants will graduate with adequate, safe and stable housing. • 75% of participants will graduate with income that is sufficient and reliable. • 75% of participants who graduated will be able to meet their families' health care needs. |