



BOARD OF DIRECTORS MEETING

August 22, 2019
11:00 a.m. – 12:30 p.m.



Board Meeting

August 22, 2019 – 12:00 p.m.

Bryan's House Office, 3610 Pipestone Rd, Dallas, TX 75212

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

	<u>Page #</u>
1. Call to Order, Introductions, Announcements (Steven Upchurch)	
a. Upcoming Events	3
2. Review and Approval of Minutes 06/25/19	4 – 5
3. Election of Officers (Vote Needed)	6 – 8
4. CEO Update & Development Brief (Abi)	9 – 10
a. Board Governance Overview (Donna).....	11 – 12
5. Finance	
a. July Financial Statements.....	13 – 18
b. Audit Engagement	19 – 24
c. Government Contract Summary	25 – 29
6. Appendix	
a. Departmental Dashboards	30 – 36
i. Development	
ii. Finance	
iii. Operations	
iv. Program (Will Report in September)	
v. Social Services	
b. Interlocutor Article	37 – 38
c. Luncheon Sponsorship Form.....	39
7. Adjourn	



UPCOMING EVENTS – SAVE THE DATE

Pathways to Inclusion Funders Forum

September 12, 2019 11:00 am – 1:00 pm

The Dallas Foundation 3963 Maple Ave #390, Dallas, TX 75219

Strategic Planning Session

Wednesday September 25, 2019 8:30 am – 3:00 pm

Gensler Office 5005 Greenville Ave Dallas, TX 75206 (Meadows Building)

Valiant Clay Shoot

Friday October 11, 2019 8:30 am – 5:00 pm

Elm Fork Shooting Sports 10751 Luna Rd, Dallas, TX 75220

Gensler Clay Shoot

Thursday November 7, 2019

Rhapsody in Red Ball - Benefitting Bryan's House

Saturday November 11, 2019 6:30 pm – 10:30 pm

Belo Mansion 2101 Ross Ave, Dallas, TX 75201

Pathways to Inclusion Spring Luncheon

Thursday April 9, 2020 11:00 am – 1:00 pm

Belo Mansion 2101 Ross Ave, Dallas, TX 75201



Board of Directors Meeting - 08/22/19

Minutes from 06/25/19 Meeting

BRYAN'S HOUSE BOARD OF DIRECTORS MEETING
1722 Routh St 15th Floor, Dallas, TX 75201
June 25, 2019

Name	Status	Name	Status	Name	Status
Homer Brown	T	Tommy Haskins	T	Ken Sheffield	P
Elizabeth Dacus	T	Kayla Marshall	P	Steven Upchurch	P
James Erwin	T	Ryan McCuller	T	Debra Villarreal	P
Ryan Friend	P	Stuart Newsome	P	Jessica Whitt Garner	A
Donna German	P	Mercedes Owens	P	Abigail Erickson	P
Ronnie Godbey	A	Jean Raub	A	Steve Aman	P
Linda Hall	P	Rust Reid	P		

Staff Members Present – Shannon Hendricks, Wendy Newberg

Status: A-Absent, P-Present, T-Telephone

Call to Order – The meeting was called to order at 12:06 PM by Ryan Friend.

Review and Approval of Minutes from May 28 Meeting – The Board reviewed the minutes for the Board Meeting dated May 28, 2019. A motion to accept the Minutes was made by Homer Brown, seconded by Steven Upchurch and approved by all.

Budget – A second reading of the 2019-2020 Fiscal Year Budget was discussed. A motion to adopt the budget as approved and recommended by the Finance Committee was made by Stuart Newsome and approved by all.

Board Nominations – An overview of the nomination process was provided by Ryan Friend. An overview of the nomination process was provided by Ryan Friend. After a discussion of the process the Board agreed to create a committee which would oversee the process of developing a pipeline of potential new Board members. The committee would also work with new members to get them on-boarded and assimilated into the organization. The following three candidates were presented and discussed:

- Nicole Blythe
- Allison Shelton
- Craig Lashey

A motion was made by Stuart Newsome to accept the slate as presented. The motion was seconded by Donna German and approved by all.

Financial and Development – The financial statements for the 11 months ended May 31 were reviewed and discussed. Abigail Erickson provided an overview of the development efforts and highlighted that as of today \$171k was needed to reach the target by June 30. Abigail discussed a list of current asks that are out.

Quality Management – Kayla Marshall provided an update on the Quality Management process. On the recent Ryan White audit the company received a 75% rating, up from 9% from the prior year. The focus for the upcoming year will be to continue to improve the process. Additionally, more Board oversight will be sought and an update made at the Board Meetings.

Executive Session – The Board went into Executive Session from 1:15 to 1:45.

Adjournment – The meeting was adjourned at 1:45 pm

Prepared by Steve Aman



Board of Directors Meeting - 08/22/19

Election of Officers

2019 BOARD NOMINATIONS



Rose Kaur Managing Partner, Jester&Genius. Rose is a Brand Strategist with a passion for activating Brand Stories to unleash long term sustainable growth for businesses. She runs a BrandStory Consulting practice based in Dallas, Texas. She has worked with many brands across multiple categories including Lay's, Method, French's, Krispy Kreme, Ziploc, Glade, Nissan & Susan G. Komen to name a few.

Before joining Jester&Genius, Rose worked for Frito-Lay/PepsiCo for 7 years where she led Brand, Shopper and Innovation teams. Some of her key accomplishments include the turnaround of \$500MM Lays Kettle brand, double digit growth of the Frito Lay business at Costco and crafting the first ever comprehensive Hispanic Innovation strategy for the company.

Prior to PepsiCo, Rose spent 4 years with an advertising agency in Mumbai, India where she worked on many award-winning campaigns including launch of a record-breaking music album in Bollywood.

Rose holds an MBA from Southern Methodist University and a Masters in Advertising & Communications from Narsee Monjee Institute of Management Studies, Mumbai, India. She's on the Associate Board of Cox School of Business at Southern Methodist University and is frequently invited to be a guest lecturer at SMU and University of Texas, Dallas.



FISCAL YEAR 2019 – 2020 OFFICER NOMINATIONS

President: Steven Upchurch

President-Elect:

First Vice-President: Rust Reid

Second Vice-President: Homer Brown

Secretary: Debra Villarreal

Treasurer: Ryan Friend



Board of Directors Meeting - 08/22/19

CEO Update & Development Brief



PATHWAYS TO INCLUSION FUNDERS FORUM



**PATHWAYS TO INCLUSION
FUNDERS FORUM**

SEPTEMBER 12, 2019 11AM-1PM

CONVENE, CONNECT & JOIN THE DISCUSSION ABOUT INCLUSION
PATHWAYS FOR AT RISK CHILDREN WITH SPECIAL NEEDS
IN THE NORTH TEXAS COMMUNITY.

HOSTED BY THE DALLAS FOUNDATION
AT OLD PARKLAND HOSPITAL
LUNCH PROVIDED

BY INVITATION ONLY. PLEASE EMAIL
AERICKSON@BRYANSHOUSE.ORG
WITH YOUR INTEREST & ATTENDANCE



THE DALLAS FOUNDATION
Here for Good

Bryan's House Board Skill Set Matrix

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	Leadership		Management & Operations										Program							
Name	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																				
Brown, Homer																				
Erwin, James																				
Friend, Ryan																				
German, Donna																				
Hall, Linda																				
Haskins, Tommy																				
Kaur, Rose																				
Lashley, Craig																				
Marshall, Kayla																				
McCuller, Ryan																				
Owens, Mercedes																				
Raub, Jean																				
Reid, Rust																				
Shelton, Allison																				
Upchurch, Steven																				
Villarreal, Debra																				
Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Bryan's House Board Skill Set Matrix

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	Leadership		Management & Operations										Program							
Name	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

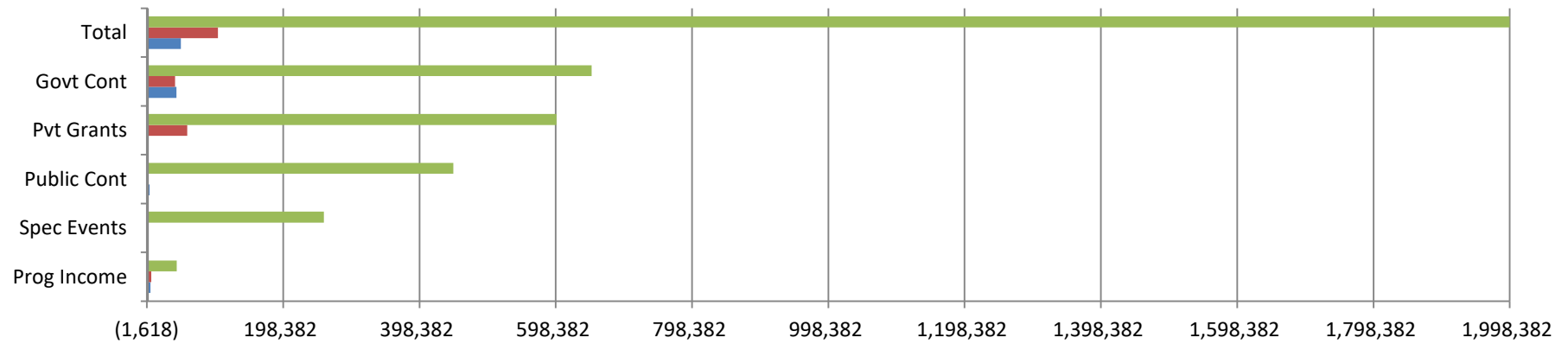
2020 - 2023 Pipeline																						
Ramirez, Laura																						
Regard, Betty																						
Salcedo, Rafael																						
Schlosser, Drew																						



Board of Directors Meeting - 08/22/19

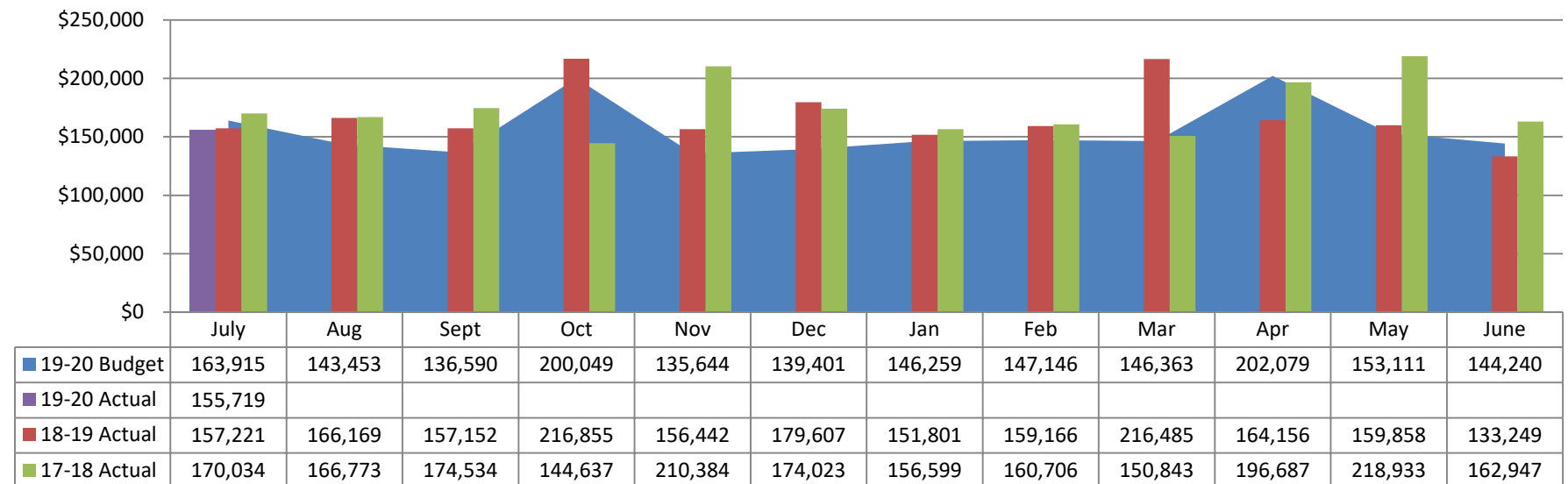
Finance Package 07/31/19

Revenue By Source



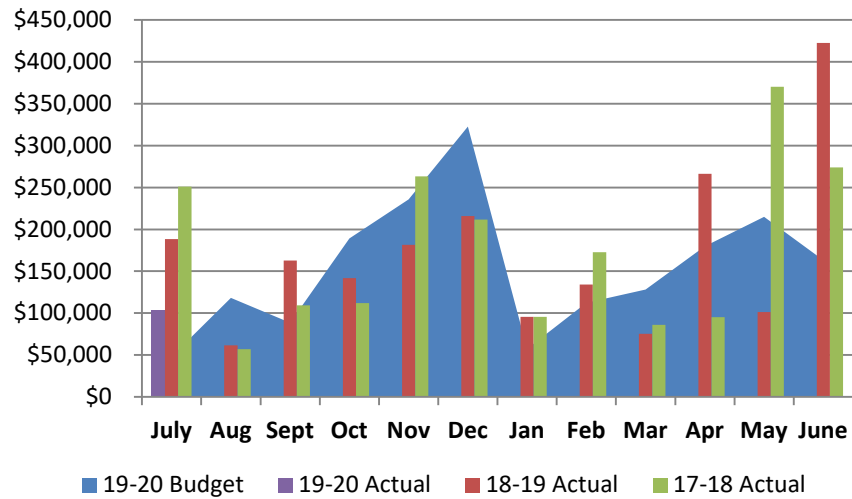
	Prog Income	Spec Events	Public Cont	Pvt Grants	Govt Cont	Total
■ Ann Bdg	42,000	258,000	448,000	599,500	650,882	1,998,382
■ YTD Act	5,011	0	448	57,500	39,660	102,620
■ YTD Bdg	3,500	500	2,333	0	41,854	48,187

Monthly Expenses

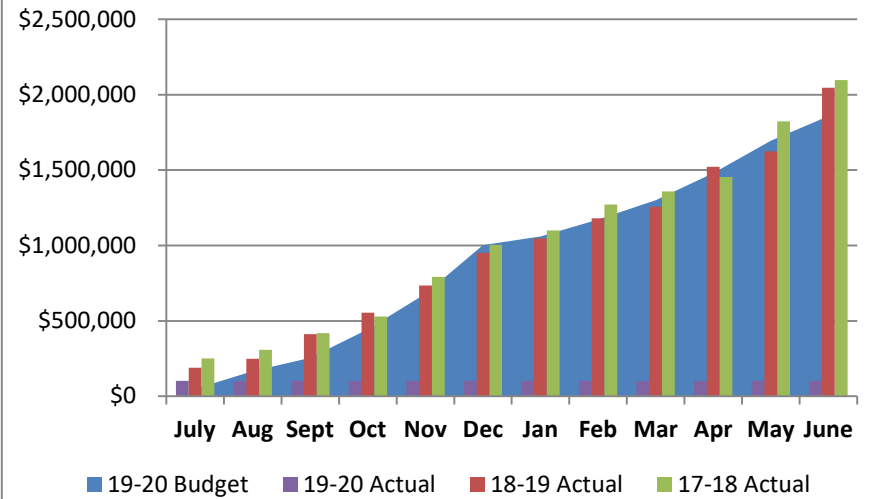


Giving Comparison

Monthly

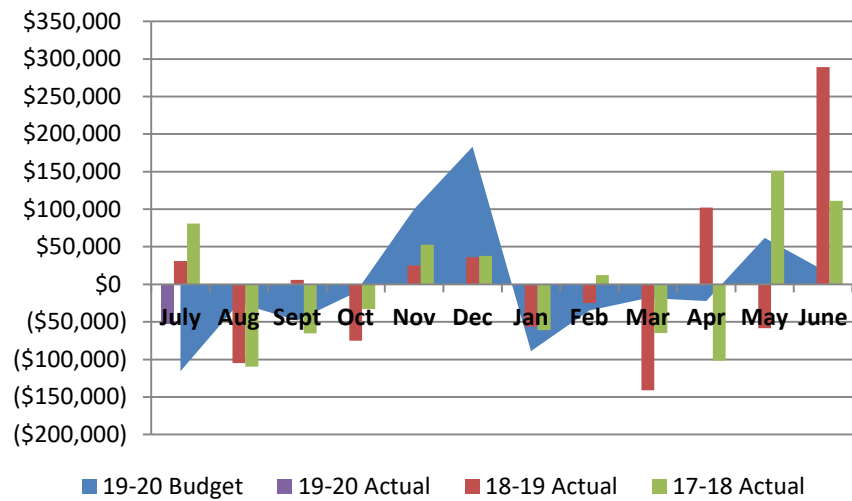


Cumulative

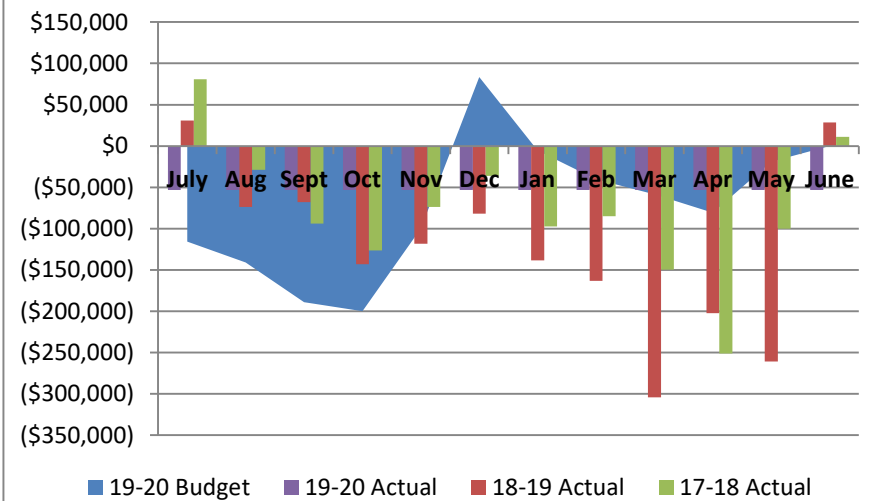


Surplus / (Deficit)

Monthly



Cumulative



Open Arms, Inc.
Balance Sheet
July 31, 2019

	<u>July 31, 2019</u>	<u>June 31, 2019</u>
<u>ASSETS</u>		
Cash and Cash Equivalents	217,165.45	302,104.95
Investments @ FMV	109,174.54	109,156.00
Government Contracts	91,248.19	69,987.31
Other Receivables	0.00	0.00
Pledges Receivable	426,273.00	421,273.00
Prepaid Expense	3,422.69	2,389.65
Deposits	0.00	0.00
	<hr/>	<hr/>
Total Current Assets	847,283.87	904,910.91
Fixed Assets Less Accum Deprec	1,898,372.61	1,905,910.56
	<hr/>	<hr/>
Total Assets	2,745,656.48	2,810,821.47
	<hr/> <hr/>	<hr/> <hr/>
 <u>LIABILITIES AND NET ASSETS</u>		
Current Liabilities		
Accounts Payable	29,737.03	33,694.12
Regions Line of Credit	0.00	0.00
Payroll Liabilities	3,078.40	3,669.85
Other Payables	4,000.00	4,000.00
Accrued Compensable Absences	35,472.98	35,472.98
	<hr/>	<hr/>
Total Current Liabilities	72,288.41	76,836.95
	<hr/>	<hr/>
Long Term Capital Leases	0.00	0.00
	<hr/>	<hr/>
Total Liabilities	72,288.41	76,836.95
	<hr/>	<hr/>
Net Assets	2,675,438.07	2,736,054.52
	<hr/>	<hr/>
Total Liabilities & Capital	2,747,726.48	2,812,891.47
	<hr/> <hr/>	<hr/> <hr/>
Beginning Net Assets	2,736,054.52	2,798,722.89
Net Surplus/(Deficit)	(60,616.45)	(62,668.37)
Ending Net Assets	2,675,438.07	2,736,054.52

Open Arms, Inc.
Income Statement
For the One Month Ending July 31, 2019

	Curr Month Actual	Curr Month Budget	Monthly Variance	YTD Actual	YTD Budget	YTD Variance
<u>Revenue and Other Suppt</u>						
Government Contracts	39,660.22	41,854.00	(2,193.78)	39,660.22	41,854.00	(2,193.78)
Private Grants	57,500.00	0.00	57,500.00	57,500.00	0.00	57,500.00
Public Contributions	448.35	2,333.33	(1,884.98)	448.35	2,333.33	(1,884.98)
Special Events	0.00	500.00	(500.00)	0.00	500.00	(500.00)
Program Income	5,011.10	3,500.00	1,511.10	5,011.10	3,500.00	1,511.10
Miscellaneous Income	0.00	0.00	0.00	0.00	0.00	0.00
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	18.54	0.00	18.54	18.54	0.00	18.54
Total Revenue	102,638.21	48,187.33	54,450.88	102,638.21	48,187.33	54,450.88
<u>Expenditures</u>						
Salaries	111,345.54	112,257.00	(911.46)	111,345.54	112,257.00	(911.46)
Benefits	19,682.53	23,907.00	(4,224.47)	19,682.53	23,907.00	(4,224.47)
Direct Program Costs	4,763.54	7,500.00	(2,736.46)	4,763.54	7,500.00	(2,736.46)
Occupancy Expenses	11,578.95	12,083.00	(504.05)	11,578.95	12,083.00	(504.05)
Equip Leases & Repairs	2,011.94	2,084.00	(72.06)	2,011.94	2,084.00	(72.06)
Office Exp & Supplies	1,082.68	1,917.00	(834.32)	1,082.68	1,917.00	(834.32)
Training & Travel	1,347.32	1,250.00	97.32	1,347.32	1,250.00	97.32
Network/IT Spt	813.70	1,084.00	(270.30)	813.70	1,084.00	(270.30)
Public Rel & Brd Dev	55.72	625.00	(569.28)	55.72	625.00	(569.28)
Special Event Exp	5.91	0.00	5.91	5.91	0.00	5.91
Fundraising Supplies	0.00	333.00	(333.00)	0.00	333.00	(333.00)
Professional Services	1,350.19	0.00	1,350.19	1,350.19	0.00	1,350.19
Interest & Inv Fees	230.82	458.00	(227.18)	230.82	458.00	(227.18)
In-Kind Expense	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	1,447.87	417.00	1,030.87	1,447.87	417.00	1,030.87
Total Oper Expenses	155,716.71	163,915.00	(8,198.29)	155,716.71	163,915.00	(8,198.29)
Net Oper Profit(Loss)	(53,078.50)	(115,727.67)	62,649.17	(53,078.50)	(115,727.67)	62,649.17
Depreciation	7,537.95	0.00	7,537.95	7,537.95	0.00	7,537.95
Total Depreciation	7,537.95	0.00	7,537.95	7,537.95	0.00	7,537.95
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)	(60,616.45)	(115,727.67)	55,111.22	(60,616.45)	(115,727.67)	55,111.22

Cash Availability as of 08/15/19

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	<u>08/15/19</u>	<u>07/15/19</u>	<u>06/17/19</u>	<u>05/17/19</u>
Current Regions Balance as of 08/15/19	266,734	285,942	316,966	198,018
Less Reserve for Next PR - 08/22/19	(45,465)	(45,465)	(45,465)	(45,465)
Less Outstanding Checks	(3,409)	13,792	(7,322)	(3,008)
Projected Cash Before Pending Items	<u>217,861</u>	<u>254,270</u>	<u>264,180</u>	<u>149,545</u>

Pending & Restricted Items

Less Total Payables Due	(40,318)	(40,318)	(40,318)	(40,318)
Less Restricted	(21,400)	(37,500)	(37,500)	(7,500)
Subtotal Pending Items	<u>(61,718)</u>	<u>(77,818)</u>	<u>(77,818)</u>	<u>(47,818)</u>
Net Cash Position	<u>156,143</u>	<u>176,452</u>	<u>186,362</u>	<u>101,727</u>

Pending Receipts

Pledge Payments	5,000
Pledge (Oct)	22,000
Cap60 etal from RW (Mid Sept)	39,937

Subtotal Pending Receipts	<u>66,937</u>	<u>48,000</u>	<u>45,000</u>	<u>216,000</u>
Proforma Cash	<u>223,080</u>	<u>224,452</u>	<u>231,362</u>	<u>317,727</u>

Months of Carry Available

Avg Monthly Revenues (6 Lowest Mos) (a)	63,266	63,266	63,266	63,266
Avg Monthly Expenses (Since 07/16)	(168,894)	(169,143)	(170,098)	(170,098)
Avg Monthly Loss	<u>(105,628)</u>	<u>(105,877)</u>	<u>(106,832)</u>	<u>(106,832)</u>

Number of Months of Carry - Proforma	2.1 mos	2.1 mos	2.2 mos	3 mos
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^(a) To be conservative the lowest six months of revenues since 07/31/16 were used



Finance Committee Meeting - 08/20/19

Audit Engagement

July 3, 2019

To the Board of Directors of
Open Arms, Inc. dba Bryan's House and Bryan's House Foundation
3610 Pipestone Road
Dallas, Texas 75212

Understanding of Engagement

We are pleased to confirm our understanding of the services we are to provide for Open Arms, Inc. dba Bryan's House and Bryan's House Foundation (Organization) for the year ended June 30, 2019.

We will audit the consolidated financial statements of the Organization, which comprise the consolidated statement of financial position as of June 30, 2019, the related consolidated statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the consolidated financial statements.

We understand that the Organization has not made expenditures in excess of \$750,000 of monies received from Federal or \$750,000 in State award programs. This consideration includes the use of all State and/or Federal funds whether received directly from a State and/or Federal department or agency or as a secondary recipient from any other source, has not received either directly or indirectly as commodities or other tangible or intangible property from a State and/or Federal award program, or participated in or received any benefits from any State and/or Federal loan, loan guarantee or insurance program during the audit period requiring any State and/or Federal program compliance auditing.

Audit Objective

The objective of our audit is the expression of an opinion about whether your consolidated financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles (GAAP). Our audit will be conducted in accordance with U.S. generally accepted auditing standards and will include tests of your accounting records and other procedures we consider necessary to enable us to express such an opinion. We will issue a written report upon completion of our audit of the Organization's consolidated financial statements. Our report will be addressed to the board of directors of the Organization. We cannot provide assurance that an unmodified opinion will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion or add an emphasis-of-matter or other-matter paragraph. If our opinion is other than unmodified, we will discuss the reasons with you in advance.

If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or to issue a report as a result of this engagement.

Audit Procedures

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories and direct confirmation of receivables and certain assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We may also request written representations from the Organization's attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about the consolidated financial statements and related matters.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. We will plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatements, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the Organization or to acts by management or employees acting on behalf of the Organization.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the consolidated financial statements. However, we will inform the appropriate level of management of any material errors and any fraudulent financial reporting or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our audit will include obtaining an understanding of the Organization and its environment, including internal control, sufficient to assess the risks of material misstatement of the consolidated financial statements and to design the nature, timing, and extent of further audit procedures. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control.

However, during the audit, we will communicate to you and those charged with governance internal control related matters that are required to be communicated under professional standards.

Other Services

We will prepare the Organization's federal information return for the year ended June 30, 2019 based on the information provided by you. We will also assist in preparing the consolidated financial statements and related notes of the Organization in conformity with GAAP based on the information provided by you.

We will perform the services in accordance with applicable professional standards, including Statements on Standards for Tax Services issued by the American Institute of Certified Public Accountants. The other services are limited to the consolidated financial statement and tax services previously defined. We, in our sole professional judgement, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities. We will advise management with regard to tax positions taken in the preparation of the tax return, but management must make all decisions with regard to those matters.

Management Responsibilities

You are responsible for designing, implementing, and maintaining internal controls, including monitoring ongoing activities; for the selection and application of accounting principles; and for the fair presentation in the consolidated financial statements in conformity with GAAP. You are also responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (2) additional information that we may request for the purpose of the audit, and (3) unrestricted access to persons within the organization from whom we determine it necessary to obtain audit evidence.

Your responsibilities include adjusting the consolidated financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the consolidated financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Organization involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the consolidated financial statements.

Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Organization received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring the Organization complies with applicable laws and regulations.

You agree to assume all management responsibilities for the tax services, consolidated financial statement preparation services and any other nonattest services we provide; oversee the services by designating an individual, preferably from senior management, with suitable skill, knowledge or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

Engagement Administration, Fees, and Other

We understand that your employees will prepare all cash, accounts receivable, and other confirmations we request and will locate any documents selected by us for testing.

Amy Michie is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it. We expect to begin our audit on approximately September 9, 2019.

We estimate our fees will be as follows:

Audit of the Financial Statements	\$13,400
One-time fee to convert financial statements and footnotes to conform to ASU 2016-14 <i>Presentation of Financial Statements for NFP Entities</i>	\$1,000
Form 990 – Bryan’s House	\$1,500
Form 990 – Bryan’s House Foundation	\$1,050


The fee estimate is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the engagement. If significant additional time is necessary, we will keep you informed of any problems we encounter and our fees will be adjusted accordingly. Our invoices for these fees will be rendered as work progresses and are payable on presentation.

You agree that any dispute (other than our efforts to collect an outstanding invoice) that may arise regarding the meaning, performance or enforcement of this engagement or any prior engagement that we have performed for you, will, prior to resorting to litigation, be submitted to mediation, and that the parties will engage in the mediation process in good faith once a written request to mediate has been given by any party to the engagement. Any mediation initiated as a result of this engagement shall be administered within the counties of Dallas, Texas or Tarrant, Texas, by a mutually agreed upon mediation organization and any ensuing litigation shall be conducted within said county, according to Texas law.

The results of any such mediation shall be binding only upon agreement of each party to be bound. The costs of any mediation proceeding shall be shared equally by the participating parties.

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very truly yours,



A Limited Liability Partnership

RESPONSE:

This letter correctly sets forth the understanding of Open Arms, Inc. dba Bryan's House and Bryan's House Foundation.

Signature

Date



Finance Committee Meeting - 08/20/19

Government Contract Review

Bryan's House - Summary of Government Contracts as of 08/19/19

U:\Finance Department\Govt Contract Overview 2019-08-06.xlsx\Recap 08/19/19 12:54:PM

A Contract	B Administrative Agency	C Award 19/18/17	D Earned 19/18/17	E Service Standard/Goal Goal	F Actual
Ryan White Part A - Case Management	Dallas County Health & Human Services (DCHHS)	(19) - \$54,568	(19) - \$22,737	(19) - 4,030	(19) - 41
		(18) - \$48,874	(18) - \$48,874	(18) - 3,610	(18) - 153
		(17) - \$53,681	(17) - \$53,681	(17) - 3,965	(17) - 105
		Supplemental (19) - \$31,174	(19) - \$12,989	(19) - 2,302	(19) - 36
		Supplemental (18) - \$27,686	(18) - \$27,686	(18) - 2,045	(18) - 69
		Supplemental (17) - \$31,871	(17) - \$31,871	(17) - 2,354	(17) - 30
Ryan White Part A - Child Care	Dallas County Health & Human Services (DCHHS)	(19) - \$951	(19) - \$	(19) - 81	(19) -
		(18) - \$922	(18) - \$797	(18) - 79	(18) - 68
		(17) - \$905	(17) - \$905	(17) - 77	(17) - 77
		Supplemental (19) - \$543	(19) - \$	(19) - 46	(19) -
		Supplemental (18) - \$522	(18) - \$	(18) - 45	(18) -
		Supplemental (17) - \$537	(17) - \$537	(17) - 46	(17) - 46
Ryan White Part A - Day Respite	Dallas County Health & Human Services (DCHHS)	(19) - \$17,123	(19) - \$	(19) - 1,398	(19) -
		(18) - \$16,591	(18) - \$8,247	(18) - 1,354	(18) - 673
		(17) - \$16,282	(17) - \$16,282	(17) - 1,329	(17) - 1,329
		Supplemental (19) - \$9,782	(19) - \$	(19) - 798	(19) -
		Supplemental (18) - \$9,399	(18) - \$	(18) - 767	(18) -
		Supplemental (17) - \$30,798	(17) - \$30,798	(17) - 2,514	(17) - 2,514
TX Dpt of State Health Svcs HIV (State Svcs) 1. Utilizes same polulation as HOPWA 2. More restrictive than HOPWA re reason of care (i.e. client must meet Standards of Care)	Dallas County Health & Human Services (DCHHS)	(19) - \$19,051	(19) - \$	(19) - 68	(19) -
		(18) - \$117,747	(18) - \$	(18) - 10,056	(18) -
Housing Opportunities for Persons with Aids (HOPWA) 1. Utilizes same polulation as State Svcs 2. More flexible than State Svcs re reason of care (as long as child affected then they are billable)	City of Dallas - Office of Homeless Solutions	(19) - \$70,327	(19) - \$70,327	(19) - 6,000	(19) - 8,280
		(18) - \$56,225	(18) - \$56,225	(18) - 4,800	(18) - 10,431
Community Development Block Grant (CDBG)	City of Dallas - Office of Community Care	(19) - \$50,000	(19) - \$50,000	(19) -	(19) -
		(18) - \$49,900	(18) - \$49,900	(18) -	(18) -
Emergency Solutions Grant (ESG)	City of Dallas - Office of Homeless Solutions				
		(18) - \$50,000	(18) - \$		
Community Service Block Grant (CSBG) - Poverty Alleviation	Community Council of Greater Dallas				
		(18) - \$100,000	(18) - \$100,000		
Children with Special Health Care Needs (CSHCN) Program - Case Management	Department of State Health Svcs	(19) - \$95,006	(19) - \$89,251		
		(18) - \$95,006	(18) - \$95,006		
		(17) - \$95,006	(17) - \$95,006		

G H		I	J	K
Current Contract Yr				
Start	End	Billing	Purpose	Eligibility Requirements
03/01/19	02/28/20	Unit Based Salaries & Benefits Case Mgt staff dealing with contract clients	Non-medical case management for HIV+ adults	1. HIV+ parents 2. Must live within Dallas EMA 3. Must qualify under income guidelines 4. Child must be affected by HIV/Aids 5. No identical services
03/01/19	02/28/20	Unit Based Hrs of svc (childcare)	Intermittent childcare for HIV+ parents to attend HIV related doctor appointments, counseling, or meetings.	1. Children with HIV+ parents 2. Must live within Dallas EMA 3. Must qualify under income guidelines 4. Child must be affected by HIV/Aids 5. No identical services
03/01/19	02/28/20	Unit Based Hrs of svc (childcare)	Childcare for HIV+ children (P/O babies and children upto age 13).	1. Children who are HIV/AIDS positive (P/O babies). Eff 2018- treatment plan is req 2. Must live within Dallas EMA 3. Must qualify under income guidelines 4. Child must be affected by HIV/Aids 5. No identical services
09/01/18	08/31/19	Unit Based Hrs of svc (childcare)	Intermittent childcare for HIV+ parents to attend HIV related doctor appointments, counseling, or meetings.	1. Children with HIV+ parents 2. Must live within Dallas EMA 3. Must qualify under income guidelines 4. Child must be affected by HIV/Aids 5. No identical services
10/01/18	09/30/19	Salary Allocations Teachers caring for children with AIDS under program <i>Eligibility based of Goals (# Children served, Households served, Hrs. Svc to kids)</i>	Childcare for HIV affected children while parent works, goes to school or seeks employment.	1. Must live within Dallas HSDA 2. Must qualify under income guidelines (Household < 300% poverty level) 3. Child must be affected by HIV/AIDS 4. No identical services (can't bill under another contract at same time) 5. Parent working, going to school, or seeking employment 6. Completed and updated CIF, confidentiality statement, written verification of disability (if applicable)
12/01/18	09/30/19	Line-item (prev billed by units) <i>Salaries & Benefits of teachers caring for children under program</i>	Childcare for children with special needs.	Child must have a special need, family must reside in the City of Dallas and meet income criteria
10/01/18	09/30/19		Contract Not Renewed	
	12/31/18			
09/01/18	08/31/19		Case management for families with a special needs child.	

Bryan's House - Summary of Government Contracts as of 08/19/19

U:\Finance Department\Govt Contract Overview 2019-08-06.xlsx\Recap 08/19/19 12:54:PM

A Contract	B Administrative Agency	C Award 19/18/17	D Earned 19/18/17	E Service Standard/Goal		F Actual
				Goal		
Children with Special Health Care Needs (CSHCN) Program - Family Support and Community Resources (FSCR)	Department of State Health Svcs	(19) - \$51,753	(19) - \$45,673			
		(18) - \$51,753	(18) - \$51,753			
		(17) - \$51,753	(17) - \$51,753			
Child and Adult Care Food Program (CACFP)	Texas Department of Agriculture	(19) - \$60,277	(19) - \$48,877			
		(18) - \$57,706	(18) - \$57,706			
		(17) - \$	(17) - \$			
DISD Pre -K Classrooms	Dallas Independent School District	(19) - \$40,000	(19) - \$			
		(18) - \$40,000	(18) - \$40,000			


G H		I	J	K
Current Contract Yr				
Start	End	Billing	Purpose	Eligibility Requirements
09/01/18	08/31/19		Respite care for special needs children (up to age 13).	
10/01/18	09/30/19	<u>Meal Counts</u> # of meals/snacks srvd to eligible children under our care	Provide nurshing meals to all eligible children	Children who meet eligiblity guidelines (e.g. income, family size)
			Provide academic instructions for eligible Pre K students	Must be ages 3 - 4 on September 1 of the school year



Board of Directors Meeting - 08/22/19

Appendix - Departmental Reports

2019 Development Department Dashboard (July - Dec)							
Initiatives	Project Name	Deadline	Action	Date	Status/Notes	QM	
FY18-19 Annual Report	Development, edit and send out annual report to all funders, investors and friends.	In Progress for FY 2019	AE, WN, LH, SA, AG	Send out Feb 17, 2020	Story Board Development. Staff /Dept. highlight, Board Member highlight, Donoe highlight. Abra Garrett will write success stories	Abi will edit.	
Individual Prospecting	Follow up on leads, update development plan for FY20, and start budget development - amortized sources of funding.	6/30/2020	AT, LH, DG, LG, RF, WN, TH, RG	Ongoing	Development Committee input welcome.	Update prospect moves and Charity Navigator.	
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.	Development of the Corporate Council.	Candidate Screening - Full Check.	
Memberships: Mighty Men, Jubilees	Jubilee Kick off 8/7. Alison Wood Chair. Next meeting in October. Mighty Men call to plan kickoff 8/15. Drew Schlosser, Gartner, Chair.	6/30/2020	WN, AW, RF, DS, TC	Ongoing	Call for MM kick off held 8/15. First event - planning for a tailgate at The Star to watch the Cowboys on the big screen. Do invitation and email to get more MM interest. Invite BH families to attend. BBQ. Also discussed changes to sign up on website so do not immediately hit a pay wall. Getting capacity numbers and might need to limit invites to pre-school families only or another group.	Track value for m/ships (all giving) for BH.	

2019 Development Department Dashboard (July - Dec)						
Grants (All)	Funders Forum in September. Pending grants:Tech grant - \$7000 Chi Omega Christmas Market - \$30,000 Hillcrest Foundation - \$50,000 Elizabeth Toon - \$15,000 Texas Women’s Foundation - \$30,000 Liberty Mutual - \$40,000 Capital for Kids - \$40,000 Moving forward – Mavs Foundation - \$25,000 Total pending: \$237,000	6/30/2020	AT, WN, HN	Ongoing	Linda is doing all govt. grants. WN managing other grants and contract writer/Wise. Searching for new contract writer.	Ties into finance committee goals. Paymix review.
Public Relations	OpEd - New website and Board Portal have gone live. Article in Interlocutor published week of 8/12.		AT, WN, LH	Ongoing.		Ties into program & strategic planning committee initiatives.
2019 Events/Committee 	Valiant Clay Shoot October 11, Gensler Clay Shoot November 7, RIR November 9, 2019, Spring Luncheon April 9, 2020	Depending 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 sponsorshio sales for all events.	All done with excellence from greeting to thanking at end of day.

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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	01/31/19	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		

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Committee Input & Leadership Needed

2019 Operations Department Dashboard

Initiatives	Project Name	Deadline	Action	Date	Status/Notes	QM
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	Thanks to our community partners for lending a hand. Valiant and Impact floor have made this much-needed project come true! We have new carpet and vinyl floor (planks). Be on the lookout for before and after pictures!	Agency
Payroll	Payroll is processed bi-weekly. Timesheets are submitted on Tuesday at Noon To ensure accuracy. The payroll process cannot be rushed.	Timesheets are DUE every other Tuesday by Noon	AT,SH,PS, MC, MQ	Ongoing	Timesheets are submitted on Tuesday before Noon. Payroll is processed before 4PM on Tuesday	Ties into Operations and Onboarding
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 July -August	This month we have no new hires.	Ties into Onboarding
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	*Friday, August 16, 2019 - Termination Nichelle Webster, Child Development Specialist	Training/New Hires / Termination
Staff Wellness Check	BH Staff - Do wellness checks with staff between Qtrly.	4/1/2019	BH Staff & Directors, and Managers	Ongoing	Meeting with Administrative and Childcare Staff on addressing any issues or concerns they might have.	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.	The Clinical Quality Management (CQM) site visit went well. We scored 75% overall. We scheduled Qtrly meeting with the committee.	Ties into programs & Government Grants

2019 Operations Department Dashboard

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 for Staff Holiday	BH Staff & Directors, and Managers	1/1/2019	<p>Other Events</p> <p>*Birthdays and Anniversaries *Staff Pot Luck Lunch *Special Occasions Bridal Showers, Baby Showers, Lunch provided to staff</p>	Ties into Onboarding & Staff Appreciation
Quality Management	<p>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.</p>	Ongoing	QM Committee	Quarterly Meetings or as needed for Quality Improvement	The QM Team meet to better the services at Bryan's House.	* Client Care * Patient Satisfaction * Health Outcomes
Employee of the Quarter	<p>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.</p>	Ongoing Quarterly	BH Staff & Directors, and Managers	January, April, July, October	<p>Employee of the Quarter / 2019</p> <p>* Linda White, Business Manager * Marilyn Quinones, Social Service Director</p>	Ties into Staff Appreciation

Range

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Committee Input & Leadership Needed

2019/2020 Social Services Department Dashboard (July-June)						QM
Initiatives	Project Name	Deadline	Action	Date	Status/Notes	
FY19-20 Implementation of the New FSS program model.	Continue executing program model in accordance with the Way Forward Initiative.	In Progress for 2019.	MQ, DF, SA, SP, & NR	Ongoing for FY20	Administering new self sufficiency scale to all clients enrolled in the program to better assess progress.	A new Self-sufficiency was created and reviewed by the Social Seviles team.
Government Contracts Compliance	Closely monitor ongoing changes in all RW, CSHCN, and ESG contract requirements.	Ongoing for FY19-20.	MQ, DF, SA, NR, SP, LW, YR & SH.	Effective immediately and ongoing for FY19-20.	50% of staff files have been audited, returned to case managers with feedback and guidance to ensure compliance to contracts.	Internal file audits by MQ & DF.
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.	Socail Service staff have worked in developing strong collaborations with specific health care and other community agencies to be more effective in receiving referrals.	Anticipate an increase number of referrals from those specific agencies.
Increase Client Enrollment for all Contracts	Meet with staff to review caseload statuses. 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	Effective immediately and ongoing for FY19-20.	After a careful review of caseloads and having a better understanding of the intensity of each case managers' caseload, new cases are been assign in a timely manner. The assignment is done considering the fastest availability for a client to enroll.	Decrease in time between phone screaning and enrollment by monitoring dates of calls to increase number of enrollments per month.
Professional Development & Lifelong Learning	Create and provide SS/FSS staff opportunities for professional growth and social learning.	Ongoing for FY19-20.	AE, MQ, DF, SA, SP, & NR	Onging for FY19-20.	Working on formalizing in-house training. A training plan was developed and specific objectives were identify base multiple factors including the current finding of the internal audit.	Improvements in case files on the next internal audit.
Case Management - Database System Upgrade	Meet with Steve & others to review and implement an databse 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.	Waiting for the implementation of the new data base.	MQ continues to meet with SA and others as required to succesfully meet desired outcome.

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Act



Key

MQ- Marilyn Quinones

DF- Dalia Fuentes

SA- Sandra Amaya

NR- Natasha Roman

Committee Input & Leadership Needed | SP- Sofia Page

Associate Members



BRYAN'S HOUSE

Building innovative pathways to inclusion

OVER THE PAST 30 YEARS, BRYAN'S HOUSE has served more than 23,000 children in the community. Founded in 1988 to serve children with HIV/AIDS, Bryan's House has relaunched to include a continuum of medically-managed care, early childhood education for medically fragile children, in center-based classrooms (ages 0-5) and home care services (ages 0-21).

With robust community partners, Bryan's House provides family supportive services – including homelessness prevention – helping families to rise out of poverty and thrive. Many clients are referred right out of the hospital, where they are living with their children.

The new model includes onsite care, with assessments for physical, occupational and speech therapies providing intensive physical and social intervention. Clinical and therapy managers oversee medical care that includes feeding children with gastrostomy tubes, administering breathing treatments, caring for children born to parents with HIV/AIDS, and monitoring children with heart defects and seizure disorders. All of these services are provided in

a nurturing atmosphere. Educational programming focuses on children with all types of delays and challenges.

At various healthcare forums last year, teams often comment on finding new and innovative programs to better serve their constituents. Bryan's House proposes their model be placed on or near existing medical sites. Through their honed continuum of care - parents can attend medical appointments, fees become more affordable, and overall community health (including mental health), improves.

"With funds invested to implement a medically-managed classroom using our model in new and existing medical facilities, we can have a bigger impact in the community," said **Abigail Erickson-Torres**, chief executive officer of Bryan's House. "I wonder who in our city will first see the true value of the programs we offer and partner with us? It's an exciting time."

Erickson-Torres said infants and toddlers need early evaluation and intervention.

"That can happen quickly and efficiently with new



partners," she said. "Just imagine the waiting list halved, through a few simple steps and funds over time."

Currently at Bryan's House, children referred from non-medical avenues are finding a medical home and swift access to diagnostic and therapy services. Referrals from Texas Scottish Rite Hospital, Children's Health, Medical City Healthcare, City Hospital, Parkland Health & Hospital System, Baylor Scott & White Health, Ronald McDonald House, Genesis Women's Shelter, Family Place, JWS, Community Council and other avenues come in daily. There is a long waiting list, according to Erickson-Torres.

"It's an area we want to sustainably grow to meet the need," she said. "Funding access for at-risk special needs children is sorely lacking in North Texas."

The case managers at Bryan's House works towards transitioning its children to public school after graduation from pre-K. Children who do not attend programs onsite are assisted to move into school districts around the city. The agency works with over 1,000 souls each year.

Families are also supported as they get their basic needs triaged to avoid homelessness. They can also obtain educational opportunities and find pathways to direct employment. Layering mental health services and excellence into everything they do, Bryan's House is making steady and life-changing differences for families.

Covering 83 zip codes and eight North Texas counties, Bryan's House has a \$1.9 million dollar budget that funds 28 staff members and volunteers. More than 65 percent of its funding comes from the community. In 2018, agency leadership enacted innovations to ensure children are cared for regardless of ability to pay.

Bryan's House is proud to have emerged as national leaders in the field, meeting high standards of care in accreditation and filling huge service gaps. The organization has served families with a series of fun, nurturing programs in creative environments. **Dr. Lisa Genecov**, a developmental pediatrician and board member, marvels at how the team at Bryan's House provides a home for children with special needs, with for early childhood education, after-school care, and home-based case management services.

"The staff at Bryan's House focuses on the whole child and their family, helping them reach their goals," Dr. Genecov said. "The center provides two-generational programming, including infant mental health, early



intervention services, family support, parent training and more."

Bryan's House is also a practicum site and training facility for OT/PT and speech therapy students from UT Dallas Human Development and Early Childhood Disorders Program. Four local nursing schools train students in the classrooms throughout the year. Two teachers from the Dallas Independent School District lead the pre-K classrooms at Bryan's House in a partnership with the school district.

A Texas Rising Star Agency, the organization is also accredited by the National Association for the Education of Young Children (NAEYC), received a federal CACFP award for their "Healthy Steps" Food Program, and established a weather emergency classroom, among other recent achievements.

A special forum is being convened by Bryan's House and the Dallas Foundation to discuss new pathways towards inclusion. It's set for September 12, 2019, from 11:00 a.m. to 1:00 p.m. at Old Parkland. Foundations, individuals and corporate funders will convene to discuss aspects of caring for children with special needs, funding innovations, partnerships and methods to streamline delivery of exceptional service. To register, please e-mail aerickson@bryanshouse.org. ■

UNDERWRITING CONTRACT
2020 Luncheon, Award & Speaker Panel
Wear Metallic-Color Attire or Accents

Honorary Chairs – Dr. Lisa Genecov, Betsy Kleinman
Chair – Betty Regard
April 9, 2020
Belo Mansion
11:30 a.m. – 1:00 p.m.



SPONSORSHIP LEVELS

_____ **\$25,000 Presenting**
Presenting sponsor recognition at the event
Three premier tables of ten
VIP reception invitation & photos
Name recognition on event signage, appropriate
printed materials and in ALL media formats

_____ **\$10,000 Hi-Tech**
One table of ten with exceptional seating
Pre-luncheon VIP reception invitation & photo

Name recognition on event signage, appropriate
printed materials and in the media

_____ **\$5,000 Inclusion**
One table of ten with exceptional seating
Name recognition on event signage, appropriate
printed materials and in the media

_____ **\$1,000 AI**
4 tickets to the event
Name recognition on event signage, appropriate
printed materials and in the media

_____ **\$150 Individual Ticket**

_____ **\$15,000 Pathway**
Two premier tables of ten
Pre-luncheon VIP reception invitation & photos
Name recognition on event signage, appropriate
printed materials and in the media

_____ **\$7,500 Wisdom's Hope Award**
One table of ten with preferred seating
Pre-luncheon VIP reception invitation & photo

Name recognition on event signage, appropriate
printed materials

_____ **\$2,500 Accessibility**
6 tickets to the luncheon
Name recognition on event signage, appropriate
printed materials and in the media

_____ **\$500 Diversity**
2 tickets to the event
Name recognition on event signage, appropriate
printed materials and in the media

_____ **Dutch Table (List 10 names on back for \$1,500)**

I/we cannot attend, but I/we wish to make a donation to Bryan's House in the amount of \$ _____ *

DETAILS

Individual, Foundation or Company Name: _____
Contact (if company) _____ Title _____
Name written as _____
Address _____
City _____ State _____ Zip _____
Phone _____ Email _____
Signature _____ Date _____

PAYMENT OPTIONS

My check enclosed in the amount of \$ _____ *
Credit Card – Charge \$ _____ to (circle) AMEX MASTERCARD VISA Exp. Date _____
Card Number _____ Name _____
3 Digit Sec. Code _____ Signature _____ Billing Zip Code: _____

I wish to be a sustaining donor at \$10 a month. Please charge my card until: (list year/month) _____

Please return this contract via scanned email to wnewberg@bryanshouse.org or mail with payment details to Wendy Newberg at 3610 Pipestone Road, Dallas TX 75212. If you have any questions or would like to speak directly with someone, you may contact Wendy at 214-559-3946. Thank you for your valued support. For tax purposes, your donation minus the cost of food per person (\$25) will be the deducted amount.