



Moody Early Childhood Center giving every Galveston child the opportunity to soar

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**Moody Early Childhood Center Board of Directors**  
**Board Meeting**

**Friday, April 28, 2023 @ 1:00 p.m.**

Moody Early Childhood Center 1110 21<sup>st</sup> Street Galveston, TX  
& Via Zoom

Join Zoom Meeting

<https://us02web.zoom.us/j/87175216083?pwd=RkJJSamxQZDVoYzNPZFg2LytUQWhRZz09>

Meeting ID: 871 7521 6083

Passcode: 143202

**AGENDA**

1. Call to order
2. Establish quorum / properly posted / conflicts of interest.
3. Public Comment
4. Minutes of March 24, 2023, meeting (enclosed)
5. MECC 101 (organizational chart enclosed)
6. Financial Reports
  - a. September 2022-March 2023 reports (enclosed)
  - b. Finance Committee meeting notes (distributed separately)
7. Committee Reports
  - a. Governance
  - b. Resource Development (enclosed)
  - c. Scholarship
8. Executive Director Report (enclosed)
9. Teacher Appreciation/Graduation fundraiser
10. Review and Decision: Employee Handbook (distributed separately)
11. Discussion: Life Insurance for Key Personnel (enclosed)
12. Update: GISD Contract Extension
13. Adjourn to Executive Session – The board may recess into Closed Executive Session as permitted by the Texas Open Meeting Act Government Code Sections 551.071-551.090 Sub-chapter D and E. Should any final action, final decision, or final vote be required in the opinion of the Board with regard to any matter considered in such closed meeting then the final action, final decision or final vote shall be either:
  - a. in the open meeting covered by the Notice upon the reconvening of the public meeting; or
  - b. at a subsequent public meeting of the Board upon notice thereof as the board shall determine
14. Reconvene from Executive Session and take any action warranted.
15. Confirm next meeting/adjourn



Moody Early Childhood Center: every Galveston child the opportunity to soar

**Moody Early Childhood Center Board of Directors**

**Board Meeting**

**Friday, March 24, 2023 @ 1:00 p.m.**

Randall Rm – Rosenberg Library | 2310 Sealy, Galveston, TX  
& Via Zoom

**MINUTES**

1. Call to order
2. Establish quorum / properly posted / conflicts of interest  
**Present (in person):** Angela, Betty, Jeri, Dustin, Karin (Staff), Josh (Staff), Rena (Staff), Lisa (Staff)  
**Present (online):** Amber, Chiqui (left meeting at 2:00pm), John (arrived at 1:11pm, left meeting at 2:31pm)  
**Absent:** Erica, Weez, Marcus, Karen, Deborah
3. Public Comment  
**No public present**
4. Minutes of February 24, 2023 meeting (enclosed)  
**Jeri made a motion to approve the minutes as presented. The motion was seconded by Angela. The vote was unanimous in favor of the motion.**
5. Financial Reports
  - a. September 2022-February 2023 reports (enclosed)
  - b. Finance Committee meeting notes (distributed separately)**Angela provided an overview of the reports which are included in the meeting packet.**
6. Committee Reports
  - a. Governance: Draft MECC board Calendar (enclosed)  
**Dustin presented the draft board calendar - called for input/feedback on the calendar before next month's board meeting**
  - b. Resource Development  
Betty
  - c. Scholarship
7. Executive Director Report (enclosed)

**Karin provided an overview of the report which is included in the meeting packet.**

**Josh, Rena, Lisa (staff) presented an overview of the physical education, art and literacy, STEAM, and Music enrichment programs**

8. Discussion/Action: Infant/Toddler 2023-2024 Calendar (enclosed)

**Jeri motioned to approve the IT 2023-2024 calendar as presented, John seconded the motion. Vote was unanimous in favor of the motion.**

9. Update: GISD Contract Extension

**Betty and Karin provided an overview of some of the issues related to the existing MOU that need to be addressed or clarified.**

10. Adjourn to Executive Session – The board may recess into Closed Executive Session as permitted by the Texas Open Meeting Act Government Code Sections 551.071-551.090 Sub-chapter D and E. Should any final action, final decision, or final vote be required in the opinion of the Board with regard to any matter considered in such closed meeting then the final action, final decision or final vote shall be either:

- a. in the open meeting covered by the Notice upon the reconvening of the public meeting; or
- b. at a subsequent public meeting of the Board upon notice thereof as the board shall determine

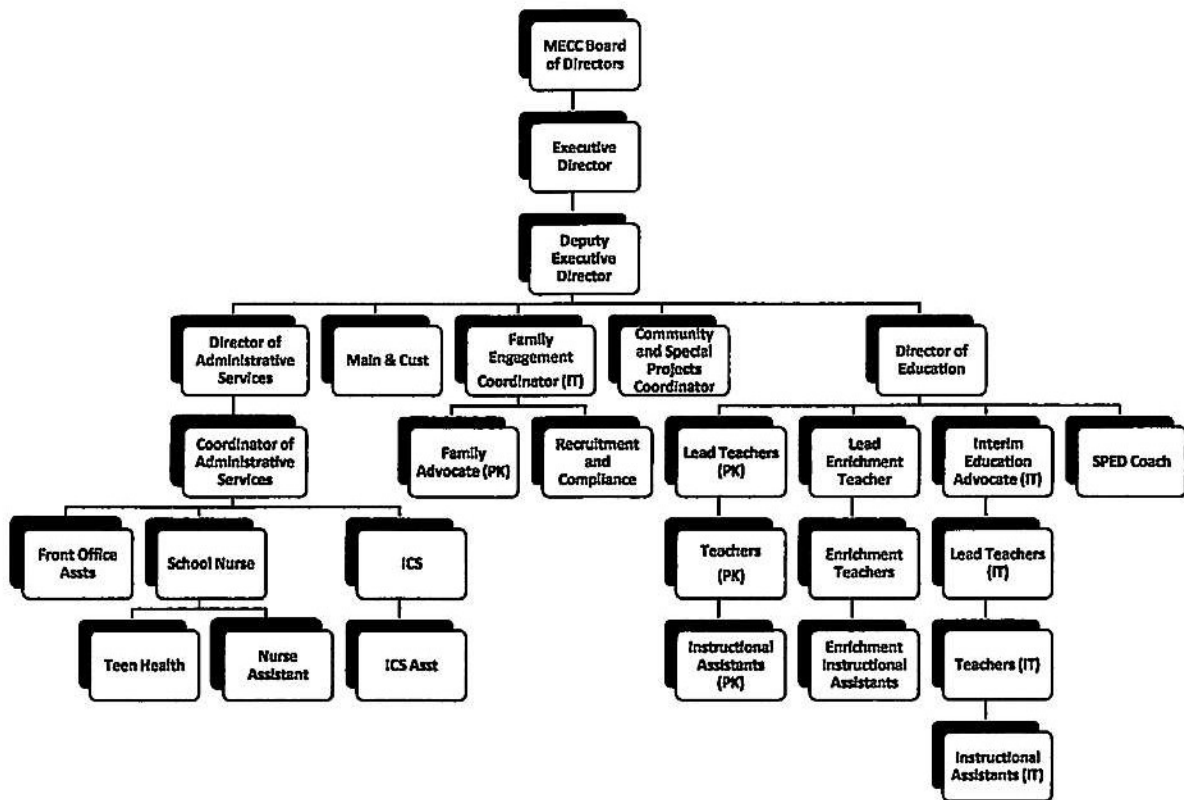
11. Reconvene from Executive Session and take any action warranted.

**Board did not adjourn to Executive Session**

12. Confirm next meeting/adjourn

**April 28 is next board meeting - Betty will not be present, so John will need to run meeting (Remind John)**

**Meeting adjourned at 2:49pm**



4/24/2023 5:48 PM

Department of Administrative Services: PEIMS (Enrollment, Attendance, ADA), Finance (Billing, Invoices, CCS, Navy and Coast Guard), HR (Calendar, Payroll, Time off, Schedule), Child Nutrition (Meals, Snacks, CACFP), Supplies (Educational, Office), Health Services (Nurse, Incident Reports, Teen Health, Incident Report Excel), Diaper Bank, Erin's House Supplies

Department of Education: Academic (Curriculum, YAG, Lesson Plans, RtI, Walkthroughs and Excel), Classroom (Furniture, Equipment, Inventory, Management), Staff Evaluations (Formative/Summative, TTESS), Student Evaluations (Developmental Checklist and Excel, Academic Goals and Excel, Report Cards, CIRCLE/CPALLS/TANGO), Staff Recruitment, Professional Development, Monthly Family Activities (child development, literacy/science/math/make and takes)

Department of Family Services: CST, 504, Special Education (Referrals, ARDS), SEL (Curriculum, Professional Development), Behavior Plans (Implementing, Monitoring), Play Therapy/Counseling, Monthly Family Classes (SEL, Parent Stress)

Department of Family Engagement: Recruitment (Staff and Students), Family Resource Referrals (Financial, Legal, Parenting, Counseling, Erin's House, Food Bank, etc.), Family Events, Organizing Monthly Parenting Classes, Scholarships, WorkForce

Department of Community and Special Projects: Student Recruitment, School Safety, Community Partnerships (Building and Maintaining), Adult Education Program

**Contact Information:**

| Title                               | Name              | Email  | Phone          |
|-------------------------------------|-------------------|--|----------------|
| Executive Director                  | Karin Miller      | <a href="mailto:karin@moodychildhoodcenter.org">karin@moodychildhoodcenter.org</a>       | (409) 761-6932 |
| Deputy Executive Director           | Antonio Ford      | <a href="mailto:antonio@moodychildhoodcenter.org">antonio@moodychildhoodcenter.org</a>   | (409) 761-6936 |
| Director of Administrative Services | Irazema Garcia    | <a href="mailto:irazema@moodychildhoodcenter.org">irazema@moodychildhoodcenter.org</a>   | (409) 761-6931 |
| Admin Services Coordinator          | Crystal Davenport | <a href="mailto:crystald@moodychildhoodcenter.org">crystald@moodychildhoodcenter.org</a> | (409) 761-6946 |
| Director of Education               | Lisa Long         | <a href="mailto:lisa@moodychildhoodcenter.org">lisa@moodychildhoodcenter.org</a>         | (409) 761-6944 |
| Interim Education Advocate (IT)     | Rena Guillory     | <a href="mailto:rena@moodychildhoodcenter.org">rena@moodychildhoodcenter.org</a>         | (409) 761-6930 |
| Community & Special Projects        | Carl Clark        | <a href="mailto:carl@moodychildhoodcenter.org">carl@moodychildhoodcenter.org</a>         | (409) 761-6937 |
| Recruitment & Compliance            | Kenyetta Freeman  | <a href="mailto:kenyetta@moodychildhoodcenter.org">kenyetta@moodychildhoodcenter.org</a> | (409) 761-6948 |
| Family Engagement                   | Malia MacKenna    | <a href="mailto:malia@moodychildhoodcenter.org">malia@moodychildhoodcenter.org</a>       | (409) 761-6935 |



April 25, 2023

To: Board of Directors

From: Betty

Re: MECC Key Staff Life Insurance

In an informal meeting that included myself, Weez and Angela, the issue of succession surfaced. This discussion, in turn, led to the key roles that Karin and Antonio play in the successful operation of MECC.

Subsequent to the informal discussion, I asked Karin to obtain costs for insuring herself and Antonio so that we could broaden the discussion. To carry \$770-800,000 life insurance policies on these two individuals with MECC as the beneficiary will cost about \$2500 a month. This is the starting point for a board discussion with no decision planned for the April meeting.

Question: do we want to pursue and if so, how much insurance coverage would carry the organization should we lose one of these individuals so critical to MECC.

PS. I hope you both take this as a compliment!

# Moody Early Childhood Center

## MONTHLY FINANCIAL SUMMARY

Prepared by Molly Yoon, YPTC

March 2023 (Month Seven of Twelve, Fiscal Year 2023)

### HIGHLIGHTS

#### EIDL Loan of \$745K is Still Outstanding

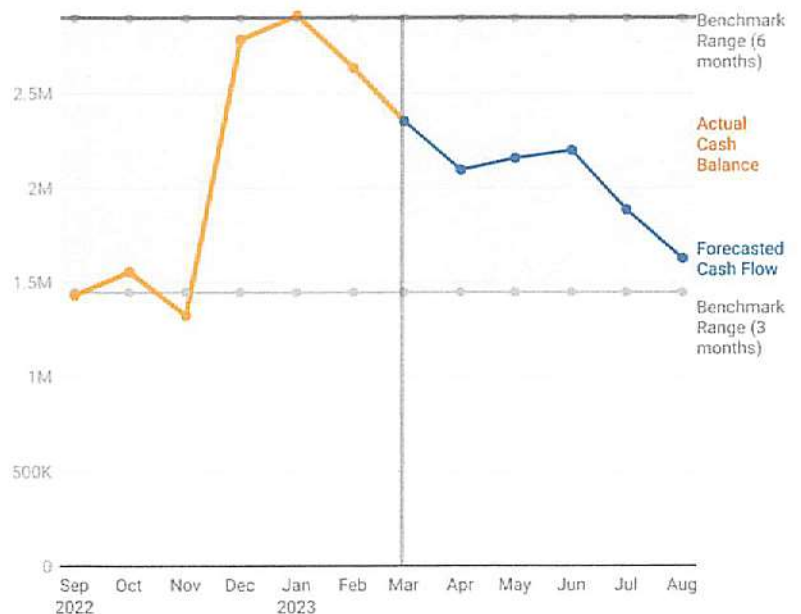
MECC is expected to have sufficient funds to repay the \$745K loan in full by the end of FYE23, assuming the Childcare Expansion Grant and ERC will be received by May. It is recommended to use the \$375K from each grant received to make two payments towards the EIDL loan, paying it off by August 2023.

#### Childcare Expansion Funds Expected to be Received by Fiscal Year End Aug 31, 2023

An additional \$24K start-up award has been granted and is expected to be received in April. This is in addition to the Initial Operating Award of \$375K which will be received once all the reports have been submitted and approved.

#### Forecasted Cash Balance is Projected to Exceed the 3-6 Month Recommended Benchmark at FYE23

Unrestricted cash is projected to exceed the 3-6 month benchmark after receiving notification regarding the Childcare Expansion Grant and ERC. This projection also includes full payment of the EIDL loan.



Recommended operating cash reserves: 3-6 months  
Stated amount based on MECC average year-to-date monthly expenses.

Chart: Molly Yoon, YPTC • Source: QBO & FY23 Budget • Created with Datawrapper

### STATUS UPDATES



#### Fiscal Year 2022-2023 Budget Updated

MECC experienced a net loss of \$1.47M through the end of March 2023, which exceeded the budget due to the timing of the Childcare Expansion Grant received after the approved budget adjustments were updated. However, it is expected that the additional Childcare Expansion Grant received will help to reduce the net loss compared to the budget.



#### Draft Audit Report Expected in Late April

HLB will provide a draft audit report, including the single audit portion, for review by the end of April, assuming that all testing selections can be completed based on the documents provided.



#### Form 990 Extension Filed, Deadline is July 15, 2023

# FINANCIAL DISCUSSIONS

## Statements of Financial Position



Cash on hand was \$2.35M as of March 31st, representing nearly 6 months of cash on hand based on the fiscal year 2023 average monthly expenses.

The long-term contribution receivable of \$3.81M represents the three-year pledge from Moody Foundation for general operating support, discounted to present value. \$1.97M was received in December 2022.

Accounts receivable was (\$13.89K) as of March 31st because \$11K of April's tuition was received the last week of March. YPTC will continue working with MECC to review and clean prior years' outstanding invoices in the coming month.

## Income Statements & Budget Analysis



### Revenues:

Total revenue of \$1.92M was 9% below the budgeted amount for the seven months ending in March 2023, this is a result of the Childcare Expansion Grant being received later than expected. However, it is expected that the additional Childcare Expansion Grant to be received in April or May will bring the revenue more in line with the budget.

### Expenses:

Total Expenses of \$3.39M were over the budget by \$22K. Significant variances are explained as follows:

- Food Services expenses were \$12.76K over budget due to the State ending the feeding of all students that occurred during COVID.
- Supplies were \$16.12K over budget due to additional purchases of classroom supplies for the start of school.
- Depreciation expense of \$62.77K was not included in the budget as it is a non-cash expense.
- Payroll and Related Expenses were under budget by \$82.56K because \$89K of budgeted IRS payroll tax repayment was accrued in FYE21.

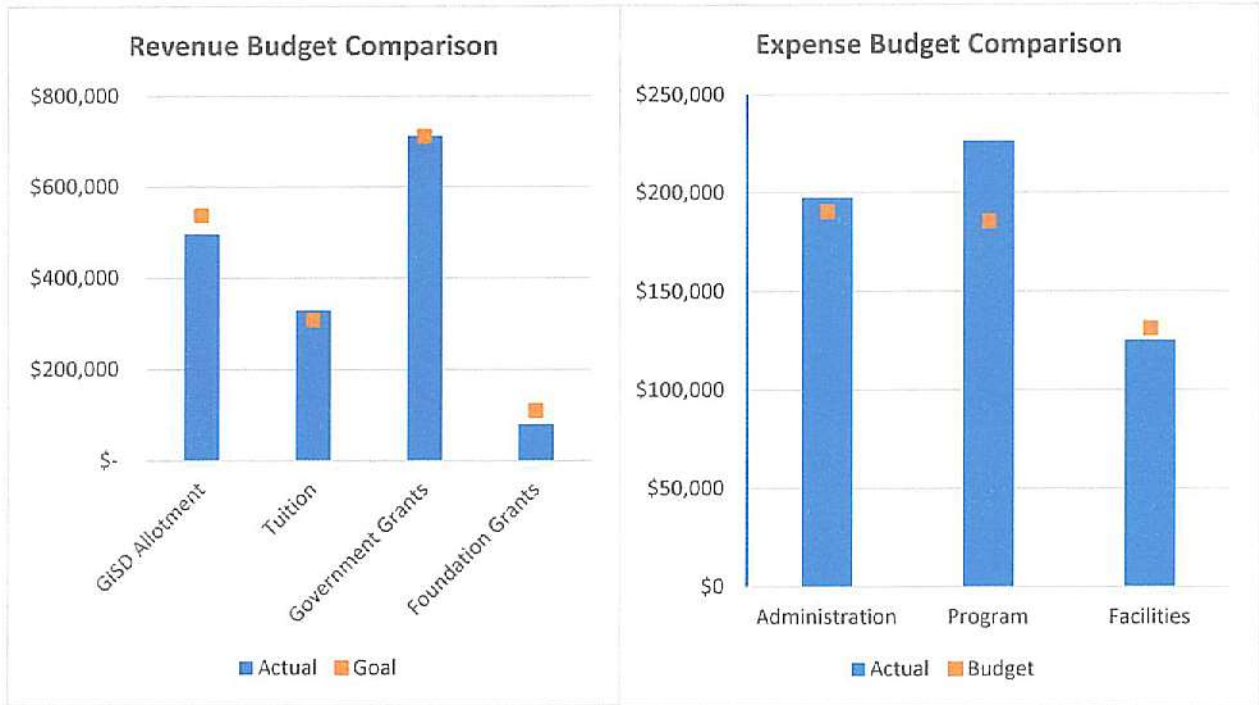
Please let me know if you have any questions or would like to discuss anything further.

## ATTACHMENTS

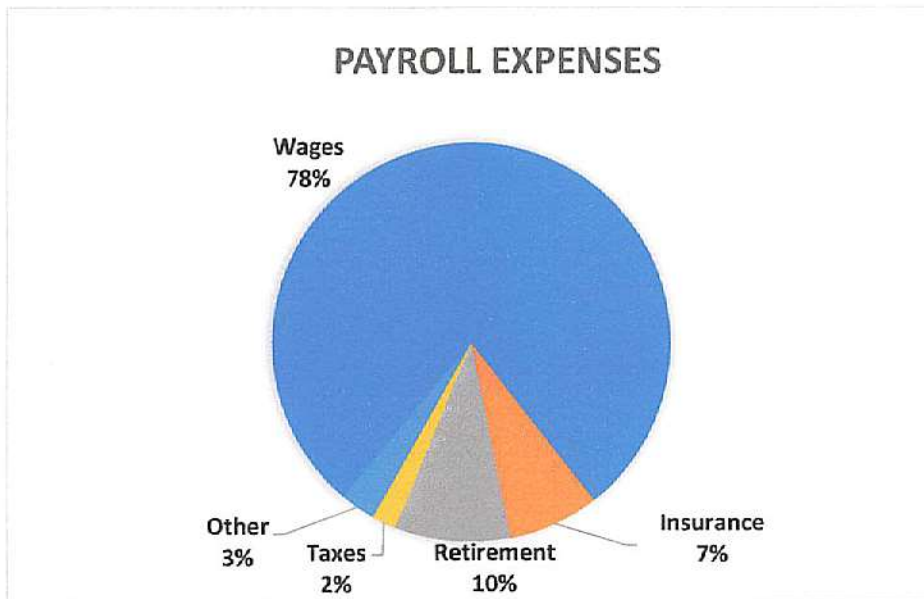
- Dashboard
- Statements of Financial Position
- Income Statements & Budget Analysis – Current Month
- Income Statements & Budget Analysis – YTD
- Statements of Cash Flows
- Rolling Forecast



**Moody Early Childhood Center  
Dashboard  
For the Seven Months Ended March 31, 2023**



The above shows actual over/under budget for each major revenue and expense category, with the exception of payroll.



**Moody Early Childhood Center  
Statements of Financial Position  
As of March 31, 2023 and 2022**

|   | <u>2023</u>         | <u>2022</u>         |
|---|---------------------|---------------------|
| <b>ASSETS</b>                           |                     |                     |
| Cash - Operating                        | \$ 129,796          | \$ 305,258          |
| Cash - Scholarship & Capital            | 80,015              | 70,515              |
| Cash - Money Market                     | <u>2,142,297</u>    | <u>1,921,165</u>    |
| Total Cash                              | 2,352,108           | 2,296,938           |
| Accounts Receivable, net                | (13,887)            | (20,109)            |
| Prepaid Expenses                        | 11,719              | 9,728               |
| Other Assets                            | <u>3,600</u>        | <u>3,900</u>        |
| Total Current Assets                    | <u>2,353,540</u>    | <u>2,290,457</u>    |
| <br>                                    |                     |                     |
| Long Term Contribution Receivable, net  | 3,805,692           | 5,772,359           |
| Fixed Assets                            | 1,084,227           | 1,063,243           |
| Accumulated Depreciation                | <u>(587,135)</u>    | <u>(476,995)</u>    |
| Total Long Term Assets                  | <u>4,302,784</u>    | <u>6,358,607</u>    |
| <br>                                    |                     |                     |
| <b>TOTAL ASSETS</b>                     | <u>\$ 6,656,324</u> | <u>\$ 8,649,064</u> |
| <br><b>LIABILITIES AND NET ASSETS</b>   |                     |                     |
| Accounts Payable and Accrued Expenses   | \$ 35,973           | \$ 12,518           |
| Payroll Liabilities                     | 125,295             | 107,944             |
| EIDL SBA Loan                           | <u>744,779</u>      | <u>751,658</u>      |
| Total Liabilities                       | <u>906,047</u>      | <u>872,120</u>      |
| <br>                                    |                     |                     |
| Total Net Assets                        | <u>5,750,277</u>    | <u>7,776,944</u>    |
| <br>                                    |                     |                     |
| <b>TOTAL LIABILITIES AND NET ASSETS</b> | <u>\$ 6,656,324</u> | <u>\$ 8,649,064</u> |

Moody Early Childhood Center  
Income Statements & Budget Analysis  
For the One Month Ended March 31, 2023

|                                | ACTUAL              |                     | BUDGET COMPARATIVE          |             | PRIOR YEAR COMPARATIVE |                             |             |
|--------------------------------|---------------------|---------------------|-----------------------------|-------------|------------------------|-----------------------------|-------------|
|                                | March 2023          | March 2023          | \$ Variance                 |             | \$ Variance            |                             |             |
|                                |                     |                     | Favorable/<br>(Unfavorable) | % Variance  | March 2022             | Favorable/<br>(Unfavorable) | % Variance  |
| <b>REVENUES</b>                |                     |                     |                             |             |                        |                             |             |
| Tuition                        | \$ 56,993           | \$ 44,167           | \$ 12,826                   | 29%         | \$ 47,780              | \$ 9,213                    | 19%         |
| Contributions                  | 55                  | 6,250               | (6,195)                     | -99%        | 5,135                  | (5,080)                     | -99%        |
| Childcare Expansion Grant      | -                   | 25,000              | (25,000)                    | -100%       | -                      | -                           | 0%          |
| Foundation Grants              | -                   | 15,625              | (15,625)                    | -100%       | -                      | -                           | 0%          |
| GISD Allotment                 | 76,855              | 76,855              | -                           | 0%          | 76,492                 | 363                         | 0%          |
| Federal Food Services          | 9,199               | 4,167               | 5,032                       | 121%        | 1,804                  | 7,395                       | 410%        |
| Federal Child Care Subsidy     | 20,285              | 23,333              | (3,048)                     | -13%        | 15,908                 | 4,377                       | 28%         |
| Interest Income                | 8,199               | 2,000               | 6,199                       | 310%        | 31                     | 8,168                       | 26348%      |
| Other Income                   | 576                 | 3,000               | (2,424)                     | -81%        | 180                    | 396                         | 220%        |
| <b>TOTAL REVENUES</b>          | <b>172,162</b>      | <b>200,397</b>      | <b>(28,235)</b>             | <b>-14%</b> | <b>147,330</b>         | <b>24,832</b>               | <b>17%</b>  |
| <b>EXPENSES</b>                |                     |                     |                             |             |                        |                             |             |
| Payroll and Related Expenses   | 393,599             | 408,333             | 14,734                      | 4%          | 330,447                | (63,152)                    | -19%        |
| Food Services                  | 17,278              | 8,083               | (9,195)                     | -114%       | 2,557                  | (14,721)                    | -576%       |
| Transportation                 | -                   | 25                  | 25                          | 0%          | -                      | -                           | 0%          |
| Family Engagement              | 178                 | 1,250               | 1,072                       | 86%         | -                      | (178)                       | -100%       |
| Occupancy                      | 900                 | 900                 | -                           | 0%          | -                      | (900)                       | -100%       |
| Professional Development       | 284                 | 2,500               | 2,216                       | 89%         | 8,315                  | 8,031                       | 97%         |
| Board Expenses                 | -                   | 375                 | 375                         | 100%        | -                      | -                           | 0%          |
| Professional Fees              | 7,150               | 8,750               | 1,600                       | 18%         | 4,532                  | (2,618)                     | -58%        |
| Educational Consultants        | 341                 | 3,750               | 3,409                       | 91%         | -                      | (341)                       | 0%          |
| Supplies                       | 608                 | 10,000              | 9,392                       | 94%         | 7,934                  | 7,326                       | 92%         |
| Repairs and Maintenance        | 19,115              | 18,750              | (365)                       | -2%         | 14,190                 | (4,925)                     | -35%        |
| COVID-19 Expenses              | -                   | -                   | -                           | 0%          | 7,612                  | 7,612                       | 100%        |
| Depreciation                   | 8,998               | -                   | (8,998)                     | -100%       | 9,369                  | 371                         | 4%          |
| Insurance                      | 3,331               | 3,876               | 545                         | 14%         | 1,488                  | (1,843)                     | -124%       |
| Childcare Expansion Expense    | 4,326               | 8,333               | 4,007                       | 48%         | -                      | (4,326)                     | 0%          |
| Interest Expense               | -                   | -                   | -                           | 0%          | 1,002                  | 1,002                       | 100%        |
| Printing and Postage           | 2,101               | 750                 | (1,351)                     | -180%       | 826                    | (1,275)                     | -154%       |
| Dues and Subscriptions         | 590                 | 833                 | 243                         | 29%         | 2,455                  | 1,865                       | 76%         |
| Bank Fees                      | 908                 | 1,250               | 342                         | 27%         | 250                    | (658)                       | -263%       |
| Technology                     | 228                 | 708                 | 480                         | 68%         | 345                    | 117                         | 34%         |
| Marketing                      | 1,337               | 1,000               | (337)                       | -34%        | 1,830                  | 493                         | 27%         |
| Other Expenses                 | 1,068               | 1,333               | 265                         | 20%         | 2,251                  | 1,183                       | 53%         |
| <b>TOTAL EXPENSES</b>          | <b>462,340</b>      | <b>480,799</b>      | <b>18,459</b>               | <b>4%</b>   | <b>395,404</b>         | <b>(66,936)</b>             | <b>-17%</b> |
| <b>TOTAL NET INCOME (LOSS)</b> | <b>\$ (290,178)</b> | <b>\$ (280,402)</b> | <b>\$ (9,776)</b>           | <b>-3%</b>  | <b>\$ (248,074)</b>    | <b>\$ (42,104)</b>          | <b>-17%</b> |

Moody Early Childhood Center  
Income Statements & Budget Analysis  
For the Seven Months Ended March 31, 2023

|                                | ACTUAL                |                       | BUDGET YEAR TO DATE COMPARATIVE |               |                             |                       | BUDGET COMPARATIVE |            |  |  |
|--------------------------------|-----------------------|-----------------------|---------------------------------|---------------|-----------------------------|-----------------------|--------------------|------------|--|--|
|                                | Year-to-Date<br>2023  | Year-to-Date<br>2023  | \$ Variance                     |               | \$ Variance                 |                       |                    |            |  |  |
|                                |                       |                       | Favorable/<br>(Unfavorable)     | % Variance    | Favorable/<br>(Unfavorable) | % Variance            |                    |            |  |  |
|                                |                       | 2023                  | 2023                            | (Unfavorable) | % Variance                  | Annual Budget         | (Unfavorable)      | % Variance |  |  |
| <b>REVENUES</b>                |                       |                       |                                 |               |                             |                       |                    |            |  |  |
| Tuition                        | \$ 329,896            | \$ 309,167            | \$ 20,729                       | 7%            | \$ 530,000                  | \$ (200,104)          | -38%               |            |  |  |
| Contributions                  | 16,433                | 43,750                | (27,317)                        | -62%          | 75,000                      | (58,567)              | -78%               |            |  |  |
| Childcare Expansion Grant      | 39,000                | 175,000               | (136,000)                       | -78%          | 300,000                     | (261,000)             | -87%               |            |  |  |
| Foundation Grants              | 80,000                | 109,375               | (29,375)                        | -27%          | 2,087,500                   | (2,007,500)           | -96%               |            |  |  |
| Government Grants              | 712,131               | 712,131               | -                               | 0%            | 712,131                     | -                     | 100%               |            |  |  |
| GISD Allotment                 | 496,290               | 537,984               | (41,694)                        | -8%           | 922,258                     | (425,968)             | -46%               |            |  |  |
| Federal Food Services          | 44,392                | 29,167                | 15,225                          | 52%           | 50,000                      | (5,608)               | -11%               |            |  |  |
| Federal Child Care Subsidy     | 148,764               | 163,333               | (14,569)                        | -9%           | 280,000                     | (131,236)             | -47%               |            |  |  |
| Interest Income                | 33,727                | 14,000                | 19,727                          | 141%          | 24,000                      | 9,727                 | 41%                |            |  |  |
| Employee Retention Credit      | -                     | -                     | -                               | 0%            | 837,000                     | (837,000)             | -100%              |            |  |  |
| Other Income                   | 20,413                | 21,000                | (587)                           | -3%           | 36,000                      | (15,587)              | -43%               |            |  |  |
| <b>TOTAL REVENUES</b>          | <b>1,921,046</b>      | <b>2,114,907</b>      | <b>(193,861)</b>                | <b>-9%</b>    | <b>5,853,889</b>            | <b>(3,932,843)</b>    | <b>-67%</b>        |            |  |  |
| <b>EXPENSES</b>                |                       |                       |                                 |               |                             |                       |                    |            |  |  |
| Payroll and Related Expenses   | 2,775,772             | 2,858,333             | 82,561                          | 3%            | 4,900,000                   | 2,124,228             | 43%                |            |  |  |
| Food Services                  | 69,341                | 56,583                | (12,758)                        | -23%          | 97,000                      | 27,659                | 29%                |            |  |  |
| Transportation                 | 72                    | 175                   | 103                             | 59%           | 300                         | 228                   | 76%                |            |  |  |
| Family Engagement              | 10,983                | 8,750                 | (2,233)                         | -26%          | 15,000                      | 4,017                 | 27%                |            |  |  |
| Occupancy                      | 6,300                 | 6,300                 | -                               | 0%            | 10,800                      | 4,500                 | 42%                |            |  |  |
| Professional Development       | 20,281                | 17,500                | (2,781)                         | -16%          | 30,000                      | 9,719                 | 32%                |            |  |  |
| Board Expenses                 | 3,160                 | 2,625                 | (535)                           | -20%          | 4,500                       | 1,340                 | 30%                |            |  |  |
| Professional Fees (Note 1)     | 59,796                | 61,250                | 1,454                           | 2%            | 105,000                     | 45,204                | 43%                |            |  |  |
| Educational Consultants        | 33,290                | 26,250                | (7,040)                         | -27%          | 45,000                      | 11,710                | 26%                |            |  |  |
| Supplies                       | 86,123                | 70,000                | (16,123)                        | -23%          | 120,000                     | 33,877                | 28%                |            |  |  |
| Repairs and Maintenance        | 125,135               | 131,250               | 6,115                           | 5%            | 225,000                     | 99,865                | 44%                |            |  |  |
| Depreciation                   | 62,770                | -                     | (62,770)                        | -100%         | -                           | (62,770)              | -100%              |            |  |  |
| Insurance                      | 26,042                | 27,132                | 1,090                           | 4%            | 46,512                      | 20,470                | 44%                |            |  |  |
| Childcare Expansion Expense    | 66,142                | 58,333                | (7,809)                         | -13%          | 100,000                     | 33,858                | 34%                |            |  |  |
| Printing and Postage           | 6,866                 | 5,250                 | (1,616)                         | -31%          | 9,000                       | 2,134                 | 24%                |            |  |  |
| Dues and Subscriptions         | 5,731                 | 5,833                 | 102                             | 2%            | 10,000                      | 4,269                 | 43%                |            |  |  |
| Bank Fees                      | 7,535                 | 8,750                 | 1,215                           | 14%           | 15,000                      | 7,465                 | 50%                |            |  |  |
| Travel                         | 413                   | -                     | (413)                           | -100%         | -                           | (413)                 | -100%              |            |  |  |
| Technology                     | 5,099                 | 4,958                 | (141)                           | -3%           | 8,500                       | 3,401                 | 40%                |            |  |  |
| Marketing                      | 7,121                 | 7,000                 | (121)                           | -2%           | 12,000                      | 4,879                 | 41%                |            |  |  |
| Other Expenses                 | 9,397                 | 9,333                 | (64)                            | -1%           | 16,000                      | 6,603                 | 41%                |            |  |  |
| <b>TOTAL EXPENSES</b>          | <b>3,387,369</b>      | <b>3,365,605</b>      | <b>(21,764)</b>                 | <b>-1%</b>    | <b>5,769,612</b>            | <b>2,382,243</b>      | <b>41%</b>         |            |  |  |
| <b>TOTAL NET INCOME (LOSS)</b> | <b>\$ (1,466,323)</b> | <b>\$ (1,250,698)</b> | <b>\$ (215,625)</b>             | <b>-17%</b>   | <b>\$ 84,277</b>            | <b>\$ (1,550,600)</b> | <b>-1840%</b>      |            |  |  |
| Net Assets, Beginning          | 7,216,600             |                       |                                 |               |                             |                       |                    |            |  |  |
| Net Assets, Ending             | \$ 5,750,277          |                       |                                 |               |                             |                       |                    |            |  |  |

**Note 1: Professional Fees by Vendor**

|                                  |                  |
|----------------------------------|------------------|
| Your Part-Time Controller, LLC   | \$ 44,105        |
| Ham, Langston, & Brezina, L.L.P. | 12,158           |
| Thompson & Horton LLP            | 3,533            |
| <b>Total Professional Fees</b>   | <b>\$ 59,796</b> |



Moody Early Childhood Center  
Rolling Forecast  
For the Year Ending August 31, 2023

|                                     | ACTUAL              |                  |                     |                     |                   |                     |                     | FORECAST            |                  |                  |                     |                     | ACT + FOR             | Annual Budget         |
|-------------------------------------|---------------------|------------------|---------------------|---------------------|-------------------|---------------------|---------------------|---------------------|------------------|------------------|---------------------|---------------------|-----------------------|-----------------------|
|                                     | September           | October          | November            | December            | January           | February            | March               | April               | May              | June             | July                | August              |                       |                       |
| <b>REVENUES</b>                     |                     |                  |                     |                     |                   |                     |                     |                     |                  |                  |                     |                     |                       |                       |
| Tuition                             | \$ 43,788           | \$ 41,588        | \$ 43,065           | \$ 48,068           | \$ 48,700         | \$ 49,707           | \$ 56,993           | \$ 45,484           | \$ 45,484        | \$ 45,484        | \$ 45,484           | \$ 45,484           | \$ 557,318            | \$ 530,000            |
| Contributions                       | 784                 | 3,010            | 11,019              | 8,451               | 1,000             | (9,685)             | 55                  | 2,730               | 2,730            | 2,730            | 2,730               | 2,730               | 30,061                | 75,000                |
| Childrens Expansion Grant           | -                   | -                | -                   | -                   | 39,000            | -                   | -                   | 24,000              | 375,581          | -                | -                   | -                   | 436,581               | 300,000               |
| Foundation Grants                   | 15,000              | -                | 20,000              | 5,000               | 40,000            | -                   | -                   | -                   | -                | -                | -                   | -                   | 80,000                | 187,500               |
| Government Grants                   | -                   | 358,068          | -                   | -                   | 358,065           | -                   | -                   | -                   | -                | 358,068          | -                   | -                   | 1,088,197             | 712,131               |
| GRSD Allotment                      | 78,855              | 78,855           | 78,855              | 78,855              | 78,855            | 35,161              | 78,855              | 78,855              | 78,855           | 78,855           | 78,855              | 78,855              | 800,565               | 822,258               |
| Federal Food Services               | 1,917               | 3,566            | 8,059               | 7,413               | 7,237             | 9,172               | 8,199               | 8,199               | 9,199            | 9,199            | 9,199               | 9,199               | 90,387                | 60,000                |
| Federal Child Care Subsidy          | 25,089              | 20,442           | 20,404              | 18,880              | 25,584            | 20,419              | 20,285              | 20,285              | 20,285           | 20,285           | 20,285              | 20,285              | 250,189               | 280,000               |
| Interest Income                     | -                   | 4,070            | 2,232               | 4,814               | 7,169             | 7,442               | 8,199               | 4,255               | 4,255            | 4,255            | 4,255               | 4,255               | 55,001                | 24,000                |
| Employee Retention Credit           | -                   | -                | -                   | -                   | -                 | -                   | -                   | 407,112             | -                | -                | -                   | -                   | 429,888               | 637,000               |
| Other Income                        | 358                 | 40               | 19,480              | 1,004               | 670               | 388                 | 578                 | 578                 | 578              | 578              | 578                 | 578                 | 23,293                | 38,000                |
| <b>TOTAL REVENUES</b>               | <b>161,745</b>      | <b>507,638</b>   | <b>196,154</b>      | <b>169,163</b>      | <b>602,080</b>    | <b>112,103</b>      | <b>172,162</b>      | <b>590,495</b>      | <b>534,064</b>   | <b>515,449</b>   | <b>159,383</b>      | <b>569,271</b>      | <b>\$ 4,310,808</b>   | <b>\$ 3,953,888</b>   |
| <b>EXPENSES</b>                     |                     |                  |                     |                     |                   |                     |                     |                     |                  |                  |                     |                     |                       |                       |
| Payroll and Related Expenses        | 398,320             | 409,001          | 428,082             | 428,803             | 372,039           | 347,122             | 393,599             | 419,127             | 419,127          | 419,127          | 419,127             | 419,127             | 4,871,407             | 4,900,000             |
| Food Services                       | 44                  | 10,375           | 10,331              | 10,269              | 8,033             | 12,011              | 17,278              | 4,187               | 4,187            | 4,187            | 4,187               | 4,187               | 90,176                | 97,000                |
| Transportation                      | -                   | -                | -                   | -                   | 72                | -                   | -                   | -                   | -                | -                | -                   | -                   | 72                    | 300                   |
| Family Engagement                   | 918                 | 200              | 5,884               | 2,995               | 688               | 313                 | 178                 | 833                 | 833              | 833              | 833                 | 833                 | 15,148                | 15,000                |
| Occupancy                           | 900                 | 900              | 900                 | 900                 | 900               | 900                 | 900                 | 900                 | 900              | 900              | 900                 | 900                 | 10,600                | 10,800                |
| Professional Development            | 5,096               | 5,793            | 1,408               | 2,865               | 2,801             | 2,236               | 284                 | 2,400               | 2,400            | 2,400            | 2,400               | 2,400               | 32,281                | 30,000                |
| Board Expenses                      | -                   | -                | -                   | 3,180               | -                 | -                   | -                   | 333                 | 333              | 333              | 333                 | 333                 | 4,825                 | 4,500                 |
| Professional Fees                   | 18,058              | 5,780            | 5,213               | 7,147               | 8,555             | 8,893               | 7,150               | 8,500               | 8,500            | 8,500            | 8,500               | 8,500               | 102,296               | 105,000               |
| Educational Consultants             | 19,561              | 2,776            | -                   | 3,050               | 7,582             | -                   | 341                 | 3,750               | 3,750            | 3,750            | 3,750               | 3,750               | 52,040                | 45,000                |
| Supplies                            | 24,303              | 10,575           | 8,187               | 74,458              | (42,540)          | 10,532              | 608                 | 7,917               | 7,917            | 7,917            | 7,917               | 7,917               | 125,708               | 120,000               |
| Repairs and Maintenance             | 10,449              | 20,404           | 19,720              | 17,793              | 14,818            | 18,836              | 19,115              | 18,887              | 18,887           | 18,887           | 18,887              | 18,887              | 208,470               | 225,000               |
| Depreciation                        | 8,029               | 8,030            | 8,718               | 8,110               | 8,987             | 8,998               | 8,998               | 8,998               | 8,998            | 8,998            | 8,998               | 8,998               | 107,780               | -                     |
| Insurance                           | 5,595               | 3,331            | 3,331               | 3,331               | 3,782             | 3,331               | 3,331               | 3,417               | 3,417            | 3,417            | 3,417               | 3,417               | 43,127                | 48,512                |
| Childrens Expansion Expense         | -                   | -                | -                   | 578                 | 61,248            | -                   | -                   | 1,200               | 1,200            | 1,200            | 1,200               | 1,200               | 72,142                | 100,000               |
| Interest Expense                    | -                   | -                | -                   | -                   | -                 | -                   | -                   | -                   | -                | -                | -                   | -                   | -                     | -                     |
| Printing and Postage                | 634                 | 827              | 694                 | 619                 | 755               | 1,036               | 2,101               | 750                 | 750              | 750              | 750                 | 750                 | 10,618                | 9,000                 |
| Dues and Subscriptions              | 510                 | 727              | 345                 | 1,143               | 693               | 1,683               | 580                 | 600                 | 800              | 800              | 800                 | 800                 | 9,731                 | 10,000                |
| Bank Fees                           | 1,198               | 1,204            | 1,157               | 1,248               | 1,237             | 595                 | 908                 | 583                 | 583              | 583              | 583                 | 583                 | 10,450                | 15,000                |
| Travel                              | -                   | 413              | -                   | -                   | -                 | -                   | -                   | 300                 | -                | -                | -                   | -                   | 713                   | -                     |
| Technology                          | 927                 | 978              | 1,088               | 228                 | 227               | 1,426               | 228                 | 700                 | 700              | 700              | 700                 | 700                 | 8,599                 | 8,500                 |
| Marketing                           | 1,479               | 1,819            | 175                 | -                   | 2,895             | (584)               | 1,337               | 1,333               | 1,333            | 1,333            | 1,333               | 1,333               | 13,786                | 12,000                |
| Other Expenses                      | -                   | 610              | 833                 | 875                 | 4,231             | 1,680               | 1,088               | 375                 | 375              | 375              | 375                 | 375                 | 11,272                | 16,000                |
| <b>TOTAL EXPENSES</b>               | <b>495,016</b>      | <b>490,747</b>   | <b>494,202</b>      | <b>588,162</b>      | <b>459,891</b>    | <b>417,011</b>      | <b>482,340</b>      | <b>483,050</b>      | <b>482,750</b>   | <b>482,750</b>   | <b>482,750</b>      | <b>482,750</b>      | <b>5,801,419</b>      | <b>5,769,612</b>      |
| <b>TOTAL NET INCOME (LOSS)</b>      | <b>\$ (333,269)</b> | <b>\$ 16,889</b> | <b>\$ (298,048)</b> | <b>\$ (388,999)</b> | <b>\$ 142,189</b> | <b>\$ (304,908)</b> | <b>\$ (290,178)</b> | <b>\$ 107,445</b>   | <b>\$ 52,214</b> | <b>\$ 32,699</b> | <b>\$ (323,367)</b> | <b>\$ 108,521</b>   | <b>\$ (1,490,610)</b> | <b>\$ (1,815,723)</b> |
| <b>CASH FLOW ADJUSTMENTS:</b>       |                     |                  |                     |                     |                   |                     |                     |                     |                  |                  |                     |                     |                       |                       |
| Net Income                          | (333,268)           | 16,889           | (298,048)           | (388,999)           | 142,189           | (304,908)           | (290,178)           | 107,445             | 52,214           | 32,699           | (323,367)           | 108,521             |                       |                       |
| Depreciation                        | 9,029               | 8,030            | 8,718               | 8,110               | 8,987             | 8,998               | 8,998               | 8,998               | 8,998            | 8,998            | 8,998               | 8,998               |                       |                       |
| Change in Receivables               | 169,475             | 95,198           | 11,304              | 1,959,290           | 9,989             | (3,893)             | 5,448               | -                   | -                | -                | -                   | -                   |                       |                       |
| Change in Other Current Assets      | 2,794               | 12,453           | 2,793               | 1,754               | (13,659)          | 18,730              | (1,315)             | -                   | -                | -                | -                   | -                   |                       |                       |
| Change in Payables                  | 25,983              | (4,807)          | (23,961)            | 8,788               | 8,878             | (10,027)            | (7,183)             | -                   | -                | -                | -                   | -                   |                       |                       |
| Change in Other Current Liabilities | 21,931              | 43,502           | 68,200              | (180,517)           | (32,906)          | 21,884              | 4,682               | -                   | -                | -                | -                   | -                   |                       |                       |
| Purchase of Fixed Assets            | -                   | -                | -                   | -                   | -                 | -                   | -                   | -                   | -                | -                | -                   | -                   |                       |                       |
| Change in Loans - EIDL              | -                   | -                | -                   | -                   | -                 | -                   | -                   | (372,390)           | -                | -                | -                   | -                   | (372,390)             |                       |
| <b>NET CASH FLOW</b>                | <b>(167,176)</b>    | <b>178,484</b>   | <b>(228,994)</b>    | <b>1,396,404</b>    | <b>124,358</b>    | <b>(271,216)</b>    | <b>(280,148)</b>    | <b>\$ (285,947)</b> | <b>\$ 81,212</b> | <b>\$ 41,897</b> | <b>\$ (314,389)</b> | <b>\$ (298,871)</b> |                       |                       |

UNAUDITED - FOR MANAGEMENT PURPOSES ONLY

Moody Early Childhood Center  
Rolling Forecast  
For the Year Ending August 31, 2023

|                                      | ACTUAL       |              |              |              |              |              |              | FORECAST     |              |              |              |              |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                      | September    | October      | November     | December     | January      | February     | March        | April        | May          | June         | July         | August       |
| Beginning, Checking                  | 248,691      | 278,749      | 387,459      | 520,618      | 237,305      | \$ 354,494   | \$ 125,635   | \$ 128,796   | \$ 166,158   | \$ 227,368   | \$ 811,373   | \$ 297,005   |
| Deposits/(Withdrawals)               | (284,250)    | (181,598)    | (232,228)    | (273,313)    | 117,169      | (278,659)    | (288,347)    | (255,947)    | 81,212       | 41,697       | (314,369)    | (256,871)    |
| Transfer from/(to) Scholarship       | 20,000       | -            | -            | (10,000)     | -            | 50,000       | -            | -            | -            | 50,000       | -            | -            |
| Transfer from/(to) Money Market      | 292,308      | 292,308      | 365,365      | -            | -            | -            | 292,308      | 292,307      | -            | 292,308      | -            | 292,308      |
| Ending, Checking                     | 278,748      | 387,459      | 520,818      | 237,305      | 354,494      | 125,635      | 129,790      | 166,158      | 227,368      | 811,373      | 297,005      | 332,442      |
| Beginning, Money Market 11010        | 1,330,709    | 1,040,478    | 1,108,250    | 743,077      | 2,411,704    | 2,418,963    | 2,428,408    | 2,142,297    | 1,848,990    | 1,848,990    | 1,557,682    | 1,557,682    |
| M.M Deposits/(Withdrawals)           | 2,074        | 358,062      | 2,232        | 1,868,717    | 7,169        | 7,443        | 8,199        | -            | -            | -            | -            | -            |
| Transfer from/(to) Checking          | (292,307)    | (292,308)    | (365,365)    | -            | -            | -            | (292,308)    | (292,307)    | -            | (292,308)    | -            | (292,308)    |
| Ending, Money Market                 | 1,040,478    | 1,108,230    | 743,077      | 2,411,704    | 2,418,963    | 2,428,408    | 2,142,297    | 1,848,990    | 1,848,990    | 1,557,682    | 1,557,682    | 1,265,374    |
| Beginning, Scholarship & Capital     | 25,015       | 120,015      | 120,015      | 120,015      | 130,015      | 130,015      | 60,015       | 60,015       | 80,015       | 80,015       | 30,015       | 30,015       |
| Transfer to Checking                 | (20,000)     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Scholarship & Capital Deposit/(Draw) | 115,000      | -            | -            | 10,000       | -            | (50,000)     | -            | -            | -            | (50,000)     | -            | -            |
| Ending, Scholarship & Capital        | 120,015      | 120,015      | 120,015      | 130,015      | 130,015      | 80,015       | 60,015       | 60,015       | 80,015       | 30,015       | 30,015       | 30,015       |
| Beginning, Total Cash                | 1,604,415    | 1,437,239    | 1,613,703    | 1,383,709    | 2,778,114    | 2,903,472    | 2,632,268    | 2,332,108    | 2,096,161    | 2,187,373    | 2,199,070    | 1,884,701    |
| Checking Deposits/(Withdrawals)      | (304,250)    | (181,598)    | (232,228)    | (273,313)    | 117,169      | (278,659)    | (288,347)    | (255,947)    | 81,212       | 41,697       | (314,369)    | (256,871)    |
| M.M Deposits/(Withdrawals)           | 2,074        | 358,062      | 2,232        | 1,868,717    | 7,169        | 7,443        | 8,199        | -            | -            | -            | -            | -            |
| Scholarship & Capital Deposit/(Draw) | 135,000      | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Ending, Total Cash                   | \$ 1,437,239 | \$ 1,813,703 | \$ 1,383,709 | \$ 2,778,113 | \$ 2,903,472 | \$ 2,632,268 | \$ 2,332,108 | \$ 2,096,161 | \$ 2,187,373 | \$ 2,199,070 | \$ 1,884,701 | \$ 1,627,630 |

**Moody Early Childhood Center**  
**Simplified Financial Statement - Operating Account**  
**For the One Month Ended March 31, 2023**

|                                    |                     |
|------------------------------------|---------------------|
| <b>Starting Balance</b>            | <b>\$117,015.00</b> |
| <b>Income</b>                      |                     |
| Draw Down/Transfer                 | \$292,308.00        |
| CCRF - Child Care Relief Funds     | \$20,335.00         |
| Grants - PEF for Family Engagement |                     |
| Tuition                            | \$62,561.65         |
| GISD Payment                       | \$76,855.00         |
| Workforce                          |                     |
| CACFP                              | \$9,199.00          |
| Scholarship Transfer               |                     |
| Foundation Grant                   | \$0.00              |
| Childcare Expansion Grant          |                     |
| Other Contribution                 | \$55.00             |
| <b>Total Income</b>                | <b>\$461,313.65</b> |
| <b>Expenses</b>                    |                     |
| Payroll                            | \$393,598.00        |
| Food Service                       | \$16,098.00         |
| General Operating                  | \$2,992.00          |
| Supplies                           | \$2,381.00          |
| Family Engagement                  | \$178.00            |
| Education Services                 |                     |
| Professional Fees                  | \$12,093.00         |
| Repairs and Maintenance            | \$18,644.00         |
| Childcare Expansion                | \$4,326.00          |
| Other                              | \$8,998.00          |
| <b>Total Expenses</b>              | <b>\$459,308.00</b> |
| <br>                               |                     |
| <b>Ending Account Balance</b>      | <b>\$119,020.65</b> |

**Starting Balance** **\$79,500.00**

**Income**

Grants

Other - Transfer **\$0.00**

**Total Income** **\$0.00**

**Expenses**

Draw Down/Transfer

Supplies

Other

**Total Expenses** **\$0.00**

**Ending Account Balance** **\$79,500.00**



**Starting Balance**                    **\$465.26**

**Income**

Grants

Other

**Total Income**                    **\$0.00**

**Expenses**

Draw Down/Transfer

Supplies

Other

**Total Expenses**                    **\$0.00**

**Ending Account Balance**        **\$465.26**

**Starting Balance**                    **\$515.08**

**Income**

Grants

Other

**Total Income**                    **\$0.00**

**Expenses**

Draw Down/Transfer

Supplies

Other

**Total Expenses**                    **\$0.00**

**Ending Account Balance**        **\$515.08**

Moody Early Childhood Center  
Simplified Financial Statement - Money Market Account  
For the One Month Ended February 28, 2023

|                                     |                       |
|-------------------------------------|-----------------------|
| <b>Initial Starting Balance</b>     | <b>\$2,426,405.77</b> |
| <b>Interest Income</b>              |                       |
| <b>Starting Balance</b>             | <b>\$2,426,405.77</b> |
| <b>Income</b>                       |                       |
| Grants                              | \$0.00                |
| Other                               |                       |
| Interest Income                     | \$8,199.21            |
| <b>Total Income</b>                 | <b>\$8,199.21</b>     |
| <b>Expenses</b>                     |                       |
| Draw Down/Transfer                  | \$292,308.00          |
| Supplies                            |                       |
| Other                               |                       |
| <b>Total Expenses</b>               | <b>\$292,308.00</b>   |
| <b>Ending Account Balance</b>       | <b>\$2,142,296.98</b> |
| <i>Reminder EIDL - \$746000</i>     | <i>\$1,396,296.98</i> |
| <i>50% in April and 50% in July</i> |                       |

## **Resource Development Committee Report**

**April 2023**

**The committee has not met for several months, but here are the major items on the immediate horizon.**

- 1. Submission of President's Cabinet request for funding of infant playground ( Thank you Karen, Karin, Deborah and John for your work and letters of support)**
- 2. Submission of requests to Mary Moody Northen Endowment and Bromberg Charitable Trust for funding to complete purchase of strollers, safety upgrades and/or equipment upgrades/replacements for existing playgrounds.**
- 3. Submission to PNC for expanded outdoor learning space (Karin is taking lead) .**
- 4. Groundwork for multi-year request to Moody Foundation. With the changes happening within the staff at the Foundation, we need to move expeditiously on a request to coincide with a contract extension with GISD that we hope will be finalized before July 1<sup>st</sup>.**
- 5. Volunteers for Yaga's Children's Fund benefit (sign up with Karin).**
- 6. Purchase of candy boxes to fund teacher appreciation and graduation activities**





*"Giving all Galveston children the opportunity to soar"*

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**MECC: Executive Director  
Board Report  
April 28, 2023**

**A. MECC 101**

- i. Quick overview of Departments, the staff, and their activities
  1. Safety
  2. Family Engagement (Recruitment, Scholarships, Community Partners, Programs, etc.)
  3. Texas Rising Star and Child Care Provider Expansion Initiative
  4. Administrative Services (Enrollment, Attendance, PEIMS, Tuition, Financial Procedures etc.)
  5. Education (Infant/Toddler, PK, Enrichment)
  6. Family Services (Student Referral Process Social/Emotional Learning, Counseling, Programs, etc.)
  7. **Succession Planning (See Org Chart attached)**

**B. Information**

- i. GISD
  1. Updating MOU
  2. May presentation on Education 101
- ii. Education – Summer
  1. June
    - RTI – Students needing additional assistance (7-noon)
    - Afterschool/Holiday Care (noon-close)
    - GISD TORS Program \$45,000
    - Summer feeding program = free
  2. July
    - Afterschool/Holiday Care
    - Summer feeding program = free
- iii. Audit
  1. Single Audit is complete - Wrapping up documentation
  2. Received extension for adult education classes
- iv. Workforce
  1. Child Care Relief Funds
    - Payments
      - i. 5<sup>th</sup> Payment (Waiting) = \$356,065.50
  2. Child Care Provider Expansion Initiative
    - i. Start-up report submitted
    - ii. Funds will be released soon

**C. Events**

- i. Site Visits
- ii. PK Field Trips
  1. Rosenberg Library Story Time

*The Moody Early Childhood Center is a private nonprofit 501 (c) (3) and does not discriminate on the basis of sex, race, color, national origin, disability, religion or age in the administration of its educational policies, admissions policies, and all other school-administered programs.*

2. The Grand Theater
3. Clay Cups (?)
4. Kids in the Kitchen (?)

**D. Upcoming Events**

- i. World's Finest Chocolate Sales (benefitting Teacher appreciation & PK Graduation)
- ii. Teacher Appreciation (1<sup>st</sup> week of May)
- iii. The Grand Kids Festival
- iv. Yaga's Wild Game Festival
  1. Volunteer
  2. Buy Tickets
  3. Donations
- v. PK Graduation – May 25<sup>th</sup>
- vi. Projects
  1. Completed painting halls
  2. Adding shelves behind changing tables (May)
  3. Painting classrooms (summer)

**E. Action Items Consideration**

- i. MECC Employee Handbook
- ii. Items for May
  - o Discussion increasing afterschool/holiday care to \$75 a week
  - o Life Insurance Policy(ies)
  - o Budget
  - o Family Handbook