

Minutes

Meeting of the Board of Directors

CHILDREN'S BEREAVEMENT CENTER OF SOUTH TEXAS

Texas Capital Bank Building, R.L. Worth Conference Room

Tuesday August 27, 2019 6:00 PM

The August 27, 2019 meeting of the Board of Directors was called to order at 6:05PM by Board Chair Scott Gruendler, who greeted attendees and confirmed that a quorum was present.

Members Present:

Scott Gruendler, Connie Gilbert, Roberto Rios, Mallory Ahl, Tony Bartys, Beverly Duke, Lauren Ferrero, Eden Gallardo, Frances Gonzalez, Dr. Raj Rajani, Chris Rulon, Ryan Sullivan, Candace Tottenham, Debra F. Weems, Jenifer Yi.

Members Not Present:

Jessica Berg, Tom Coyle (out of town, Connie Gilbert proxy); Jeff Hetrick, Andrew Himoff (schedule conflict, Scott Gruendler proxy); Jimmie Keenan (out of town, Scott Gruendler proxy); Ben Presentin; Curtis Ruder (out of town, Scott Gruendler proxy).

Scott formally welcomed new Board members Tony Bartys, Beverly Duke, Eden Gallardo, and Frances Gonzalez and asked them to share a little about themselves and their interest in serving on the Center's board. He then asked board and staff members to introduce themselves and explain their own interest in the Center.

Mission Moment:

Board Member and longtime supporter of the Center, Mallory Ahl shared a letter written by the mother of a family who had participated in the Center's program. The young husband and father – a San Antonio firefighter – died suddenly in a car accident leaving her and her children stunned and heartbroken. After participating in the Center's program for several years, she wrote about her gratitude for the Center and all it had offered her and her children.

"The Center has been a safe haven for us for three years, she wrote. "It is the only place we can strip off our protective armor and just breathe. I feel so blessed to live in a community that has this kind of program available to anyone who needs it."

Marian then shared a brief story about a donation to the Center in the Valley. As her Gold Star project for Girl Scouts, Alyssa chose to build a large bookcase for the Harlingen site and stock it with books for children, young people and adults. Alyssa raised all the money for the bookcase materials and for the books. Now, for the first time since it opened, CBC-RGV has a lending library for those who participate in its programs.

Executive Committee Meets in September

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Board Business

I. Consent Agenda

Consent Agenda included acceptance of Minutes from the May 28, 2019 Board Meeting.

Action: Minutes were approved by consensus.

II. Standing Committee Reports

Finance Committee

Chair Bobby Rios presented committee meeting minutes and Financial Statement for the period ending July 31, 2019. He reported that in early July the Center had drawn \$100,000 on the line of credit established with Frost Bank due to the lull in donations that occurs regularly during the summer, and for start-up expenses incurred for the capital campaign.

He also reported that other expenses are trending below budget, except for the \$8,000 for the Floresville site. Rios emphasized that the Finance Committee “does not anticipate needing to draw on the line of credit again anytime soon.” He asked the board to approve the statement as presented.

Action: Motion to approve Financial Statements as submitted was made by Frances Gonzales; seconded by Jenifer Yi; approved by consensus.

Conflict of Interest Statements

Managing Director Blair Thompson distributed Conflict of Interest Statement forms to each board member with a request to complete and return to him by meeting’s end. He explained that, when completing its annual 990 form for the IRS, the Center must be able to confirm that all board members are “independent” and have no vested interest in board service. Blair said he will email the form to those members not present and will ask that it be returned to him quickly.

Executive Committee

Chair Scott Gruendler asked Development Director Kristina Hernandez to provide a status report on the capital campaign. She reported that all members of the campaign committee are enthusiastic and engaged in the process, and that the goal for the campaign is \$4.9 million, which includes \$1 million to establish an endowment for the Center. She explained that the campaign committee meets every two weeks and - as of 8/27 - had raised \$1.5 million, or 31% of the total goal. She also reported that Capital Campaign Co-chairs Mike and Jodi Wood have scheduled their first campaign visit which will be with the Circle Bar Foundation.

Blair reported that he and Scott Gruendler met with Mabee Foundation leadership in Tulsa, that it was “a good meeting”, and that the Center has been encouraged to submit

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an approximate \$500,000 request for the capital campaign. Blair will write the grant proposal and submit in early September.

Kristina also reported the Center has been asked to apply for a grant of \$250,000 from the Kronkosky Foundation and has also submitted requests to the Myra Stafford Pryor Charitable Trust in San Antonio and the Brown Foundation in Houston.

Kristina then distributed the capital campaign packet to board members present and said to contact her if/when they would like more.

Process to Accomplish Strategic Plan 2020-2023

Marian explained that the last time the Center's board came together for strategic planning was in 2017, and that it is now time to prepare strategies that will take the Center from 2020 through 2023. This is especially important as the organization moves forward with the project to enlarge its physical plant, which will logically result in the expansion of program services.

To accomplish the strategic planning process, Marian explained that senior team had been engaged for many months prior with H.E. Butt Family Foundation to analyze organizational capacity issues and opportunities, and had also dedicated a full day recently with senior staff to assess strengths, weaknesses, opportunities and threats. She proposed that the next step be to set aside time in September for Executive Committee to contribute to the conversation and planning. Subsequently, it is proposed that Board Members spend four hours during the October 22nd Board Meeting to lay out the plan and timeline, under the direction of consultant facilitator Rose Mary Fry. Rose Mary will distribute all information made available to the Center by the H.E. Butt Family Foundation to board members for review to inform and assist with the process before the October session. The more detailed phase of planning will continue through a series of Strategic Planning Committee meetings held between November and January, under the direction of committee chair Ryan Sullivan. Finished product should be completed by the end of January 2020.

Review of Calendar and Committee Assignments

Scott spoke briefly about the importance of the work accomplished by standing committees and asked new board members to research these committees and decide where they would like to use their expertise and knowledge. He asked committee chairs to meet every other month to work on their areas of responsibility in order to report actions at the next full board meeting. He asked committee chairs to make sure these meetings "are on the calendar." Kristina volunteered to send out announcements about Executive Committee meetings.

Scott also reported - For Information Only – the Executive Committee voted to approve the Finance Committee motion to approve a \$45,000 capital expenditure for purchase of

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a new donor data system to replace Results Plus which the Center received at no cost from the Kronkosky Foundation in the early 2000s.

Board Development Committee

In the absence of Chair Curtis Ruder, Blair reported that the committee voted to approve new Board Members Tony Bartys and Eden Gallardo via individual electronic votes recorded on June 26, 2029 and July 13, 2029 respectively.

Action Item: Mallory Ahl requested a consensus vote that the recommendation put forward by Board Development Committee to confirm for the August meeting minutes that electronic vote approval was recorded for new members Tony Bartys and Eden Gallardo. All members affirmed.

Following approval of new board members, Blair reported that CBCST bylaws allow for 25 members on the board; total now stands at 22. He then shared the following information about the Center's Board composition: now have gender parity with 11 male and 11 female members who represent a broad cross section of San Antonio businesses and organizations, including: banking, healthcare, legal, construction, retail, nonprofit, communications, energy and financial sectors.

Scott then pointed out that two board members would rotate off in December and the committee is now seeking replacements. He advised that the Center is "actively recruiting" from H-E-B and asked board members to suggest names of anyone who would make a good board member to Curtis or one of his committee members.

Beverly Duke asked if there is a particular strength we are looking for. Marian responded that there is interest in increasing corporate representation from supporting businesses, but that each individual's attributes are most important.

Frances Gonzalez asked if it would be helpful to recruit someone from a local foundation. Blair and Marian both affirmed this idea, providing there would not be a conflict of interest should the Center ever seek funding support from that foundation.

Facilities Committee

In the absence of Chair Tom Coyle, Blair updated the board on Architectural and Engineering Tasks and Timeline for the expansion project. Blair reported that architect drawings, which show 1/3 of the completed project, were sent to Kopplow Construction to obtain an initial estimate for the project. The estimate returned was about \$240,000 (11%) over what had been anticipated. Architects have been directed to move forward with next phase of drawings as the Center looks for ways to reduce costs. He has asked for a list of subcontractors and will be looking for better pricing to bring costs in line with expectations.

He went on to explain that, because the Center has requested capital funding from the Mabee Foundation – which does not fund debt – the Center cannot sign with a contractor until after receiving a response from Mabee, hopefully in October.

Blair said he hopes to begin interviewing contractors mid-October and anticipates construction documents will be complete by mid-December. Current list of contractors includes: Kopplow Construction, Spaw Glass, Keller Martin, and Bartlett Cocke. Hope to make final decision on contractor by mid-November. He added that the “wishful hope” of Center management and staff is for new construction to be complete by November 2020. Connie Gilbert asked how much in pledges and cash do we want to have raised by groundbreaking? Blair responded that this question will be discussed further by the Finance Committee in September and will be reported to the Executive Committee at its September meeting.

Planned Giving Committee,

Chair Lauren Ferrero reported that the Center’s Board decided to start an endowment fund 18 months ago. The committee put together a team of local experts to advise and guide; followed by “months and months” of paperwork to put necessary legal and financial mechanisms in place for the Center. This effort was begun because the Center had received notice that several donors were setting aside funds in their will to fund the Center’s endowment. Lauren noted that it is the Committee’s preference to refer to this effort as “Legacy Giving”, rather than “Planned Giving.”

Blair reiterated that the endowment fund is part of the capital campaign, with a goal to set aside \$1 million in a building maintenance fund. However, the Center also needs to establish broader endowment in order to accept funds from people who have set aside money in their wills.

The committee is now vetting potential vendors who can create planned giving materials for the Center, but will wait to launch Planned Giving effort until capital campaign is completed.

Scott thanked Lauren for her tireless work on this project over the past 18 months.

Frances Gonzalez asked about targets for the endowment. Marian replied that there is room on this committee for other board members and urged them to let Lauren know if they are interested.

Strategic Planning Committee

Chair Ryan Sullivan reported on activity of the Joint Committee for future Rio Grande Valley Center Independence. He said the CBC-RGV advisory committee is very invested in this effort to obtain separate non-profit designation from the IRS. They have established a timetable for what needs to be finished in order to complete and submit the

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application. A target date of 2020 has been set for approval of a separate 501-c-3, with 2021 the goal for CBC-RGV to begin operating as an independent entity.

Resource Development Committee

Chair Scott Gruendler asked Development Director Kristina Hernandez to report on recent and upcoming fundraising activities.

Kristina shared that she has been very busy making presentations around San Antonio for the 2019 United Way Campaign. Funding received from United Way is used to support the Center's school-based services. Kristina also shared that these services will be provided in five school districts during the 2019-2020 school year: Harlandale, San Antonio ISD, South San Antonio ISD, Edgewood and possibly East Central. She also reported that the Center has been selected by Valero as one of five local non-profits to be highlighted during for their week-long United Way campaign.

Board Member Mallory Ahl reported on preparations by the Friends of CBCST for upcoming special events. *Sisterhood Soiree* will return this year on November 21 at the Center with Elizabeth Bright and Sara Brouillard chairing the friend-raising event. The *Hearts In Harmony Gala* will be held February 20, 2020 at the Mays Center at the Witte as it was last year. Scotty Macdaniel is serving as chair for this event.

No Reports:

Marketing Committee, Legal, Human Resources

III. Management Report

Marian reported the Center is open seven days per week. A general Loss peer support group meets on Saturday and averages 15-20 participants. Family Loss meets on Sunday with 30-35 in attendance. Some individual counseling also takes place on weekends, but the greatest demand is for intake appointments by families who cannot come to the Center during the week.

She then reported that Leslie Wood, Director of Grief Education & Community Response had resigned to take a job in Houston. Cecilia Gamboa, LPC has been hired to take on Leslie's responsibilities for the school-based program and comes to the Center with a wealth of experience. Program Director Tami Logsdon will fill in as needed for Wonders & Worries as the Center continues this collaboration.

Managing Director Blair Thompson reported that the Center is now operating at – or over – capacity and is necessarily open seven days per week to accommodate the demand. The number of counseling hours provided by the Center has grown substantially since 2013 and is now the service most in demand. Last year counselors provided 6,000 hours of

therapeutic counseling, and demand is expected to increase during 2019. When complete, the new space will give counseling staff the capacity to provide 16,000 therapeutic units of service annually.

Kristina then reported that the Center has been able to sell two tables for the *Kings & Queens of Good Hearts Fun Raiser*, a third-party fundraising event which will benefit the Center. She explained the Center had committed to sell four tables (at a cost of \$4,000 each) and asked board members to let her know if they know of any individual or organization that would be interested.

IV. Old and New Business

New board member Tony Bartys asked for more information about the Cherrity Bar fundraiser. Kristina explained that the Center is one of three nonprofit organizations chosen to benefit from sales at Cherrity Bar during the month of November, and that each time patrons purchase food/drinks, they receive tokens which they can use to vote for one of three nonprofits featured that month. At the end of the month, the charity with the most votes receives the lion's share of the profits from the bar. The Tourette Association of America receives 10% of the profits every month; the remaining 90% goes to the three competing charities in a 60/30/10% split to first, second, and third places, respectively. The three featured charities are chosen by the Friends of The Cherrity Bar (FOCB), a diverse panel of volunteers representing the many faces of giving in San Antonio.

Kristina urged board members to visit the Cherrity Bar website (<https://cherritybar.com>) to learn more, and to consider holding meetings, birthdays, and other celebrations at Cherrity Bar in November to ensure a win by Children's Bereavement Center.

VII. Adjournment

Meeting was adjourned at 7:30PM. The Executive Committee will meet on September 24, and all members are welcome to attend. Next regular meeting of the Board will be held on October 22nd from 4-8PM in the R.L. Worth Conference Room of Texas Capital Bank Building, 7373 Broadway. This meeting will be 4 hours long and a substantial portion of that time will be devoted to strategic planning.

Respectfully submitted,

Connie Gilbert, Secretary

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