**Junior Achievement of the Palm Beaches & Treasure Coast, Inc.**
**Board of Directors Meeting**
**Thursday, July 20, 2017 at 8:00 A.M.**
**“Telephonically”**

<table>
<thead>
<tr>
<th>I. Welcome &amp; Introductions</th>
<th>Pete Bozetarnik</th>
</tr>
</thead>
<tbody>
<tr>
<td>II. Minutes of the Board Meeting of June 15, 2017</td>
<td>Rick Stone</td>
</tr>
<tr>
<td>III. Chairman’s Report</td>
<td>Pete Bozetarnik</td>
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<td>IV. Committee Reports</td>
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<tr>
<td>A. Finance</td>
<td>Mark Veil</td>
</tr>
<tr>
<td>a) FY 17 June Financials (vote)</td>
<td></td>
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<td>b) Budget FY18 (vote)</td>
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<tr>
<td>B. Audit FY17</td>
<td>Mark Veil</td>
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<tr>
<td>C. Development</td>
<td>Dena Kennedy</td>
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<tr>
<td>D. Brand</td>
<td>Claudia Kirk Barto</td>
</tr>
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<td>E. Education</td>
<td>Rachel Ramos</td>
</tr>
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<td>F. Volunteer</td>
<td>Melissa Nash</td>
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<td>G. Board Development</td>
<td>Pete Bozetarnik</td>
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<td>H. Governance</td>
<td>John McGowan</td>
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<tr>
<td>I. President’s Report</td>
<td>Claudia Kirk Barto</td>
</tr>
<tr>
<td>V. Old/New Business</td>
<td>Pete Bozetarnik</td>
</tr>
<tr>
<td>a) Mission Statement (Vote)</td>
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<tr>
<td>b) Board Retreat Follow-Up – Focus 2018 Draft</td>
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<td>c) JA Calendar for 2017-2018</td>
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<td>VI. Adjourn</td>
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*Our mission is to prepare and inspire young people to succeed in a global economy through classroom programs and simulations that focus on work readiness, entrepreneurship, and financial literacy.”*
MINUTES OF
ANNUAL BOARD OF DIRECTORS MEETING
OF
JUNIOR ACHIEVEMENT OF THE PALM BEACHES & TREASURE COAST, INC.

THURSDAY, JUNE 15, 2017 AT 8:00 AM
“IN PERSON – WEITZ CO.”

<table>
<thead>
<tr>
<th>ATTENDED</th>
<th>NOT IN ATTENDANCE</th>
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<tbody>
<tr>
<td>Steve Bevilacqua (T)</td>
<td>Michael Becker</td>
</tr>
<tr>
<td>Joey Davis (T)</td>
<td>Pete Bozetarnik</td>
</tr>
<tr>
<td>Arty Falk (T)</td>
<td>Ken Carter</td>
</tr>
<tr>
<td>Gary Hennings</td>
<td>Dr. David Christiansen</td>
</tr>
<tr>
<td>Dena Kennedy</td>
<td>Ken Cunningham</td>
</tr>
<tr>
<td>Stephen Lenehan</td>
<td>Dr. Mary Ann DuPont</td>
</tr>
<tr>
<td>John McGowan (T)</td>
<td>David Hamilton</td>
</tr>
<tr>
<td>Melissa Nash</td>
<td>Kimberly Lea</td>
</tr>
<tr>
<td>Mike Percy (T)</td>
<td>Mark Osherow</td>
</tr>
<tr>
<td>Welsonne Renoir</td>
<td>Ellen Regnery</td>
</tr>
<tr>
<td>Glenn Schanel</td>
<td>Rick Stone</td>
</tr>
<tr>
<td>Ryan Thompson</td>
<td>Mark Wade</td>
</tr>
<tr>
<td>Michelle Tierney (T)</td>
<td>Dr. Jean Wihbey</td>
</tr>
<tr>
<td>Mark Veil</td>
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<table>
<thead>
<tr>
<th>STAFF ATTENDANCE</th>
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<tbody>
<tr>
<td>Claudia Kirk Barto</td>
</tr>
<tr>
<td>Bob Cawood</td>
</tr>
<tr>
<td>Janice Geary</td>
</tr>
<tr>
<td>Richard McDuffe</td>
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<tr>
<td>Rachel Ramos (T)</td>
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</tbody>
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I. Welcome

Dena Kennedy called the meeting to order at 8:03 a.m.

Dena welcomed Welsonne Renoir. Welsonne is the Assistant Director of Housekeeping at The Breakers which includes over 200 team members. He works on the night shift which starts at 2:30 p.m. to 11:30 p.m. Focus is turndown and overseeing laundry and any guest issues.

Dena also welcomed new staff member Bob Cawood. Bob is very excited to be a part of JA. He was previously with the Florida Fishing Academy as program manager where they did fishing and life skills training. He is the new Program Manager for Middle and High School.

II. Minutes of the Board Meeting of April 20, 2017 Dena Kennedy
Dena Kennedy asked for a motion to approve the minutes of April 20, 2017. Motion was made by Gary Hennings, seconded by John McGowan. Minutes were unanimously approved.

III. Chairman’s Report

Board Retreat: The retreat was held May 19 with about 50% of board members in attendance. It was a positive experience. Claudia was excited to have the perspective and input from both the experienced members with their knowledge and expertise and the newer members of the board with their feedback. Claudia and Rachel are working on the first draft of the strategic plan with Jackie Dant from JA USA to be presented in July.

W.A.R.S.: Dena said she felt the W.A.R.S. event went well with the changes that were made which had a very positive response. Dena felt it was more like a show with a shorter period of entertainment. The name W.A.R.S. will most likely change for next year.

JA Pivot & Pitch: Dena stated that P&P went well and it was our first time at Keiser. Staff did a great job. Kim Lea served as host and emcee. The 3 judges did a great job and the students received feedback. 2 winners – The Weiss School, Middle School and Royal Palm Beach, High School.

Caribbean Wind: With just under 150 in attendance it had great music, setting, new friends along with our major supporters. However it was more expensive to put on this year.

IV. Committee Reports

A. Finance

**Financial Statements:** Balance Sheet: At end of May cash is $135,000.00. Receivables $18,000.00 from two events and about $4,500.00 left from Caribbean Wind and $9,000.00 from W.A.R.S. which will be collected this month. There are a few items to be written off if we don't have any activity this month. At the end of May there is $164,000.00 in assets, liabilities of $12,000.00 net equity of $152,000.00. Business credit card: We received a credit from The Breakers. We paid the deposit and then we paid the entire bill due to tax exempt requirements. So they credited $5,000.00 to our BOA credit card.

**Profit & Loss Budget vs. Actual:** Year to date: Not a lot has changed. $698,000.00 in revenue through May, budgeted $900,000.00, short $200,000.00. Individual giving: $10,000.00 under; Corporate giving; never got going this year; Foundations: over as a couple of the donors designated amounts to go into events; Grant income: $52,000.00 under due to the Prime Time timing of trainings and reimbursement. We should have about $15,000.00 coming for the training that has already been done. Event: Caribbean Wind netted $23,000.00, cost us more than anticipated. Expenses:
$785,000.00 for the 11 months; budget was $871,000.00, under $85,000.00 due to salaries. Everything has already been discussed in the past months. Net loss of $87,000.00 for the 11 months. We are projecting $88,000.00 in income for June. Majority of that is $50,000.00 from Farris Foundation that we received Friday which will get us to break even. We received the Farris grant for $200,000.00 for 2 years. We sent it to the Auditors who indicated that we recognize the income in this year. Dena asked how we will show the $150,000.00. Mark answered it will be booked as a grant receivable of $150,000.00 and the entire grant of $200,000.00 will show as temporarily restricted to JA Pivot & Pitch for Middle and High School.

**Budget FY18:** Claudia passed out a copy of the FY18 Budget. We will wait to next month to approve it to give everyone a chance to go through it.

Discussion ensued with Glenn Schanel stating when the budget is presented he would like to know the strategies that we undertake to reach that budget as we haven’t met a budget for many years. We have always been under, significantly under this year, it will look differently because we are going to book the full $200,000.00 but in reality it is something that will be taken away from next year. We must have some strategies, we can’t just put down special events will go up 40% without some foundation or strategies. He won’t vote for the numbers until there are some strategies that make sense. Mark Veil said this is a cash basis budget and that for next year there will be the two (2) $50,000.00 contributions.

Mark also said that both he and Claudia will have some earlier cut off points so that expenses can be cut earlier.

Dena Kennedy asked for a motion to approve the financials as presented. Motion was made by Stephen Lenehan, seconded by Ryan Thompson. Financials were unanimously approved.

**B. Development**

Dena has agreed to chair the development committee. Claudia and Dena talked about W.A.R.S. and some changes and will start moving on that. They also talked about chairs for those events and have ideas. Claudia and Pete met with Don Remey, a major donor who was considering coming on the board but thought he could do more for us on the development committee with his connections at Lost Tree Village, Loxahatchee Club and Loblolly. Richard was hired to work on our corporate campaign. Richard, Pete and Claudia have met to relook at the corporate campaign. They looked at what we had last year and revamped it. He came up with something that is new for the $10,000.00 top sponsorship level where they will present a $1,000.00 scholarship opportunity in their name along with a social media package where he will create a video and post on Facebook and funnel it into other local affinity groups.
They recently met with Mark Llano and he gave his opinions and gave us that same advice. Richard has been here a month and has a new packet ready and would love to share it with everyone. Claudia mentioned that Richard already has meetings set up with new corporations and is going back to our existing sponsors for all of our events. The new packet incorporates corporate opportunities for someone that wants to be engaged with us and allows us to bundle events up front.

In the back of the packet is the February 10, 2018 Gala contract from The Breakers for review. The Executive Committee did approve it but wanted everyone to have it.

C. Brand

The Neighborhood Post ran a photo at JA BizTown of Clare O’Keeffe, The Esther B. O’Keeffe Foundation accepting the “keys to the city” from Claudia and Tequesta Mayor Abbey Brenner at Beacon Cove Elementary.

We had a PR person this year and now over the summer we are working with 2 interns to create a marketing plan. Everything will be on the calendar as we want a consistent brand and coverage on social media. Our interns are both majoring in PR, one is going into her senior year at Alabama and the other one is going into her freshmen year at UNF who is working both on development and brand.

We are doing a better job of telling our story both through video, social media and press releases. If you are on any of those media’s, like us, share, friend us, etc to help tell the story. Schools also post our story.

Dena noted that she has seen so much more of our brand this year.

D. Education

Rachel is happy to say we have provided service as of today 20,629 students with a total of 135,000 contact hours. Quite an increase from our goal, we are so appreciative of the program team’s hard work. The goal for next year is a 15% increase. The PBC School District MOU mentioned an 8% increase so we are meeting and exceeding those benchmarks.

We received the Farris grant so this summer we will be planning JA Pivot & Pitch. The annual calendar will include not just our large events but also the smaller program events including JA Pivot & Pitch. Also, looking at a venue for the 2 Pivots and one Pitch which is scheduled for March. The Program Team is being proactive in planning this year. Already have reached out to elementary, middle and high schools in Palm Beaches & Treasure Coast to plan meetings to meet with returning and new schools. Brittany has already secured 2 new schools to do JA in a Day model with Kaitlyn securing new schools on the Treasure Coast. JA BizTown is already full and JA BizCamp is in the planning stages with old and new
counselors. Just purchased new items for JA BizTown thanks to the Esther B. O’Keeffe Foundation.

Rachel is excited to relaunch JA Girls through the Wells Fargo grant with Joey Davis and a few others to retrain, relaunch and re-explain JA Girls with an upcoming dinner. Additional interesting elements were added which include pop up Ted Talk ask sessions with women entrepreneurs. There will be four (4) thru March. Then on March 28 (Women’s History Month) there will be a JA Girls, a Day of the Girl event. Joey, Kaitlyn and Rachel will plan this event, look for a venue which will take place afterschool hours including guest speakers, music, dinner and school supplies. She reached out to new volunteers who have agreed to participate in JA Girls such as Pace (Treasure Coast & WPB), Children’s Home Society, Joanne’s Cottage, Nell Smith Transition Home, Girl Scouts and Big Brothers/Big Sisters and Lake Worth Young Women’s Group.

Rachel then welcomed Bob Cawood. Claudia mentioned that she just received a call from BB&T who is recommitting for another 3 years to be the bank for JA BizTown. Claudia also wanted to thank the program team. Joey Davis wanted to thank Rachel since she is working on JA Girls and just in a short time period, has put in the plan. Joey is very passionate about JA Girls and plans on meeting with Rachel.

E. Volunteer Committee

Melissa Nash

Melissa wanted to say thank you to Rachel and Kaitlyn for hitting those numbers. Fundraisers and the Volunteer Voice are great. Michelle and Melissa talked about getting together with Rachel to make sure she gets what she needs on a volunteer point of view to continue this momentum, focus on what worked and what needs improvement.

Claudia said she and Melissa met and talked about the LPBC Civic Engagement Project and they want to go back to LPBC and let them know what has come out of it and how important it was. They want to re-engage some alumni. Volunteers now are not our biggest challenge with doing such a great job this year by getting them recruited, recognized and retained. She would like to measure our retention this year. Dena said the follow up with our volunteers had a positive impact and we need to continue sending out those thank you cards.

F. Board Development

Claudia Kirk Barto

In the packet is the new prospective board members for review. Claudia continues to check in with them. She had to reschedule lunch with Roger Amidon. The following folks are ready to move forward: Trey Fogg, Curtis James, Margo Kohlhoff, Lee Anne LaBanz, Michael Mathé, Bob Schafer and Darrell Searcy. We need everyone to be active and engaged. She is speaking with them to see if they will be committed. Gary Hennings offered to follow up with Bob Schaffer.
G. Governance

As to the resignations in the packets, they are effective the date they submit them. No vote needed. Those who John McGowan nomi- nates for the class of 2020 are: David Hamilton, Gary Hennings, Melissa Nash, Mark Wade, Rick Stone and John McGowan. They are the members of the class of this year and have agreed to continue for another term.

Dena asked about the different groups of board members to which John indicated that they are staggered. John said they are divided into 3 classes with 3 year terms. The ones elected today will be from 2017-2020 and then the ones who will come up in next year’s class are: Pete Bozetarnik, Dr. David Christiansen, Ellen Regnery, Stephen Lenehan, Mike Percy, Glenn Schanel, Ken Carter, and Mark Veil. The class after that are: Dr. Mary Ann DuPont, Arty Falk, Dr. Kim Lea, Joey Davis, Ryan Thompson, Steve Bevilacqua, Welsonne Renoir and Dena Kennedy. It is set up this way to so we don’t have to come up with a whole board at one time.

John McGowan asked for a motion to accept the above board members to this year’s class. Motion was made by John McGowan, seconded by Mark Veil. The Class of 2020 was unanimously approved.

H. Staff

We are currently fully staffed. Just hired camp counselors to run JA BizCamp for the summer. Also, have the 2 interns in the office. JA BizCamp will be for 3 weeks starting July 12-28 at Rosarian. It is fully booked. Melissa Nash said if a camp doesn’t show up, she will fill out that spot. We sign contracts with camps. If a board member would like to drop by they are welcome any day. Campers arrive at 9:00-2:30. Rachel will send out the JA BizTown schedule so everyone can see what they are doing that week in her calendar of events. Email, text or call Rachel, Kaitlyn or Brittany as they will all be there so they can know who is coming. Challenge is parking at Rosarian. Park across the street if they can’t park in the lot out front.

I. President’s Report

Claudia thanked everyone for attending the board retreat and being so active, and engaged, doing the homework and filling out the survey. The main focus was how we change the board meetings to be more engaging and proactive.
Also, with all the hard work of the staff, we did have turnover again but it has now been positive. With the program team doing an amazing job, we now have an opportunity to apply for the “Star Award” with JA USA. This reflects on our growth in student numbers, contact hours and our financial growth. We still have a lot to do but looking to change the face of JA and move forward. Non Profits First will be in the office next week review 300 items, both operationally and financially: How do we keep HR files, are we following the mail procedures, tracking our daily cash, etc. This will take place on Wed., June 21. They will stay all day, similar to the annual audit. It’s been a lot of work on Janice, Rachel and Yvette to get that ready and prepared. It is good for one year. Every 3 years it is an in depth audit so next year it will be a desk audit with about 5 items. Rachel said operationally we are amazing and it’s been a great collaborative effort in the office.

V. Old and New Business

Dena Kennedy

a) Audit – FY18: Gary Hennings said the committee met with auditors. Dates are August for work, September audit committee meeting and then it will be presented to the board in October. We are ahead of schedule.

b) Board Retreat – Survey – The survey is open until the end of today and it goes to those that have not done it. Dena asked us to send it out again along with the Budget. Below is the link:

https://juniorachievementusa.formstack.com/forms/junior_achievement_board_retreat_satisfaction_survey

c) By-Laws – Claudia asked that the board look at the By-Laws that were sent out. Claudia said when she was reviewing them that there was 2 items she found regarding facsimile and having a 30% quorum (very low) for decisions by the board. If anyone has any questions, send them to John McGowan. We will review them this fall.

VI. Adjourn

Dena Kennedy asked for a motion to adjourn. Motion was made by Melissa Nash, seconded by John McGowan. All in favor, none opposed, meeting was adjourned at 8:58 am.

Minutes recorded via: iMeet and transcribed by: Janice Geary

Date: June 26, 2017

Signature: ________________________________

Board Secretary Approval: Print Name __________________ Date: __________

Signature: _________________________________
### ASSETS

**Current Assets**
- **Checking/Savings**
  - 1000 · Cash & Equivelents: $157,749.87
  - 1100 · Petty Cash: $435.57
- **Total Checking/Savings**: $158,185.44

**Accounts Receivable**
- 1200 · Accounts Receivable: $187,605.68
- **Total Accounts Receivable**: $187,605.68

**Other Current Assets**
- 1300 · Prepaid Expenses: $5,000.00
- **Total Other Current Assets**: $5,000.00

**Total Current Assets**: $350,791.12

**Fixed Assets**
- 1400 · Furniture, Equipment & Computer: $10,518.88
- **Total Fixed Assets**: $10,518.88

**TOTAL ASSETS**: $361,310.00

### LIABILITIES & EQUITY

**Liabilities**

**Current Liabilities**
- **Accounts Payable**
  - 2000 · Accounts Payable: $1,453.61
- **Total Accounts Payable**: $1,453.61

**Credit Cards**
- 2010 · Business Credit Card: $2,850.16
- 2060 · Publix Card - 0078: $18.46
- **Total Credit Cards**: $2,868.62

**Other Current Liabilities**
- 2100 · Payroll Liabilities: $-3,004.49
- 2170 · Accrued Liabilities: $11,349.14
- **Total Other Current Liabilities**: $8,344.65

**Total Current Liabilities**: $12,666.88

**Total Liabilities**: $12,666.88

**Equity**
- 3300 · Restricted Fund - General: $28,020.20
- 3500 · Unrestricted Fund Balance: $704,927.34
- 3600 · Unrestricted Retained Earnings: $-493,143.95
- Net Income: $108,839.53
- **Total Equity**: $348,643.12

**TOTAL LIABILITIES & EQUITY**: $361,310.00
**Junior Achievement of the Palm Beaches & Treasure Coast, Inc**

**Profit & Loss Budget vs. Actual COLLPASED**

**July 2016 through June 2017**

<table>
<thead>
<tr>
<th>Ordinary Income/Expense</th>
<th>Jun 17</th>
<th>Budget</th>
<th>$ Over Budget</th>
<th>Jul '16 - Jun 17</th>
<th>Budget</th>
<th>$ Over Budget</th>
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<tr>
<td>Income</td>
<td></td>
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<tr>
<td>4000 · Individual Giving</td>
<td>510.00</td>
<td>25,000.00</td>
<td>-24,490.00</td>
<td>32,168.24</td>
<td>67,500.00</td>
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<td>4100 · Corporate Giving</td>
<td>2,968.72</td>
<td>8,000.00</td>
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<td>4200 · Foundations</td>
<td>25,000.00</td>
<td>10,000.00</td>
<td>15,000.00</td>
<td>442,552.00</td>
<td>321,000.00</td>
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<td>4300 · Special Events Gross</td>
<td>-777.65</td>
<td>6,100.00</td>
<td>-6,877.65</td>
<td>212,927.18</td>
<td>364,700.00</td>
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<td>4400 · Special Events Costs</td>
<td>-1,194.20</td>
<td>-2,100.00</td>
<td>905.80</td>
<td>-145,732.25</td>
<td>-172,350.00</td>
<td>26,617.75</td>
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<td>4600 · Grant Income</td>
<td>240,386.17</td>
<td>32,921.00</td>
<td>207,465.17</td>
<td>436,708.52</td>
<td>281,583.00</td>
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<td>4700 · Clubs &amp; Organizations</td>
<td>0.00</td>
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<td>0.00</td>
<td>5,000.00</td>
<td>-5,000.00</td>
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<tr>
<td>4800 · Tuition &amp; Fees</td>
<td>200.00</td>
<td>2,500.00</td>
<td>-2,300.00</td>
<td>5,200.00</td>
<td>12,000.00</td>
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<tr>
<td>4850 · In-Kind Contributions</td>
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<tr>
<td>4865 · Company Programs</td>
<td>0.00</td>
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<td>4885 · Franchise Fee</td>
<td>-3,848.92</td>
<td>-3,850.00</td>
<td>1.08</td>
<td>-38,489.20</td>
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<td>4900 · Investment Income</td>
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<td>0.00</td>
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<tr>
<td>Total Income</td>
<td>267,439.82</td>
<td>78,571.00</td>
<td>188,868.82</td>
<td>964,189.93</td>
<td>980,433.00</td>
<td>-16,243.07</td>
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<td>Gross Profit</td>
<td>267,439.82</td>
<td>78,571.00</td>
<td>188,868.82</td>
<td>964,189.93</td>
<td>980,433.00</td>
<td>-16,243.07</td>
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<tr>
<td>Expense</td>
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</tr>
<tr>
<td>Postage &amp; Printing</td>
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<tr>
<td>5000 · Salaries/Taxes/Benefits/Train</td>
<td>46,269.67</td>
<td>57,297.00</td>
<td>-11,027.33</td>
<td>567,383.12</td>
<td>694,061.00</td>
<td>-126,677.88</td>
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<tr>
<td>5500 · Consulting/Professional Fees</td>
<td>1,547.52</td>
<td>1,735.00</td>
<td>-187.48</td>
<td>58,886.82</td>
<td>42,210.00</td>
<td>16,676.82</td>
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<tr>
<td>6000 · Repairs &amp; Maint/Computer Service</td>
<td>3,125.02</td>
<td>1,417.00</td>
<td>1,708.02</td>
<td>29,913.89</td>
<td>17,520.00</td>
<td>12,393.89</td>
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<tr>
<td>6500 · Programs and Program Support</td>
<td>6,084.67</td>
<td>4,138.00</td>
<td>1,946.67</td>
<td>115,285.93</td>
<td>100,381.00</td>
<td>14,904.93</td>
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<tr>
<td>7000 · Office/Postage/Printing/Outside</td>
<td>4,768.90</td>
<td>5,089.00</td>
<td>-320.10</td>
<td>62,888.47</td>
<td>72,252.00</td>
<td>-9,363.53</td>
</tr>
<tr>
<td>7500 · Other G &amp; A Expenses</td>
<td>2,845.39</td>
<td>1,612.00</td>
<td>1,233.39</td>
<td>20,992.17</td>
<td>16,047.00</td>
<td>4,945.17</td>
</tr>
<tr>
<td>Total Expense</td>
<td>64,641.17</td>
<td>71,288.00</td>
<td>-6,646.83</td>
<td>855,350.40</td>
<td>942,471.00</td>
<td>-87,120.60</td>
</tr>
<tr>
<td>Net Ordinary Income</td>
<td>202,798.65</td>
<td>7,283.00</td>
<td>195,515.65</td>
<td>108,839.53</td>
<td>37,962.00</td>
<td>70,877.53</td>
</tr>
<tr>
<td>Net Income</td>
<td>202,798.65</td>
<td>7,283.00</td>
<td>195,515.65</td>
<td>108,839.53</td>
<td>37,962.00</td>
<td>70,877.53</td>
</tr>
</tbody>
</table>
Attached is the proposed budget for fiscal year 2017-2018. This memo should provide some insight as to the thought process that went into formulating the budget. Overall, I am proposing budgeted revenues of $984,263 and budgeted expenses of $975,822 for 2017-2018, which results in an excess for the year of approximately $8,441. The proposed revenue budget represents an increase over the actual revenues for fiscal year 2016-2017 of approximately $142,000. The proposed expense budget represents an increase over the actual expenses for fiscal year 2016-2017 of approximately $121,000. I believe the budget is achievable and will help us meet the demand for JA Programs with a strategic focus on the career and choice pathways within the school districts. We hope to reach and engage a larger donor base by partnering with additional industry clusters. We will be able to do this through our energetic and enthusiastic staff that is writing more grants, setting up more meetings, making more calls and thus creating new relationships and making more “asks”. The Development position is being given monthly goals to monitor progress just like the rest of the team. The entire JA team will have an opportunity to be a part of the development team.

Revenues

The significant revenue increases are budgeted to be in the following areas: individual giving, corporate giving, and special events.

Individual Giving – The proposed revenue of $67,500 represents an increase of approximately $36,000 over the actual amount received in 2016-2017. I believe this can be achieved because of our new relationships with individuals and expanding existing ones.

Corporate Giving – The proposed revenue of $76,500 represents an increase of approximately $57,000 over the actual amount received in 2016-2017. The corporate giving campaign will be relaunched with a new marketing package, renewed enthusiasm and a Development director that will focus efforts in this area. I believe this to be a conservative goal to get companies to sign on to JA BizTown and JA Finance Park, as well as buy into the idea of corporate social responsibility. This package has been designed to be used as a tool for all staff to engage new partners.

Special Events - The proposed revenue of $382,700 represents an increase of approximately $170,000 over the actual amount received in 2016-2017. I believe this can be achieved with the hiring of a dedicated special events coordinator. The Special Events will see increases as follows, with the majority of the increases coming with the addition of the Global Entrepreneurship Week (GEW) luncheon and expansion of the JA Gala.

Play for JA Golf and Bowling will expand this year but we budgeted conservatively.

Global Entrepreneurship Week was a hit last year and we are expanding it to include a luncheon with a keynote speaker. So GEW will be an opportunity for new income this year and we are budgeting revenue of $40,000 from this event
Golf Classic should remain steady with a few more sponsors.

JA Gala will be undergoing a restructuring to develop and engage our Community Partners, opening up the options for sponsor and table sales. Using the gala as a way to honor our community partners and recognize volunteers. We will have new chairmen and a committee this year that will lead to increased support. I am proposing a significant revenue increase from $112,000 in 2016-2017 (excluding foundation support) to $150,000 for 2017-2018.

MAD Science will continue its growth through community partnerships.

Caribbean Wind will see a growth in sponsorships and increased ticket sales with an engaged committee and Young Executive Society engagement.

The Foundation budget is a conservative one based on FY17’s actuals. The team will continue to look for new foundations and changing priorities of foundations that have previously denied JA. We know that we will have at least a $50,000 increase in 2017-2018 as a result of the Farris Foundation grant proceeds.

Grants were based on existing grants we have received this year that are likely to renew, plus those that have already committed like United Way of Palm Beach County and PrimeTime. We will continue to pursue new opportunities like the Children’s Services Council in St. Lucie County funding for after school programs.

Tuition and Fees are those that have paid for programs in the past and are likely to do so again.

Expenses

The significant expense increases are budgeted to be in the following areas: Salaries, Rent, Conferences.

The largest proposed increase in expenses is for salaries, increasing from $420,000 in 2017 to $514,000 in 2018. The budget is based on filling all the positions, program team increases to bring them up to equip-comp levels, and adding new staff (Elementary Program manager (FT), JA BizTown Assistant (PT), an Events Coordinator (PT)). In conjunction with the proposed salary increases, benefits and payroll taxes are estimated to increase approximately $24,000

There is a proposed increase of approximately $8,000 in conferences so that we can focus on staff development as well.

There is a proposed increase in program material costs of approximately $26,000 over 2017 actual as a result of serving additional students and expanding in our market area.

Contract labor is anticipated to decrease approximately $13,000 as a result of no longer using our public relations firm.

While the proposed budget is aggressive in certain areas, I am confident that we can achieve these results with our new staff members, and the commitment and involvement of the Board. If I see that we are not achieving our budgeted results, I am prepared to make cuts to offset any significant revenue shortfalls. Moving forward in this direction will help JA continue to meet our vision and mission and serve the younger generations in our service area. The proposed increase in student reach is 25%.
Please note that the budget is prepared on a cash basis so that we can monitor our cash needs throughout the year. On an accrual basis, we will have expenses in excess of revenues (net loss) of approximately $95,500, because our budget includes $100,000 of cash for the Farris grant, but on an accrual basis the revenue was fully recognized in 2016-2017.
### Ordinary Income/Expense

<table>
<thead>
<tr>
<th>Income</th>
<th>FY18 Budget Total</th>
<th>FY 17 Budget Total</th>
<th>FY 17 Actual Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>4000 - Individual Giving</td>
<td>10,000</td>
<td>25,000</td>
<td>67,500</td>
</tr>
<tr>
<td>4030 - Special Events Gross</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Play for JA</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Caribbean Wind</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Golf Classic</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>MAD Science</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>GALA</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>GEW Luncheon</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total 4300 - Special Events Gross</td>
<td>-</td>
<td>7,900</td>
<td>17,500</td>
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<tr>
<td>4399 - Special Events Costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Play for JA</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Caribbean Wind</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Golf Classic</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>MAD Science</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>GALA</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>GEW Luncheon</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total 4399 - Special Events Costs</td>
<td>(50)</td>
<td>(5,000)</td>
<td>(4,000)</td>
</tr>
<tr>
<td>4700 - Government Funding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4800 - Grant Income</td>
<td>63,158</td>
<td>87,921</td>
<td>168,000</td>
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<tr>
<td>4810 - Clubs &amp; Organizations</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4820 - Tuition &amp; Fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4860 - In-Kind Contributions</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4865 - Company Programs</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4999 - Franchise Fee</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Income</td>
<td>73,158</td>
<td>6,057</td>
<td>41,358</td>
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</table>

### Expense

<table>
<thead>
<tr>
<th>Expense</th>
<th>FY18 Budget Total</th>
<th>FY 17 Budget Total</th>
<th>FY 17 Actual Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>5000 - Personnel</td>
<td>53,000</td>
<td>45,800</td>
<td>35,940</td>
</tr>
<tr>
<td>5100 - Salaries</td>
<td>4,055</td>
<td>5,000</td>
<td>5,000</td>
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<tr>
<td>5200 - Payroll Taxes</td>
<td>3,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>5300 - Employee Benefits</td>
<td>1,920</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>5400 - Emp. Defined Benefit Plan</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>5500 - Mileage</td>
<td>12,500</td>
<td>17,500</td>
<td>17,500</td>
</tr>
<tr>
<td>5650 - State Unemployment Taxes</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>5700 - Worker's Comp</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>5750 - Payroll Services Fee</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Total 5000 - Personnel</td>
<td>57,962</td>
<td>53,067</td>
<td>54,359</td>
</tr>
<tr>
<td>5800 - Building Related</td>
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</tr>
<tr>
<td>5900 - Rent</td>
<td>3,287</td>
<td>3,345</td>
<td>3,345</td>
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<tr>
<td>6000 - Repairs &amp; Maintenance</td>
<td>1,920</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>6100 - Telephone</td>
<td>333</td>
<td>333</td>
<td>333</td>
</tr>
<tr>
<td>6200 - Utilities</td>
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<td>111</td>
<td>111</td>
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<tr>
<td>Total 5800 - Building Related</td>
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<td>4,454</td>
<td>4,454</td>
</tr>
<tr>
<td>6300 - Travel &amp; Training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6310 - Conferences</td>
<td>150</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>6320 - Training</td>
<td>600</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>6340 - Moving Expenses</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Total 6300 - Travel &amp; Training</td>
<td>1,550</td>
<td>1,550</td>
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<tr>
<td>6400 - Equipment &amp; Supplies</td>
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<tr>
<td>Category</td>
<td>Amount</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>9,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>85,851</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>91,951</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>85,851</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total 7000 - Outside Services</strong></td>
<td>107,698</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Scholarships Given</strong></td>
<td>5,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>91,951</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>85,851</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PROPOSED FY18 BUDGET**

- **Miscellaneous Expense**
  - **Contribution**
  - **Bad Debt Expense**

- **9070 - Bank Charges**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**

- **Total 9050 - Interest Expense**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**

- **Total 9050 - Interest Expense**
  - **25**
  - **25**
  - **25**
  - **25**
  - **25**

- **Net Income**
  - **107,698**

- **Beginning cash balance**
  - **158,185**
  - **144,737**
  - **76,247**
  - **31,934**
  - **(11,604)**

- **End of Month Cash Balance**
  - **144,737**
  - **76,247**
  - **31,934**
  - **(11,604)**

- **Scholarships Given**
  - **5,000**
<table>
<thead>
<tr>
<th></th>
<th>NAME</th>
<th>DATE</th>
<th>YES</th>
<th>NO</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Amidon, Roger</td>
<td>Apr-17</td>
<td></td>
<td></td>
<td>Singer Island Marriott &amp; Spa, General Manager-Claudia reached out in Nov. 2015 for meeting and is on Forest Hill Advisory Board. She is mtg 5/12/17</td>
</tr>
<tr>
<td>3</td>
<td>Cardenas, Joe</td>
<td>Apr-17</td>
<td></td>
<td></td>
<td>New entrepreneur - Was with BB&amp;T - Referral of Melissa Nash &amp; David Hamilton. Claudia will follow up with both Melissa and David.</td>
</tr>
<tr>
<td>4</td>
<td>Deese, John</td>
<td>Apr-17</td>
<td></td>
<td></td>
<td>Claudia will circle back at the end of February. John attended WARS &amp; will remain a supporter but won’t being moving forward in the process.</td>
</tr>
<tr>
<td>5</td>
<td>Dodge, Dusty</td>
<td>Apr-17</td>
<td></td>
<td></td>
<td>Banker-Claudia is circling back -post baby. May 17</td>
</tr>
<tr>
<td>6</td>
<td>Duffell, Andrew</td>
<td>Apr-17</td>
<td></td>
<td></td>
<td>Tom Weber will reach out to him. Mr. Duffell is from Research Park &amp; an email will be sent to set up a meeting. Claudia will now follow up.</td>
</tr>
<tr>
<td>7</td>
<td>Fogg, Trey</td>
<td>Mar-17</td>
<td></td>
<td></td>
<td>Claudia met with Trey who is from Fifth Third Bank on March 10th-He was sent a new board packet.</td>
</tr>
<tr>
<td>8</td>
<td>Goldstein, Gabriel</td>
<td>Feb-17</td>
<td>X</td>
<td></td>
<td>He is participating in GEW &amp; has been teaching JA classes. Attended STEAM lunch on Feb. 1st and MADS 3/10-coffee on 5/9/17</td>
</tr>
<tr>
<td>9</td>
<td>James, Curtis</td>
<td>Apr-17</td>
<td></td>
<td></td>
<td>Claudia met with John Fischetti again and he recommended Curtis who is an Engineer with Sikorsky. Claudia, John and Curtis had lunch on 4/7 &amp; sent him a board packet.</td>
</tr>
<tr>
<td>10</td>
<td>Kohlhoff, Margo</td>
<td>May-18</td>
<td></td>
<td></td>
<td>Looking for a new board to join. Claudia has worked with in the past as committee and board member of other organizations.</td>
</tr>
<tr>
<td>11</td>
<td>LaBanz, LeeAnne</td>
<td>Feb-17</td>
<td></td>
<td></td>
<td>Co-Chair of Education Committee &amp; still contemplating board engagement</td>
</tr>
<tr>
<td>12</td>
<td>Magar, Mary Lynn</td>
<td>Apr-17</td>
<td></td>
<td></td>
<td>Claudia will reach out after session in May. Nick Romanello initial contact.</td>
</tr>
<tr>
<td>13</td>
<td>Mathé, Michael</td>
<td>Apr-17</td>
<td></td>
<td></td>
<td>Michael attended WARS and is sending in his board packet.</td>
</tr>
<tr>
<td>14</td>
<td>Price, Alex</td>
<td>Mar-17</td>
<td></td>
<td></td>
<td>Erik Kirk suggested Alex. He is the Comcast VP of Gov &amp; Regulatory Affairs for Florida.</td>
</tr>
<tr>
<td>15</td>
<td>Schafer, Bob</td>
<td>Mar-17</td>
<td></td>
<td></td>
<td>Bob is the President of Ranger Construction. Claudia met with him on March 27th &amp; he was sent a board packet</td>
</tr>
<tr>
<td>16</td>
<td>Searcy, Darrell</td>
<td>Apr-17</td>
<td></td>
<td></td>
<td>Claudia met with Darrell from Chandler Campbelle &amp; Daschle on 3.30. Darrell is a referral of John Fischetti. Pete &amp; Claudia then met him for lunch on 5.11.17</td>
</tr>
<tr>
<td>17</td>
<td>Simms, Michael</td>
<td>Jul-17</td>
<td></td>
<td></td>
<td>Chair of PB Gardens HS Advisory Board - Meeting with Pete on August 7th.</td>
</tr>
<tr>
<td>18</td>
<td>Weber, Tom</td>
<td>Mar-17</td>
<td></td>
<td></td>
<td>Claudia met with him and discuss him coming back on our board. He is now working with United Franchise Group as the President of Venture X.</td>
</tr>
</tbody>
</table>

Updated: July 12, 2017
Junior Achievement of the Palm Beaches & Treasure Coast, Inc.
President’s Report
July 20, 2017

K.P.A. #1 Student Impact

2015-16 Student Impact Total: **14,851**
2016-17 Student Impact Goal: **18,152**

Our current student number is **20,922**
Our current contact hours are **131,000**

K.P.A. #2 Programs

JA BizCamp is up and running. The first week was a great success. We had 100 campers from four different camps. Staff has shared pictures and videos on social media and will continue to do so for the next two weeks of camp. The team is reaching out to their connections to have elected officials come to JA BizCamp to swear in the Mayor and talk to the students. State Attorney Dave Aronberg, PBC Vice Mayor Melissa McKinley and Palm Beach Mayor Gail Coniglio have all agreed to stop by. WPB Mayor Jeri Muoio will be there 7/26 at 1130. Claudia and Kaitlyn met with School Board member Kathryn Hensley from the St. Lucie Public School district to discuss implementation of JA programs District wide. Kathryn is supportive of JA and will be connecting Kaitlyn to school Principals and key decision makers.

JA Girl$ re-launch will take place on July 19th, a dinner at Don Ramon’s for volunteers and new program staff. Kaitlyn met with the Assistant Principal at Renaissance Charter, St. Lucie. The entire school, grades K-8 will be participating in JA programming this upcoming school year.

The Weiss School, Santaluces, John I. Leonard, Seminole Ridge, Palm Beach Gardens, Royal Palm, Independence MS all will participate in JA Company this school year.

The YMCA, Indiantown, St. Lucie and Stuart are all participating in JA programming this summer.

Planning for GEW, JA Pivot & Pitch and JA Girl$ has been ongoing. Booking venues, MC’s and key note speakers are priorities for the team this summer.

Partnerships and Collaboration:

Claudia and Clare attended a private PBIRG luncheon with Keynote speaker Dr. Richard Dawkins. This was hosted by Rick Stone at Bear Lakes Country Club.

Claudia, Richard and Mark Llano, Skeleton Optics met to discuss Global Entrepreneurship Week.

Claudia attended The Honda Classic Cares event to receive a grant check for $5000.

Clare O’Keeffe and Claudia met for lunch.

Claudia and Lindsay Hirsch from the Jewish Federation of PBC had a breakfast meeting to discuss Leadership Development.

Claudia attended the Leadership PBC Alumni Relations Committee meeting.

Claudia and Kate Arrizza from the South Florida Science Center and Aquarium had a lunch meeting to discuss M.A.D. Science and JA BizCamp partnerships.

Bob met with First Serve, they are interested in participating in JA this year.

The Boys and Girls Club of West Palm Beach will be participating in JA this year.

Bob met with Kevin Jones, City of WPB to discuss the ways in which JA can partner with Summer Youth Employment and JA Company for his after school students beginning in February.

Rachel and Bob met with Anetta Jenkins from the Riviera Beach CRA to discuss partnering. The CRA is interested in having JA create an entrepreneurship academy during the Winter, Spring and Summer breaks.
The CRA is also considering hosting JA BizCamp in 2018 as well as JA Pivot & Pitch and possibly JA Girl$ Day of the Girl.

Seacoast Bank, Jensen Beach will be volunteering at Jensen Beach HS and Jensen Beach Elementary.

Kaitlyn and Bob met with Barbara Ramos from Hendry County school district. They will be participating in JA Girl$ and JA Career Success this year.

Claudia met with HSBCs director of community initiatives out of NY and our contact that works with several JA areas in DC, Philly and South Florida to review this year’s engagement.

**K.P.A. #3 Volunteers**

The JA Volunteer Voice will be sent out before the end of July. Volunteer opportunities will be included.

**K.P.A. #4 Board Development**

Claudia and Ken Carter met at Outback to discuss his engagement. Claudia and Tom Weber had a lunch meeting to discuss potential board members and the status of prior leads. Claudia followed up with the board prospects.

**K.P.A. #5 Funding**

Annual Appeal was sent out, not much of a response

**Grants/Foundations**

**RECEIVED**
- Bank of America: $20,000 - $10,000 Committed
- Farris $200,000 (2 year grant)
- Honda Classic: requested $20,000 received $5000 6/30
- The Lattner Family Foundation: $15,000 7/10
- Women’s Foundation of Palm Beach: $2,500 7/10

**PENDING**
- Lockheed Martin: $7,500
- FedEx: $20,000
- Frueaff Foundation: $10,000
- Singing for Change: $10,000
- Charles Lafitte: $20,000
- Charles M. & Mary D. Grant Foundation: $40,000

**DENIED**
- Youth Services Department: $60,000 (three years)
- Quantum Foundation LOI

**Special Events**

**New Sponsorship Packages**

Richard and Rachel met with Dawn McCormick from Waste Management and we are drafting a proposal for sponsorship of JA BizTown.

Richard met with Austin Glidewell of Greek Moving and Storage. Richard is drafting a proposal for sponsorship of events.
Richard has met with Tesla, Atlantic Filter Corporation, McCraney Property Company, Palm Beach RV, Restaurant Depot, Palm Beach Harley Davidson, Monark, Florida Coastal Windows, Landmark Insurance, Titomirov Vodka, Four Seasons and Bloomingdales.
Requests for sponsorship via portal engagement still pending from, Subway, Chick-Fil-A Foundation, Bass Pro Shops, Wawa Foundation and Walmart.
Declined requests for sponsorship, Tide Marine, Skeleton Optics, Levitetz Family Foundation, Dicks Sporting Goods and Peoples Trust.

Networking
1. Kiwanis of Delray Beach: 1 public speaking engagement.
2. Kiwanis of Riviera Beach: Meet with weekly.
3. Young Professionals of Palm Beach County meetings: The Brewhouse Gallery, Harbourside Place, Blue Martini.
4. Palm Beach Tech meetings: John Prince Honoree speaking.
5. NPI Meetings: 2 NPI meeting at Breakers West
6. FAU Alumni Association: 1 FAU Alumni event at Tap 42
7. Chamber of Commerce meetings: Lunch power networking, State of the Chamber,

JA Young Professionals
The Young Executive Society (YES) is looking for a chairperson as Jenn King has stepped down due to taking on a new position. JA Alum Amy, Welsonne and Kristie all attended Caribbean Wind and are ready to get going with YES. The first event is in the works.

K.P.A. #6 Brand
Working on videos for sponsors and press releases for JA BizCamp dignitaries.

K.P.A. #7 Staff K.P.A. and #8 Operations
Claudia, Rachel and Jackie Dant had a conference call to discuss the Board retreat follow up strategic planning.
We had our monthly staff meeting welcoming both Richard and Bob.
We had our onsite review from Non Profits First for Accreditation.
Claudia and Pete had their monthly lunch meeting.

K.P.A. #9 Governance
All board members are to review the By-Laws that were sent and contact John McGowan and Claudia with any questions or concerns by the end of July.
Mission Statement:

To inspire and prepare young people to succeed in a global economy through classroom programs and simulations that focus on work readiness, entrepreneurship, and financial literacy.
2018 KEY PERFORMANCE AREAS
JAPBTC Super Powers

▲ Expanded student reach & service hours by 15-20%
▲ Growth in Martin & Saint Lucie County
▲ Strengthened relationship with School Districts
▲ Partnerships with Community Based organizations
▲ Board Diversity
▲ Enhanced Social Media presence
▲ Volunteer Engagement-Retention & Appreciation
▲ Increase Fundraising and Corporate Campaign

2018 = 25,106 Students
FOCUS 2018 – STUDENT IMPACT & PROGRAMS

**Goal:** Increase student impact and position JA programs timely and relevant in the changing economy and education environment

### Strategies

1. Evaluate programs to improve efficiency and overall effectiveness.

   - Review current programs in order of priority
   - Focus resources on the points of contact K-2, 6th, 11th and 12th (per PBCSD MOU)
   - Special initiatives should be introduced strategically throughout the year.
   - Volunteers and teachers trained consistently and provided exemplary customer service by Program team.
   - Consider deeper impact programs for at-risk students

2. JA Program, Volunteer and School Recognition

   - JA Volunteer Voice, bi-weekly.
   - Press Releases to School Board's Newsletter and website
   - Participate in back to school events, SACC meetings, community based events, PTO meetings, Business Day events at schools.
   - Announce JA teachers & JA volunteers during PTO meetings at each school

3. JA programs= the program of choice

   - Continue to identify and partner with non-profit youth organizations
   - Promote JA programs on school district web sites
   - Meet with Martin County, St Lucie and Hendry County School Districts to discuss MOU and Business partnership.

### Success Metrics

**Total Students**

- 2015-2016 14,851
- 2016-2017 20,922
- 2017-2018 25,106 (20% increase)

**Owner(s)**

Program Team
Education Committee
Goal: Attract & Secure volunteers to meet strategic goals

1. Make volunteering for JA a valuable and enjoyable experience
2. Increase Business Volunteers for grades K-2, 6, 11-12.
3. Streamlined trainings - making more effective and efficient use of staff and volunteer time
4. Increase Retention to 50% by 2018

Success Metrics
Recruit and retain volunteers to meet program goals
Active Volunteer Committee who will recruit and promote volunteerism within their spheres of influence.

2016-2017 460 community volunteers

Owner Program Team Volunteer Committee Education Committee
Goal 3: Increase and diversify revenue providing the investment for present demand and future opportunities

**Strategies**

1. Advance individual giving and further the cultivation of donor relationships
2. Increase engagement and effectiveness of board Champion – Invite - Invest
3. Develop new program campaign initiatives
4. Build staffing to better pursue development opportunities
5. Expand Grant Writing

**Tactics**

- Involve board members in engaging donors
- Enhance recognition and cultivation of donors
- Increase board participation levels and overall performance of special events
- Engage Board in attending, sponsoring, planning and community engagement re: Special Events
- Develop Corporate Campaign; “Bundle” opportunities
- Alternative/additional funding sources and sponsorships
- Work with current staff and Board to build a Development Committee and Development Department.
- Continue to research new Charitable Foundations and multi-year grant opportunities
- Increase number of large Charitable Foundations by cultivating new relationships

**Success Metrics**

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<td>Events</td>
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**Owner(s)**

Executive Committee

Development Team
Goal 4: JA recruits board members who are recognized pillars of our community and are passionate about what we do.

**Strategies**

1. Develop and Implement a board development plan
2. Increase individual and overall effectiveness of board members and organization

**Tactics**

- Take assessment of Board Members “sphere” of influence
- Develop targeted prospect list for recruitment
- Diversity among Board Members
- Identify and implement “best practices” of high performing organizations in board engagement and development.
- Review Board Member effectiveness by evaluating Board responsibilities and expectations annually

**Success Metrics**

- Recruit 3 new board members each year
- JA recognized as a “Board of Choice”

Owner: Board Development Committee
Goal 5: JA will be widely recognized and warmly accepted in our community by being a collaborative partner for business and education.

FOCUS 2018 – Branding

**Strategies**

1. Develop Brand and Marketing plan

**Tactics**

- Seek Board Members from media outlets and PR firms
- Work with current volunteers to promote their volunteer work within their own firm

**Success Metrics**

- Increase Media impressions
- Annual Calendar
- “Report Card” Brochure

**2. Communicate student impact**

- Obtain teacher/volunteer testimonials
- Work with other organizations for endorsements
- Develop social media plan
- Collaborate with private and other non-profits for endorsements

**Success**

Owner: ALL
JA BizCamp runs July 10-28

JULY 18: PrimeTime site visit @ JA BizCamp @ 10:00 a.m.

JULY 26: WPB Mayor Jeri Muoio visits JA BizCamp to swear in student Mayor @ 11:15 a.m.

JULY 19: JA Girl$ training at Don Ramons @ 5:00 p.m.

AUGUST 2: JA “YES” (Young Entrepreneurs Society) @ Christopher’s Kitchen from 6:00-8:00 p.m.

AUGUST 3: Education Foundation Event “The One that Got Away” @ PBSC at 5:30 p.m.