



Board Meeting

Wednesday, November 15, 2017

5:30 PM @ SAY Sí Central

1518 South Alamo

SAY Sí is a long-term, multidisciplinary arts program that provides students opportunities to develop artistic and social skills in preparation for higher educational advancement and professional careers.

AGENDA

- 5:30 PM **Welcome**
- President Remarks - Mike
- 5:35 PM **Action Items**
- October 2017 Minutes - Mike
 - 2018 Budget Approval – Mike and Erin
 - Executive Committee and New Board Nominations – Molly Shafer
- 6:00 PM **Reports**
- Program/Development Update – Gustavo
 - Facility Update – Mike and Billy
- 6:30 PM **New Business and Announcements**
- Holiday Social, December 14, 7-10 PM at the Home of Susan Frost
- 6:35 PM **Adjourn**

To: SAY Sí Board
From: Erin Frisch & Stephen Guzman
Date: October 26, 2017

Subject: Board Meeting

Board Members Present: Mike Schroeder, Billy Lambert, Lindsey Johnson, Jason Moran (phone), Molly Shafer

Board Members Absent: Tracy Loring, Shirley Mock, Andres Gonzalez, Melanie Tawil, Jenee Gonzales, Tom Payton, Mary Ann Beech

Staff Present: Stephen Guzman, Gustavo Garcia, Nicole Amri, Gisha Zabala, Erin Frisch, Ashley Perez, Stevan Zivadinovic

Meeting called to order at 5:38 pm.

Board Welcome – Mike Schroeder welcomed all members, and the board and staff discussed the recent Leadership Council Meeting. Support and excitement for efforts to expand SAY Sí through the purchase of a new building was very promising. Discussed 612 Nogalitos, 46,000 square feet facility compared to a potentially larger building of 90,000 square feet. A larger facility would provide more opportunity for SAY Sí programming and collaboration with other non-profits. Board members were eager to hear more details on the second potential building once they are available.

September Minutes: Motioned to be approved by Billy Lambert; seconded by Lindsey Johnson. Minutes approved unanimously.

Financials: Lindsey Johnson motioned to approve September financials; Molly Shafer seconded. Approved unanimously.

Programming: The board discussed Muertitos Fest, Dual Credit, Senior College Week, restructuring staff meetings to include staff-led professional development, The ABC Program and recent student liaison initiatives like creating an event for Dreamweek.

Governance and Leadership:

Molly Shafer, Board Governance Chair, motioned Andrew Myer, Jim Mendiola, and Agosto Cuellar be nominated to the board of directors to begin serving in January 2018. Lindsey Johnson seconded. Approved unanimously.

- **Committee Updates**

Home

- Discussed staff survey responses about building. 50% staff said they needed more space. 7/12 staff said they foresee the need for expansion in the near future.

- Next steps is to figure out what capacity is for each program. And, if we added programs how would we figure out capacity for those.
- Update on benchmark for serving low-income students: we are currently serving 59% low-income students.
- Update about alumni engagement: improvements in facebook group, alumni show coming up, dinner date Dec. 15

Heightening Brand Awareness

- ½ of all 2017 goals met.
- Booklet complete
- Feature story in national publication complete, but still prioritizing promotion for Date Me Super Senpai through the new year.
- 25 anniversary publication in planning phase, identifying timeline and content.
- Final part of the year looking at raising ticket sales/attendance for 2018

Making It Rain

- Development Data/Research Intern still not secured. Attending career fair at Trinity in November.
- New opportunity to sell our building will help SAY Sí establish a reserve of potentially \$3-4,000,0000.
- Identity Donor Giving was completed earlier this year
- Campaign/Membership program, CORAZÓN officially launched in September. Currently at 28 members giving a total of \$1,158.33 monthly (\$13,899.96 / year).
- Progress is being made with Salesforce consultant to have our Development Data in the system and to be able to begin using the database for development tracking before the end of the year.

Governance & Leadership

- Approval of new board members for January 2018
- Progress to create an Alumni Council should include a preliminary meeting with alumni in December

Meeting adjourned at 7:00 PM

| SAY SI Operational Budget | 2017 | 2018 | Rationale |
|--------------------------------------|------------------------|------------------------|---------------------------------------|
| Income | | | |
| Commissions & Sales | \$ 80,000.00 | \$ 80,000.00 | Same |
| Earned Income - rentals | \$ 20,000.00 | \$ 25,000.00 | slight increase based on 2017 numbers |
| Donations | \$ 100,000.00 | \$ 110,000.00 | growth opportunity |
| Board/Leadership Giving | \$ 30,000.00 | \$ 40,000.00 | growth opportunity |
| Grants | \$ 700,000.00 | \$ 720,000.00 | slight increase based on 2017 numbers |
| Special Events | \$ 120,000.00 | \$ 130,000.00 | growth opportunity |
| Income | \$ 1,050,000.00 | \$ 1,105,000.00 | |
| Income Total | | | |
| | \$ 1,050,000.00 | \$ 1,105,000.00 | 5% increase |
| Program Expense | | | |
| Art Supplies | \$ 15,000.00 | \$ 15,000.00 | Same |
| Special Project - Adobe | \$ 100,000.00 | \$ - | change in project support |
| Media Art Materials/Supplies | \$ 15,000.00 | \$ 15,000.00 | Same |
| Theatre Supplies | \$ 15,000.00 | \$ 15,000.00 | Same |
| WAM - Middle School | \$ 5,000.00 | \$ 5,000.00 | Same |
| HIVE - New media | \$ 5,000.00 | \$ 5,000.00 | Same |
| Community Program Supplies | \$ 5,000.00 | \$ 5,000.00 | Same |
| Equipment Lease | \$ 20,000.00 | \$ 20,000.00 | Same |
| Visiting Artists | \$ 15,000.00 | \$ 35,000.00 | increase for Adobe project |
| Board, Staff & Student Development | \$ 8,000.00 | \$ 8,000.00 | Same |
| Total: Program Expense | \$ 203,000.00 | \$ 123,000.00 | |
| Payroll | | | |
| Payroll Expense | \$ 500,000.00 | \$ 530,000.00 | increase for staff capacity |
| Payroll Service Fee | \$ 3,000.00 | \$ 3,000.00 | same |
| Payroll Tax Expenses | \$ 30,000.00 | \$ 30,000.00 | same |
| Employee Benefits/Medical/Retirement | \$ 30,000.00 | \$ 35,000.00 | increase for staff capacity |
| Total: Payroll Expense | \$ 563,000.00 | \$ 598,000.00 | |
| Overhead | | | |
| Bank & Finance Charges | \$ 5,000.00 | \$ 5,000.00 | same |
| Insurance | \$ 18,000.00 | \$ 18,000.00 | same |
| Postage and Delivery | \$ 3,000.00 | \$ 3,000.00 | same |
| Professional Fees | \$ 16,000.00 | \$ 16,000.00 | same |
| Supplies: Building, Office, Ref. | \$ 30,000.00 | \$ 30,000.00 | same |
| Vehicle/Mileage | \$ 3,000.00 | \$ 3,000.00 | same |
| Travel | \$ 5,000.00 | \$ 5,000.00 | same |
| Total: Admin. Expense | \$ 80,000.00 | \$ 80,000.00 | |
| Facility | | | |
| Building Loan Fees | \$ 50,000.00 | \$ 50,000.00 | same |
| Facility Maintenance/Repairs | \$ 15,000.00 | \$ 15,000.00 | same |
| Contract Labor | \$ 28,000.00 | \$ 28,000.00 | same |
| Utilities | \$ 60,000.00 | \$ 60,000.00 | same |
| Capital Equipment/Furnishings | \$ 5,000.00 | \$ 5,000.00 | same |
| Total: Facility Expense | \$ 158,000.00 | \$ 158,000.00 | |
| Marketing | | | |
| PR/Dues/Resources and Art Aqu. | \$ 8,000.00 | \$ 8,000.00 | same |
| Special Events | \$ 35,000.00 | \$ 35,000.00 | same |
| Printing and Reproduction | \$ 3,000.00 | \$ 3,000.00 | same |
| Total: Marketing Expense | \$ 46,000.00 | \$ 46,000.00 | |
| Total Expense | | | |
| | \$ 1,050,000.00 | \$ 1,105,000.00 | 5% increase |
| Expense Total | | | |
| | \$ 1,050,000.00 | \$ 1,105,000.00 | |

| Note |
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| 2018 Income Projections |
|-------------------------|
| Commissions & Sales |
| Earned Income |
| Donations |
| Board/Leadership Giving |
| Grants |
| Special Events |
| Total Income |

| 2018 Income |
|------------------------|
| \$ 80,000.00 |
| \$ 25,000.00 |
| \$ 110,000.00 |
| \$ 40,000.00 |
| \$ 720,000.00 |
| \$ 130,000.00 |
| \$ 1,105,000.00 |

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| Grants 2018: |
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| HEB Family Foundation |
| Adobe |
| BofA Foundation |
| City of San Antonio [HMTF] |
| TX Commission on the Arts |
| Valero Foundation |
| Chase Foundation |
| National Endowment for the Arts |
| Surdna Foundation |
| King William Assoc. |
| Dickson-Allen Foundation |
| Rackspace Foundation |
| San Antonio Area Foundation |
| Local Small Found & Corp Support |
| Pryor - Frost Bank |
| Greehy Family Foundation |
| Grant Total |

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|----------------------|
| \$ 150,000.00 |
| \$ 200,000.00 |
| \$ 5,000.00 |
| \$ 240,000.00 |
| \$ 15,000.00 |
| \$ 15,000.00 |
| \$ 5,000.00 |
| \$ 20,000.00 |
| \$ 75,000.00 |
| \$ 15,000.00 |
| \$ 10,000.00 |
| \$ 15,000.00 |
| \$ 100,000.00 |
| \$ 50,000.00 |
| \$ 20,000.00 |
| \$ 25,000.00 |
| \$ 960,000.00 |

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| Pending |
| Likely |
| Committed |

To be nominated on Wednesday, Nov. 15, 2017:

Executive Committee:

Board President - Mike Schroeder

Vice President – Molly Shafer

Secretary – Tom Payton

2018 Board Nominations:

Jecca Guajardo: Rackspace Global Talent Development and Enablement

(Nominated by Tracy Loring) Be the change you want to see in the world - Jecca loves working with people and seeing the 'a-ha' moments when everything comes together in a common cause. When people can look at one another and say, "look what we built!" She believes in facilitating opportunities that allow all members of the team to contribute to identifying goals and strategies for development. And is passionate about developing meaningful learning experiences that allow people to become confident in supporting or selling a product. I am experienced in adult learning methodologies, instructional design principles, and project management.

2018 Board Member Already Voted on in previous meetings:

Tom Payton, Trinity University Press: His work with Trinity primarily focuses on digital project development, books in architecture, urban planning, sustainability, literature/history of place, and Texas and southwestern regional interests, developing co-publishing partnerships, and marketing and sales. He is a recipient of the Alpha Rho Chi Medal for Leadership and a special commendation from the American Institute of Architects. In San Antonio he has written for several publications, and had worked with Texas Book Festival/San Antonio and Gemini Ink. He has served previously on the board for SAY Sí, an advisory board for the Center for Non-Profit Support at the San Antonio Area Foundation, and he works with several other volunteer and civic organizations.

Mary Ann Beach, Executive VP for Research and Strategy at Frost Bank: Lead cross-organizational teams in design and implementation of strategic sales, product, channel and marketing initiatives to create new revenue streams. Also involved in facilitation of executive forums to create customer-perceptible experience enhancements. Volunteer Experience - Past President San Antonio Botanical Society The site of the master plan was a former limestone quarry and waterworks area owned by the city. Voters approved \$265,000 in bonds in 1970, which was the catalyst for funding the new gardens. Ground was broken for the new facilities on July 21, 1976 and the San Antonio Botanical Gardens officially opened to the public on May 3, 1980.

Andrew Myer: Marketing Analyst Rackspace: Currently working as a Marketing Analyst at Rackspace, working with the Amazon Web Services and Google alliances. Graduated Magna Cum Laude from the University of Evansville with a degree in theatre management/business, previously Special Events Intern for Santa Fe Opera, Box Office CSR at Tobin Center, Native of San Antonio, graduated from the International School of the Americas.

Jim Mendiola: Filmmaker: A 1997 Rockefeller Intercultural Media Fellow, Mendiola is a regular contributor on television, soap operas and all things Latino and pop for the San Francisco Bay Guardian and other publications. He has served as the first Media Arts Curator at the Yerba Buena Center for the Arts in San Francisco and he served as Director of the San Antonio CineFestival. He is a contributing writer for the Los Angeles, California based Frontera Magazine, Politico Internet Magazine, and the newspapers San Antonio Current and the San Francisco Bay Guardian. His film Come and Take it Day (2001) was selected for development in the 2000 Filmmakers Laboratory at the Sundance Institute, further validating Jim Mendiola's growing stature as a writer and filmmaker.

Agosto Cuellar, Fashion Designer

Agosto Cuellar is a veteran visionary in this town. Couturier, entrepreneur and social activist, he's got deep roots and wide wings, having owned and operated legendary Southtown resale shop Jive Refried, created collections of irreverent, often-recycled garments that have landed him in serious *Project Runway* consideration, and DJed at big events and unexpected venues citywide. He currently works as the merchandising maven at Goodwill, where he combines his unparalleled eye for revolutionary fashion with his dedication to green design, recombination and fashion at every price point, and has been the fashion designer/creative director at AC19 Projects since 1999

Sale of SAY SI 1518 S. Alamo St. Property [26,000 square feet]:

Since the initial 3.4 Million dollar offer from 5 Star Development, we have received 2 additional offers to purchase the building from other developers: one at 4.5 million and the other at 4.6 million. Both offers provide very little transition times for us, the 4.5 offers a lease back per month at \$10,500.

Jon countered the initial offer from 5 Star from 3.4 to 4 Million and they have agreed to that price. He is waiting confirmation for an initial meeting to discuss. They have communicated that they would allow us to have 12-16 months of transition time [not leaseback].

Opportunities for New Spaces:

While we have looked at 612 Nogalitos [46,000 square feet] as a potential purchase, the property would only provide minimum growth opportunities and no new options for lease space revenue for the organization. It is also land locked with limited parking. *This property is in the city TIRZ Map so public funding would be available.*

We are now looking at the Wesco Building at 1811 S Flores - 92,000 SF on 2.3 acres plus another 2 acres across S. Flores Street that could be used for parking. It would provide significant growth opportunity, lease space, rental revenue and parking. It is adjacent to the SouthTown Arts District. *This property is in the city TIRZ Map so public funding would be available.*

Property is owned by the Wulfe Family who are notoriously private and do not normally sell their properties. Steve Yndo, our real estate person has reached out to their representative and he has stated, "they would not sell outright and take cash, they would need someone to buy and/or build them a replacement facility and then do a 1031 tax deferred exchange. Steve has stated that it is all doable, with the right assistance, but it adds a lot of variables, room for error, and time constraints. We are currently working to schedule a time to schedule a walk through. Bill Chiego knows the family and will reach out.

Steve has also suggested a smaller building on the Lone Star Brewery site, as an anchor user for the complex. Because of the recent foreclosure and long time to get it to be a mixed-use space we believe it is not a current viable option.

Opportunities Moving Forward:

Liz and Bill Chiego have agreed to be the honorary chairs of the building committee. We are reaching out to Julian and Erika Castro to also be chairs. Dr Ricardo Romo is keenly interested in helping. The current board Ad-hoc group consists of Mike Schroeder, Billy Lambert, Jason Moran and Jon Hinojosa. Based on her experience will be asking new member Mary Ann Beach to join this committee.

Current [Short] Time Frame:

Late November 2017: Jon and committee will meet with 5 Star Development to discuss purchase and time frame for ownership transition; tour 1811 S Flores St.; Develop plan to purchase property

December/January: Meet with Mayor, City Manager and City Staff to discuss Tax Increment Financing and city support of facility [rehabilitation/infrastructure].

February: Submit Santikos Capital grant to purchase property.