



BOARD OF DIRECTORS MEETING AGENDA
June 14, 2019 Cypress Tower

Brighton Five Year Vision

To set a strong foundation for children of all abilities by being the preferred developmental and educational service provider for early childhood across Bexar County by 2021.

- I. *Call to order.....Lynette P.*
- II. *Review and Approve Minutes..... Lynette P.*
*May 10,2019 Meeting Minutes**
- III. *Committee Reports*
 - A. *Executive Committee..... Blake S.*
Board Crowdsourcing Results
 - B. *Ad Hoc Capital Campaign Committee.....Lindsay B.*
Campaign Revenue
Campaign Financial Summary
 - C. *Board Development CommitteeRamon H.*
Board Prospects
 - D. *Resource Development Committee.....LeAnn T.*
 - E. *Finance Committee.....Justin T.*
- IV. *Organizational Update – Kim Jefferies*
 - A. *United Way Partnership Agreement Approval**
 - B. *FY19 Organizational Performance Update*
 - C. *Parent Survey Year Over Year Comparison*
- V. *Other Business*
- VI. *Adjournment**
- VII. *Next Meeting – Friday, July 12th @ 2pm at Cypress Towers*

BOARD OF DIRECTORS MEETING MINUTES

May 10, 2019 @ 2:00pm
Brighton Center – Lullwood Avenue

Brighton Mission: Brighton Center provides family & community education and developmental services to children with disabilities or delays empowering them to achieve their individual potential making them successful in every community.

Brighton Five Year Vision: To set a strong foundation for children of all abilities by being the preferred developmental and educational service provider for early childhood across Bexar County by 2021.

ATTENDEES	
Board Members	Gerry Soto, Lindsay Bolner, Elizabeth Marceau, Ramon Hernandez, Meriel Bowman, Mario Garcia, LeAnn Trejo
Staff	Kim Jefferies, Katrina Campbell, Michael Guin, Holly Grogan, Larry Fischer

I. CALL TO ORDER

- a. Meriel Bowman called the meeting to order at 2:04 p.m.

II. REVIEW AND APPROVAL OF BOARD MEETING MINUTES

- a. The board reviewed meeting minutes from the March Board Meeting that were included in the packet.

BOARD ACTION	
Motion/Committee Recommendation	Ramon Hernandez made a motion to approve the minutes with amendments for the May 10 th , 2019 board meeting.
	Lindsay Bolner seconded the motion to approve the minutes as written for the May 10 th , 2019 board meeting.
Board Vote	Unanimous Approval of the motion to approve the minutes as written for the May 10 th , 2019 board meeting.

III. COMMITTEE REPORTS

- a. *Ad Hoc Capital Campaign Committee – Lindsay Bolner reported out*
 - i. Lindsay Bolner informed the board of raising \$6,426,738, 90% of our Capital Campaign **revised** goal.
 - ii. New contributions and pledges total \$95,000 to include The Texas Cavaliers at \$15K, Tokio Marine (TASTE Rain Insurance) at \$50K, and interest earned since July 2019 at \$30K.
 - iii. The current asks made/pending requests total \$1,348,000 with \$150,000 in upcoming requests.
 - iv. The board reviewed the Board Crowdfunding site.
- b. *Executive Committee – Meriel Bowman reported out*
 - i. The Executive Committee met on May 2nd, 2019.
 - ii. A list of action items was identified regarding the Capital Campaign and Board Prospects.
 - Confirming which prospects are definite no's
 - Identifying which prospects need to be contacted to request a meeting at Brighton within the next 2 weeks
 - Additions to the list to include any large San Antonio companies that have not yet donated, with Board Members/Brighton Leadership to make contact within the next 2 weeks
 - iii. The Executive committee discussed developing a board pipeline for board membership. The primary target would be 20 to 25 board members over the next 2 years.

- c. *Board Development & Resource Committee – Ramon Hernandez and LeAnn Trejo reported out*
 - i. The Board Development & Resource Committee did not officially meet but are currently working on a prospect list for board recruitment.
 - ii. The Board Development Committee Chair has reached out to each member whose term is expiring in May 2019 to determine their desired course of action.
 - iii. The slate of officers and directors was presented.
 - iv. Meriel asked for nominations from the floor. There were none.

BOARD ACTION	
Motion/Committee Recommendation	Ramon Hernandez made a Motion to approve the slate of officers and directors as presented for the May 2019 elections.
	Mario Garcia seconded the Motion to approve the sale of officers and directors as presented for the May 2019 elections.
Board Vote	Unanimous Approval of the Motion to approve the sale of officers and directors as presented for the May 2019 elections.

- v. The Resource Development Committee did not meet in the month of April due to Brighton's TASTE of the Northside.
- vi. The RDC informed the board that TASTE met budget and the \$50K in rain insurance to be used for Capital Campaign.
- vii. The date for Best Night Ever has been moved to 11/8/2019 due to a conflict.
- d. *Finance Committee – Larry Fischer reported out*
 - i. Larry Fischer discussed issues relating to Superior Health Care Plans and Community First Health Care plans.
 - ii. The Finance Committee informed the board that the 403B Audit will take place in May.
 - iii. Payment for MyEvolve as questioned by HHSC about sole source bid
 - iv. The IRS accepted the filing of the form 990.
 - v. Larry Fischer informed the board on Audit bids:
 - ADKF - Financial audit, Single audit 900, and 403B total \$33,500 for a 3-year engagement.
 - BDO - Financial audit, Single audit 900, ad 403B total \$60,650
 - Schriver/Carmona Audit 2018 fees were \$30K. Carmona will not perform a 403B audit and we will need to partner with Fisher/Herbst for the 403B.

BOARD ACTION	
Motion/Committee Recommendation	Meriel Bowman made a Motion to approve the audit proposal from ADKF as presented.
	LeAnn Trejo seconded the Motion to approve the audit proposal from ADKF as presented.
Board Vote	Unanimous Approval of the Motion Motion to approve the audit proposal from ADKF as presented.

- e. *Organizational Update – Kim Jefferies reported out*
 - i. Kim Jefferies informed the Board that we received \$208K in United Way funding.
 - ii. FY19 Organizational Performance update was tabled.
 - iii. Kim informed the board the NAEYC accreditation was achieved for Lullwood.
 - iv. Kim informed the board of a staff termination and self-report to DFPS related to an incident at the Lullwood center. The board asked Kim to prepare a statement as a precautionary measure. Statement was subsequently approved by Executive Committee after input from Lindsay Bolner and Ramon Hernandez.

IV. OTHER BUSINESS – None

V. ADJOURNMENT

BOARD ACTION	
Motion/Committee Recommendation	Lindsay Bolner made a Motion to adjourn the Board Meeting.
	LeAnn Trejo seconded the Motion to adjourn the Board Meeting.
Board Vote	Unanimous Approval of the Motion to adjourn the Board Meeting at 3:14 p.m.

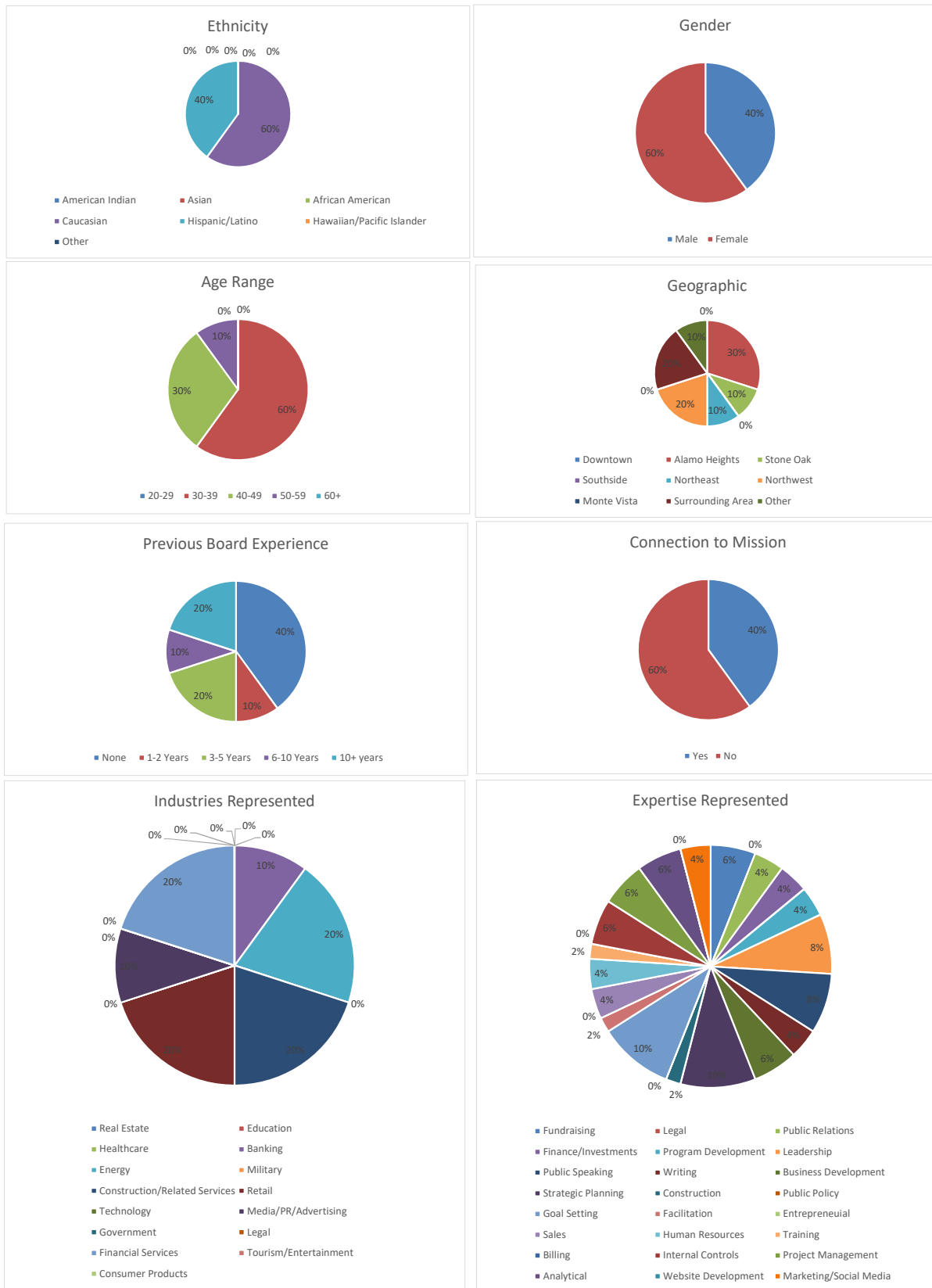


Executive Committee Report

June 2019

The Executive Committee is scheduled to meet on 6/7/2019. An update from that meeting will be provided at the Board Meeting.

FY19 Board Profile Summary Report



Top 5 Skills

- Strategic Planning/Goal Setting
- Leadership
- Public Speaking
- Fundraising/Project Mgmt/Analytical

Industries Not Represented

Real Estate, Education, Healthcare
Military, Technology, Government
Tourism/Entertainment, Consumer Products

Expertise Not Represented

Public Policy
Entrepreneurial
Medical Billing
Website Development

* Does not include information from Blake Stribling or Mario Garcia



Brighton Center

Here there are only ~~Disabilities~~.

Ad Hoc Capital Campaign Committee Report

June 2019

TOTAL RAISED/COMMITTED TO DATE: \$6,483,221 (90% of REVISED goal)

Adjustments

- We had \$125,000 from CPS included in the budget. Actual was \$105,000 so adjusted the target by \$20,000.
- The steel donation is not going to happen for circumstances beyond our control. So we had to adjust the target by \$200,000.

New Contributions - \$261,685 (See below)

Amount needed to draw down Maybee Challenge Grant	
as of 4/12/2019	\$ (723,833)
Progress:	
Texas Cavaliers Charitable Foundation (Brighton)	\$ 15,000
Interest Earned on Captial Investment to Project through 6/30/20	\$ 40,000
Tokio Marine (rain insurance)	\$ 50,000
CPS Pledge Adjustment	\$ (20,000)
Steel Donation Adjustment	\$ (200,000)
Board Crowdfunding (Meriel, Lindsay, Ramon & Justin)	\$ 3,395
Shelly Calhoun (Brighton)	\$ 3,000
Winn Family Foundation (Meriel Bowman)	\$ 250,000
Cortney Gil (Brighton)	\$ 500
Bolner's Fiesta (Lindsay Bolner)	\$ 5,000
Amount needed to draw down Maybee Challenge Grant	
as of 5/31/2019	\$ (576,938)
Amount needed to achieve revised budget	\$ (714,127)

Asks Made/Pending Requests: \$2,042,000

- Thomas J Henry/PM Group (\$750,000) – Brighton/Bob Wills
- Susan Naylor (\$250,000) – Brian Booker/Barbara Gentry
- Carlos Alvarez (\$250,000) – Harvey Najim/Brighton
- Mike Ciskowski (\$250,000) – Lynette Padalecki
- Richard & Beth Morris (\$10,000) – Brighton
- Mike Lynd Jr. (\$50,000) – Brighton
- Kim Lewis (\$50,000) – Barbara Gentry/Lindsay Bolner
- Rod Lewis (\$75,000) – Barbara Gentry/Lindsay Bolner
- Corinna Holt (\$25,000) – Barbara Gentry/Lindsay Bolner
- UPS Foundation (\$25,000) – Mario Garcia
- Carroll Schubert/PCSI (\$50,000) – Barbara Gentry
- Meadows Foundation (\$150,000) – Brighton
- Natalie & PJ Pfeiffer (\$3,000) – Brighton
- Tom & Janine Sauer (\$1,000) – Brighton
- Jennifer & Francisco Robelo (\$3,000) – Brighton
- Texas Cavaliers Foundation (\$50,000) – Brighton
- VH McNutt Memorial Foundation (\$50,000) – Larry Fischer

Leveling the Playing Field
Revenue Summary

Updated through 6/6/2019

Contact Type	Donor	Committed	Pending	Naming
Individual	Harvey E. Najim	\$ 1,500,000.00		Campus
Foundation	Mabee Foundation*	\$ 750,000.00	Challenge Grant	Activity Center
Foundation	Valero Energy Foundation	\$ 500,000.00		Courtyard
Corporation	HEB	\$ 500,000.00		Outreach Center
Foundation	Greehey Family Foundation	\$ 500,000.00		TBD
Foundation	Kronkosky Foundation	\$ 500,000.00		TBD
Individual	Brian Booker	\$ 250,000.00		Sensory Room
Corporation	Whataburger	\$ 250,000.00		Literacy Center
Foundation	Winn Family Foundation	\$ 250,000.00		Group Therapy Room
In-Kind	Inkind Consulting Support <i>Architecture, Engineering, Project Management, Etc.</i>	\$ 228,873.00		TBD
Corporation	CPS Energy	\$ 105,000.00		Individual Therapy Room
Board Member	Jason & Laura Speights	\$ 100,000.00		Board Room
Individual	James & Irma Speights	\$ 100,000.00		Conference Rooms (2 parent, 1 staff)
Corporation	Capital Group Companies	\$ 100,000.00		Classroom
Foundation	Hurd Foundation	\$ 100,000.00		Classroom
Foundation	Myra Stafford Pryor Trust	\$ 75,000.00		Classroom
Foundation	Charity Ball Foundation	\$ 51,560.00		N/A
Foundation	Mays Family Foundation	\$ 50,000.00		Kitchen
Corporation	Tokio Marine	\$ 50,000.00		N/A
Other	Interest Earned/Estimated	\$ 40,000.00		N/A
Corporation	Spawglass	\$ 35,020.00		Donor Wall
Corporation	Frost Bank	\$ 25,000.00		
Corporation	Zachry Corporation	\$ 25,000.00		Donor Wall

Leveling the Playing Field
Revenue Summary

Updated through 6/6/2019

Contact Type	Donor	Committed	Pending	Naming
Foundation	UPS	\$ 25,000.00		PreSchool Office
Individual	The Gentry Family Fund	\$ 25,000.00		PreSchool Office
Corporation	C.H. Guenher	\$ 25,000.00		Donor Wall
Board Member	Dahlia & Gerry Soto	\$ 15,000.00		Donor Wall
Board Member	LeAnn Trejo	\$ 15,000.00		Donor Wall
Individual	Mr. and Mrs. Charles Cheever	\$ 15,000.00		Donor Wall
Individual	Through Texas Cavaliers	\$ 15,000.00		Donor Wall
Individual	Artie and Heather Garcia	\$ 10,125.00		Donor Wall
Staff	Kim & Cory Jefferies	\$ 10,000.00		Donor Wall
Staff	Katrina & Brian Campbell	\$ 10,000.00		Donor Wall
Board Member	Lynette & Dwayne Padalecki	\$ 10,000.00		Donor Wall
Staff	Michele & Cris Sierra	\$ 10,000.00		Donor Wall
Board Member	Blake & Brittney Stribling	\$ 10,000.00		Donor Wall
Staff	Holly & Ryan Grogan	\$ 10,000.00		Donor Wall
Staff	Irma Bustos	\$ 10,000.00		Donor Wall
Individual	Linda McCloskey	\$ 10,000.00		Donor Wall
Individual	William Klesse	\$ 10,000.00		Donor Wall
Individual	Becky & Eddie Rathburn	\$ 10,000.00		Donor Wall
Individual	Ryan Rue & Eric	\$ 10,000.00		Donor Wall
Board Member	Lindsay Bolner	\$ 7,500.00		Paver
Corporation	Various Small Gifts	\$ 6,107.00		N/A
Individual	Matt & Shannon Unsworth	\$ 6,000.00		Paver
Individual	Gary Pavlik (In memory of Nancy Pavlik)	\$ 5,875.00		Donor Wall
Individual	Jennifer Wilkinson	\$ 5,155.42		Paver
Corporation	Bolner's Fiesta	\$ 5,000.00		Paver
Board Member	Beki Hutchinson	\$ 5,000.00		Paver

Leveling the Playing Field
Revenue Summary

Updated through 6/6/2019

Contact Type	Donor	Committed	Pending	Naming
Board Member	Meriel & Forrest Bowman	\$ 5,000.00		Paver
Board Member	Steve Lyons	\$ 5,000.00		Paver
Board Member	Scott Caroselli	\$ 5,000.00		Paver
Corporation	Amegy Bank	\$ 5,000.00		Paver
Board Member	April Ancira and Jason Thompson	\$ 5,000.00		Paver
Board Member	Ramon & Hugo Hernandez	\$ 5,000.00		Paver
Board Member	Mario Garcia	\$ 5,000.00		Paver
Board Member	Barbara Newman	\$ 5,000.00		Paver
Board Member	Madison & Elizabeth Marceau	\$ 5,000.00		Paver
Individual	Sam Kasperek	\$ 5,000.00		Paver
Foundation	Howell Family Foundation	\$ 5,000.00		Paver
Board Member	Justin & Tiffany Thompson	\$ 3,000.00		Paver
Individual	Toni Sanchez	\$ 3,000.00		Paver
Individual	Shelly Calhoun	\$ 3,000.00		Paver
Staff	Denise Fernandez	\$ 2,500.00		Paver
Staff	Julie Yocham	\$ 2,500.00		Paver
Staff	Larry Fischer	\$ 2,500.00		Paver
Individual	Mary & Doug Rudy	\$ 2,500.00		Paver
Individual	Nancy Kerr	\$ 2,500.00		Paver
Board Member	Board Crowdfunding Campaign	\$ 3,395.00		
Staff	Monica Garcia	\$ 2,000.00		Paver
Individual	Various Small Gifts	\$ 1,111.00		N/A
Staff	Amanda Breen	\$ 1,000.00		Paver
Staff	Lisa Cruz	\$ 1,000.00		Paver
Staff	Ana Abad	\$ 1,000.00		Paver
Staff	Danie Goehring	\$ 1,000.00		Paver
Staff	Natalie Guajardo	\$ 1,000.00		Paver
Staff	Olivia Torres-Castro	\$ 1,000.00		Paver
Staff	Brooke Schriewer	\$ 1,000.00		Paver
Staff	Denise Thieme	\$ 1,000.00		Paver
Staff	Isai & Maria Sapien	\$ 1,000.00		Paver
Staff	Michael Guin	\$ 1,000.00		Paver
Staff	Juan Hernandez	\$ 1,000.00		Paver
Staff	Vanessa Lambert	\$ 1,000.00		Paver
Staff	Dee Dee Strong	\$ 1,000.00		Paver
Staff	Johnnie Yocham	\$ 1,000.00		Paver
Staff	Monica Watson	\$ 1,000.00		Paver
Individual	Susan Deas	\$ 1,000.00		Paver
Staff	Laura Grundhoefer	\$ 1,000.00		Paver
Staff	Melissa Mathis	\$ 1,000.00		Paver

Leveling the Playing Field
Revenue Summary

Updated through 6/6/2019

Contact Type	Donor	Committed	Pending	Naming
Staff	Travis Foegelle	\$ 500.00		N/A
Individual	Cortney Gil	\$ 500.00		N/A
TOTAL COMMITTEE/RAISED TO DATE		\$ 6,483,221		
% COMMITTED/RAISED TO DATE		90.14%		

Brighton Center Capital Expansion Campaign to Date

REVENUE

	<u>Budget</u>	<u>Secured to Date</u>	<u>To Be Raised</u>
Foundations	\$ 3,000,000	\$ 2,806,560	\$ 198,029
Individuals, Board	\$ 250,000	\$ 208,895	\$ 41,105
Individuals, Staff	\$ 77,000	\$ 77,000	\$ -
Individuals, Others	\$ 2,325,759	\$ 1,990,766	\$ 334,993
Corporations	\$ 1,250,000	\$ 1,131,127	\$ 118,873
In-Kind	\$ 250,000	\$ 228,873	\$ 21,127
Other	\$ 40,000	\$ 40,000	\$ -
<i>Subtotal</i>	<i>\$ 7,192,759</i>	<i>\$ 6,483,221</i>	<i>\$ 714,127</i>

EXPENSES

	<u>Budget</u>	<u>Expended to Date</u>	<u>Remaining Balance</u>
<u>Construction</u>			
Child Care /Outreach Center Renovation	\$ 1,046,556	\$ -	\$ 1,046,556
New Lobby/Event Space	\$ 1,044,105	\$ -	\$ 1,044,105
Admin Building Renovation	\$ 376,373	\$ -	\$ 376,373
Activity Center	\$ 982,410	\$ -	\$ 982,410
Portables	\$ 184,505	\$ 15,080	\$ 169,425
Site Work	\$ 888,732	\$ -	\$ 888,732
Center Courtyard/Playground	\$ 283,688	\$ -	\$ 283,688
Indirect Costs	\$ 931,355	\$ -	\$ 931,355
<i>Subtotal Construction</i>	<i>\$ 5,737,724</i>	<i>\$ 15,080</i>	<i>\$ 5,722,644</i>
<u>Other</u>			
Administrative/Owners (Advertising, Gifts, Marketing)	\$ 191,250	\$ 144,143	\$ 47,107
Project Management	\$ -	\$ -	\$ -
Architect Fees & Consultants (Geo, ADA, Landscape/Playground, Civil, etc.)	\$ 402,328	\$ 217,589	\$ 184,739
Furniture (Classrooms, therapy rooms, offices, meeting, etc.)	\$ 371,586	\$ 36,820	\$ 334,766
Data/Cabling, AV, Security & Phones	\$ 50,000	\$ 5,554	\$ 44,446
Accessible Vans	\$ -	\$ -	\$ -
Contingency (Owners, Design & Contractor)	\$ 194,366	\$ -	\$ 194,366
Operational Support (Multi-Year)	\$ -	\$ -	\$ -
3-Year Impact on Operations	\$ 189,449	\$ -	\$ 189,449
Interest Expenses	\$ 21,367	\$ 10,239	\$ 11,128
Projected Pledge Loss	\$ 34,689	\$ -	\$ 34,689
<i>Subtotal Other</i>	<i>\$ 1,455,035</i>	<i>\$ 414,345</i>	<i>\$ 1,040,690</i>
TOTALS	<u>\$ 7,192,759</u>	<u>\$ 429,425</u>	<u>\$ 6,763,334</u>



Board Development Committee Report

June 2019

While the Board Development Committee did not officially meet the following actions occurred since the April Board Meeting.

1. Potential Board Members – See attached prospect list.
2. Board Profile Survey - Results of profile survey attached.

Potential Board Member Pipeline

Company	Prospect	Board Member Connected	Notes
NuStar	TBD	Gerry Soto/Elizabeth Marceau	Gerry would like to roll off but will stay until we have secured a member. Gerry reached out to Julie Bidell with no luck on replacement. Kim approached Elizabeth for help. Elizabeth is waiting until week of the 5/13/2019 after golf tournament to approach Mary Rose Brown.
Valero	TBD	Justin Thompson	Justin would like to roll off but will stay until we have secured a member. Justin is working with Laura Vacarro on prospect. Kim to assist as needed.
SAWS	Gavino Ramos	LeAnn Trejo	LeAnn to send introductory email
Jefferson Bank	Betsy Baker?	Elizabeth Marceau	Working with Brother in Laws father and marketing on potential member.
CPS Energy	Maria Garcia	Brighton	Met at CPS Golf tourney, has adult child with disability, VP at CPS, Brighton to schedule time to meet with her
Alamo Concrete	Kirk Taylor	Lynette Padalecki/Blake Stribling	
UTSA	CeeCee Griffin Frost	Blake Stribling?	Conversation with Lindsay and Elizabeth to see if either of them have a close connection and think this would be an ask to consider. Meriel brought up name but doesn't have deep connection. Blake is prior fraternity brothers with her husband.
Pax Financial		Steve Lyons	
Mechanical Reps		Steve Lyons	
General Mills		Steve Lyons	Steve Lyons wife works there. Thoughts on a good potential BM
SSFCU		April Ancira/Ramon Hernandez	
Avalon		Larry Fischer	
Texas Capital Bank	TBD	Larry Fischer	Larry asking Mark Johnson for a recommendation
Ernst Young		Lindsay Bolner	Ask Mark Biegler who he would recommend



Resource Development Committee Report May 2019

The Resource Development Committee held their May Meeting via Conference Call.

In attendance were: Katrina Campbell (Staff), Steve Lyons, Mario Garcia, Elizabeth Marceau and LeAnn Trejo.

The Meeting Agenda and notes taken during the meeting are below.

Resource Development Committee Meeting Agenda May 9, 2019 – Webex Call

1) SPECIAL EVENTS

a. Taste of the Northside Update

- i. Budget – Preliminarily budget was exceeded by \$15,000. Waiting on Financial Statements to be released on the 15th to confirm.
- ii. Rain Insurance – Received the \$50k in rain insurance for the second year in a row at .26 inches of rain between 3-6pm.

b. CPS Golf Tournament

- i. Anticipate \$110k+ was raised
- ii. RDC Thank You Notes: Would the RDC be willing to write thank you notes to the CPS Executives

c. Blessing for Brighton

- i. September 16th
- ii. Board Champions to begin recruiting 1-2 committee members
- iii. Goal is to sell 50 teams

- *Steve mentioned the need for auction items*
- *Steve mentioned that we need to keep things on people radar about finding other events that benefit organizations, like the CPS Golf Tournament.*
- *Elizabeth – asking Quarry for Golf item like a driver*
- *Top Golf Event – invite potential board members, contacts to attend the event, work to get them. Maybe partner with Board Development Committee. Possibly have it in July.*
***What if it is a part of their golf partnership package? If they sign up by X date they get invited to the Top Golf Party.*



Finance Committee Report

June 2019

While the Board Finance Committee did not meet the following actions occurred since the May Board Meeting.

1. 403B benefit plan audit to be signed and filed with 5500 on Monday June 17, 2019. Auditors and One America are on schedule to make it happen.
2. Finance is in Budget preparation phase with target complete date to submit to Finance Committee by July 31, 2019 for submission to Board for August 9, 2019 Board meeting.
3. Settlement agreement with Superior Health Plans has gone full cycle once and current agreement changes are with counsel (Blake) for review. If cleared by counsel, agreement will be signed and cash paid within 30 days. \$328k
4. Community First Health plans owed Brighton an estimated \$200k. Have been paid \$93k and working on balance. Plan to negotiate a settlement for some amount. Want to get back to Business as usual.
5. Posted an RFP for software on Texas Smart Buy. Getting bids to support our decision to purchase My Evolve and have State ECI to approve purchase. Bids to date are well in excess of MyEvolve cost. Expect to be successful in getting State to accept this as a necessary expense.

Brighton Center Dashboard

Organizational Performance Measures

BOARD DRIVEN MEASURES

<u>Q1</u>	<u>Q2</u>	<u>Q3*</u>	<u>Q4</u>	<u>YTD</u>	<u>Performance Measure</u>
3.79	3.54	3.98		3.74	Achieve an average of 3.7 hours of service per child in ECI
14% \$ 4,304	147% \$ 37,410	16% \$ 5,822		119% \$ 43,705	Outperform ECE net budget by 20%. (Achieve a deficit of \$29,444 or less)
8.54% \$ 442,117	18.66% \$ 353,019	5.41% \$ 131,783		11.94% \$ 926,919	Achieve an average of 8.5% of revenue from public funds (Achieve 8.5% of budgeted revenue in public funds = \$779,689.62)
72%	86%	90%		90%	Meet 100% of campaign revenue goal by March 1, 2019.

BALANCED SCORECARD DRIVEN MEASURES

<u>Q1</u>	<u>Q2</u>	<u>Q3*</u>	<u>Q4</u>	<u>YTD</u>	<u>Performance Measure</u>
92%	92%	91%	91%	91%	**Achieve overall parent satisfaction of >= 85%
75%	71%	70%		72%	***Improve the social/emotional development for >= 78% of children graduating
98%	94%	93%		93%	Retention of quality staff >= 90%
85%	85%	85%	85%	85%	****Achieve overall staff satisfaction of >= 85%

* Q3 includes only 1 month of data

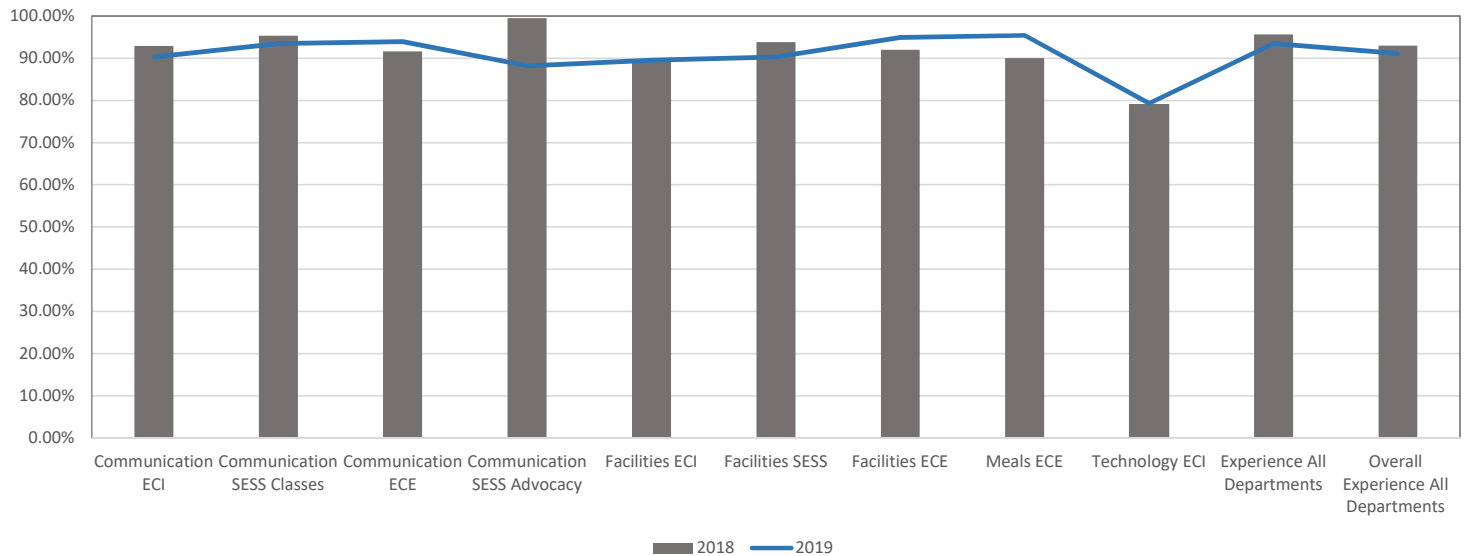
** Survey in Q1 and Q3 only.

*** Includes ECI data only. ECE available in June

**** Measured only 1 x year in FY19 - starting 2 x year in FY20

2019 Client Satisfaction Survey Summary

Client Satisfaction Survey 2018 vs 2019



PARTICIPATION DATA			
Number of Surveys Completed:	710	786	76
Number of Clients Served:	3750	3800	50
% Participation	19%	21%	2%
CLIENT SATISFACATION RESULTS			
Questions (by category)	2018	2019	+/-
Brighton Center staff I worked with established and maintain ongoing, regular, two-way communication.	95.60%	93.00%	-2.60%
I had sufficient access to Brighton Center staff by phone, email and in person.	95.80%	93.20%	-2.60%
I received sufficient information about my child's growth/progress	93.60%	91.80%	-1.80%
I received sufficient information about child development.	93.20%	91.40%	-1.80%
I received sufficient information about strategies and activities I could use with my child.	94.00%	92.20%	-1.80%
I received sufficient information on other resources for my child/family.	91.20%	89.60%	-1.60%
I received sufficient information about Brighton Center events.	87.80%	83.20%	-4.60%
The progress notes given to me provided useful insights to support my child.	91.00%	88.00%	-3.00%
Brighton Center leadership members are accessible to discuss my child/family as needed.	91.60%	90.40%	-1.20%
Overall, Brighton Center staff and leaders addressed my questions in a thorough and timely manner.	94.80%	92.40%	-2.40%
Communication ECI Avg Total	92.86%	90.31%	-2.55%
Brighton Center staff I worked with established and maintain ongoing, regular, two-way communication.	91.80%	95.40%	3.60%
I had sufficient access to Brighton Center staff by phone, email and in person.	95.60%	95.40%	-0.20%
I have received sufficient information about my child's growth/progress.	92.20%	95.00%	2.80%
I have received sufficient information about child development and learning.	90.80%	94.20%	3.40%
I have received sufficient information about the program's goals for children enrolled.	89.40%	93.00%	3.60%
I have received sufficient information about Brighton Center events.	93.60%	92.60%	-1.00%
I have received sufficient information about opportunities to be involved in my child's classroom.	87.80%	90.40%	2.60%
I have received sufficient information on other resources for my child/family.	85.80%	89.80%	4.00%
Parent teacher conferences provide useful insights about my child.	92.20%	95.40%	3.20%
Brighton Center leadership members are accessible to discuss my child/family as needed.	94.60%	96.00%	1.40%
Overall, Brighton Center staff and leaders addressed my questions in a thorough and timely manner.	94.00%	96.40%	2.40%
Communication ECE Avg Total	91.62%	93.96%	2.35%
The training activity increased my knowledge about the topic.	96.00%	95.80%	-0.20%
My attitude about the topic has changed as a result of this training activity.	96.00%	92.20%	-3.80%
I have a better understanding of how to interact with people because of this training.	92.00%	93.20%	1.20%
I have a better understanding of how I can support people in my work/ family because of this training.	92.00%	93.80%	1.80%
I learned something I can immediately use in my work related to this topic.	100.00%	92.00%	-8.00%
I learned something I can immediately use in my personal life related to this topic.	96.00%	94.00%	-2.00%
Communication SESS Classes Avg Total	95.33%	93.50%	-1.83%
My advocate helps me to understand my child's educational needs.	100.00%	93.20%	-6.80%
My advocate has facilitated opportunities for me to learn how to advocate for my child. Ex. Classes, individual meetings etc.	100.00%	90.40%	-9.60%
My advocate encourages me to make informed decisions on my own.	100.00%	92.20%	-7.80%
My advocate has facilitated opportunities for me to learn how to set educational goals for my child.	100.00%	89.20%	-10.80%
My advocate has facilitated opportunities for me to learn how to track the progress my child makes towards those goals.	100.00%	87.20%	-12.80%
My advocate has helped me to understand how to navigate the educational system.	100.00%	86.80%	-13.20%
Because of my advocate's assistance, my child is now receiving better services at school.	100.00%	86.60%	-13.40%
I received sufficient information about Brighton Center events.	93.40%	82.40%	-11.00%

Employee Satisfaction Survey Analysis

I better understand the educational services my child is entitled to.	100.00%	87.80%	-12.20%
The class I attended provided useful insights that I could use to help my child.	100.00%	90.00%	-10.00%
I am more confident to pursue services that I believe my child needs to be successful in school.	100.00%	88.40%	-11.60%
Brighton Center leadership members are accessible to discuss my child/family as needed.	100.00%	84.20%	-15.80%
Overall, Brighton Center staff and leaders addressed my questions in a thorough and timely manner.	100.00%	88.20%	-11.80%
Communication SESS Advocacy Avg Total	99.49%	88.20%	-11.29%
Brighton Center's facilities are warm and inviting.	91.00%	91.20%	0.20%
Brighton Center's locations are easy for my family to get to.	88.20%	86.80%	-1.40%
Brighton Center's locations are clean.	90.60%	90.60%	0.00%
Brighton Center's locations are accessible.	89.20%	89.40%	0.20%
Facilities ECI Avg Total	89.75%	89.50%	-0.25%
Brighton Center's facilities are warm and inviting.	91.40%	94.40%	3.00%
Brighton Center's locations are easy for my family to get to.	92.40%	93.40%	1.00%
Brighton Center's locations are clean.	91.40%	95.80%	4.40%
Brighton Center's locations are accessible.	92.60%	95.20%	2.60%
Brighton Center's outdoor environment/playgrounds are safe and inviting.	92.40%	95.20%	2.80%
My child's classroom is organized and inviting.	91.80%	95.60%	3.80%
Facilities ECE Avg Total	92.00%	94.93%	2.93%
Brighton Center's facilities are warm and inviting.	95.00%	93.20%	-1.80%
Brighton Center's locations are easy for my family to get to.	90.00%	84.40%	-5.60%
Brighton Center's locations are clean.	100.00%	94.40%	-5.60%
Brighton Center's locations are accessible.	90.00%	89.20%	-0.80%
Facilities SESS Avg Total	93.75%	90.30%	-3.45%
Brighton Center's kitchen cooks are friendly.	94.40%	96.80%	2.40%
Brighton Center's cooks are open to parent input/suggestions.	90.40%	93.80%	3.40%
Brighton Center's menu is satisfactory.	86.40%	95.20%	8.80%
Brighton Center's meals provided at center events is satisfactory.	88.80%	95.80%	7.00%
Meals ECE Avg Total	90.00%	95.40%	5.40%
I regularly access the Brighton Center website.	69.00%	70.20%	1.20%
Brighton Center's website is easy to use.	80.20%	82.00%	1.80%
Brighton Center's website has the information I need for my child/family.	83.20%	84.20%	1.00%
I receive updates from Brighton Center via email.	83.40%	80.80%	-2.60%
Technnology ECI Avg Total	78.95%	79.30%	0.35%
My child/family received quality services from Brighton Center.	95.00%	92.80%	-2.20%
My child/family received the services we expected from Brighton Center.	94.60%	92.20%	-2.40%
My child/family's need's were met by the services Brighton Center provided.	94.00%	91.20%	-2.80%
Brighton Center staff were nurturing and caring to my child/family.	96.20%	94.00%	-2.20%
Brighton Center staff has a positive attitude toward my child/family.	96.60%	95.00%	-1.60%
Brighton Center staff made me feel comfortable and accepted.	96.60%	94.60%	-2.00%
Brighton Center staff listened and respected my family's language, culture, goals and preferences.	96.20%	94.60%	-1.60%
Experience All Departments Avg Total	95.60%	93.49%	-2.11%
My child/family is prepared for the future because of Brighton Center.	90.60%	90.60%	0.00%
My child's development/education has improved because of Brighton Center.	92.80%	91.80%	-1.00%
My child is able to participate in the social and community activities we want because of Brighton Center's help.	89.20%	88.80%	-0.40%
My child has improved skills, confidence and self-esteem because of the services provided by Brighton Center.	91.20%	85.00%	-6.20%
What I have learned from Brighton Center has improved my ability to support my child.	91.80%	91.60%	-0.20%
I am optimistic about our family's future because of Brighton Center's help.	91.80%	91.80%	0.00%
Brighton Center has made a positive impact on my child/family.	93.80%	93.40%	-0.40%
My child's/family's quality of life has improved because of Brighton Center.	91.60%	89.80%	-1.80%
Overall, I am satisfied with the quality of services and support I/we received from Brighton Center.	94.40%	93.20%	-1.20%
I would recommend Brighton Center to other families.	95.40%	94.80%	-0.60%
Overall Experience All Departments Avg Total	92.26%	91.08%	-1.18%
EMPLOYEE SATISFACTION SURVEY Avg Total	92.97%	91.10%	-1.86%