



## **BOARD OF DIRECTORS MEETING AGENDA**

October 10, 2018 @ Chasnoff Mungia Pepping & Stribling Offices, 1020 NE Loop 410, Suite 150, San Antonio, TX 78209

### *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.  
Client Story (Holly)
- II. Review and Approve Minutes.....Lynette P.  
September 22, 2018 Meeting Minutes\*
- III. Committee Reports
  - A. Executive Committee.....Lynette P.  
Committee Charges & FY19 Goals
  - B. Ad Hoc Capital Campaign Committee.....Lindsay B.  
Board Member Prospects
  - C. Board Development Committee .....Blake S.  
Board Resignation
  - D. Resource Development Committee.....LeAnn T.
  - E. Finance Committee.....Justin T.  
Capital Campaign Interim Financing  
Capital Campaign Account Balance
- IV. Organizational Update
  - Board Offsite Follow Up
    - o Spanish Speaking Families – Kim
    - o Parent Survey Results – Kim
    - o Business Interruption Insurance - Larry
  - Agency Security Assessment – Michele
- V. Other Business
- VI. Adjournment\*
- VII. Next Meeting – Wednesday, November 14<sup>th</sup>, 2018 – Location TBD.

\* Denotes action item.

# BOARD OF DIRECTORS MEETING MINUTES

September 22, 2018 @ 11:00 p.m.  
HEB Offices, 646 S. Flores, SA, TX 78204

**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	April Ancira, Ramon Hernandez, Barbara McKee Newman, Beki Hutchison, Gerry Soto, Blake Stribling, Lynette Padalecki, Meriel Bowman, Mario Garcia, Elizabeth Marceau, Lindsay Bolner
Staff	Kim Jefferies, Katrina Campbell, Michele Sierra, Irma Bustos, Michael Guin, Isai Sapien, Amanda Breen,

## I. CALL TO ORDER

- a. Lynette Padalecki called the meeting to order at 11:10 a.m.

## II. REVIEW AND APPROVAL OF BOARD MEETING MINUTES

- a. The board meeting minutes from the September Board Meeting were included in the packet.
- b. Chair asked for review of minutes and any amendments. No amendments from members.

BOARD ACTION	
Motion/Committee Recommendation	Meriel Bowman made a motion to approve the minutes as written for the September 22 <sup>nd</sup> , 2018 board meeting.
	Beki Hutchison seconded the motion to approve the minutes as written for the September 22 <sup>nd</sup> , 2018 board meeting.
Board Vote	Unanimous Approval of the motion to approve the minutes as written for the September 22 <sup>nd</sup> , 2018 board meeting.

## III. COMMITTEE REPORTS

- a. *Executive Committee – Lynette Padalecki reported out*
  - i. Larry Fischer provided the committee with a revenue update regarding Capital Campaign, both expenses and revenue looked good.
  - ii. The FY18 year-end surplus was discussed, as well as our reserves and minimum amount required.
  - iii. Chair asked for review of CEO contract and entered Executive Session at 11:15 a.m., ending at 11:23 a.m.

BOARD ACTION	
Motion/Committee Recommendation	Blake Stribling made a motion to approve the CEO Contract.
	Gerry Soto seconded the motion to approve the CEO Contract.
Board Vote	Unanimous Approval of the motion to approve the CEO Contract

- b. *Ad Hoc Capital Campaign Committee –Lindsay Bolner*
  - i. A Revenue Summary Report was provided showing the agency at approximately 70.66% of its fundraising goal.
  - ii. A committee activity report was provided showing pending asks and activities.
  - iii. Of note – new contributions/pledges since last update is \$535,000 with \$500,000 being from HEB.

- c. *Board Development Committee— Blake Stribling reported out*
  - i. The Board provided an update on new potential board members. Committee met 70% of FY18 goal with the addition of 10 new members.
  - ii. The Conflict of Interest Annual Disclosure was provided to Board for their signatures.

#### IV. COMMITTEE REPORTS

- a. *Resource Development— Meriel Bowman reported out*
  - i. The FY18 Board Scorecard was included in the packet for review.
  - ii. A Best Night Ever Board Member participation to date was given. Board at Large expectations were discussed regarding BNE and individual/company table contributions.

#### V. Finance Committee – Larry Fischer

- i. The July financial statement & FY18 year-end projection was given.
- ii. Discussed Interim financing for the capital campaign and term sheets to date. CFO will secure an additional term sheet and present all three to the Finance committee and subsequently the board for selection, approval and vote.
- iii. Discussed Insurance Gap related to business interruption. The Chair requested that the CFO provide the board with options for business interruption insurance at the October board meeting.
- iv. The committee is recommending that we stay with the current CPA firm due to the length of tenure of the current CFO and the fact that the organization is in a capital campaign. The board discussed and recommended that after this year's audit, the CFO and Finance Committee solicit bids for the FY19 audit.

BOARD ACTION	
Motion/Committee Recommendation	Gerry Soto provided a formal recommendation from the Finance Committee to approve the engagement letter with the current auditing firm, Schriver, Carmona, Carrera.
	Lindsay Bolner seconded the recommendation from the Finance Committee to approve from the Finance Committee to approve the engagement letter with the current auditing firm, Schriver, Carmona, Carrera.
Board Vote	Unanimous Approval of the Recommendation from the Finance Committee to approve from the Finance Committee to approve the engagement letter with the current auditing firm, Schriver, Carmona, Carrera.

#### VI. ORGANIZATIONAL UPDATE – Irma Bustos

- a. Child and Adult Care Food Program (CACFP) form was given for each member signature. The following paperwork confirms that Brighton Center's governing body is aware of the organization's responsibilities and liabilities associated with participation in the CACFP.

#### VII. ADJOURNMENT

BOARD ACTION	
Motion/Committee Recommendation	Gerry Soto made a Motion to adjourn the Board Meeting.
	Beki Hutchison seconded the Motion to adjourn the Board Meeting.
Board Vote	Unanimous Approval of the Motion to adjourn the Board Meeting at 11:36 a.m.



## **Executive Committee Report**

### **October 2018**

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Due to the shortened time period between meetings, the Executive Committee has not met since the September 22 board meeting. However, the following was discussed via email:

1. Board Member Resignation and feedback provided by board member exiting.
2. Committee proposed that the Board Development Committee review the process and potentially include the Resource Development Committee Chair in meetings with the potential member along with the Board Development Committee Chair instead of the Chair of the Board to ensure the fundraising requirement is understood by incoming board members.

## Kim Jefferies

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**From:** mckeebarb@gmail.com  
**Sent:** Monday, October 1, 2018 2:19 PM  
**To:** Kim Jefferies  
**Subject:** BOD resignation

Kim-

I have been grappling with the idea of remaining on the Board for several reasons. When I first inquired, I was interested in more of 'physically' volunteering. When I met with Blake and we discussed the initial commitment of \$5000.00, I was totally fine with that and agreed that it was the right example to make. However, it seems that the emphasis has shifted to financial. I do not feel I will be able to continue along this path. While it is definitely not in my stubborn nature to quit at anything, I feel strongly that if I cannot commit to what the expectation is (Names of Contacts, Table purchase for BNE) and the fact that I am not good at doing something halfway, I will take the position of resigning from the Board to allow someone who may have more contacts/financial resources for this.

I appreciate the opportunity of getting to know about Brighton and the difference that you make in these special people's lives. I wish you continued success.

Kind regards,

Barb

Barbara McKee Newman  
504.615.9620 (cell)  
[mckeebarb@gmail.com](mailto:mckeebarb@gmail.com)  
San Antonio, TX

Urgent Care Association  
UCA Accreditation Surveyor  
UCA Practice Mgt Content, UCA Conventions  
28600 Bella Vista Parkway, Suite 2010  
Warrenville, IL 60555  
331.472.3747



## Brighton Center

Here there are only ~~Disabilities~~.

### Ad Hoc Capital Campaign Committee Report October 2018

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The following activity has occurred since the September Board Meeting.

**TOTAL RAISED/COMMITTED TO DATE:** \$4,986,130

**Information Gathering/Calls:**

- Lynette continues to meet with a donor to discuss gift to campaign.
- Lindsay to follow up with Carlos Alvarez and Kim Lewis.

**NEW Contributions/Pledges:** \$1,000

- Former staff member Susan Deas contributed \$1,000 to the campaign.

**Scheduled/Upcoming Ask Meetings:**

- Kronkosky Foundation LOI of \$500,000 approved. Site visit scheduled for 10/22/2018.

**Asks Made/Pending Requests:** \$1,648,500

- Mike Lynd Jr.. after meeting on May 23<sup>rd</sup>. (Estimated at \$10,000 at a minimum).
- Sam Kasperek (Kairoi) – Kim and Katrina had call with Sam on 5/4/2018 to discuss project and make ask for \$10,000 contribution.
- Richmond Family Foundation (Barbara) – Send request letter for \$100,000 matching in 2019. Barbara will make follow up call.
- Rebecca Mortis – Met with Rebecca and made ask for \$18,500. (LeaAnn Trejo)
- Richard and Beth Morris (Brighton) – considering contribution of \$10,000.
- Bill Greehey (\$1,000,000) – Official request submitted on 9/28/2018 for \$1M. (Elizabeth/Brighton/Barbara)
- Kronkosky LOI approved and Full proposal due October 8, 2018. (\$500,000)

**Upcoming Requests:** \$1,000,000

- Mike Ciskowski (\$250,000) – Lynette Padalecki
- Anonymous Donor (\$500,000) – Lynette Padalecki
- Hurd Foundation (\$250,000) – Barbara Gentry/Brighton



## **Board Development Committee Report**

### **October 2018**

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

1. Potential Board Members
  - a. Other potential members still in process – have not completed any requirements to date.
    - i. Regan Putnicki (Steve Lyons) – This has been put on hold until Fall 2018.
    - ii. Carlisle Maxwell (Meriel Bowman) – This has been put on hold until Fall 2018.
    - iii. Pape Dawson Representative (Lynette Padalecki)
    - iv. Mike Cisowski, (Lynette) – has been out of town
    - v. Norton Rose Partner (Blake) – should have candidate in next 30 days.
2. Board Member Resignation
  - a. Barbara McKee Newman has resigned from the board effective 10/1/2018. Resignation letter attached.

## Katrina Campbell

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**From:** LeAnn Trejo <leann\_trejo@capgroup.com>  
**Sent:** Monday, October 1, 2018 9:01 AM  
**To:** Scott Caroselli; Steve Lyons; 'beki.hutchison@holtcat.com'; Barbara Newman; Sandi Cavazos; 'mgarcia@ups.com'; Katrina Campbell; Kim Jefferies  
**Subject:** RDC Committee Meeting [Bi-Monthly]  
**Attachments:** Board Champions for Brighton's Best Night Ever; BNE Board Participation Outline.pdf

Dear RDC Members,

In lieu of having our October RDC Meeting I am proposing we “meet” via email since the only major points of discussion are just confirming your BNE participation and inviting folks to attend this Wednesday’s “Meet Brighton Event” at the Quarry Golf Club. Attached is the email that went out on 09/17 outlining the roles that the Board Champions have regarding BNE and also attached is our breakdown of what Board Members at Large and Board Champions have committed to participate in BNE. Elizabeth Marceau has stepped up as our RDC liaison for BNE so she will be reaching out to you directly to get an update from you on the status of your BNE participation. Katrina will be reaching out (if she hasn’t already) to you about your attendance to the “Meet Brighton Event”.

We will plan on meeting Tuesday, November 13<sup>th</sup> for our next scheduled RDC Meeting.

If you have any questions, comments or concerns, please feel free to reach out to me or Katrina.

Thank you for all of your effort!

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**LeAnn Trejo (LET)**  
Client Services Director



**CAPITAL  
GROUP<sup>®</sup>**

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## Katrina Campbell

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**From:** Katrina Campbell  
**Sent:** Wednesday, October 3, 2018 1:12 PM  
**To:** Katrina Campbell  
**Subject:** RE: Board Champions for Brighton's Best Night Ever

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**From:** Katrina Campbell <kcampbell@BRIGHTONSA.ORG>  
**Sent:** Monday, September 17, 2018 4:48 PM  
**To:** Meriel Bowman <bowmanm@zachrygroup.com>; LeAnn Trejo <leann\_trejo@capgroup.com>; April Ancira <aancira@ancira.com>; Sandi Cavazos <sandi.cavazos@frostbank.com>; Barbara Newman <mckeebarb@gmail.com>; Blake Stribling <bstribling@chasoffmungia.com>; Gerry Soto <gerry.soto@nustarenergy.com>  
**Cc:** Lindsay Bolner <newton.lindsay@gmail.com>; Brooke Schriewer <bschriewer@BRIGHTONSA.ORG>; Kim Jefferies <kjefferies@BRIGHTONSA.ORG>  
**Subject:** Board Champions for Brighton's Best Night Ever

Thank you all for stepping up to be a 'Board Champion' for the Best Night Ever (BNE) annual fundraising gala (Nov. 29)! We haven't had the opportunity to meet as a Board since July and we wanted to reach out and just touch base with our BNE Board Champions. The planning for the Best Night Ever annual gala is in full swing and as you all know one of our Board Members, Lindsay Bolner, is chairing this year's event and has put together an incredible committee that is helping to make this the most successful gala fundraiser for Brighton to date! Her focus is on keeping the event committee on point and the entire RDC's focus for the Fall is ensuring that our Board Members are engaged and active in supporting this event. Thank you Lindsay for all of your incredible efforts!

To ensure that all Board Champions are on the same page as their role in supporting BNE, the Resource Development Committee created a participation outline for your review.

**We are hopeful that our Board Champions can participate in this event in the following ways:**

- 1) Attend 1 Event Committee Meeting – dates to be announced soon**
- 2) Secure at least 1 Table Partner or 1 Table of Individuals for BNE and ensure that entire table is filled on event night.** If your company is unable to participate, consider getting a group of friends/family together to split a table partnership. Individual tickets will be sold as well but we would love to see all Board Champions work to fill a table at one of the partnership levels (splitting the table cost is a great option to consider!). Table Partnerships must be secured by October 15, 2018. You each should have received a mailed Best Night Ever Save the Date in the mail at both your personal and company addresses. You can confirm your partnership by clicking [here](#).
- 3) Secure 1 Auction Item or Auction Package at a \$250 value or higher (to be used in silent or live auction at BNE). Items must be secured by November 10, 2018.** See attached for auction procurement forms.
- 4) Attend Brighton Introduction Event with a minimum of 2 people on October 3<sup>rd</sup> at the Quarry Golf Club.** Steve Lyons and Elizabeth Marceau have arranged for an informal "Meet Brighton" Happy Hour so that Board Members can introduce new people to Brighton Center as well as other Board Members and learn about Brighton in a fun/informal setting. An email invitation will be sent to Board Members this week so that Board Members can easily forward and invite people to

attend. This is a great way to bring anyone you think would be interested in getting to know Brighton or might be interested in attending our upcoming BNE gala. Again, it will be fun and informal and just another opportunity to introduce the agency to those that you know. I will be sending out a calendar request for this day as well to ensure it is on your calendar. Thank you Steve and Elizabeth for putting this together!

So many of our Board Champions and Board Members have already begun working on BNE and we want to thank you for that (see below)! If you have any questions/concerns about any of this please don't hesitate to reach out to me directly. Thank you so much for your support of Brighton and the children and families that they serve!

### **2018 Board Champion List**

	<b>Board Members</b>	<b>Amount committed</b>	<b>Event</b>
1	Meriel Bowman	\$ 5,000.00	BNE
2	LeAnn Trejo		BNE
3	April Ancira	\$ 2,500.00	BNE
4	Sandi Cavazos	\$ 2,500.00	BNE
5	Barb Newman		BNE
6	Lindsay Bolner	\$ 5,000.00	BNE
7	Blake Stribling	\$ 2,500.00	BNE
8	Gerry Soto	\$ 2,500.00	BNE
9	Scott Caroselli		B4B
10	Mario Garcia		B4B
11	Justin Thompson	\$ 4,500.00	B4B
12	Steve Lyons		B4B
13	Beki Hutchison		B4B
14	Jason Speights		B4B
15	Elizabeth Marceau		Not Assigned
16	Lynette Padalecki	\$ 2,500.00	Not Assigned
17	Ramon Hernandez		Not Assigned
		<b>\$ 27,000.00</b>	



## **BOARD MEMBER PARTICIPATION OUTLINE BEST NIGHT EVER**

*Thursday, November 29, 2018 @ Mays Family Center at Witte*

### **BOARD MEMBERS AT LARGE**

#### **Board Member Roster** *(outside of Board Champions)*

- 1) Steve Lyons
- 2) Beki Hutchison
- 3) Mario Garcia
- 4) Jason Speights
- 5) Lynette Padalecki
- 6) Justin Thompson
- 7) Ramon Hernandez
- 8) Scott Caroselli

#### **Board Member Commitments:**

- 1) Invite their Company to participate as a Table Partner. Table Partnership must be secured by October 15<sup>th</sup>.
- 2) Attend Best Night Ever



## **BOARD MEMBER PARTICIPATION OUTLINE BEST NIGHT EVER**

*Thursday, November 29, 2018 @ Mays Family Center at Witte*

### **BOARD CHAMPIONS**

#### **Board Champion Roster**

- 1) Meriel Bowman
- 2) LeAnn Trejo\*
- 3) April Ancira
- 4) Sandi Cavazos\*
- 5) Barb Newman\*
- 6) Lindsay Bolner\*\*
- 7) Blake Stribling
- 8) Gerry Soto

*\*RDC Member*

*\*\*Event Committee Chair*

#### **Board Champion Commitments**

- 1) Attend Prospecting Event with a minimum of 2 prospects
- 2) Attend 1 Event Committee Meeting – Schedule TBD
- 3) Secure at least 1 Table Partner or 1 Table of Individuals for BNE and ensure that entire table is filled on event night. Table Partners or Individuals must be secured by October 15, 2018.
- 4) Secure 1 Auction Item or Auction Package at a \$250 value or higher (to be used in silent or live auction at BNE). Items must be secured by November 10, 2018.

#### **Board Champion Lead**

**Need to assign a person from RDC to this position.**

#### **Board Champion Lead Commitments**

- 1) Work with Brighton staff and BNE Event Committee to relay BNE updates to the Board at Large & the RDC Committee
- 2) Ensure revenue goals are on target to being met
- 3) Ensure that Board Members at Large are fulfilling their BNE commitments
- 4) Ensure that Board Champions are fulfilling their BNE commitments



## **Finance Committee Report**

### **October 2018**

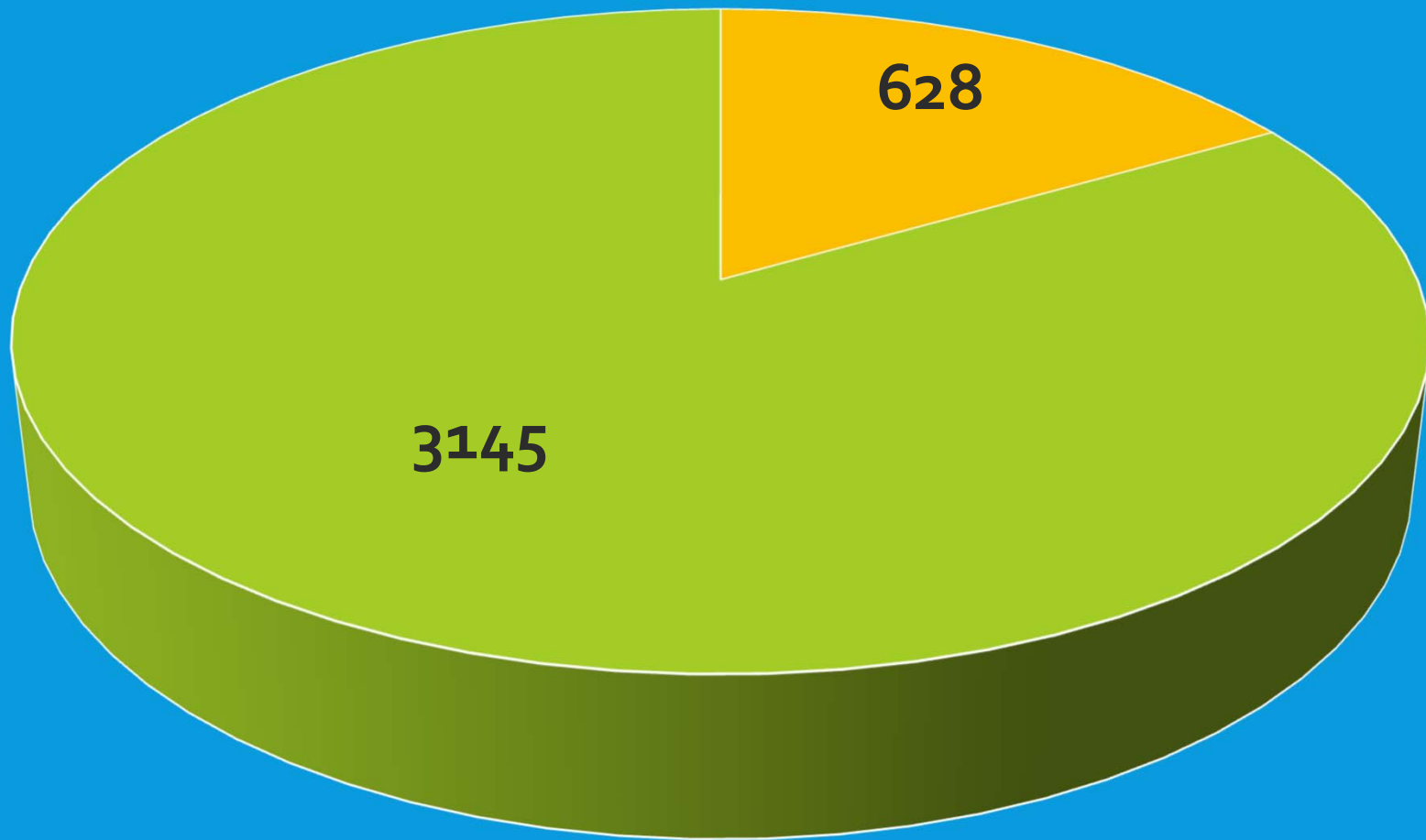
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While the Board Finance Committee did not meet the following actions occurred since the September Board Meeting.

1. Evaluating Interim Financing Proposals from Frost, BBVA and Bank of San Antonio.
2. Recommend to Board to approve of Schriver Carmona as our auditors.
3. Approved Interim Financials for August for submission to Board.

## Spanish Speaking Families Served

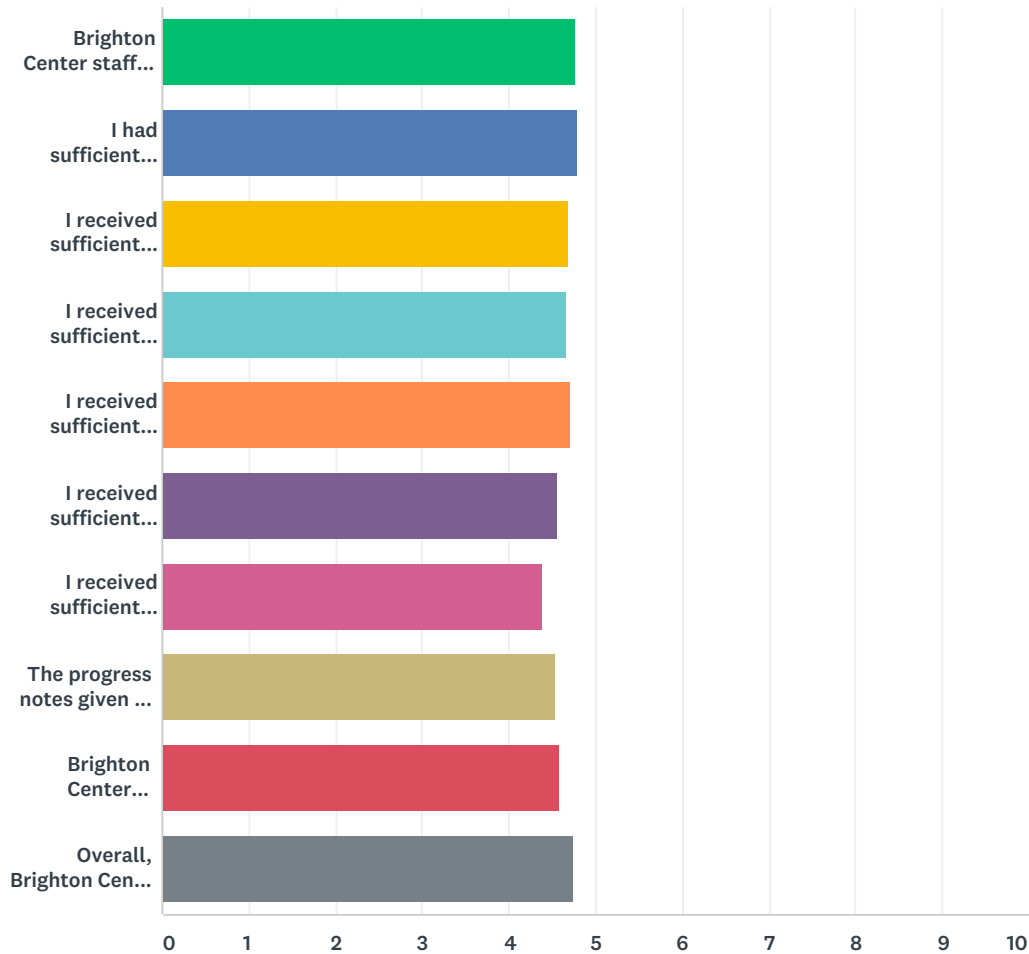
FY18 = 17%



Spanish English

## Q10 Please answer the following questions regarding Brighton Center's communication with your child/family.

Answered: 554 Skipped: 156



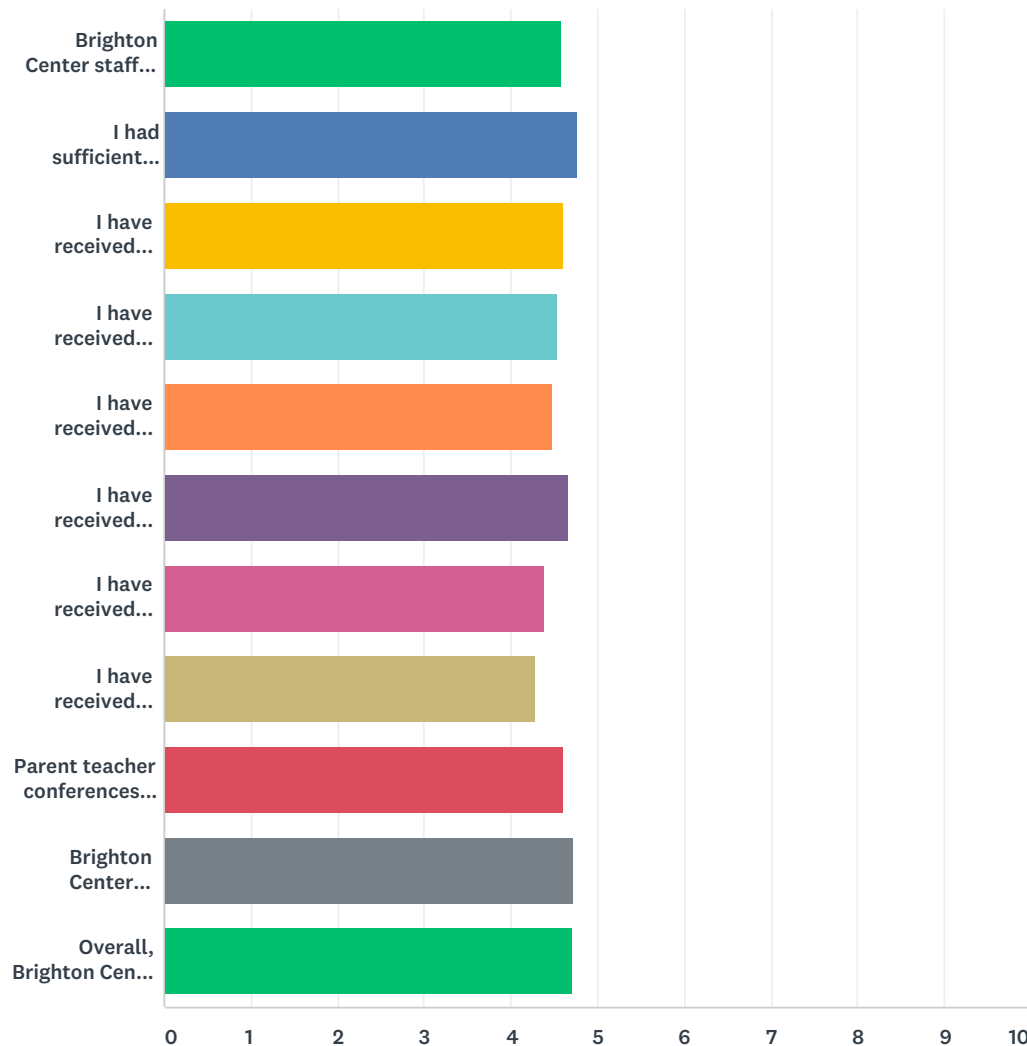
	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
Brighton Center staff I worked with established and maintain ongoing, regular, two-way communication.	81.23% 450	16.25% 90	1.44% 8	0.36% 2	0.54% 3	0.18% 1	554	4.78
I had sufficient access to Brighton Center staff by phone, email and in person.	81.23% 450	16.61% 92	1.44% 8	0.36% 2	0.18% 1	0.18% 1	554	4.79
I received sufficient information about my child's growth/progress	75.27% 417	18.95% 105	4.15% 23	1.26% 7	0.36% 2	0.00% 0	554	4.68
I received sufficient information about child development.	73.65% 408	20.40% 113	4.51% 25	1.26% 7	0.18% 1	0.00% 0	554	4.66
I received sufficient information about strategies and activities I could use with my child.	77.98% 432	15.52% 86	4.69% 26	1.44% 8	0.18% 1	0.18% 1	554	4.70

## Client Satisfaction Survey

I received sufficient information on other resources for my child/family.	68.77% 381	19.13% 106	8.84% 49	1.62% 9	0.54% 3	1.08% 6	554	4.56
I received sufficient information about Brighton Center events.	60.11% 333	20.94% 116	10.11% 56	4.87% 27	0.72% 4	3.25% 18	554	4.39
The progress notes given to me provided useful insights to support my child.	65.52% 363	20.22% 112	7.40% 41	1.62% 9	0.90% 5	4.33% 24	554	4.55
Brighton Center leadership members are accessible to discuss my child/family as needed.	67.33% 373	18.41% 102	8.30% 46	1.08% 6	0.36% 2	4.51% 25	554	4.58
Overall, Brighton Center staff and leaders addressed my questions in a thorough and timely manner.	77.44% 429	17.87% 99	2.89% 16	0.54% 3	0.18% 1	1.08% 6	554	4.74

## Q11 Please answer the following questions regarding Brighton Center's communication with your child/family.

Answered: 80 Skipped: 630



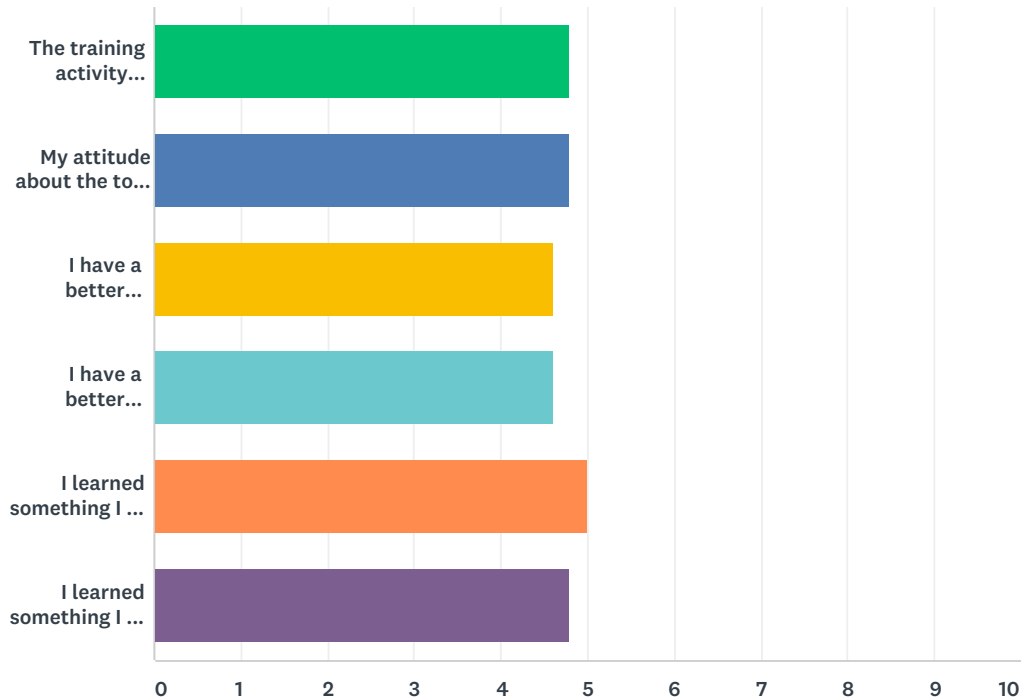
	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
Brighton Center staff I worked with established and maintain ongoing, regular, two-way communication.	62.50% 50	33.75% 27	3.75% 3	0.00% 0	0.00% 0	0.00% 0	80	4.59
I had sufficient access to Brighton Center staff by phone, email and in person.	78.75% 63	20.00% 16	1.25% 1	0.00% 0	0.00% 0	0.00% 0	80	4.78
I have received sufficient information about my child's growth/progress.	67.50% 54	27.50% 22	3.75% 3	1.25% 1	0.00% 0	0.00% 0	80	4.61
I have received sufficient information about child development and learning.	66.25% 53	23.75% 19	7.50% 6	2.50% 2	0.00% 0	0.00% 0	80	4.54

## Client Satisfaction Survey

I have received sufficient information about the program's goals for children enrolled.	57.50% 46	33.75% 27	7.50% 6	1.25% 1	0.00% 0	0.00% 0	80	4.47
I have received sufficient information about Brighton Center events.	68.75% 55	30.00% 24	1.25% 1	0.00% 0	0.00% 0	0.00% 0	80	4.67
I have received sufficient information about opportunities to be involved in my child's classroom.	60.00% 48	27.50% 22	5.00% 4	6.25% 5	1.25% 1	0.00% 0	80	4.39
I have received sufficient information on other resources for my child/family.	53.75% 43	26.25% 21	11.25% 9	5.00% 4	1.25% 1	2.50% 2	80	4.29
Parent teacher conferences provide useful insights about my child.	65.00% 52	25.00% 20	6.25% 5	0.00% 0	0.00% 0	3.75% 3	80	4.61
Brighton Center leadership members are accessible to discuss my child/family as needed.	75.00% 60	18.75% 15	3.75% 3	0.00% 0	0.00% 0	2.50% 2	80	4.73
Overall, Brighton Center staff and leaders addressed my questions in a thorough and timely manner.	70.00% 56	27.50% 22	1.25% 1	0.00% 0	0.00% 0	1.25% 1	80	4.70

## Q12 Please answer the following questions regarding Brighton Center's communication with your child/family.

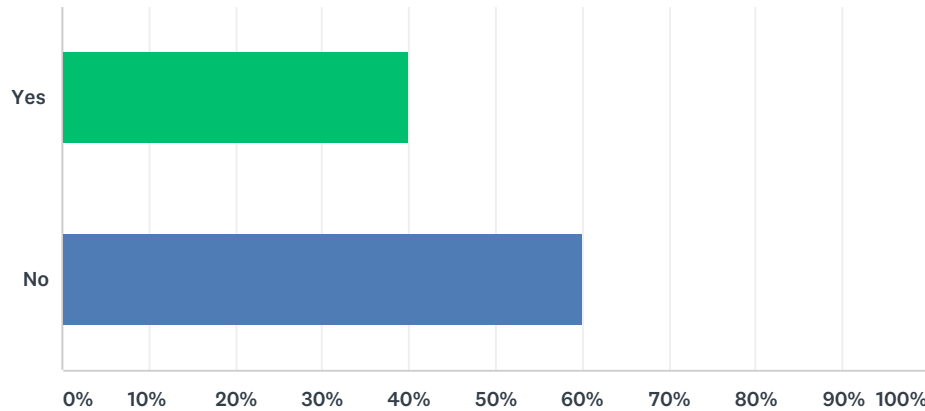
Answered: 5   Skipped: 705



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
The training activity increased my knowledge about the topic.	80.00% 4	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5	4.80
My attitude about the topic has changed as a result of this training activity.	80.00% 4	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5	4.80
I have a better understanding of how to interact with people because of this training.	80.00% 4	0.00% 0	20.00% 1	0.00% 0	0.00% 0	0.00% 0	5	4.60
I have a better understanding of how I can support people in my work/ family because of this training.	80.00% 4	0.00% 0	20.00% 1	0.00% 0	0.00% 0	0.00% 0	5	4.60
I learned something I can immediately use in my work related to this topic.	60.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	5	5.00
I learned something I can immediately use in my personal life related to this topic.	80.00% 4	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5	4.80

### Q13 Did you also receive individualized advocacy support? (PreARD meeting, attendance of advocate at ARD, etc.)

Answered: 5 Skipped: 705



ANSWER CHOICES	RESPONSES	
Yes	40.00%	2
No	60.00%	3
TOTAL		5

## Q14 Please answer the following questions regarding Brighton Center's communication with your child/family.

Answered: 3   Skipped: 707



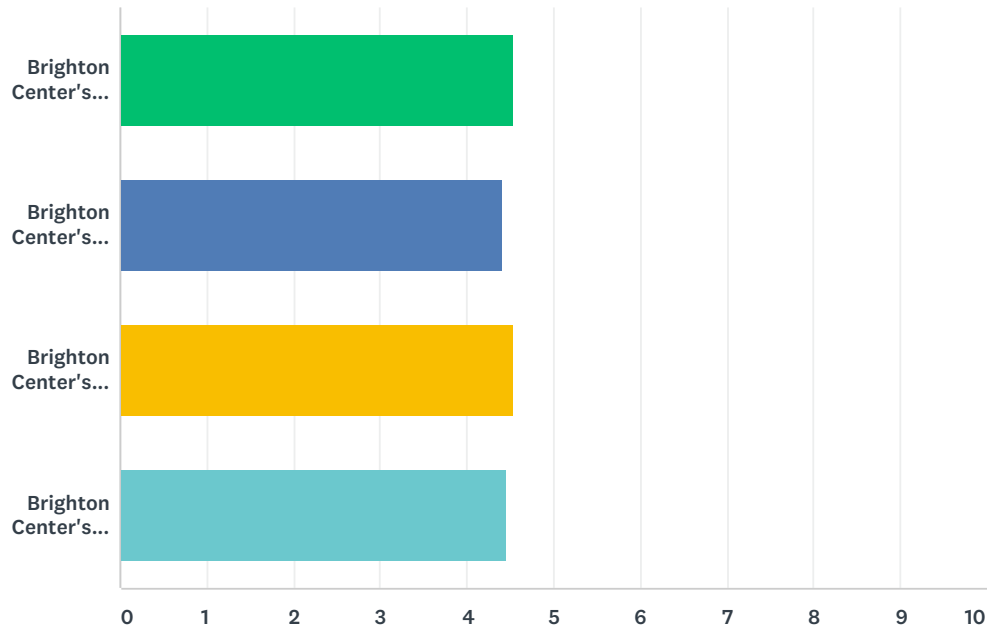
	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
My advocate helps me to understand my child's educational needs.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	5.00
My advocate has facilitated opportunities for me to learn how to advocate for my child. Ex. Classes, individual meetings etc.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	5.00

## Client Satisfaction Survey

My advocate encourages me to make informed decisions on my own.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	5.00
My advocate has facilitated opportunities for me to learn how to set educational goals for my child.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	5.00
My advocate has facilitated opportunities for me to learn how to track the progress my child makes towards those goals.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	5.00
My advocate has helped me to understand how to navigate the educational system.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	5.00
Because of my advocate's assistance, my child is now receiving better services at school.	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	3	5.00
I received sufficient information about Brighton Center events.	66.67% 2	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	4.67
I better understand the educational services my child is entitled to.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	5.00
The class I attended provided useful insights that I could use to help my child.	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	3	5.00
I am more confident to pursue services that I believe my child needs to be successful in school.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	5.00
Brighton Center leadership members are accessible to discuss my child/family as needed.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	5.00
Overall, Brighton Center staff and leaders addressed my questions in a thorough and timely manner.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	5.00

## Q15 Please answer the following regarding Brighton Center facilities.

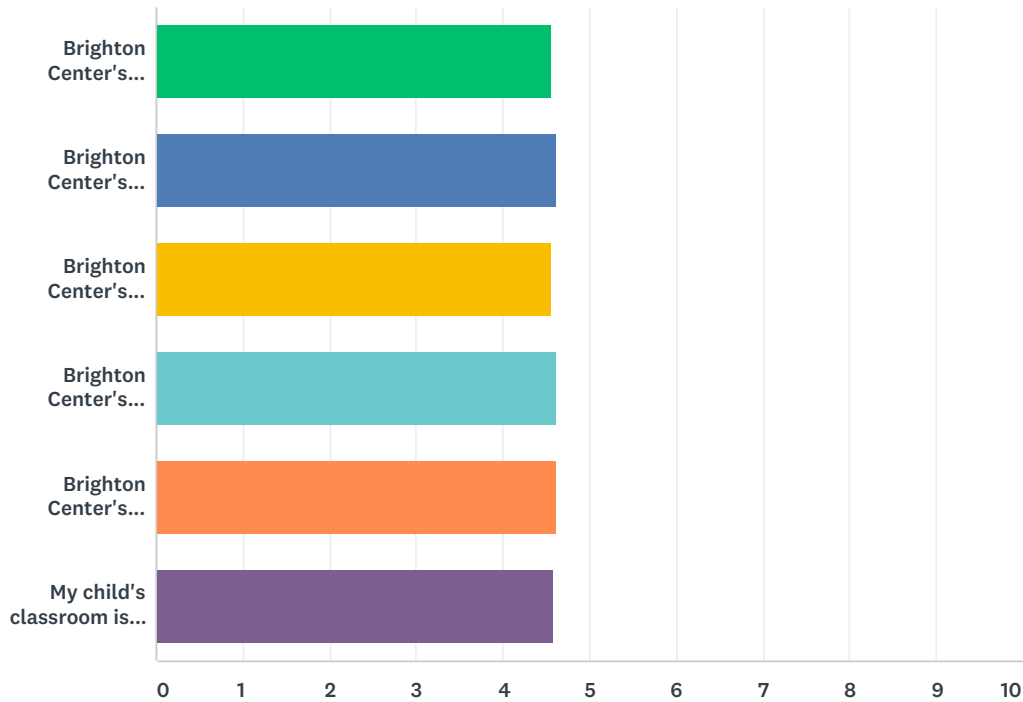
Answered: 550 Skipped: 160



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
Brighton Center's facilities are warm and inviting.	33.82% 186	12.00% 66	4.73% 26	0.18% 1	0.18% 1	49.09% 270	550	4.55
Brighton Center's locations are easy for my family to get to.	30.18% 166	12.73% 70	6.36% 35	1.09% 6	0.36% 2	49.27% 271	550	4.41
Brighton Center's locations are clean.	28.73% 158	11.64% 64	4.91% 27	0.00% 0	0.00% 0	54.73% 301	550	4.53
Brighton Center's locations are accessible.	29.64% 163	13.45% 74	4.73% 26	0.73% 4	0.36% 2	51.09% 281	550	4.46

## Q16 Please answer the following regarding Brighton Center facilities.

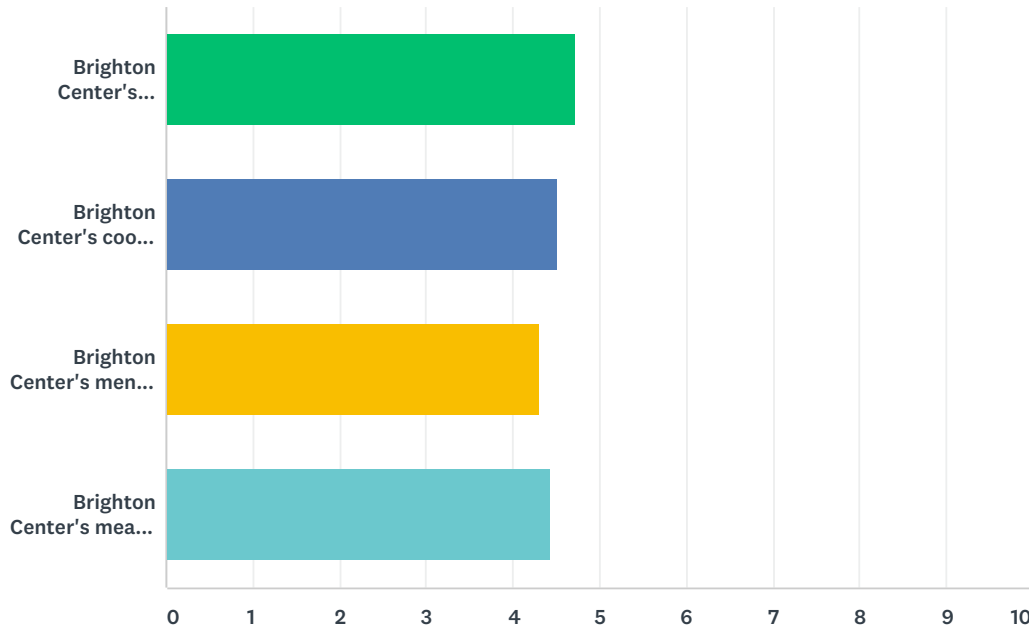
Answered: 79 Skipped: 631



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
Brighton Center's facilities are warm and inviting.	64.56% 51	30.38% 24	2.53% 2	2.53% 2	0.00% 0	0.00% 0	79	4.57
Brighton Center's locations are easy for my family to get to.	70.89% 56	22.78% 18	3.80% 3	2.53% 2	0.00% 0	0.00% 0	79	4.62
Brighton Center's locations are clean.	64.56% 51	27.85% 22	7.59% 6	0.00% 0	0.00% 0	0.00% 0	79	4.57
Brighton Center's locations are accessible.	67.09% 53	29.11% 23	3.80% 3	0.00% 0	0.00% 0	0.00% 0	79	4.63
Brighton Center's outdoor environment/playgrounds are safe and inviting.	65.82% 52	30.38% 24	1.27% 1	0.00% 0	1.27% 1	1.27% 1	79	4.62
My child's classroom is organized and inviting.	64.56% 51	30.38% 24	5.06% 4	0.00% 0	0.00% 0	0.00% 0	79	4.59

## Q17 Please answer the following regarding the meals provided to your child in one of our ECE centers.

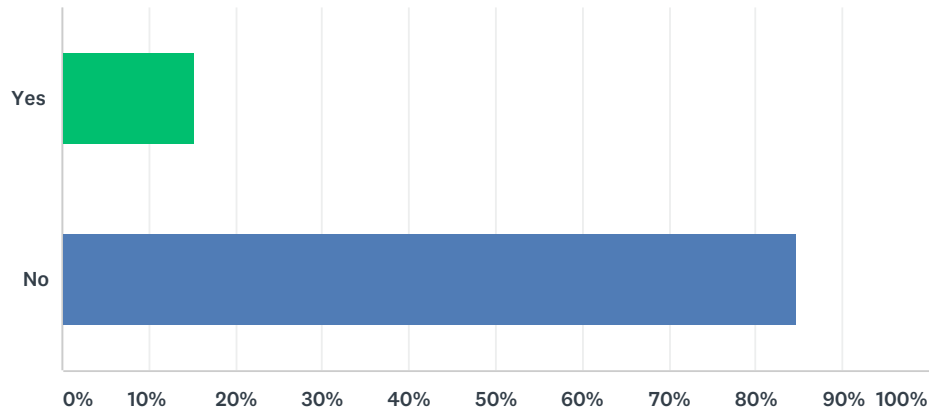
Answered: 79 Skipped: 631



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
Brighton Center's kitchen cooks are friendly.	65.82% 52	10.13% 8	6.33% 5	0.00% 0	0.00% 0	17.72% 14	79	4.72
Brighton Center's cooks are open to parent input/suggestions.	46.84% 37	6.33% 5	12.66% 10	0.00% 0	0.00% 0	34.18% 27	79	4.52
Brighton Center's menu is satisfactory.	54.43% 43	20.25% 16	15.19% 12	2.53% 2	1.27% 1	6.33% 5	79	4.32
Brighton Center's meals provided at center events is satisfactory.	53.16% 42	24.05% 19	11.39% 9	1.27% 1	0.00% 0	10.13% 8	79	4.44

## Q18 Does your child have any special dietary needs?

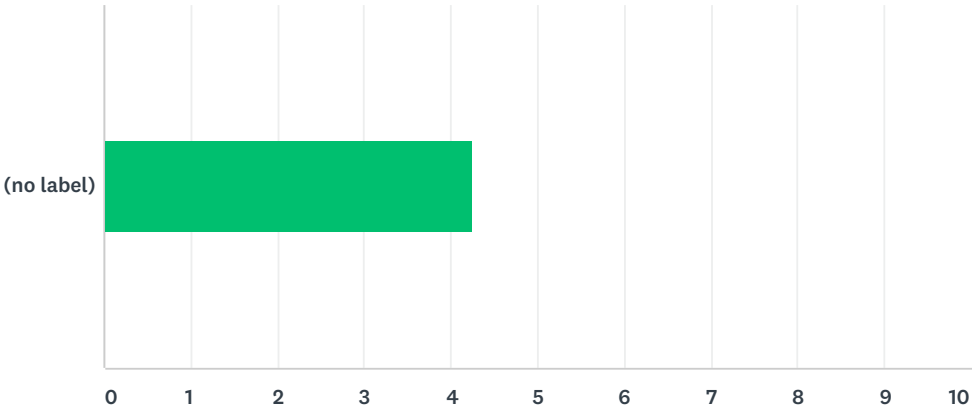
Answered: 79 Skipped: 631



ANSWER CHOICES		RESPONSES	
Yes		15.19%	12
No		84.81%	67
TOTAL			79

Q19 How satisfied are you with the cook's ability to work with you to meet your child's special dietary needs?

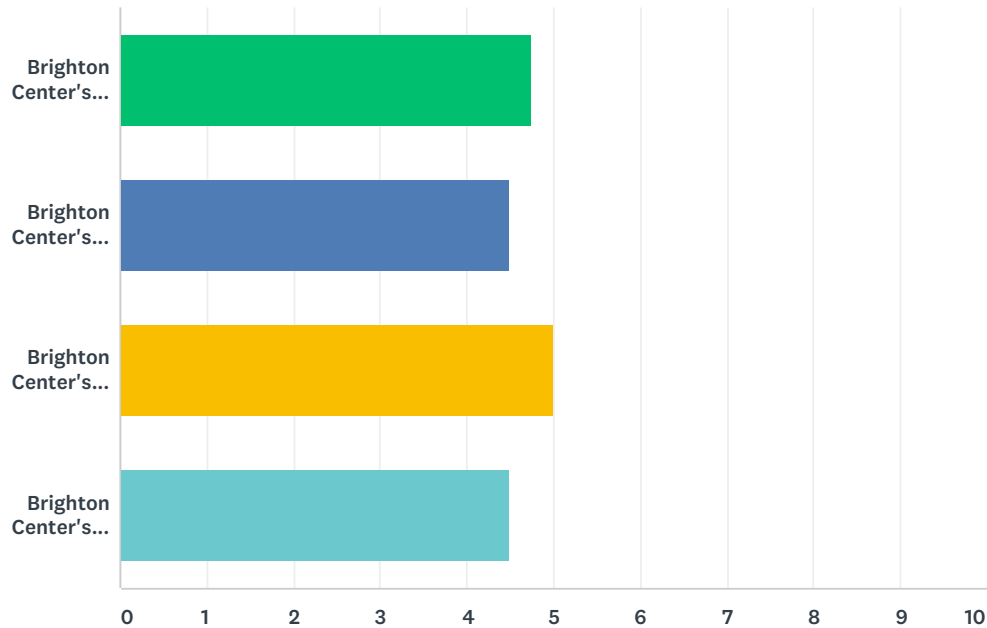
Answered: 12    Skipped: 698



	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	EXTREMELY DISSATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	50.00% 6	25.00% 3	25.00% 3	0.00% 0	0.00% 0	12	4.25

## Q20 Please answer the following regarding Brighton Center facilities.

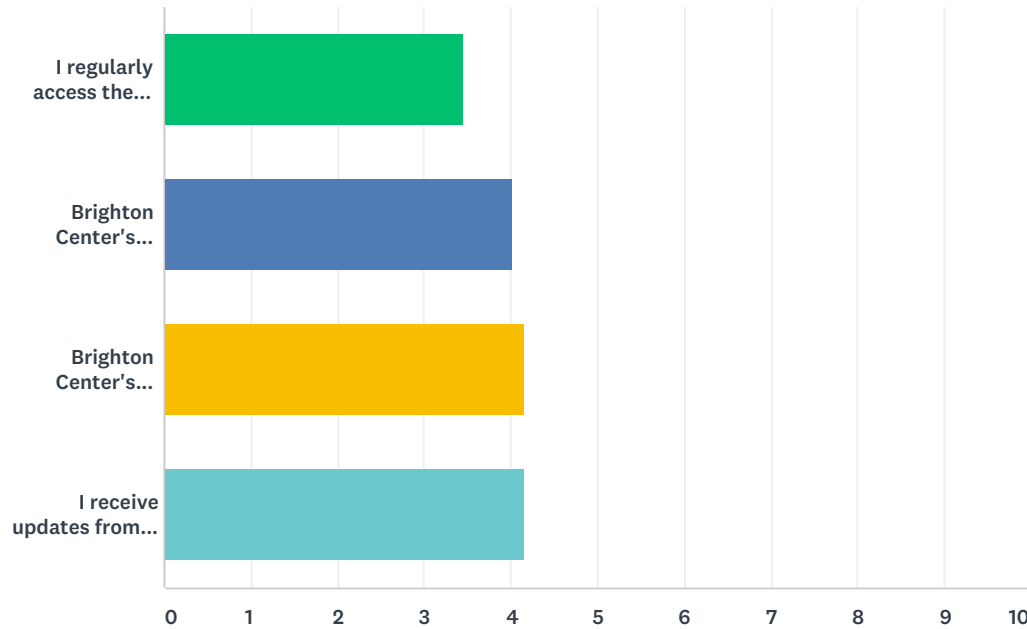
Answered: 6 Skipped: 704



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
Brighton Center's facilities are warm and inviting.	50.00% 3	16.67% 1	0.00% 0	0.00% 0	0.00% 0	33.33% 2	6	4.75
Brighton Center's locations are easy for my family to get to.	50.00% 3	0.00% 0	16.67% 1	0.00% 0	0.00% 0	33.33% 2	6	4.50
Brighton Center's locations are clean.	66.67% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	6	5.00
Brighton Center's locations are accessible.	33.33% 2	33.33% 2	0.00% 0	0.00% 0	0.00% 0	33.33% 2	6	4.50

## Q21 Please answer the following regarding Brighton Center's use of technology.

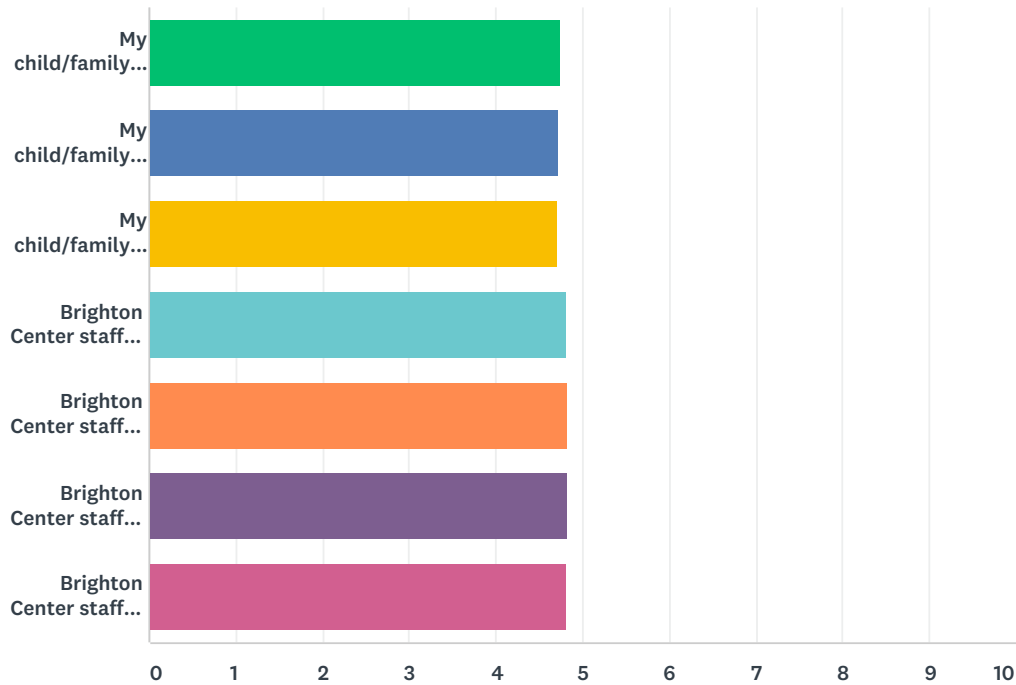
Answered: 633 Skipped: 77



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
I regularly access the Brighton Center website.	18.80% 119	17.06% 108	20.70% 131	13.43% 85	3.95% 25	26.07% 165	633	3.45
Brighton Center's website is easy to use.	24.64% 156	20.38% 129	18.17% 115	2.53% 16	0.16% 1	34.12% 216	633	4.01
Brighton Center's website has the information I need for my child/family.	29.75% 188	19.46% 123	18.51% 117	0.32% 2	0.00% 0	31.96% 202	632	4.16
I receive updates from Brighton Center via email.	39.24% 248	22.78% 144	10.28% 65	6.01% 38	1.11% 7	20.57% 130	632	4.17

## Q22 Tell us about your experience with Brighton Center.

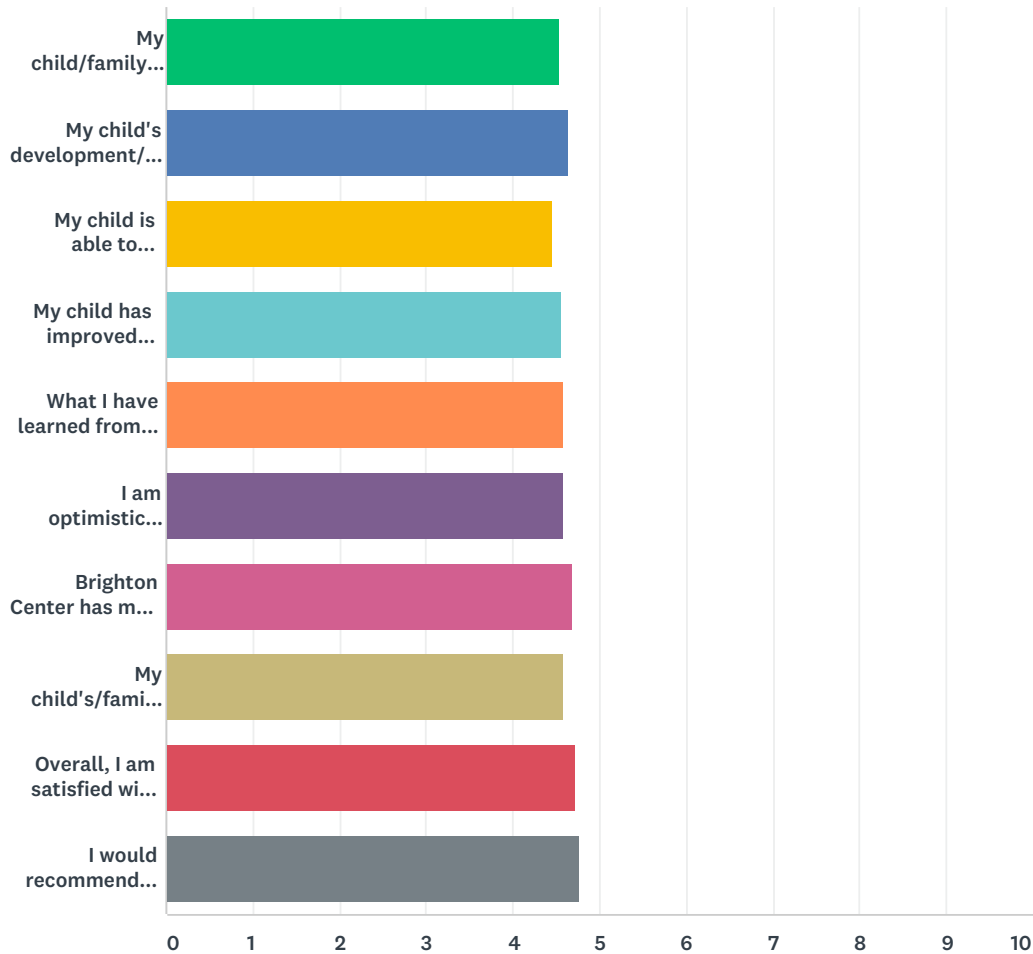
Answered: 631 Skipped: 79



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
My child/family received quality services from Brighton Center.	78.45% 495	19.33% 122	1.43% 9	0.48% 3	0.32% 2	631	4.75
My child/family received the services we expected from Brighton Center.	77.78% 490	18.73% 118	2.22% 14	0.79% 5	0.48% 3	630	4.73
My child/family's need's were met by the services Brighton Center provided.	76.07% 480	19.81% 125	2.69% 17	1.11% 7	0.32% 2	631	4.70
Brighton Center staff were nurturing and caring to my child/family.	83.78% 527	14.15% 89	1.59% 10	0.16% 1	0.32% 2	629	4.81
Brighton Center staff has a positive attitude toward my child/family.	84.60% 533	14.13% 89	0.79% 5	0.16% 1	0.32% 2	630	4.83
Brighton Center staff made me feel comfortable and accepted.	84.92% 535	13.65% 86	1.27% 8	0.00% 0	0.16% 1	630	4.83
Brighton Center staff listened and respected my family's language, culture, goals and preferences.	83.78% 527	14.15% 89	1.75% 11	0.00% 0	0.32% 2	629	4.81

## Q23 Please answer the following about your overall experience with Brighton Center.

Answered: 623   Skipped: 87



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
My child/family is prepared for the future because of Brighton Center.	62.70% 390	27.01% 168	7.72% 48	0.80% 5	0.32% 2	1.45% 9	622	4.53
My child's development/education has improved because of Brighton Center.	70.14% 437	22.95% 143	4.49% 28	0.96% 6	0.16% 1	1.28% 8	623	4.64
My child is able to participate in the social and community activities we want because of Brighton Center's help.	56.59% 352	19.61% 122	11.58% 72	1.77% 11	0.16% 1	10.29% 64	622	4.46
My child has improved skills, confidence and self-esteem because of the services provided by Brighton Center.	63.02% 392	25.08% 156	6.11% 38	1.29% 8	0.16% 1	4.34% 27	622	4.56

## Client Satisfaction Survey

What I have learned from Brighton Center has improved my ability to support my child.	66.45% 414	22.31% 139	6.90% 43	0.80% 5	0.32% 2	3.21% 20	623	4.59
I am optimistic about our family's future because of Brighton Center's help.	66.88% 416	22.67% 141	7.07% 44	0.80% 5	0.16% 1	2.41% 15	622	4.59
Brighton Center has made a positive impact on my child/family.	73.31% 456	22.51% 140	2.89% 18	0.48% 3	0.16% 1	0.64% 4	622	4.69
My child's/family's quality of life has improved because of Brighton Center.	66.34% 412	22.22% 138	7.25% 45	1.13% 7	0.16% 1	2.90% 18	621	4.58
Overall, I am satisfied with the quality of services and support I/we received from Brighton Center.	76.89% 479	19.90% 124	2.25% 14	0.64% 4	0.32% 2	0.00% 0	623	4.72
I would recommend Brighton Center to other families.	81.67% 508	14.79% 92	2.89% 18	0.48% 3	0.16% 1	0.00% 0	622	4.77

## **Security Recommendations**

### **The Brighton Center**

#### **The Property Line (First Security Ring):**

The first line of defense and priority for securing the property must be the fence/property line. The fence/property line is the outermost ring of a three (3) ring security system and should detect, prevent or delay any unauthorized entry. Key areas which should be evaluated:

- Consideration should be given to installing a secure/fenced parking area for staff vehicles to provide additional security within the transitional space from the vehicle to the main buildings. Additionally, this parking area should be access controlled.
- Consideration should be given to having an exterior lighting survey conducted for the main campus and parking areas.

It is not reasonable, given the size of the property, to have secure perimeter fence. Consideration should be given however to making certain that the “footprint” of buildings within the property create a secured perimeter. (i.e. The wooden gate on the right side of the building leading into the play area should have a pad lock to prevent easy entry into this area).

#### **The Building(s) Perimeter (The Second Security Ring):**

The second security ring is the perimeter of each building itself. The objective here is to detect, report and deny entry to anyone who may cross the property line and attempt entry into a building on the main campus. All windows and doors should be properly contacted and tied into the alarm system. There are several areas within the existing perimeter which could be modified to give a greater probability of detecting and/or preventing a forced entry.

Note: Due to the current state of the alarm and camera systems, consideration should be given to a complete survey and retrofit of the existing alarm and camera systems. This will mostly likely be more effective than attempting to repair and/or bolster the capabilities of the existing systems.

#### **Alarm System:**

- Consider alarm system upgrade to DMP-XT50
- Monitored via a 24hr monitoring service.
- Consider adding an exterior alarm horn to increase awareness of alarm activation.
- Consider adding an exterior “strobe light” to help responders identify your location more easily and increase awareness of alarm activation.

**Camera System:**

- Digital vs. Analog Camera system.
- Remote monitoring from any workstation and/or Brighton Center Employee phone
- Retention of video for 30days in the event of an incident.

Recommended Camera locations:

- Parking Area Entry
- Parking Area
- All points of entry.
- Reception Area
- Child Care Hallway
- Play Areas

“Glass Break Detectors” vs. Motion Detectors should be used to detect entry while the person attempting entry is still on the exterior of the residence. The following areas should also have Glass Break Detectors installed to achieve this goal:

- Main Entry Area
- Auditorium
- Administrative/Reception Office Areas
- Child Care Centers
- Director’s Office Building/Areas

Consider installing ballistic film to each window pane on exterior windows and doors. While it will not completely defeat projectiles, it is effective in preventing and/or significantly delaying a determined adversary from gaining entry by shooting or smashing glass on the perimeter of buildings.

- Main Entry Area
- Rear of Auditorium
- Exterior windows of Child Care Areas.
- Administrative/Office Areas
- Director’s Office Building/Areas

**Locks/Keys:**

A comprehensive key survey of the Brighton Center should be conducted.

- A listing of all keys which have been created for the Brighton Center.
- Checking to see if each key holder has their assigned key.
- A list of all missing keys.
- Accounting for all keys which not been assigned.

Based upon the findings of this survey, consideration should be given to retrofitting the center with a new “teamed” key way or eliminating keys and/or transitioning all doors which need to be secure to an access control system. Teaming will allow keys to be assigned based upon an individual’s need for access, thus allowing access to be restricted or widely distributed.

Cypher locks (keypad locks) should be eliminated and replaced with “brass keys” or access controlled locks due to the frequency in which “combinations” are shared and the infrequent changing of “combinations”. If cypher locks are continued, combinations should be changed at least quarterly.

**Remote Release Doors:**

Consideration should be given to placing Electric Strike or Magnetic Release Locks on exterior doors leading into the visitor’s lobby AND those doors leading away from the visitor’s lobby into the main childcare areas and auditorium. Access past this area would be monitored via the camera system and granted via personnel in the receptionist area or a properly coded access card/key. This will dramatically limit the possibility of a visitor moving past this area without permission.

**The Interior (The Third Security Ring):**

The third security ring consists of the security system within the interior of the buildings. The objective within the third ring is to further delay and defend against an adversary who has made it through the first two rings. There are several points which should be considered to properly secure the interior of the residence.

**Interior Doors:**

- Consider a solid core or steel doors with 2” deadbolt lock and reinforced “dust box” for interior doors.

**Panic Devices-** I recommend at least four (4) panic devices which can be used to immediately call for emergency assistance. This can be accomplished by either hardwired or wireless devices. Recommended locations would be the reception area, child care area, administrative/office area and Director’s office area.