



Exhibit X.B.1. – Human Resource Practices

Submit as Exhibit X.B.1. a statement of whether the Applicant or, as applicable, the Manager has prepared, and how the Applicant or, as applicable, the Manager proposes to establish, fund and maintain human resource hiring and training practices at the proposed Gaming Facility that promote the development of a skilled and diverse workforce and access to promotion opportunities through a workforce training program that:

- a. establishes transparent career paths with measurable criteria within the Gaming Facility that lead to increased responsibility and higher pay grades that are designed to allow employees to pursue career advancement and promotion;*
- b. provides employee access to additional resources, such as tuition reimbursement or stipend policies, to enable employees to acquire the education or job training needed to advance career paths based on increased responsibility and pay grades; and*
- c. establishes an on-site child day-care program.*

Further, identify whether the Applicant and, as applicable, the Manager plans to establish employee assistance programs, including those relative to substance abuse and problem gaming.

Throughout its history, Tioga Downs has developed strong relationships with local workforce, employment and training institutions to recruit, train, and retain employees. This provides employment and career advancement opportunities to residents in the region. With the identification and establishment of pertinent external training programs and clear career pathways, Tioga Downs also works to provide existing and incoming employees with access to internal training programs and has a strategy to expand educational and training opportunities if awarded a gaming facility license.

One of the strongest existing partnerships Tioga Downs enjoys is with the local and regional Board of Cooperative Educational Services (“BOCES”) located in Binghamton, Elmira, and Broome-Tioga counties, focusing on pertinent industry courses, customized training, and internship opportunities. Other cooperative partnerships include the SUNY Broome Community College, Broome-Tioga Workforce New York, the Economic Opportunity Program in Elmira, and the Elmira Business Institute which has provided an expedited platform for Tioga Downs to fill some of their more challenging positions. Examples of these partnerships include:



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- Ongoing relationship with the Rochester Regional Joint Board (current union);
 - Ongoing cooperative partnerships with Achieve, Southern Tier Independence Center, Community Options, Country Valley Industries and Economic Opportunity Program in Elmira;
 - Robust relationships with BOCES (Binghamton, Elmira, and Broome-Tioga) including career fair participation;
 - Posting of open positions on the New York State Department of Labor/Workforce New York job board;
 - Active participation as a member of the Job Service Employer Committee;
 - A close and collaborative relationship with the business services team of the Broome-Tioga Workforce Investment Board;
 - Progressive collaboration between Tioga Downs and SUNY Broome for the development of a new casino management degree program; and
 - Active participation as executive member of the Broome-Tioga Workforce Investment Board.

Veterans' affairs are a chief focus for Tioga Downs in regards to attracting veterans for employment, as well as supporting philanthropic projects. Tioga Downs Casino works with numerous veterans' service agencies including the following:

- New York State Division of Veteran's Affairs—Broome County;
- Broome County Veteran's Services Agency;
- Bradford County (Pennsylvania) Veterans Affairs;
- Tioga County Veteran's Service Agency; and
- Chemung County Department of Veterans Affairs.

A. Transparent Career Pathways

Career pathways are a series of connected occupations, education and training programs, and support services that enable individuals to secure employment and progress within Tioga Downs. Tioga Downs values the internal promotion of employees within the organization and operates with the goal of using internal promotion as a tool for retaining outstanding employees, ultimately creating a pipeline of skilled workers. Below is a snapshot of several valued employees - real members of the Tioga Downs team - who have built successful careers with Tioga Downs. This commitment to career development is present within all areas of Tioga Downs' operation and, as demonstrated below, provides employees with the chance to grow and move across departments.

- Adami, P.: Security Officer → Security Supervisor → Lead Security Supervisor
- Bluhm, J.: Assistant Race Secretary → Director of Racing → Regional Director of Racing → Senior Regional Director of Racing

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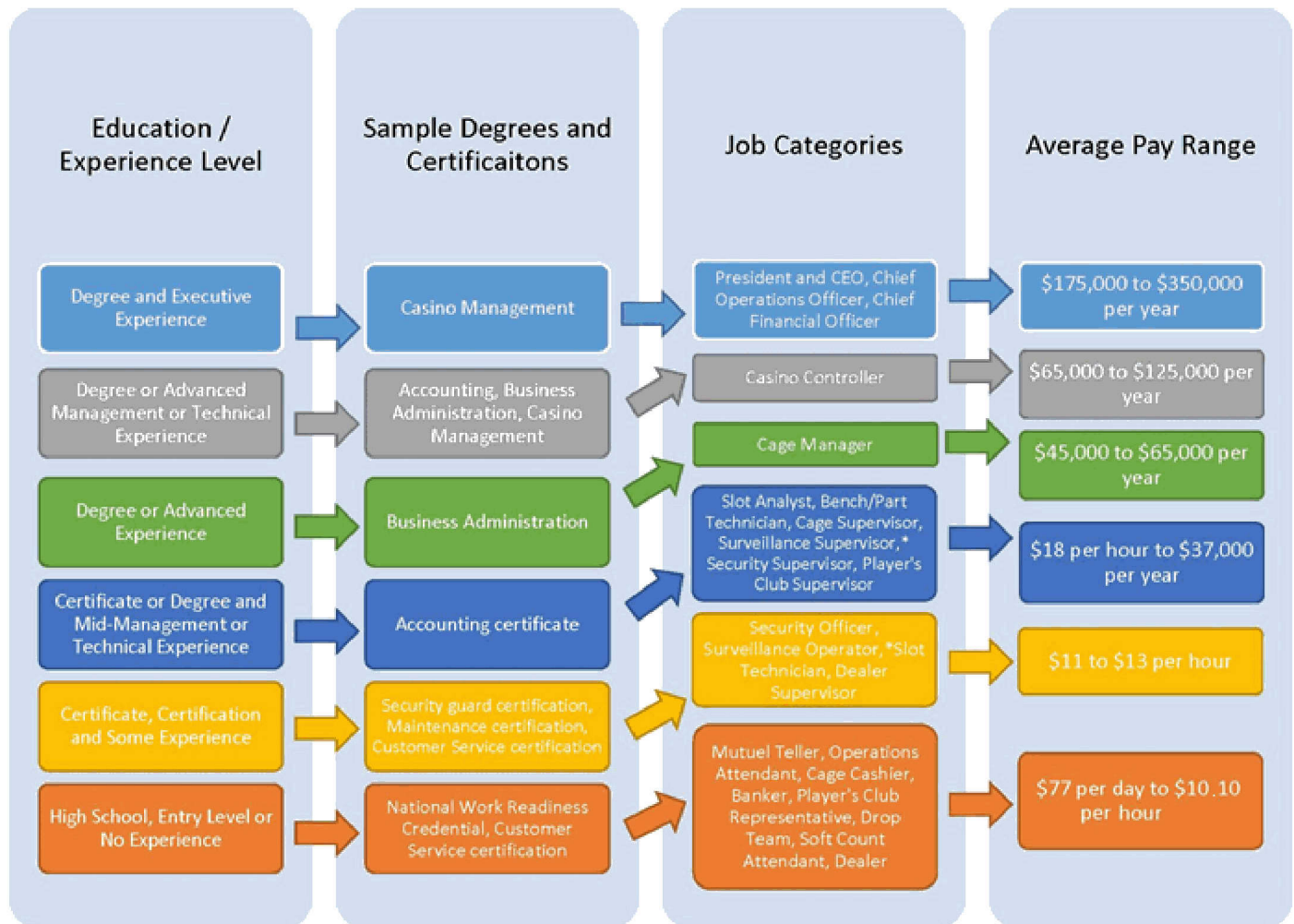
- Brown, K.: Line Cook → Lead Line Cook → Executive Chef
- Butler, J.: Accounts Payable Clerk → Account Payable Supervisor
- Cecce, C.: Concessions Attendant (Seasonal) → Hostess/Cashier → Purchasing Agent
- Chase, A.: Lead Line Cook → Sous Chef
- Ennis, A.: IT Specialist → Regional Systems Analyst → IT Manager
- Fenton, A.: Player's Club Representative → PBX Operator → AP Clerk
- Garrison, K.: Player's Club Rep → Surveillance Operator → Surveillance Supervisor
- Gerould, D.: Operations Attendant → Player's Club Representative → PBX Operator → Administrative Assistant → Exec Administrative Assistant
- Gerould, S.: Security Officer → Surveillance Operator → Surveillance Supervisor
- Hallett, V.: Main Banker → Cage Operations Supervisor
- Hilliar, A.: Player's Club Representative → PBX Operator → AP Clerk
- Keeney, E.: Accounts Payable Clerk → General Ledger Accountant → Financial Analyst → Planning & Analyst Manger → Director of Planning & Analysis
- Kinner, J.: Security EMT → Security EMS Coordinator → Casino Supervisor
- Madison, G.: Mutuel Teller → Racing Assistant → Racing Operations Manager
- Mathews, K.: Dual Rate Operations Attendant → Manger on Duty → Casino Manager
- Messersmith, K.: Promotions Attendant (Seasonal) → Marketing Service Coordinator → Marketing Promotions & Entertainment Coordinator
- Meyer, A.: Marketing Intern (Seasonal) → Player Development Host → Marketing Services Coordinator
- Morrow, J.: General Maintenance Engineer (Plumber) → Maintenance Supervisor → Facilities Manager → Director of Facilities → Senior Director of Facilities
- Perrotta, C.: Purchasing Agent → Purchasing Supervisor → Purchasing Manager
- Redder, L.: Manager of Marketing → Director of Marketing → Sr. Director of Marketing → VP of Marketing
- Ripley, B.: Surveillance Operator → Surveillance Supervisor → Surveillance Director
- Robinson, A.: Mutuel Teller → Operations Attendant → Mutuel Teller Supervisor → Interim Mutuel Manager → Assistant Mutuel Manager → Lead Mutuel Teller → Mutuel Manager
- Schrader, W.: Senior General Ledger → Accounting Manager → Assistant Controller → Regional Controller → Regional Director of Casino Finance
- Shelp, K.: Sr. HR Generalist → HR Manager → Director of HR
- Styles, T.: Cage Cashier → Player's Club Representative → Player Host → Senior Casino Host → Player Development Manager → Guest Services Manager



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- Tobin, D.: Player's Club Representative → Player's Club Manager
 - Walkley, G.: EVS Attendant → Security Officer → Security Supervisor
 - Williams, S.: Chef → Multi Outlet Restaurant and Bar Manager

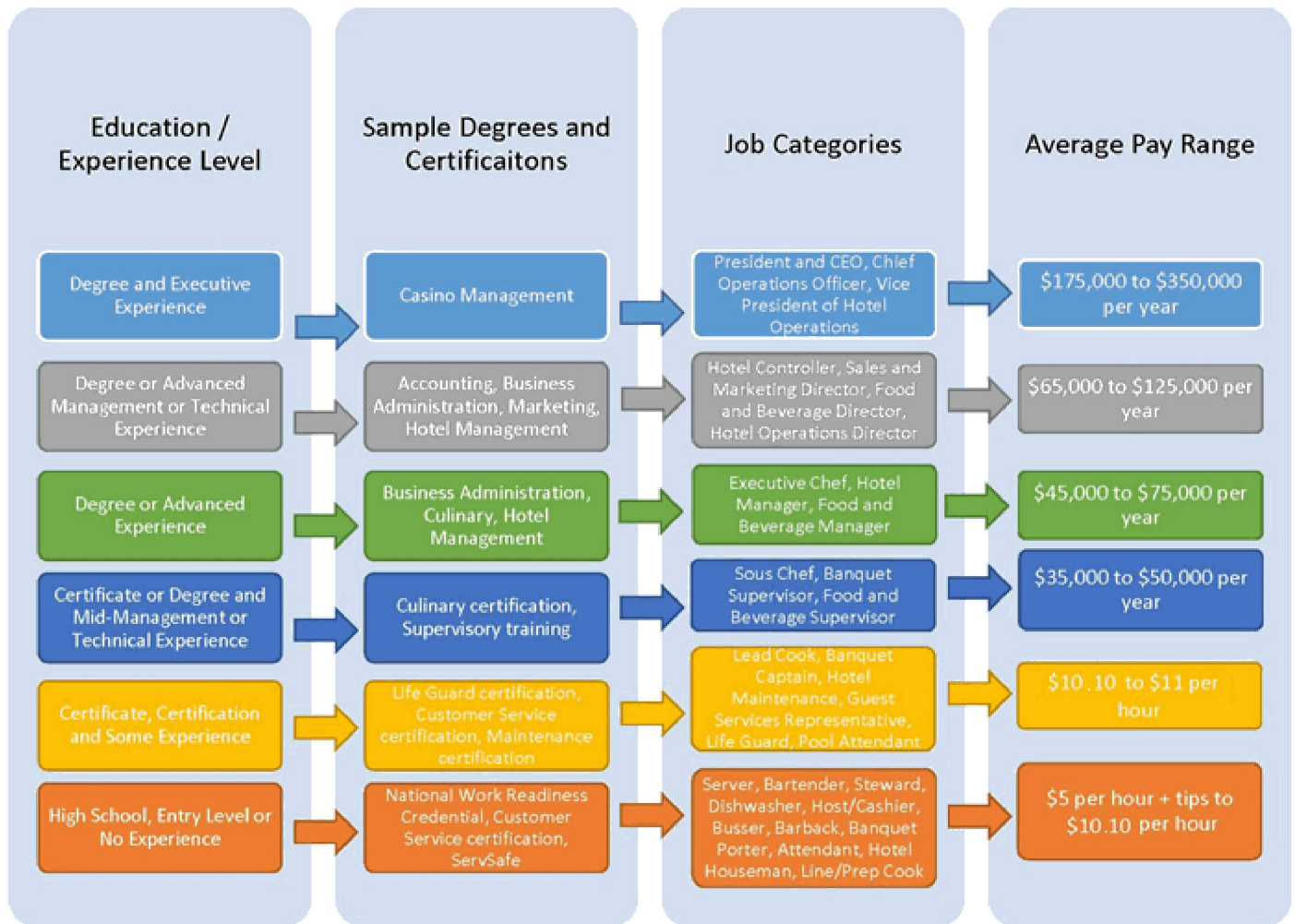
In addition to these success stories, Tioga Downs has established career pathways documents that demonstrate advancement opportunities to staff in three core areas - Casino, Hospitality, and Operations/Administration. The documents serve not only as a resource for staff, but also as a resource for workforce development agencies, to provide a better understanding to staff and public workforce system customers who may seek employment with Tioga Downs.

Tioga Downs Racing and Casino: Casino, Cage, and Security Career Pathway



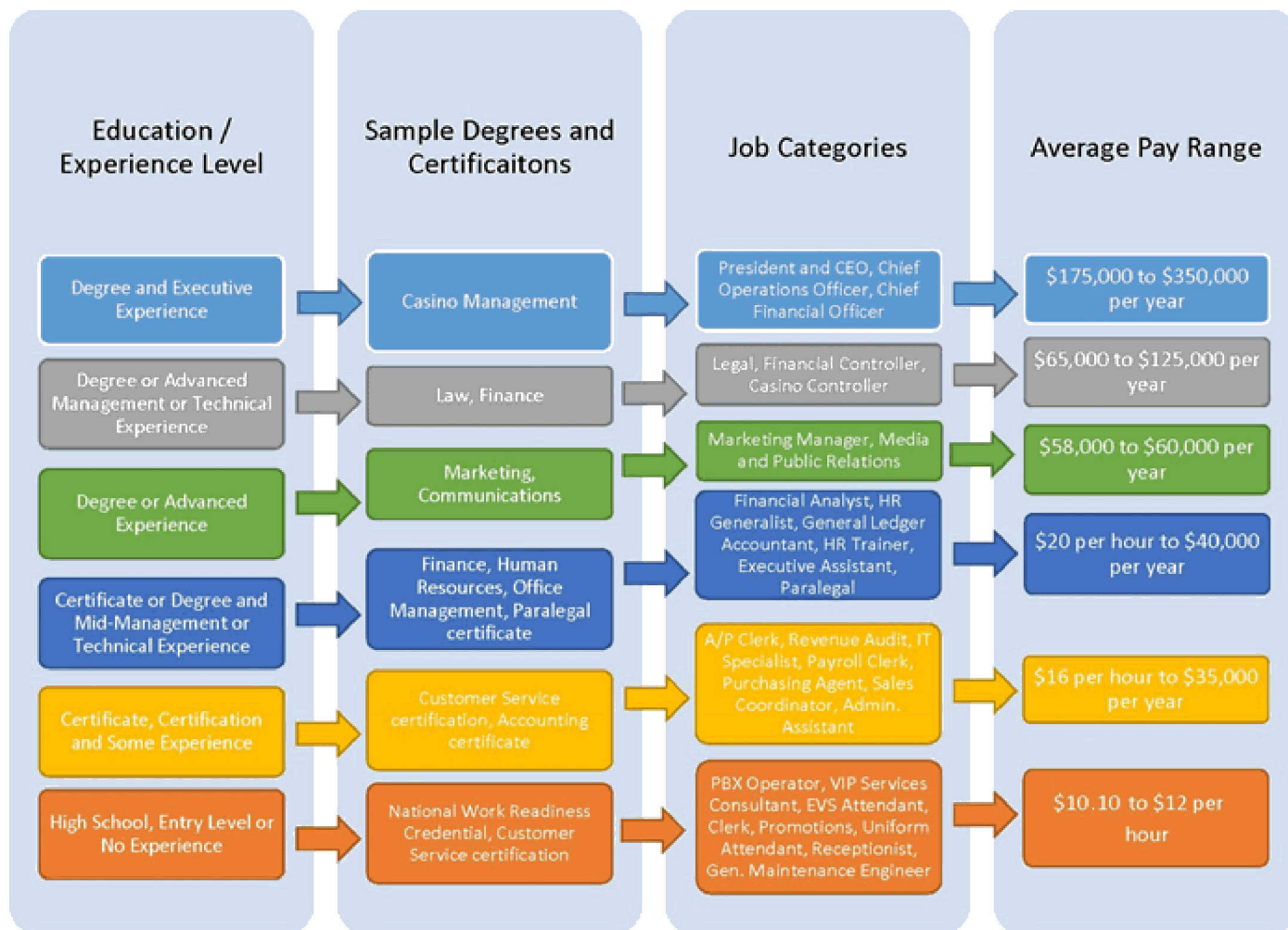
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Tioga Downs Racing and Casino: Hospitality Career Pathway



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Tioga Downs Racing and Casino: Operations and Administration Career Pathway



Note: This document is for illustrative purposes only and is not a guarantee of employment or promotion. All information is subject to change without notice.

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B. Employee Access to Training Resources

Currently, Tioga Downs conducts 37 internal training programs covering health, safety, emergency management, information technology, vendor services, sensitivity and specific departmental trainings. Training, workshops and seminar opportunities are identified and communicated to all associates through the “Associate Development Program” listed in Employee Handbook (a copy of which is included with this exhibit).

In 2015, Tioga Downs received a grant from SUNY Broome to conduct six supervisory training seminars on-site at Tioga Downs for current and future supervisory staff.

Workers at Tioga Downs also benefit from the opportunity to access DVD training, on-line seminars and webinars to bolster existing professional development workshops for all existing employees and incoming workers. All employees are trained yearly on our “Be the Best” customer service program to enhance their skills.

To be successful in a competitive environment, Tioga Downs recognizes that its employees must be skilled and highly trained in order to provide the best level of customer service. Accordingly, Tioga Downs offers a variety of career enriching training options provided both internally and with regional agency partners. To build an economically competitive workforce going forward with a gaming facility license, relevant and ongoing programs will be mapped to meet specific demands, including the following:

- Build strong apprenticeship relationships with dealer schools, BOCES located in Broome-Tioga, and SUNY Broome to train workers on specific knowledge and skills at the casino;
- Institute our Tuition Reimbursement Policy to provide access to outside training identified as part of Tioga Downs’ career pathways. Tuition reimbursement encourages employees to boost their job-related skills through training and education, which will be utilized as an employee retention tool. This program will include tenure requirements before reimbursement is available, a commitment of continued employment after completion of training, and a standard level of job performance by the candidate. Program reimbursement will be up to \$2,000 per calendar year for tuition expenses. Courses are subject to approval by the company, and reimbursement will be limited to education and training programs directly related to enhancing the needs of the company;

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- Establish mentoring and leadership programs to maximize skill development and the ability to transition to higher levels of responsibility. Tioga Downs takes pride in promoting employees from within the organization. Structured mentoring and leadership development programs provides a rooted pathway for upward mobility; and
- Hire a full-time trainer.

In addition to these initiatives, Tioga Downs is establishing a scholarship for the Casino Management program at SUNY Broome. This program was established with intensive and ongoing input from Tioga Downs and includes instructors from high-level management staff at Tioga Downs. Tioga Downs will award four students that are enrolled full-time in the Casino Management Degree Program \$2,500 per year.

C. Child Day-Care

Tioga Downs has executed a letter of intent with Bright Horizons Family Solutions to provide detailed recommendations with respect to the development and operation of an on-site child care center at the proposed casino (a copy of the Bright Horizon's proposal is included with this exhibit). In the event that Tioga Downs is awarded a license, Bright Horizons is intended to be the childcare service provider for the day care center. While market studies are on-going, it is anticipated that enrollment, in addition to Tioga Downs employees' children, would also be open to Nichols community members. Providing the highest quality childcare includes hiring experienced, educated teachers and meeting or exceeding all state childcare qualifications regarding facilities, curriculum and training. The tuition necessary to adequately fund such a center would put the cost out of reach of most residents. Tioga Downs Casino intends to provide tuition subsidies through establishment of a charitable foundation.

Employee Assistance Program

Tioga Downs realizes that everyone runs into rough patches – problems with relationships, stress, depression, substance abuse and financial and legal concerns. There is a cost for our employees as well as a cost to us: absenteeism, tardiness, and lower productivity. Tioga Downs currently offers an Employee Assistance Program that can help our employees address their concerns before they interfere with the workplace and/or with the employee's home life. Professional and confidential counseling and practical guidance helps our employees and their loved ones improve their quality of life, both on and off the job.



Tioga Downs currently has an Employee Assistance Program that offers assistance for the below topics:

- Martial and Family problems;
- Addiction (includes problem gaming);
- Stress/Anger management; and
- Life Transition.

This program includes the below services:

- Unlimited phone access to guidance consultants;
- In-person sessions for short-term problem resolution;
- Unlimited phone access to legal, financial and work-life services;
- Web-based information, including articles, tutorials, streaming videos and “Ask the Expert” personal responses; and
- Comprehensive, customized personalized information packets to accompany all work-life services.

Tioga Downs will establish an enhanced version of an Employee Assistance Program which will offer the below additional premium features:

- Additional in-person access to counselors and/or lawyers;
- Additional customized kits for those who may need extra support (which would include substance abuse and problem gaming);
- Expert management consultation;
- Critical incident response, including training and personal development workshops;
- Detailed reporting;
- Manager referrals;
- Substance abuse assessment services (which includes substance abuse training and education);
- Personalized program management from a dedicated account manager;
- Support for critical incidents such as natural disasters and employee deaths to include: 24/7 telephonic support, on-site professional response, local expertise and outreach calls to employees; and
- Training, orientation and personal development workshops.

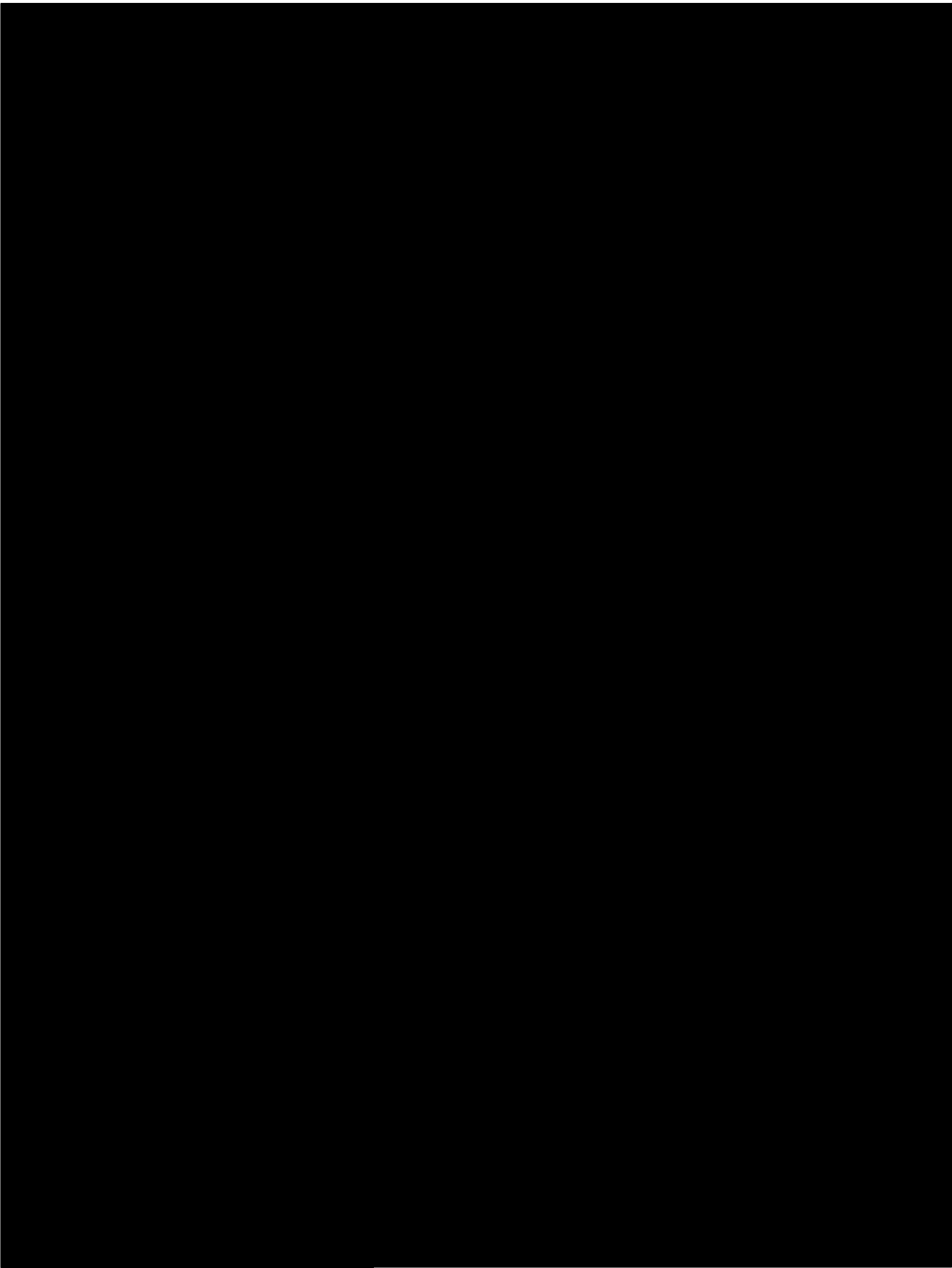
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AMERICAN RACING & ENTERTAINMENT

**TIOGA & VERNON DOWNS
ASSOCIATE HANDBOOK**

For Members of the Team

Revised June 1, 2014



SECTION I - Purpose of this Handbook

This Associate Handbook is intended to provide you with general guidelines and information about the Company, working conditions, Associate benefits, and policies and practices affecting your employment. This Handbook is for informational purposes, and nothing in this Handbook is intended to constitute an expressed or implied employment contract or promise of your continued employment.

The policies, practices, and benefits described in this Handbook are subject to change as organizational needs, structures, and procedures within the Company evolve. It is not possible, of course, to foresee or comment on every situation that may present itself. This Handbook does not contain all the terms and conditions of employment. You should speak to your supervisor or manager with regard to a description of your specific job duties.

Nothing in this Handbook shall limit the Company from carrying out the high standards of its mission, the effective operation of Company business, and the implementation of prudent personnel judgments. The Company reserves the right to add to, amend, change, revoke, or terminate employment policies and practices as it deems necessary. It is, however, the intent of the Company to make a conscious effort to review with and communicate to Associates changes in this Handbook prior to implementation.

GENERAL MANAGER'S WELCOME

Congratulations on choosing to join our team and I would like to personally welcome you. As a new Associate, your time and talents will be a valuable part of our success. We want you to know that our past and future accomplishments are based on the ability of our Associates to interact with our guests and their fellow Associates in a professional and responsible manner. By taking ownership in the property's betterment, our Company will be the best gaming complex in the area....for our guests and for our Associates.

We believe:

- We must remember at all times that our guests are the reason we exist.
- We are in the entertainment business.
- The Company's success requires a team effort and *you* are always part of the team.
- Only competent and dedicated Associates can meet our guests' needs.
- We are committed to offering you the training, opportunity, and support that you need to successfully meet our goals and your career goals.

The vision and mission statements for Vernon Downs and Tioga Downs are:
"The premier gaming, racing and entertainment destination."

"Through an innovative gaming, racing and entertainment approach, we provide guests exciting experiences, Associates a great place to work, community partnerships and investors superior returns."

The following values define the behavior and culture that *we* will require and demand of everyone to accomplish our goals. I expect each of us to live up to these values every day in our interactions with each other, our guests, and our suppliers.

Integrity	In everything we do
Respect	For our Associates and guests and our owners
Responsiveness	To our guests' dynamic needs

We have a unique and exciting opportunity for you and for the Company. As we grow, there is also opportunity for personal and career growth. I look forward to being, along with you, part of the effort to create the best resort and gaming complexes in New York. And for you, our Associates, I look forward to helping create the best employment opportunity in the industry.

Tom Osiecki

President & General Manager

SECTION II – About Tioga & Vernon Downs

Tioga Downs racetrack was originally a quarter horse race track known as “Tioga Park” that opened in 1976 and closed in 1978.

Tioga Downs opened June 9, 2006 with a 5/8 mile harness racetrack including a Grand stand, over 800 Video Gaming Machines, and Simulcast betting from other tracks to make Tioga Downs Gaming, Racing, and Entertainment a major Southern Tier entertainment destination. In addition, Tioga Downs has The County Fair Buffet, Coasters Sports Bar and Carousel Bar to make Tioga Downs a place for all to visit.

Vernon Downs has been the recreational destination choice for people of Central New York for over 50 years. Generations of families have regularly enjoyed an evening of relaxation and excitement at Vernon Downs.

After numerous owners Vernon Downs reopened August 31, 2006 for harness racing including a grandstand with an upper mezzanine with The Gold Cup Buffet and Miracle Mile Restaurant and Trackside Deli. In October, the gaming facility opened with 777 Video Gaming Machines, Ring Eyed Pete's, Champions Buffet, and Triple 777 Cafe. Vernon Downs Hotel and Mr. G's Food & Spirits are connected to the gaming facility to allow for easy access.

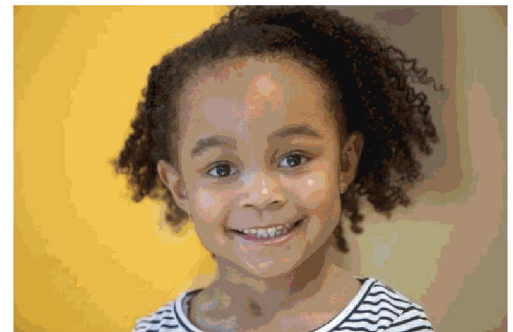
Our properties have the common objective of providing the most excellent guest experience available in the hospitality industry. The unique and personal attention provided by our expertly trained and professional Associates makes Tioga Downs and Vernon Downs outshine all the competition. Our guests deserve the best service we can offer. Your professionalism and dedication to the best customer service anywhere will make our guests return again and again.

**A PROPOSAL
FOR THE MANAGEMENT OF THE
TIOGA DOWNS RACETRACK
CHILD CARE CENTER**

Prepared by:



www.brighthorizons.com



May 2015

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EXECUTIVE SUMMARY

Tioga Downs Racetrack LLC (“Tioga Downs”) is determining how to support the work/life needs of its community, while increasing recruitment and retention of valuable employees. A dependable, high-quality Tioga Downs-sponsored child development center will solve needs for both the casino and its families—it will attract and retain talent and provide parents with the knowledge that their children are well cared for, allowing them to be fully present and engaged at work.

Bright Horizons is able to help Tioga Downs design, develop, and operate an innovative child care program that supports the well-being of the organization’s community and is in alignment with accreditation standards set by the National Association for the Education of Young Children (NAEYC). We will collaborate with Tioga Downs in the ongoing decision-making for the center, maintain communication on the center’s operation and progress, market the program to employees, establish strong working partnerships with parents, and encourage active parent participation. The center will offer a warm, culturally-inclusive, safe environment for children with stimulating, developmentally appropriate, and happy learning experiences.

Forged through 29 years of experience partnering with elite clientele, Bright Horizons’ risk management and quality control measures, rigorous health and safety standards, and culture of accountability helps us establish and meet high standards in every aspect of our programs. We offer the most comprehensive liability insurance coverage in the industry, which combined with our risk management systems and quality control measures, represent a critical measure of insulation from liability exposure for our clients.

Our annual surveys confirm that our clients choose to partner with Bright Horizons because of the *quality* of our programs and service level, the *respect* that we demonstrate in our partnerships, and the *vision* that we bring to our commitments. The ongoing, direct involvement by Bright Horizons’ senior leadership, our operating experience, and our strong nearby support network through our 47 centers in New York provides an unmatched level of experience to Tioga Downs and its families. Tioga Downs will benefit from the expertise of an experienced and strong management team that understands the culture and the needs of Tioga Downs families.

Tioga Downs’s selection of Bright Horizons will provide the following benefits:

- **Provide Tioga Downs with customized IT systems to create a detailed and accurate projection of the center’s operating and administrative costs.** Our proprietary BrightStar system will enable the center administrative team to effectively manage accounting and administrative procedures and provide just-in-time data toward creation of improved policies and procedures related to employee scheduling and labor management, children’s enrollment and attendance, and waitlist management.
- **Bring dedicated resources and local support to the center that will drive desired results.** No other provider of employer-sponsored or community-based child care can match the depth of center support resources of Bright Horizons. If selected to develop and operate a Tioga Downs-sponsored child care center, the center staff will be dedicated exclusively to the

care and management of the center and its children, while administrative support will be provided through our center support services. These support services include education and training, health and wellness expertise, legal guidance, communications systems, information technology, finance, human resources, marketing, payroll and benefits administration, National Association for the Education of Young Children (NAEYC) accreditation support, and risk management. In addition, it will be joined by a local support of Bright Horizons-managed sister centers in New York.

- **Provide staff with competitive wages and the most comprehensive yet affordable benefits package in the industry.** Bright Horizons believes that teachers play an important role in the development of children, and as such, are treated as professionals. We do this by paying a competitive wage and providing a benefits package unmatched in the child care industry—in terms of breadth of offerings and affordability, and on the basis of employee participation. Center employees who work a minimum of 30 hours per week are able to participate in the full benefits package, and many benefits are available for employees who work 20 or more hours per week. Currently, 70% of Bright Horizons employees participate in the Company’s benefits offerings.
- **Offer training and career advancement opportunities to center staff.** Bright Horizons offers teachers and staff a full complement of training resources lead by our dedicated education and training department, and true career advancement opportunities. Our staff training programs go above and beyond requirements mandated by state licensing. Each year our staff must have a minimum of 20 hours of documented training, and in addition to developmentally appropriate practices, Bright Horizons brings unique training opportunities—Bright Horizons University (BHU), our online repository with more than 200 hours’ worth of training, tuition reimbursement, and Bright Horizons’ electronic child development associate credential (eCDA) which has produced more than 1,800 graduates to date. Additionally, we are dedicated to encouraging the growth of our employees. Through our succession program, more than 1,200 employees were promoted in 2014 alone.
- **Provide an intense focus on safety from the unique viewpoint of a child.** Children’s safety is our first priority—it always has been and it always will be. Our approach to risk management begins with the high ethical standards for which we are known and our relentless commitment to honest assessments of our strengths and opportunities for improvement. We take many steps to protect children, the first of which is establishing a culture of shared responsibility and accountability.
- **Ensure adherence to state licensing standards through extensive experience with our 47 centers in New York.** Our open classrooms, low staff-to-child ratios, and intense focus on safety, along with our comprehensive risk management and quality assurance programs, ensure our centers comply with all licensing and regulatory agencies. Bright Horizons is highly experienced in the licensing process and has established relationships with licensing in New York. Should we be chosen as the organization’s child care partner, we will use this experience to manage the licensing process and maintain (or exceed) licensing and any other agreed-upon quality assurance standards throughout the life of our contract.
- **Lower Tioga Downs’s liability risk through indemnification of operational liability, which Bright Horizons will assume.** Bright Horizons provides full indemnification and

unparalleled liability protection for child care operations that includes a full spectrum of insurance coverage.

- **Bright Horizons is an award-winning organization.** Bright Horizons has been recognized by a number of organizations for our commitment to quality. These milestones speak to the way we conduct our business, realizing that the most important traits of a successful company come from within the organization: namely, our employees and the work we do within our communities to remain socially aware, appreciative, and responsible. In 2015, we were named to FORTUNE magazine's "100 Best Places to Work" list, the 16th time our employees helped us recognize this distinction; and awarded the Alliance for Work-Life Progress' Seal of Distinction for the fourth year. In addition, we were named to the "Companies That Care" Honor Roll, and our UK division was recognized on the Investor in Diversity list in 2012.
- **We focus on creating inclusive work and learning environments.** Bright Horizons teachers move beyond teaching *awareness* of other cultures to providing experiences that help children understand the ideas and issues presented by diversity at their classroom's individual developmental level. Our program recognizes and values the rich cultural heritage that people bring to each center we manage. In addition, Bright Horizons believes that a great place to work is created by cultivating a diverse, inclusive community and a culture that values and includes each individual while celebrating our differences. We make inclusion a priority not just because it is the right thing to do; we do this because it betters us as an organization, helps us gain a firmer grasp on the issues facing our clients, communities, and families we serve, and fosters a welcoming environment that further solidifies Bright Horizons as a great place to work.

We look forward to playing an important and influential role in the lives of the children and families of Tioga Downs. We are confident that our proposal, our reputation, and our commitment to quality learning for all children positions us as the best partner for Tioga Downs

NEW CENTER DEVELOPMENT

The design of a new child care facility presents a myriad of wonderful opportunities for Tioga Downs to demonstrate its commitment to employees, while also serving as a model for excellence. Bright Horizons would be delighted to have the opportunity to partner with Tioga Downs to bring the best practices, philosophies, and concepts of our organizations to fruition in the design, development, and ongoing management of the new center.

Child care facility design is a highly specialized process with local codes, regulations, and standards that are complex, overlapping, and often appear to be in conflict with each other. Developmentally appropriate spaces and facility elements need to be specially designed for each age group and activity, and every design decision must be viewed within the context of stringent safety, security, and liability standards; along with operational effectiveness. Bright Horizons approach to center design is one that is genuinely focused on the developmental needs of children, supporting working parents, and helping our clients realize their organizational and operational goals. Our design approach is governed by the best developmental interests of children, the needs of teachers and caregivers, the sensitivities of parents, and the aesthetic requirements and physical circumstances of our clients.

Bright Horizons views child development centers as complex places: institutions of caring and learning that house children and adults for an enormous amount of time. We know that planning, designing, and creating facilities that “work” for all children, families, and teachers requires attention to a daunting number of conceptual, aesthetic, and functional factors. Our design philosophies are based on guidelines set by the National Association for the Education of Young Children (NAEYC), and the ongoing research of our education department. Our constant collaboration with experts in the field keeps us on the “cutting edge” of child care design.

Bright Horizons has extensive experience collaborating with employers and their selected architects and construction managers to create more than 400 high-quality early education environments across the U.S. All of these projects have enabled us to accumulate a comprehensive library of best practices that foster children’s development and meet (or surpass) industry standards.

Bright Horizons’ varied experiences in collaborative enterprises, and the early childhood expertise we bring to each project we undertake, have resulted in our unique ability to balance:

- The need to create high-quality spaces for children and early childhood educators
- The architectural/construction concerns that architects and builders bring to the process
- The budget restraints of our clients

In this way, we are able to help broker the agendas of each party to produce an attractive, cost-effective setting that works well for children, parents, and teachers. As with our approach to customized services, our center construction and development processes are characterized by maximum flexibility with processes that are tailored to meet each client’s individual needs and circumstances.

CENTER SUPPORT

In community-based child care centers, center directors are often cast in a role as a “small business owner,” responsible for managing all administrative overhead functions, from developing marketing plans, to bookkeeping, to driving the center van—a burden that distracts them from focusing on mentoring teachers, caring for children, and developing supportive relationships with parents.

Bright Horizons’ infrastructure ensures consistently high-quality programs, excellent client service, and cost effective operations. Our organizational structure is directly tied to our genuine belief that our center teachers and administrators truly represent the heart and soul of our company and the quality for which we are known. As such, our infrastructure (our “center support structure”) has been carefully and strategically developed to provide our center employees with the highest level of support possible. We believe that the more we invest in and support our center employees, the better our programs will be, and the greater our success will be in providing the highest quality early education to children in our care; peace of mind to parents; and smooth partnerships with our employer-sponsors.

Bright Horizons has assembled a team of professionals with advanced resources to ensure that we manage and operate our child care centers at maximum efficiency and with the highest quality possible. Our center support services include NAEYC accreditation support, education and training, health and wellness experts, legal guidance, communications systems, finance, human resources, marketing department, payroll and benefits administration, and risk management—services that ensure consistently uniform, high-quality programs, excellent client service, and cost efficient operations. The following chart illustrates our organizational plan for the Tioga Downs child care center and the depth and breadth of support services the center will receive under Bright Horizons’ management.

Bright Horizons’ organizational approach accomplishes the following key objectives:

- Promotes greater business effectiveness, collaboration, and business line integration
- Provides greater accountability throughout our company
- Delivers a comprehensive network of support and oversight to center staff
- Allows us to monitor and control business processes
- Facilitates the development of working relationships among employees and shared goals
- Enables the development of responsive services that address our clients’ business objectives and families’ needs

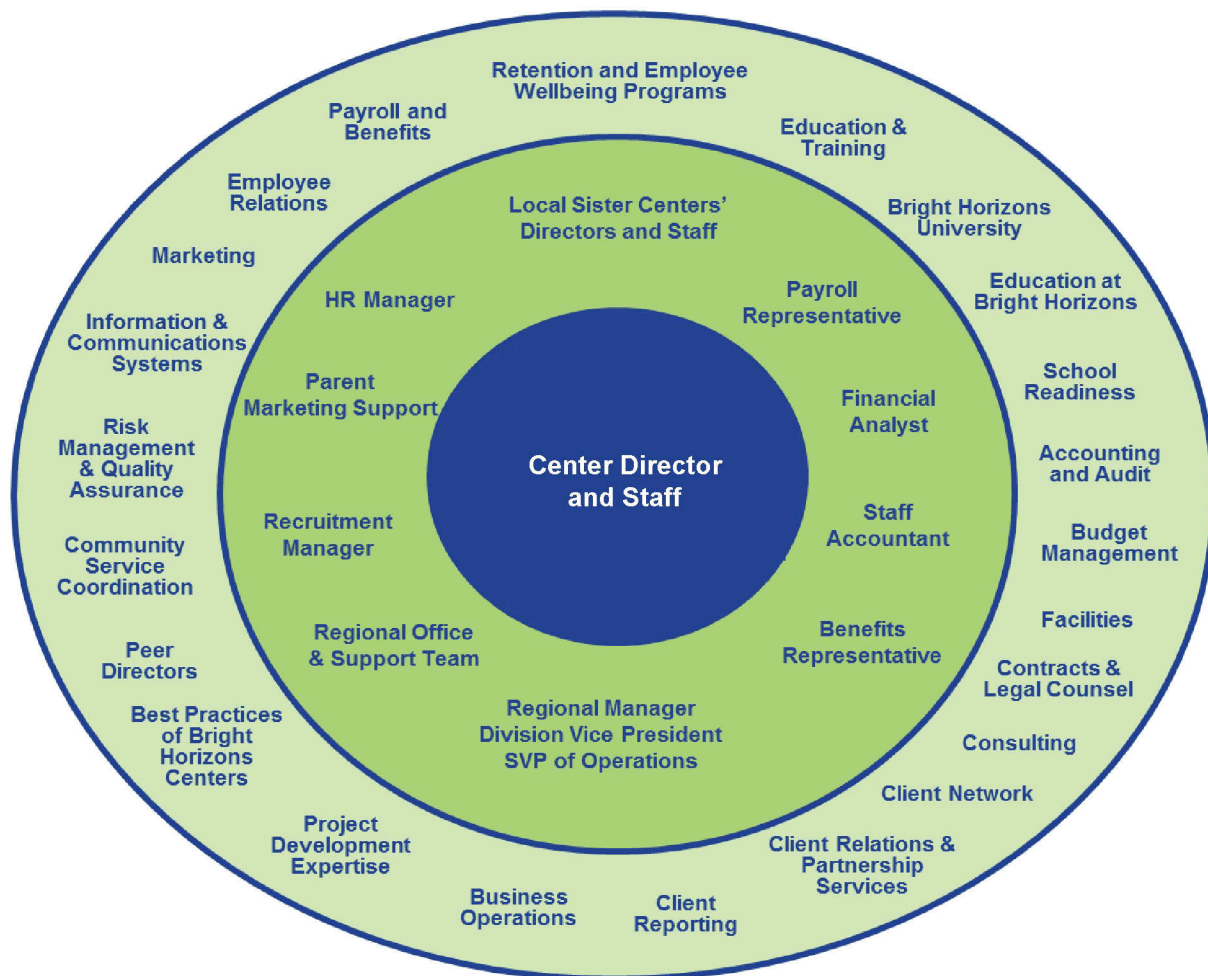


Figure 1: Ongoing center support services provide the expertise and resources to ensure that the child care center operates at maximum efficiency and with the highest quality possible.

Details of our center support services are as follows:

- Quality assurance assessments provided by home office and operations support personnel
- An extensive virtual resource library of program, curriculum, and parent education materials
- A comprehensive library of written policies and procedures available on our company Intranet to promote clarity, self-resolution, and consistency across all Bright Horizons-managed centers
- Training specialists to assist with development and implementation of center-based training programs, which enhances the uniformity of quality
- Consultation with professionals having expertise in child nutrition, meal planning, children's health and safety practices, and medical issues
- Legal guidance to support resolution of center issues, i.e., termination of children's enrollment, evaluation referrals for children, etc.
- Peer directors to serve as mentors to new directors during the start-up phase and in ongoing operations to ensure consistency

- Reliable communications systems to promote the effective flow of information throughout Bright Horizons worldwide, while keeping the dialogue responsive and personal
- A client relations team focused on supporting the needs and goals of our clients and their workforces, while enhancing our valued partnerships
- A highly respected education department, which develops, articulates, and promotes our family center concept, and our curriculum
- Collaborative training programs, vehicles, and resources including our [Education at Bright Horizons](#) website, the Bright Horizons University (BHU), computer-based training, “learning bursts,” workshops, webinars, annual leadership conferences, and continuing education programs; all of these programs have been designed to support our mission, HEART Principles, while also ensuring the consistent delivery of high-quality programs
 - **H**onesty
 - **E**xcellence
 - **A**ccountability
 - **R**espect
 - **T**eamwork
- A facilities department that assists directors with maintenance and safety issues to ensure the soundness of centers’ buildings and grounds
- Our finance department, which provides quantitative analyses to ensure each program's fiscal soundness, and makes available to our clients timely information for planning purposes
- A dynamic human resources department that is primarily responsible for supporting the development of people practices enabling Bright Horizons to continue our growth and to differentiate us from our competitors
- Our creative parent marketing department, which provides professional marketing materials, data analyses, and planning expertise to maximize center enrollment levels
- Payroll and benefits administration systems to reduce the amount of administrative time required by center directors, and freeing their time for attending to families
- A dedicated risk management team, which is committed to ensuring sound operating practices that minimize injuries and accidents
- Administrative oversight and maintenance of home office support systems in Watertown, Massachusetts supported by regional offices to facilitate uniformity of quality and improve operating efficiencies
- Maintenance of regional field offices for readily available local resources and support personnel
- An experienced information technology department providing assistance with all computer-related issues and support for the organization’s technology needs
- A systematic, disciplined approach to evaluating and improving the effectiveness of risk management, governance, and financial reporting processes made possible through our compliance and internal control department
- An accounts payable department to ensure timely processing and payment of invoices, check requests, and expense reimbursements
- A central buying platform for greater purchasing efficiencies and supplier diversity made possible through our supply management department

- A business operations department to provide the structure, tools, and communication systems that support Bright Horizons' mission and operational objectives
- An experienced consulting team that analyzes clients' ongoing work/life and dependent care needs, identifies trends and opportunities, measures the impact of our services, and functions as a resource to clients' positioning as an employer of choice
- Links to alternative or new program models through national contacts, other Bright Horizons centers, and Bright Horizons representation on national early childhood boards
- Community service coordination, support, and recognition through our community services department, the Bright Horizons Foundation for Children, and other programs

By removing these from the daily responsibilities of our child care center staff, they are better able to focus on their most important responsibility—supporting the needs of our children, families, and clients. We believe that the more we invest in and support our center employees, the better our programs are, and the greater our success will be in providing the highest quality early education to children in our care; peace of mind to parents; and smooth partnerships with our employer-sponsors.

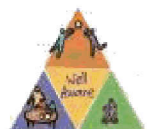
BRIGHT HORIZONS' CURRICULUM

Bright Horizons' curriculum, *The World at Their Fingertips*, is a comprehensive, integrated, and innovative approach to learning that provides a framework for excellence in early care and education, while meeting the individual needs of each child and family enrolled in our centers. We create developmentally appropriate environments for each child to learn what the world is like, how it works, and what he or she is capable of achieving. We help children approach school and academics with skill, confidence, and a drive for excellence.

The World incorporates the most effective elements from leading childhood researchers and practitioners, including Montessori, Piaget, Erikson, Gardner, and others. The program continuously evolves, reflecting new research in the field and our close association with the NAEYC. Equally important, our curriculum includes children's interests and abilities and the cultures of families enrolled in our centers.

Equipped with knowledge gleaned from our comprehensive training programs and extensive library of resources, Bright Horizons' teachers guide children's experiences through projects, activities, and learning opportunities that correspond with children's developmental abilities and their expressed interests. In this way, our curriculum *emerges from the children*. *The World* includes the following key learning elements:

- *Language Works* integrates activities for listening, speaking, reading, and writing in a language-rich environment cultivating a lifelong love of language, books, and reading.
- *Math Counts* gives children mathematical experiences with one-to-one correspondence, counting, sorting, patterning, and problem solving to establish a solid foundation in mathematical reasoning.
- *Science Rocks* stimulates a child's sense of wonder, and makes science come alive by encouraging children to question, experiment, observe, record, describe, and form conclusions. An extension of this element is *Garden Works*; this curriculum sub-component builds on the natural bond we have with nature and the great outdoors, and is just one of the ways we help children learn about and care for our planet.
- *Our World* acknowledges and values the rich cultural heritage of families and provides a wide range of experiences for children to learn respect for our world, its diverse people, and the environment.
- *Art Smart* helps children develop an interest and appreciation of art, music, theater, and dance, encouraging them to uncover their talents and express themselves artistically.
- *Well Aware* fosters positive attitudes towards healthy living, physical activity, and nutrition through appropriate experiences that incorporate healthful habits into daily routines. An extension of this element is *Movement Matters*; this curriculum sub-component enables children to gain an understanding and awareness of how their bodies work, what their bodies need, and how to protect them.



Bright Horizons’ approach to early care and education challenges and supports all areas of children’s development, with a heightened emphasis on individualizing their care and learning in the context of their unique families and cultures.

Beginning with their initial enrollment, we assign each family to a primary caregiver to ensure that children and families receive individualized attention. Primary caregivers play special roles and are responsible for children’s prime times: those critical one-to-one moments of caring, play, education, nurturing, and communication.



*Figure 2: Based on established research and theory in child development and education, *The World at Their Fingertips* continuously evolves, reflecting new research and best practices in the field of early education, along with our close relationship to NAEYC.*

The World uses developmentally-appropriate practices in an “emergent curriculum” approach to frame children’s daily experiences. This approach entails creating learning experiences based on parents’ and teachers’ observations of children’s interests, skills, and understandings—not based on a set plan of teacher-derived assumptions or themes. With knowledge gained from our comprehensive training programs and an extensive library of resources, Bright Horizons’ teachers guide the children’s experiences through projects and activities that correspond with children’s developmental abilities and their expressed interests. In this way, our curriculum emerges from the children. With a strong emphasis on the development of language, math, and science skills, *The World* incorporates the key content areas that contribute to children’s readiness for school and academic success—across all age groups: *Language Works*, *Math Counts*, *Science Rocks*, *Our World*, *Art Smart*, and *Well Aware*.

The first few years of life are an extraordinary time that set the stage for the all the years that follow. *The World* creates the framework for the following developmentally appropriate educational program environments to empower children to see the world as an invitation to learn, to grow, and to live fully—to see a world full of possibilities that are within their reach.

With our child development professionals by their sides, children at Bright Horizons are assured of getting the care that they need, the creative learning experiences they enjoy, and the intellectually challenging opportunities they deserve.

Bright Horizons invites interested parties from Tioga Downs to review our curriculum online at www.brighthorizons.com/education. This website is designed specifically to help provide parents with an understanding of *The World* curriculum. Tioga Downs may also wish to visit the website of one of our clients, Discovery Communications. The site contains a video that features Discovery Kids Place, a center we developed and manage at Discovery’s headquarters in Silver Spring, Maryland. Discovery Kids Place is dedicated to the late Steve Irwin, the “Crocodile Hunter.” The educational program and the facility’s characteristic feature enhancements that emphasize science, promote an appreciation and respect for nature, and facilitate children and

families understanding of the importance of conservation. Viewing this video will enable Tioga Downs to see in action the client-specific customization we use in our educational approach and our environments:

<http://careers.discovery.com/north-america/work-life/discovery-kids-place.html>.

Today’s parents share high expectations for early achievement—they want to ensure their children are ready for school.

Preparing students for success in Kindergarten and throughout their educational careers is an important goal for any early childhood education program. Bright Horizons regularly conducts systematic studies to assess children’s preparedness for entering elementary school as perceived by the children’s parents and elementary school teachers. To our knowledge, we are the only child care organization who has engaged independent, third-party measurement of the success of our program in this area. Findings from our most recent study completed in 2010 overwhelmingly indicate that both parents and teachers believe that Bright Horizons graduates possess the academic and social skills, learning behaviors, and enthusiasm for learning that is needed for success in school.

Perspectives on Bright Horizons’ Preparation of Children for School		
Evaluated Factors	Teachers	Parents
Said that graduates were ready to accept new responsibilities and greater independence.	94%	98%
Bright Horizons graduates enter elementary school with a strong enthusiasm for learning.	95%	97%
Bright Horizons graduates were well prepared with the reading and math skills needed for academic success.	92%	90%

The complete study can be found at http://www.brighthorizons.com/resources/pdf/school_readiness_study.pdf.

Individualized observations and assessments guide parent/teacher/child goal setting and facilitate discussions of enhancements to support children’s growth and development. Parents and teachers monitor and evaluate a child’s development using the following tools:

- Observations of children
- Goals and objectives for children
- Bright Learner and Teaching Strategies GOLD™ development reports; artifacts of children’s experiences, such as collections of their work, recorded conversations or audio samples, dictations, photos, video samples, and other mementos

Teachers create online *World* portfolios for each child that serve as records of that child’s experiences and achievements, and capture the observations and insights of parents and staff. These collections provide visible documentation of learning and the next steps for their continued development. At Bright Horizons, we regard "How smart is this child?" as less important than "How is THIS child smart?" *World* portfolios help teachers and families focus on children’s strengths to answer this question, as well as, “*How do we as parents and teachers support his/her development?*” Our teachers are mentors who plan and adapt intentional learning experiences for children based on a specific group of students and their individual child development needs.

PARENT PARTNERSHIPS

Parents play a critical role in Bright Horizons' overall approach and are valued as full partners in every aspect of our service delivery model. We maintain an open-door policy for parents to visit our center any time – whether for a quick visit during their lunch hour or to attend a special classroom event for their child. We invest significant time in building relationships, and energy into promoting positive interactions and open communications that reflect honesty, openness, and respect. Many of our centers have active family partnership groups that allow parents further involvement opportunities.

We are extremely proud of our ability to sustain a 98% parent satisfaction rating again in 2015—as we have for each year throughout the last decade. In this year's survey, parents ranked the safety, cleanliness, and sense of feeling welcome in our centers among the highest areas. Our talented, caring teachers also continued to rate highly for their support and skill—demonstrating the critical role our center staff hold in providing high quality care and education.

Our staff members are encouraged to view each interaction with a parent as an opportunity to establish and maintain a strong partnership—from conversations during morning arrivals or evening departures, to regular written communications and documentation (daily notes), to parent-teacher conferences.

Teachers are trained to listen closely and identify issues, and empowered to take action to resolve them. Bright Horizons has developed a comprehensive approach to developing and sustaining our partnerships with families, called *10 Steps to Full Parent Partnership*, which are incorporated into every center we manage. This training ensures that parents are valued as joint decision-makers and treasured customers and that each family has a positive experience at the center. Key elements include:

- **Family Intake:** During the enrollment process, we conduct family intakes that enable our center managers to gather details of families' values and expectations and provide information. Intakes include a "No Surprises" discussion of real world issues that families may encounter such as teacher turnover, biting, etc.
- **Primary Caregiver:** Primary caregivers are assigned to each child, who play the role of child and family advocate, communicator, monitor, evaluator of child and family experience, caregiver, and teacher. Primary caregivers are parents' first contacts when presenting concerns or issues.
- **Child Portfolio:** The development of children's portfolios begin on their first day and continues throughout their experience at the center, providing documentation of their journey, and goals defined collaboratively between the center and the individual family. Parent-teacher collaboration on the development of the portfolio presents individualized opportunities to raise and address issues related to children's development.
- **Six Week Questionnaire:** At the end of their first six weeks enrolled in the center, families receive Bright Horizons' "Six-Week Questionnaire," which solicits parents' feelings about their experience and any issues or concerns that may be present.

- **Family Partnership Group:** One of the key features of the Family Partnership Group is that it systematically solicits parent ideas, concerns, questions, and issues.
- **Random Acts of Care and Kindness:** Because we truly care about families using our services, our center staff members call, write notes, email, or send cards to indicate our care for the family (e.g., a call to a parent at home with a sick child). These connections enable closer relationships to evolve, which facilitate airing and resolving of issues when they first arise.
- **Family Conference:** Bright Horizons conducts conferences that focus on the experiences of the child, parent, and family the program and children’s individual accomplishments. In conjunction with our standing invitations for informal conferences, formal conferences are held at least twice each year.
- **Classroom Exit Questionnaire:** When children transition to a new classroom (age up into the next age group), families are provided with an “Exit Questionnaire” to request feedback about their experiences.
- **Parent Satisfaction Survey:** As a formalized method for assessing our abilities to meet their individual needs, annual surveys are conducted of parents as a group.

In practice, meeting families’ needs requires the continual exchange of information and a commitment to open, honest communications between our center employees and the families we serve. Parents appreciate our attention to detail and the extra efforts our center staff members take to ensure their needs are being met.

CENTER STAFFING

Bright Horizons is made up of thousands of talented individuals who collectively bring their creativity, expertise, and passion to work each day. We recognize our employees as the critical link in the success of our centers. Our staff members are treated as professionals—with individual strengths and needs—who perform important and challenging jobs.

When recruiting and selecting staff members, we rely on a range of profiles, in conjunction with state regulations and NAEYC guidelines, that help us identify diverse, well-qualified candidates who demonstrate the commitment and qualities that help us fulfill our vision and mission. Our recruiting department continually accepts and screens résumés to find potential candidates for center management and teaching positions. Other recruitment activities include:

- An assigned recruitment coordinator to assist in recruitment
- Posting job openings in our centers and company newsletter, and accepting applications via our public website
- Contacting regional professional child care organizations and advertising in local professional newsletters, newspapers and websites
- Sending announcements to area universities and early childhood education departments, and participating in local recruiting fairs and industry events
- Hosting recruiting open house events
- Consistently keeping well-qualified, past candidates “warm” by staying in touch and maintaining relationships on an on-going basis
- Opening on-site training workshops to the surrounding early childhood community, which provides an opportunity for local educators to discover who we truly are and highlights our commitment to professional development

Bright Horizons’ screening processes comply with all state, local, and federal regulatory requirements.

In addition, a number of the centers we manage also incorporate elements of our clients’ screening procedures, such as pre-employment fingerprinting and drug testing. All applicants are required to submit résumés or applications that include work history, education history (and verification), and at least three references. Bright Horizons conducts thorough candidate screenings prior to employment offers, which include extensive interviewing techniques, in-

Why New Employees Have Chosen Bright Horizons Over Our Competitors

- Great benefits and salaries
- Potential for growth
- Great support systems for employees
- State-of-the-art facilities
- Low teacher-to-child ratios
- Training programs
- Tuition reimbursement
- eCDA program
- Company culture
- Dedication to community involvement
- *Only* child care organization named to FORTUNE's list of "100 Best Companies to Work For"

classroom observations, and pre-employment health exams. As a condition of employment for all new hires in the U.S. and Canada, criminal background investigations are also included, which are comprised of a seven-year county criminal record search and a cross-reference check to determine prior convictions or other records of criminal activity that would call into question employees' suitability to care for children or to perform their roles within Bright Horizons.

Bright Horizons' approach to staffing reflects the well-established research finding that a combination of professional qualifications and positive experiences result in improved development and learning outcomes for children.

While state child care licensing requirements outline the minimal educational and background requirements for center staff, Bright Horizons also incorporates NAEYC guidelines and a range of profiles that we have developed to help us select employees. Our profiles help us identify diverse, well-qualified candidates who demonstrate the commitment and qualities that help us fulfill our vision and mission. Each Bright Horizons-managed center uses staffing patterns that draw on the skills and knowledge of people with varying degrees of education and experience.

Bright Horizons requires our center employees to have a combination of in-depth preparation in early childhood education and hands-on experience working with young children. At a minimum, our programs are staffed by individuals who meet minimal age requirements and have the appropriate training credentials and personal characteristics for working with children as outlined by NAEYC and/or required by child care licensing such as CPR and first aid training. Staff members who are responsible for the supervision of a group of children are required to have child development associate (CDA) credentials or associate degrees in early childhood education/child development. In addition to these qualifications, all Bright Horizons staff are required to participate in a minimum of 20 hours of related training each year, or more as required by specific state regulatory agencies.

Bright Horizons takes many proactive steps to ensure that we maintain a competitive compensation package.

Our human resources department conducts and participates in periodic industry surveys to ensure that we are able to attract and retain the best employees in our industry. Recent studies show that Bright Horizons center salaries are generally 15–20% higher than the industry averages, and our staff turnover rate is roughly half of the national average.

Bright Horizons' employees who work 30 hours or more per week receive a full benefits package; many of our benefits are also available to employees working 20 hours per week (i.e., Dependent Care Assistance Program accounts, 401K, back-up child care, etc.). All our employees, regardless of the number of hours they work, are eligible to receive worker's compensation, extensive training programs, discounts that we have arranged with many businesses (e.g., fitness club memberships, homeowners/renters insurance, movie tickets, Real Estate Advantage Program, etc.).

We invest deeply in our employees' professional development.

We ensure that we have the best people in the right position at the right time by developing our people and their capabilities and sustaining their employment with Bright Horizons. Our

operations leadership team works with our training department to develop annual regional- and center-based staff training plans that go well beyond typical industry practice.

The key tool we use to support our approach is the Bright Horizons University (BHU), an online training system comprised of recorded workshops, training modules, a virtual library, and resource rooms for professional development. The system gives employees access to a continually growing catalog of online courses, including more than 460 courses that have been developed and/or selected specifically for Bright Horizons. Many of these are approved as continuing education units that can meet the 20+ hours of training required for our employees.

Using the training resources available through BHU and the depth of human capital available to them, our operations leadership team coordinates with our training department to develop annual regional and center-based professional development plans. For the purpose of this document, we have provided a synopsis of the key training programs offered to Bright Horizons employees, but welcome further discussions of each training program with Tioga Downs.

Training
New Employee Orientation: includes an introduction to Bright Horizons, CPR, first aid, manual handling training, and classroom observations
Diversity Awareness Training: introduces Bright Horizons' philosophy and commitment to building a culture of inclusion to allow us to better serve families, our client sponsors and create a great place to work
Essentials: includes training regarding our guiding principles and assumptions, our health and safety practices, and curriculum
Regional Orientation Program: provides an introduction to Bright Horizons culture, philosophies, mission, and values
Child Development Associate (CDA): a self-paced program, enabling early childhood professionals to gain the knowledge and skills needed to provide high-quality services for children from birth to age 5
Blended Orientation for New Directors: a program, designed specifically for new director that enables them to successful during their first six months in their new roles and beyond
Ongoing training/annual in-service (internal and external training) to meet Bright Horizons established quality standards: CPR and first aid training; security measures and precautions (often coordinated through our employer-sponsors' applicable departments); local community conferences and workshops; and university/college-affiliated classes

In addition to these programs, Bright Horizons also offers:

- **Succession Planning Program:** provides employee candidates with the opportunity to broaden their skills and experience, with the intent of preparing them for future advancement within the company
- **Tuition reimbursement:** a benefit utilized to enhance employee career development by paying part of the costs for approved, work-related courses (excluding books, materials, college fees, etc.) taken at an accredited college or university
- **EdAssist:** a benefit, developed and operated by Bright Horizons, that offers staff members access to tuition reductions, waived fees, and other benefits at a broad range of institutions

- **Transfer opportunities:** a multi-site organization with more than 880 locations, Bright Horizons offers options to transfer to other programs and pursue positions of interest, including international opportunities with our locations in Canada, the U.K, Ireland, and the Netherlands
- **Career resources:** resources to encourage the professional growth of Bright Horizons employees with information on a variety of topics including creating a professional presence, resume development, and interviewing tips

Our comprehensive training programs and the wide range of career opportunities we offer translate into increased employee retention and satisfaction. High satisfaction and retention rates yield a greater continuity of service to the children and families we serve; in turn, this increases the value our programs create for our clients.

RISK MANAGEMENT AND QUALITY ASSURANCE

Children’s safety is our first priority—it always has been and it always will be. Our approach to risk management begins with the high ethical standards for which we are known and our relentless commitment to honest assessments of our strengths and opportunities for improvement.

We take many steps to protect children, the first of which is establishing a culture of shared responsibility and accountability—tenets that are woven into our company’s ethics code known as our HEART Principles. Our risk management program is best described as a three-part program that includes: education, prevention, and intervention.

Education

- Collaborating with our clients’ risk management and security departments to develop detailed procedures for centers’ safety and security plans to meet regulatory requirements and, where appropriate, coordinate with clients’ existing security systems and policies
- Mandating extensive risk management training for all our employees regarding safety, health, and wellness procedures; recognition of the symptoms of child abuse; CPR, first aid, and medication administration
- Requiring employees’ participation in our new hire training, along with regular/ongoing re-trainings—all of which are documented
- Providing parents with orientation, education, and web resources related to children’s security, including signing children in/out each day
- Distributing safety tips and strategies to staff and parents through newsletters, emails, bulletin board announcements, and distribution of relevant resources that emphasize safety, health, and wellness

Prevention

- Adhering to all requirements and standards we jointly define with our clients, and coordinating with their existing security policies
- Providing a level of supervision that minimizes the occurrence of accidents and ensures children’s safety
- Monitoring and documenting adherence to guidelines established through our *We Care* program, which reinforces basic health, safety, and risk management procedures
- Conducting regularly scheduled and unannounced inspections of health, safety, and emergency procedures and disinfection practices
- Requiring Bright Horizons’ staff members to continuously monitor the physical environment for health and safety issues and security breaches
- Operating under an “emergency authorization policy,” where parents designate at least two other persons who are authorized to pick up children and for whom photo identification will be required
- Requiring signed letters from custodial parents prior to releasing children to

non-custodial parents

- Requiring parents, or their designees, to check their children in/out each day
- Holding teachers accountable for all children throughout the day and with every transition (to/from playgrounds, walks and field trips, movement to other spaces within the building, shift changes, etc.)
- Providing convenient access to comprehensive reference materials that guide staff members' daily activities through our company intranet
- Maintaining stringent standards for recruiting, hiring, and screening staff
- Empowering center risk management teams to ensure safety and address issues as they arise

Intervention

- Taking immediate action to remedy health/safety issues and security breaches if deficiencies are noted
- Providing guidance, consultation, and intervention services of our risk management and pediatric consultant teams for centers' access
- Giving center directors immediate access to resources and help through our 24-hour hotline, including consultation with our senior leadership team
- Reporting suspicious events and activities to appropriate personnel (i.e., security, police, fire department)
- Monitoring of issues by our corporate risk department and providing staff re-training as necessary

We believe that quality is demonstrated in how we perform, how we present ourselves, how we maintain our facilities, and how we rally together as a team to respond to new challenges.

Bright Horizons uses a multifaceted approach involving several key metrics and practices to continually evaluate, monitor, and improve our programs and services. While monitoring the utilization of our services provides one of the most definitive measurements of families' perceptions of our quality, we also incorporate evaluative tools to help us gather specific data. Some of these tools have been developed by Bright Horizons' experts, while others—such as those employed in the accreditation process or states' quality rating systems—are selected to provide measurements of the quality we provide.

Bright Horizons leads the child care industry in delivering comprehensive, cost-effective client solutions.

As with all other aspects of our services, our commitment to providing the highest quality child care, combined with our collective knowledge, determination and years of experience are key concepts in our insurance and risk management programs.

We seek partnerships with insurance providers to maintain state-of-the-art insurance protection against the uncertainties of exposure. This protection includes a full spectrum of insurance coverage that meets and/or exceeds the requirements set forth by our client partners. Included in this coverage are:

- **Commercial General Liability Insurance:** Bright Horizons insurance is written on an “occurrence” basis as opposed to a “claims-made” policy, including coverage for operations, independent contractors, contractual liability, and sexual abuse. “Occurrence-based” policies provide coverage during the policy period, regardless of when the claim is made—even ten, fifteen, or twenty years later. A “claims-made” policy requires that a person making a claim must do so during the term of the policy in order for the insurance company to take responsibility for the claim.
- **Business Auto Liability Insurance:** Our policy includes owned, non-owned, and hired vehicles.
- **Workers’ Compensation Insurance:** Bright Horizons provides statutory amounts and Employer’s Liability Insurance.
- **Excess Liability Insurance:** Bright Horizons carries Excess Liability coverage of \$50,000,000 in excess of our basic General Liability, Employer’s Liability, and Auto Liability limits. A Certificate of Insurance and Contract will provide that at least \$20,000,000 of umbrella coverage will be carried at all times.
- **Other Insurance Coverage:** Bright Horizons maintains Employment Practices Liability Coverage, Kidnap and Ransom Coverage, Crime Coverage for Employee Dishonesty and money and securities, and a No Fault Student Accident Coverage, which provides coverage up to \$250,000 per accident in excess of what the parent’s primary insurance pays.

As an additional protection, we will fully indemnify Tioga Downs in our contract for all of our actions.

Bright Horizons’ operations teams have developed a strong working knowledge of the licensing processes in each of the states in which we operate.

All Bright Horizons’ centers are appropriately licensed by the licensing agency in the state in which they operate, in addition to following quality assurance standards, such as those outlined by NAEYC. We have successfully obtained and maintained licenses for 36 centers within New York, which demonstrates our ability to leverage the appropriate resources and expertise to ensure licensing and operation of the Tioga Downs Child Care Center in accordance with child care laws and regulations.

While child care licensing agencies typically set forth minimum requirements for the operation of centers, Bright Horizons has opted to use the accreditation standards recommended by NAEYC to enhance our operational approach. These standards are generally more stringent than many state requirements and cover a wide range of quantitative and qualitative factors—and give us higher performance measures to meet. From the development of our first work-site center in 1986, the guidelines set forth by NAEYC have served as the baseline standards for *every center we manage*. We are very proud of the 405 centers we operate that have already



Figure 3: Within the U.S., NAEYC accreditation is the most highly regarded standard of quality—an honor awarded to less than 10% of all child care programs.

achieved this distinction—proportionately more centers than any other multi-site child care provider network. For those centers that are not yet accredited, we are steadfastly fulfilling the eligibility and candidacy requirements in the path to accreditation.

CLIENT RELATIONSHIP

Bright Horizons' 99% client retention and our 97% client satisfaction survey results resoundingly demonstrate our ability to meet or exceed our partners' service expectations. Because our *core business has always been employer-sponsored child care solutions*, we focus on establishing and maintaining a strong rapport with our clients. We work to develop a deep knowledge of our clients' businesses, organizational needs and cultures, industry dynamics, and market conditions. This understanding ensures that we can remain nimble, responsive, and strategic in our partnership approach.

Our center support structure is designed to enable Tioga Downs leadership and managers to determine their ideal depth of involvement, and to provide extensive support to the center and the center's leadership team.

Bright Horizons will collaborate with Tioga Downs to develop protocols, quality standards, and policies *in partnership* with Tioga Downs's liaison. We take responsibility for the day-to-day management of the child care center using our resources in a careful, cost-efficient manner, while maintaining the quality standards and policies we have jointly defined with Tioga Downs.

Bright Horizons' mechanisms for accountability and quality control provide a constant flow of information to Tioga Downs's liaison regarding the center's operations. In addition, clear communication between Bright Horizons, staff, center families, and Tioga Downs's liaison provides ongoing evaluation, enabling the identification of necessary modifications to any policies or services that best meet the needs of Tioga Downs.

Bright Horizons uses a multifaceted approach involving several key metrics and practices to continually evaluate, monitor, and improve our programs and services. While monitoring the utilization of our services provides one of the most definitive measurements of families' perceptions of our quality, we also incorporate the use of evaluative tools to help us gather specific data. Some of these tools have been developed by Bright Horizons' experts, while others—such as those employed in the accreditation process or state child care licensing agencies' quality rating systems—are selected to provide measurements of the quality we provide. Examples of how we create strong client partnerships include:

- Annual client surveys
- Quarterly meetings
- Customized reports
- Regularly scheduled and unscheduled on-site visits by regional managers and Bright Horizons' senior leaders
- Regular inspections and reviews using our proprietary *Quality Assurance Audit (QAA)*

FINANCIALS

Bright Horizons has performed a cursory market analysis of the Nichols, NY area initially in order to identify the quantity of qualified care in the area and create preliminary center models.

Employer-sponsored child care significantly differs from the traditional community-based child care model. The key distinctions between Bright Horizons-managed and community-based centers are:

- Interdependency among parents, the provider, and the employer-sponsor does not exist among community centers. This adds complexity, raises expectations regarding the provider's performance and services, and has important implications regarding program success. Successful employer-sponsored programs support the organizational goals of the sponsoring company and the needs of its employees, community-based centers naturally have greater financial implications to consider. As such, community programs are usually designed to meet minimum state licensing requirements with less rich teacher wages and benefits. Program quality is often a predictable casualty of this approach.
- Often, community-based child care programs collapse under the weight of their own cost structures. Community-based centers are burdened by significant real estate and "occupancy" costs. Employer-sponsored centers often experience an absence of these structural costs which allows a financial platform to deliver high quality programming at the classroom level and operational practices, such as offering ratios in line with NAEYC standards (or better), and richer programs that do not require a host of additional fees for program elements or enrichments. This enables programs to operate in a way that offers more consistency and higher quality, and is responsive to working parents' needs—all within the context of broadly affordable parent fee structures.
- Community centers often allocate a much smaller fraction of overall capacity to infants and toddlers. Some will choose not to offer care at all for these young age groups because of the intensive child-to-staff ratios required. (Community centers allocate, on average, 70-80% of their program to their more cost-effective preschool programs, as opposed to Bright Horizons' employer-sponsored centers that target 50% of the child care program to the infant and toddler age groups.) Employer-sponsored care targets the business objectives like recruitment and retention. Allocating a higher proportion of infant and toddler care makes a significant difference for top talent employees who are weighing their options for returning to work following parental or adoption leaves of absence. The "right" amount of infant/toddler care allows employee parents to have the opportunity to enroll as infants and stay with the center (and thus their employers) as their children age up through the 0-6 years program.
- Carefully structured employer-sponsored centers serve as dynamic resources that evolve to respond to the changing needs of their workforces. For example, an employer-sponsored center has an ability to accommodate back-up care and/or a dedicated school age program—programs atypical for community-based centers, as they often require additional funding, space, specific facility elements, and special training.
- Community-based child care centers are generally focused on the provider's interests and goals, rather than those of children and their working parents—or the challenges and

opportunities of employers. Employer-sponsored centers are customized to the needs of the sponsoring organization's culture, environment, and business practices. Examples of customization include catered meals, additional enrichment activities, facility design, hours of operation, and more technology in the classrooms.

By selecting Bright Horizons, Tioga Downs can look forward to achieving the organization's goals through parameters that are mutually defined by both of our respective organizations, instead of a "cookie cutter" approach. Because employer-sponsored child care initiatives are most effective when they are a part of an organization-wide employee engagement strategy, we will draw from our diverse experiences in the field of work/life management to help Tioga Downs define and enrich its child care initiatives within the context of the organization's overall employee engagement and work/life strategy. This approach ensures that Tioga Downs's child care goals will be in alignment with the organization's short and long-term plans.

EXAMPLE FINANCIAL MODELING
(EXCLUDING CONSTRUCTION AND OCCUPANCY COSTS)

For an employee population of between 800 and 1,200, allowing for community enrolment and day o- site coverage for guests, Bright Horizons recommends a 56 capacity center. This would allow 60-70% of capacity to be available for employees, with the additional spaces available for non-employee families, supporting the local community with access to an affordable, high-quality early childhood education program that would ordinarily be out of reach.

A 56-capacity center requires approximately 5,000 square feet of program space, plus 2,500+ square feet of outdoor dedicated playground space. The center would serve children from 6 weeks through to preschool ages.

Center Size and Mix of Age Groups				
	Program Capacity	Percent of Total	Group Size	Number of Classrooms
Infants	16	29%	8	2
Toddlers	20	36%	10	2
Preschool	20	36%	20	1
Subtotal of Core Operations	56	100%		5

An initial market analysis of the area suggests that there are some local providers who offer low cost, low-quality care which is very typical in this geography. Tioga Downs is creating a partnership with Bright Horizons who will be operating high-quality programming at the lower cost tuitions, so that the on-site center is within reach of the affordability of its employees and the community, space permitting.

A comparison is shown below of the current market rates in the vicinity for high-quality programs, versus the market rates at the lower end of the tuition scale.

Proposed Tuition Rates		
Age Group	High Quality Market Average Weekly Cost	Local Market Average Weekly Cost
Infants	\$350	\$145
Toddlers	\$320	\$140
Preschool	\$290	\$120
Weighted Average	\$320	\$135

It is Tioga Downs intention to subsidize tuitions so that its employees have access to affordable, high-quality on-site early childhood education for their employees' children; and so it is recommended that Tioga Downs subsidize the operation of the center to allow for parents to be charged the Local Market Average Rates shown above, rather than the High Quality Market Average Rates which would simply be above primary users means.

For a center of this size, and excluding construction costs, the following is an estimation of initial capital that would be required from Tioga Downs to open a center of this size, as summarized below.

Projected Start-Up Budget Summary 56-Capacity	
Architectural/Construction	\$ TBD -
Furniture, Fixtures, and Equipment	124,400
Pre-Opening Expenses	150,100
TOTAL Start-Up Costs	\$ 274,500

The start-up costs shown above include the following:

Projected Start-Up Budget Summary 56-Capacity	
Interior Furniture & Fixtures	43,400
Classroom & Start-Up Supplies	56,000
Curriculum Computers & Equipment	5,000
Administrative Computers & Equipment	20,000
Other Capital + Center Specific Equipment	-
Subtotal Furniture, Fixtures & Equipment	\$ 124,400

Pre-Opening Expense	
Development Fees	\$ 70,000
Pre-Opening Staff Expenses	42,600
Recruitment	8,000
Training	6,000
Marketing and Communication	6,000
Warehousing & Storage	15,000
Travel	2,500
Other Pre-Opening	-
Subtotal Pre-Opening Expense	\$ 150,100

Summary

As previously noted, Tioga Downs would be responsible for the capital build costs and fit-out of the space once a suitable site has been found; these capital costs are to be determined. It is also assumed that all ongoing occupancy expenses, i.e. rent and utilities etc. are provided in-kind by Tioga Downs.

Bright Horizons recognizes that Tioga Downs anticipates that the majority of its employees' affordability is aligned with the local market average rates shown on Page 26.

It is Tioga Downs intention to significantly subsidize the bottom line of the on-site center through its charitable foundation, so that employees will be paying affordable tuitions for their children to receive the highest quality early childhood educational programing.

The estimated subsidy required from Tioga Downs is shown below:

Estimated Annual Revenues and Expenses			
	Year 1	Year 2	Year 3
Operating Revenues	\$ 178,000	\$ 275,000	\$ 343,000
Operating Expenses			
Personnel (Salaries and Benefits)	\$ 399,000	\$ 500,000	\$ 607,000
Program	26,000	34,000	40,000
Occupancy	In-kind	In-kind	In-kind
Administrative	<u>70,000</u>	<u>72,000</u>	<u>75,000</u>
Total Operating Expenses	\$ 495,000	\$ 606,000	\$ 722,000
Operating Profit/(Loss)	\$ (317,000)	\$ (331,000)	\$ (379,000)
Contribution Required	\$ 316,000	\$ 332,000	\$ 380,000
Management Fee	<u>58,000</u>	<u>61,000</u>	<u>63,000</u>
Total Contribution and Fee	\$ 374,000	\$ 393,000	\$ 443,000
<i>Estimated Federal Tax Credit</i>	<i>\$ 93,500</i>	<i>\$ 98,250</i>	<i>\$ 110,750</i>
<i>For informational purposes only. Please consult your tax advisors.</i>			

The model above shows the subsidy required as it relates to occupancy. It is unrealistic to expect a child care center to achieve maximum occupancy immediately upon opening. Typically, a center takes up to three years to reach optimum occupancy (85%) and will seldom reach 100% occupancy, due to part-time scheduling conflicts.

In summary, Tioga Downs will fund the build and fit out of the space (to be determined) as well as ongoing occupancy. The charitable foundation will subsidize tuitions and additionally contribute to the operating revenue.

Bright Horizons will operate a high-quality program to meet the needs of Tioga Downs's employees and other users of the center.

BRIGHT HORIZONS

Bright Horizons has a vibrant history that has always been focused on developing and managing employer-sponsored dependent care programs and work/life solutions.

Founded 29 years ago, Bright Horizons is recognized as the pioneer of employer-sponsored child care services.

Bright Horizons was founded in 1986 by the husband and wife team of Roger Brown and Linda Mason, whose mission was to provide innovative programs that help children, families, and employers work together to be their very best. They communicated the mission, vision, and values of the start-up company so effectively that clients and the best and brightest talent in the field of early childhood education partnered with the company. Early in our history, Bright Horizons focused extensively on the field of employer-sponsored child care. Our practical experience with employer-sponsored child care and our ongoing research into work/life issues enabled us to develop a unique approach.

Bright Horizons has a clear understanding of the issues affecting child care quality and a philosophical commitment to meeting the needs of children and families in a supportive, positive manner.

Our philosophy of employer-sponsored child care is founded on the following principles:

- Bright Horizons' vision of employer-sponsored child care differs from others'. We go far beyond a "family friendly" approach to create a new paradigm with the breadth to touch even the employees who do not use the center. With more varied services than ever before, our centers help employees balance their work and personal lives while strengthening our partnerships with parents.
- A Bright Horizons-managed center is not a "fixed" package of components and services, but one that evolves over time *in response to changing workplace needs*. Bright Horizons works closely with our clients to identify and respond to the changing needs of their workforce, a component our competitors do not build into their projects.
- While active involvement of representatives of the employer-sponsor is beneficial, our partnerships are designed so that the sponsoring organization can maintain the degree of

Bright Horizons' Company Profile

Headquarters:

Watertown, Massachusetts

Locations:

- 653 centers in the U.S.
- 47 centers in New York; 8 in development

Mission:

Provide innovative solutions that help children, families, employees, and employers work together to be their very best, while making a difference in the lives of those we serve

Capabilities:

- **High-quality, employer-sponsored child and dependent care services**
- **Flexible, customized business models to meet employers' needs**
- **Single source accountability for a full range of dependent care support services**

Details:

- **Founded in 1986**
- **Recognized as an employer of choice**
- **Selected by The Partnership for a Healthier America and First Lady Michelle Obama to be the first private child care company to serve as a national model for promoting children's health and wellness**

control it desires without the day-to-day operational and budgeting responsibility. This gives our employer-partners flexibility and enables them to focus on their core businesses.

- Bright Horizons takes great care to customize each program to ensure that the services we provide continually meet the needs of the employees, the cultures of their sponsoring organizations, and the business objectives of our clients. Our respect for the individuality of children, families, and our own employees extends to our perceptions of the centers we operate. Our goal is to encourage each center to have their own identities and celebrate their own cultures and traditions—while following the quality standards we establish in partnership with our clients.

We are able to ensure that policy decisions will reflect Bright Horizons’ expertise, Tioga Downs’s objectives, and the best interests of children, families, and staff.

Bright Horizons is the partner of choice for more than 900 clients worldwide.

While Bright Horizons partners with more than 900 clients around the world to provide high-quality dependent care services, we also possess a level of industry-specific expertise that is unequalled in our field—experience that will be especially beneficial to Tioga Downs. This experience has given us a unique understanding of the dynamics, challenges, and opportunities that shape the industry and are similar to those experienced by Tioga Downs. Some clients include Carnival Cruise Lines, Princess Cruises, Starwood Hotels and Resorts Worldwide, Station Casinos, and The Breakers-Palm Beach.

In addition to our industry experience, we are also the partner of choice for more than 215 leading employers in New York. Some of our clients in New York include: 21st Century FOX, American Eagle Outfitters, Associated Press, Colgate Palmolive, and MasterCard.

Other key experiences we bring to our proposed partnership are highlighted in the following table:

Key Operating Bright Horizons Experiences Benefitting Tioga Downs	
Total number of clients—worldwide	900+
Total number of Centers in US	653
Total number of clients—New York	215+
Total number of child care centers—New York	47; 8 in development
Total Number of Employees in NY State	1,050+
Clients in Entertainment Industry with centers managed by Bright Horizons	12
Clients in Gaming Industry with centers operated by Bright Horizons	3