



# ELCHC Board of Directors Meeting Agenda Amended Packet

Monday, October 23, 2023 at 3:00 pm

6302 E. Dr. Martin Luther King Jr. Blvd., Suite 100 Tampa, FL 33619

<https://us06web.zoom.us/j/89292207246?pwd=Zm92RVp1ZEF3MWhpdXBOQkRnTXZ1Zz09>

Meeting ID: 892 9220 7246

Passcode: 664683



## ELCHC Board of Directors Meeting Agenda Amended Packet

Monday, October 23, 2023

### I. WELCOME & INTRODUCTIONS

A. Patel

- A. Roll call/Quorum
- B. Pledge of Allegiance

### II. PUBLIC COMMENT I

A. Patel

*Individuals wishing to address the Early Learning Coalition of Hillsborough County Board of Directors must complete a Public Comment Request Card and submit it to the official recorder prior to the noticed start time of the meeting. Said comments will be limited to three (3) minutes per individual on a first come, first serve basis, and only at such time as is identified on the official meeting agenda for public comment.*

### III. CHAIRMAN'S REPORT

A. Patel

- A. Mission Moment
- B. Recognition of our newest Board of Director, Rebecca Bacon, Executive Director of The Children's Board of Hillsborough County
- C. Committee Appointments - 4
- D. Recognition of former Board of Director Members -Carl Harness, Lee Bowers, Melissa Raburn, and Kelley Parris
- E. Meeting Date Change-Board of Directors February 19, 2024, meeting moved to February 26, 2024 & Special meeting of the Board of Directors December 11, 2023
- F. Legislative Focus & Dates for Tallahassee

### IV. CONSENT AGENDA

A. Patel

*The "consent agenda" is a single agenda item typically addressed first after convening the board meeting and establishing that a quorum is present. The consent agenda encompasses all the routine, pro forma and noncontroversial items that the Board needs to vote on.*

- A. October 23, 2023 Board of Directors Meeting Agenda - 7
- B. August 21, 2023 Board of Directors Draft Meeting Minutes - 9

### V. ACTION ITEMS

A. Patel

- A. Reappointment of Adam Giery to the Board of Directors - 15
- B. Approval of allocation of funds to the Children's Forum for Early Childhood Educator INCENTIVE\$ - 16
- C. Approval to enter into a contract with the Children's Board of Hillsborough County FY 23-24 - 17
- D. Approval of the allocation of funds to Sharity Global-Board of Directors Retreat FY 23-24 - 19

### VI. COMMITTEE REPORTS

A. Patel

- A. Executive Committee - 27
  - B. Governance Committee - 28
  - C. Finance Committee - 29
  - D. Service Delivery and Efficiency Committee - 30
- A. Patel  
S. Holmquist  
Johnson  
M. Zieziula  
A. Jae

E. Development Committee - 31

S. Robinson

F. Legislative Committee - 32

A. Giery

G. Provider Review Hearing Committee - 33

J. Jenkins

**VII. FINANCE REPORT**

G. Meyer

A. Financials Budget to Actual through August 31, 2023 - 34

**VIII. CEO REPORT**

F. Hicks

A. Legislative Coordination (Tampa Chamber of Commerce & HCPS)

B. Provider Representative Election Live -Nominations - 37

C. \$33 Million Dollar ARPA Update

D. Homeless Initiative

E. Improving Services to Children with Special Needs

F. Results of CEO Evaluation

**IX. Discussion**

A. Patel

**X. ANNOUNCEMENT**

A. Patel

A. Next, Regular Board of Directors Meeting is scheduled for February 26, 2024.

**XI. PUBLIC COMMENT II**

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**XII. ADJOURNMENT**

A. Patel

**Approved 2023-2024 ELMC BOARD COMMITTEES**

<p><u>Executive Committee</u> <i>Standing</i></p> <p>Aakash Patel, Board Chair Dr. Shawn Robinson, Vice-Chair Dr. Stephe Holmquist Johnson, Secretary Michelle Zieziula, Treasurer Amanda Jae, Chair of SD&amp;E Committee <b>Vacant, Chair of Finance Committee</b></p> <p><u>Staff Liaisons:</u> Dr. Hicks</p>	<p><u>Finance Committee</u> <i>Standing</i></p> <p><b>Vacant, Chair</b> Michelle Zieziula, Vice Chair Dr. Jacquelyn Jenkins Allison Nguyen <b>Vacant</b></p> <p><u>Staff Liaisons:</u> Dr. Hicks Gary Meyer</p>	<p><u>Governance Committee</u> <i>Standing</i></p> <p>Dr. Stephe Holmquist Johnson, Chair Dr. Daphne Fudge, Vice Chair Aakash Patel Adam Giery Dr. Jodi Marshall</p> <p><u>Staff Liaisons:</u> Dr. Hicks Nancy Will</p>
<p><u>Service Delivery and Efficiency Committee</u> <i>Standing</i></p> <p>Amanda Jae, Chair Dr. Daphne Fudge, Vice Chair Dr. Lise Fox Beth Pasek Commissioner Gwen Myers Dr. Larissa Baia Cynthia Chipp</p> <p><u>Staff Liaisons:</u> Dr. Hicks Stacey Francois</p>	<p><u>Legislative Affairs Committee</u> <i>Special</i></p> <p>Adam Giery, Chair Gino Casanova Tracye Brown Derek Zitko <b>Vacant</b></p> <p><u>Staff Liaison:</u> Dr. Hicks Alison Fraga</p>	<p><u>Provider Review Hearing Committee</u></p> <p>Dr. Jacquelyn Jenkins, Chair Beth Pasek, Vice Chair Amanda Jae Dr. Shawn Robinson Allison Nguyen Cynthia Chipp Dr. Daphne Fudge</p> <p><u>Staff Liaisons:</u> Dr. Hicks Stacey Francois</p>
<p><u>Development Committee</u> <i>Special</i></p> <p>Dr. Shawn Robinson, Chair Diane Jacob, Vice Chair Dr. Jodi Marshall Dr. Stephe Holmquist Johnson Derek Zitko</p> <p><u>Staff Liaison:</u> Alison Fraga Abby Perez</p>	<p>Note: Standing Committees must maintain at least 5 members. Revised: 10.15.2023</p>	



# **EARLY LEARNING**

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COALITION OF HILLSBOROUGH COUNTY

## **Committees of the ELCHC Board**

### **Executive Committee**

The Executive Committee is made up of the Board Chair, The Board Vice Chair, The Board Secretary, and the Board Treasurer, and Chairs of the regularly meeting permanent committees and the standing committees of the Board. The Executive Committee may act on behalf of the Board between regular Board meetings except they are not permitted to do the following: amend the articles or bylaws, dissolve the corporation; dismiss or elect new Board member or officers; hire or fire the CEO; enter into major contracts or sue another entity; change a board approved budget in excess of their existing authority, or, adopt or eliminate major programs.

### **Finance Committee**

The role of the Finance Committee is to recommend policies that protect the organization's assets, reviews the annual budget, monitors financial reports prepared by staff, oversees the annual audits, governs the management of investments, makes recommendations to the full board for approval, and works to make sure the organization is in good financial health.

### **Governance Committee**

Membership consists of board members appointed by the Board Chair.

The Governance Committee has the responsibility of recommending action items to the full Board that relate to: Board By-laws, Board policies, Board meeting procedures and protocols, Board member nominations, Board officer nominations, Board leadership structure, the CEO evaluation process, CEO communication with Board and OEL and Coalition staff policies and procedures.

Revised 7-1-2019

### **Service Delivery & Efficiency Committee**

Membership shall consist of Board members and community members, as deemed necessary, appointed by the Board Chair

The Service Delivery & Efficiency Committee has the responsibility of reviewing, analyzing, and overseeing Coalition programs and recommending action items to the full Board that relate to: Coalition expenditures related to services and quality, program evaluation and improvement, contract compliance, and provider effectiveness. The Committee shall collect data, information, and comments from providers in support of its mission to provide supportive and quality services as well as disseminate such information to the full Board as is relevant.

### **Legislative Affairs Committee**

The Legislative Affairs Committee stays abreast of what is happening at the state & federal level regarding early learning. The activities include the development and implementation of strategies for advocacy of the Board's legislative agenda to the legislature, Governor, and appropriate constituent groups.

### **Provider Review Hearing Committee**

If a provider disputes any action taken by the Coalition pursuant to the terms of the Statewide School Readiness Provider contract, the provider may request a review hearing where they will have reasonable opportunity to address the Coalition staff or sub-contractor staff regarding the Coalition's action and to present supporting evidence before a Review Hearing Committee. The Review Hearing Committee shall assess the claim(s) the provider made in its request for review by examining all information and documentation submitted by the provider and determine whether to uphold the Coalition's decision, overturn the Coalition's decision, or to modify the Coalition's decision.



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- B. Pledge of Allegiance

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- A. Mission Moment
- B. Recognition of our newest Board of Director, Rebecca Bacon, Executive Director of The Children's Board of Hillsborough County
- C. Committee Appointments
- D. Recognition of former Board of Director Members -Carl Harness, Lee Bowers, Melissa Raburn, and Kelley Parris
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- B. August 21, 2023 Board of Directors Draft Meeting Minutes

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### VI. COMMITTEE REPORTS

A. Patel

- A. Executive Committee 

A. Patel
- B. Governance Committee 

S. Holmquist  
Johnson
- C. Finance Committee 

M. Zieziula
- D. Service Delivery and Efficiency Committee 

A. Jae

- E. Development Committee
- F. Legislative Committee
- G. Provider Review Hearing Committee

- S. Robinson
- A. Giery
- J. Jenkins
- G. Meyer

**VII. FINANCE REPORT**

- A. Financials Budget to Actual through August 31, 2023

**VIII. CEO REPORT**

- A. Legislative Coordination (Tampa Chamber of Commerce & HCPS)
- B. Provider Representative Election Live -Nominations
- C. \$33 Million Dollar ARPA Update
- D. Homeless Initiative
- E. Improving Services to Children with Special Needs
- F. Results of CEO Evaluation

- F. Hicks

**IX. Discussion**

- A. Patel

**X. ANNOUNCEMENT**

- A. Next, Regular Board of Directors Meeting is scheduled for February 26, 2024.

- A. Patel

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**XII. ADJOURNMENT**

- A. Patel





Monday, August 21, 2023, at 3:00 pm  
6302 E. Martin Luther King Jr. Blvd., Suite 100  
Tampa, FL 33619

## MEETING ATTENDANCE

**Facilitator:** Aakash Patel

### Board Members Present:

Lee Bowers, Dr. Daphne Fudge\*, Dr. Stephe Holmquist Johnson, Commissioner Gwen Myers, Dr. Shawn Robinson, Michelle Zieziula, Amanda Jae\*, Dr. Jodi Marshall\*, Dr. Jacquelyn Jenkins, Tracye Brown\*, Dr. Larissa Baia, Cynthia Chipp\*, Dr. Daphne Fudge\*, Dr. Daira Barakat, Gino Casanova, Chantal Porte\*, Derek Zitko, Allison Nguyen, and Beth Pasek

### Board Members Absent:

Melissa Raburn, and Stacey Ward

### ELCHC Staff:

Dr. Fred Hicks, Kelley Minney\*, Kiyana Scott\*, Alison Fraga, Gary Meyer\*, Rick Rampersad, Stacey Francois\*, Abigail Perez, Nancy Will, Stacey Francois\*, Casie Haines, Domique Watson\*, Kevin Smith, Katia Valdes, Yarima Hernandez Tamayo and Sabrina Ruiz

### Other Attendees:

Frazier Carraway, A. McClane, Angela Chowning, Lisa Bragano, Nancy Triggs, Kristina Reyes, and Amanda Flowers\*,

*\*Indicates attendance via Zoom meeting platform.*

## CALL TO ORDER

### Quorum Verification

Noting a quorum had been established, Chair Aakash Patel called the meeting to order at 3:00 pm. Those in attendance recited the Pledge of Allegiance.

### Public Comment I

There was no public comment.

## CHAIRMAN'S REPORT

Chair Aakash Patel welcomed the newest Board Members: Derek Zitko, Dr. Daira Barakat and Chantal Porte with the Department of Child Children and Families licensing.

### A. Mission Moment

Board Member Dr. Daira Barakat shared why she wanted to serve on the Early Learning Coalition Board of Directors. She shared that children are the future leaders of our community and ensuring every child receives a good educational foundation is the reason she wanted to serve on the ELCHC Board of Directors.



## **B. Committee Appointments**

Chair Aakash Patel asked Michelle Zieziula if she wanted to serve as Vice Chair of the Finance Committee. Board Member Zieziula agreed. Chair Aakash Patel appointed Michelle Zieziula as the Vice Chair of the Finance Committee.

*Chair Aakash Patel called for a motion to appoint Michelle Zieziula as the Finance Committee Vice Chair. Dr. Stephie Holmquist Johnson made a motion. Dr. Shawn Robinson made a second. The motion carried unanimously.*

## **C. Board Matrix**

Chair Aakash Patel shared the importance of filling out the Board Matrix to ensure that the Board of Directors reflects the community and encouraged members to fill it out if they had not.

The newest member of the ELCH Board of Directors, Chantal Porte, introduced herself to the Board, staff, and members of the public in attendance. She shared her position as the regional manager of the Department of Child and Families licensing and carries many counties. Ms. Porte shared her passion for being the voices of children and reminded all in attendance that the coalition is molding the future leaders of the community.

Chair Patel recognized Board Members that were registered for the upcoming Young Children's Summit. He recognized the ELCHC staff along with Mrs. Alison Fraga, Chief Development Officer for heading the creation of the summit.

Chair Patel also recognized the sponsors of the Young Children's Summit.

Chair Patel also reminded the Board of Directors of the upcoming visits to visit provider centers with Dr. Frederick Hicks, Chief Executive Officer of ELCHC.

Chair Patel shared that the next legislative session was starting up in January 2024 and if any Board member was interested in joining Adam Giery, Chair of the Legislative Committee, Dr. Fred Hicks, CEO and himself to contact Adam Giery.

## **CONSENT AGENDA**

The following items were included under the Consent Agenda:

- A. August 21, 2023, Board of Directors Meeting Agenda
- B. June 26, 2023, Board of Directors Regular Meeting Minutes

*Beth Pasek made a motion to approve the Consent Agenda with one change to the executive committee date. Cynthia Chip made a second. The motion carried unanimously.*

## ACTION ITEMS

### A. Nomination and Election of Board Members

Dr. Stephe Holmquist Johnson, Chair of the Governance Committee brought forth the recommendation of the committee, Mr. Gino Casanova, for ELCHC Board membership.

There was discussion among Board members of the character and expertise of Mr. Gino Casanova in the business and political world.

*Dr. Stephe Holmquist Johnson made a motion to approve the recommendation of the Governance Committee, Mr. Gino Casanova, for ELCHC Board membership. Mr. Lee Bowers made a second. The motion carried unanimously.*

### B. Authorize staff to enter into a contract with City of Tampa Fiscal Year 23-24

Dr. Frederick Hicks, CEO of the ELCHC spoke to the contract.

*Dr. Stephe Holmquist Johnson made a motion to authorize staff to enter into a contract with City of Tampa Fiscal Year 23-24. Mrs. Allison Nguyen made a second. The motion carried unanimously.*

### C. Approval of Hillsborough Infant & Toddler Initiative (HITI) Fiscal Year 2023-2024 Request for Proposal (RFP) vendor contract

Dr. Frederick Hicks, CEO of the ELCH presented the contract.

The Board of Directors had some discussion on the market rate for the same supplies. Several board members were very familiar with the company and spoke about their competitive pricing.

*Beth Pasek made a motion to approve. Dr. Stephe Holmquist Johnson made a second. The motion carried.*

### D. Approval of allocation of funds to contract with Roebuck Technologies for Information Technology Managed Services

Dr. Frederick Hicks, CEO ELCHC thanked the Board of Directors for the return of this contract. Dr. Hicks explained that the RFP was out for 31 days and received 12 bids and Roebuck Technologies was the winning bid.

Susan Chambers, Account Manager and Doug Coleman, both with Roebuck Technologies introduced themselves and shared their experience with providing services to the ELCHC and the working relationship built over the years.

*Dr. Shawn Robinson made a motion to approve the allocation of funds to contract with Roebuck Technologies for Information Technology Managed Services. Mr. Lee Bowers made a second. The motion carried unanimously.*

## COMMITTEE REPORTS

### A. EXECUTIVE

Chair Aakash Patel, Committee Chair, stated the Executive Committee met on August 14, 2023, to review and discuss the following items:

- August 21, 2023, Draft Board of Directors meeting agenda
- Committee Reports (Governance, Finance, Service Delivery & Efficiency, and the Development Committees)
- CEO Report

Chair Patel noted a vacancy on the Legislative Committee and appointed Mr. Gino Casanova.

*Beth Pasek made a motion to approve the appointment of Mr. Gino Casanova onto the Legislative Committee. Dr. Shawn Robinson made a second. The motion carried unanimously.*

Chair Patel noted the vacancy of a Vice Chair on the Legislative Committee and appointed Mr. Gino Casanova.

*Dr. Shawn Robinson made a motion to approve the appointment of Mr. Gino Casanova as Vice Chair of the Legislative Committee. Beth Pasek made a second. The motion carried unanimously.*

### B. Governance

Dr. Stephie Holmquist Johnson, Committee Chair, stated the Governance Committee met on July 31, 2023, to review and discuss the following items:

- Board of Directors Membership Applications
  - 2-applications had been received and the decision was difficult for the committee to make as both candidates were highly qualified with wonderful credentials
- Board Matrix
  - New Board Members were encouraged to take the Board Matrix
- CEO Report

### C. SERVICE DELIVERY & EFFICIENCY

Amanda Jae, Chair of the Service Delivery & Efficiency Committee, shared they met on July 20, 2023, to review and discuss the following items:

- Provider Spotlight!
  - Unfortunately, the provider needed to attend a training course and was unable to attend the meeting.
- Upcoming Events for Providers and/or Families
- CEO Report

### D. DEVELOPMENT

Dr. Shawn Robinson, Chair of the Development Committee, shared that the Committee met on August 16, 2023, to review and discuss the following items:

- Resource Development Department Updates

- Animation campaign for social media and commercials was ready to go with the first public showing to be at the next committee meeting in September.
- Education of Young Children Summit
  - Wanting business leaders to be involved and learn more about the coalition and its mission.
  - The goal of the Summit was to educate the leaders in attendance rather than a fundraising event; more about long-term relationships.
- Host Committee Update
- Golf Tournament to be held at Top Golf hosted by the Mayfield Foundation with proceeds going to the Coalition.

There was discussion about the idea of having children at the Young Children's Summit. It was further discussed that the logistics would be more than anticipated and that the speakers, including Dr. Hicks, would capture the heart of those in attendance.

Alison Fraga, Chief Development Officer invited board members that wanted further discussion to join the next meeting of the Development Committee in early September which would be virtual, only.

#### **E. Legislative**

Chair Adam Giery reported that the Legislative committee would be meeting in early September to be discussing the upcoming legislative session and that the meetings would be less about policy and more about bringing people closer to our early education world.

#### **F. Finance**

Lee Bowers, Chair of the Finance Committee, shared the August 7, 2023, meeting was cancelled due to the lack of quorum. Mr. Bowers announced the next scheduled committee meeting for October 2, 2023.

### **FINANCE REPORT**

Gary Meyer, Chief Financial Officer reported enrollment to date was up to 13,500 children being served with the highest in coalition history. Mr. Meyer reported all expenses are tracking with the budgeted amounts and the coalition is not overspending. Mr. Meyer also reported the ARPA dollar amount of \$108 million with the coalition to receive \$6.5 million.

### **CEO REPORT**

Dr. Fred Hicks provided a brief update on the following items:

- \$305 million dollars in ARPA funds update
  - Gary Meyer, CFO spoke to the update in his report.
  - \$1 million to be set aside for children with unique abilities-Dr. Hicks reported that one of the legislative goals was to ask that children with unique abilities be moved to a higher level on the priority list. Currently, children with unique abilities rank 5 and the goal is to have them moved up to 3.
- Survey to Providers

- Needing to get a full look into the most critical needs of providers.
- Townhall possible
- CEO Evaluation
  - Encouraged Board members to complete the survey.
- RFP Status Update
  - Board of Directors Retreat being scored by external graders.

**Public Comment II**

Kristin Wrinkler shared her 4-year-old son, Cameron has several challenges with no facility within 20-miles from her home. Ms. Wrinkler shared that her son has learned and progressed so much since she was able to get him into a center that would meet his needs. Ms. Wrinkler shared her concern over the costs of living coupled with lacking school readiness funding and the continued early education for Cameron.

Tina Gill shared that there was only 1 school in the county and 1 part time center that was equipped to educate children with unique abilities. Ms. Gill shared that out of the 13,500 children served by the coalition statistically about 13% would have some sort of special need. She reported her centers are serving less than 50. Ms. Gill shared that the state of Florida was failing in every county in the state in the early education of children with special needs. Ms. Gill stated that world-class coaching was the solution and that may not be at the coalition.

Keri Viriety shared about school readiness and the need her grandson had as she has guardianship of him. She spoke about her experience with teachers not having the correct training and education to meet the needs of children with IEPs.

Amanda Flowers shared an invitation to begin discussions on solutions with round table conversations to help program initiatives, the team at the coalition, board members, and providers. Ms. Flowers made a plea to provide resources and dedicated specialists in the classroom. Ms. Flowers also asked for an invitation to Tallahassee with coalition leadership.

There was further discussion on why so many public comments were made about children with special needs. Dr. Hicks, CEO of the ELCHC explained the mark was being missed in educating and caring for children with unique abilities and expressed the importance of the trips to Tallahassee to bring to light the need of these children and their families to state legislators.

All those who made public comments were thanked for sharing their unique experiences and bringing to light the depth of the need to care for the youngest in the community with special needs.

**ADJOURNMENT**

*Dr. Shawn Robinson made a motion to adjourn the meeting at 4:46 pm. Beth Pasek made a motion to adjourn the meeting. The motion carried unanimously.*

Read and approved by: \_\_\_\_\_

*Dr. Stephie Holmquist Johnson, Secretary*

*Date*

ELCHC BOARD OF DIRECTORS MEETING – October 23, 2023

**ACTION**

**ITEM V.A.**

**ISSUE:** Reappointment of Board Member

**RECOMMENDED ACTION:** Approve the recommendation of the reappointment of Board member, Adam Giery to serve a second 4-year term to the full Board for re-election.

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**NARRATIVE:**

ELCHC Bylaws Article II, Section 2(b) Elected Directors shall serve four (4) year terms. Elected Directors are eligible for re-election. However, no elected Director may serve more than two consecutive four-year terms. The following Board member's first term expired September 16, 2023.

- Adam Giery

Adam Giery has expressed an interest in serving a second term. Mr. Giery's application is attached.

## ELCHC BOARD OF DIRECTORS Meeting- October 23, 2023

### ACTION

### ITEM V. B.

<b>ISSUE:</b>	<b>Approval of allocation of funds to the Children’s Forum for Early Childhood Educator INCENTIVE\$</b>
<b>FISCAL IMPACT:</b>	\$635,000
<b>FUNDING SOURCE:</b>	Florida Department of Education, Division of Early Learning American Rescue Plan Act Discretionary Grant funding
<b>RECOMMENDED ACTION:</b>	Approval of allocation of funds to the Children’s Forum for Early Childhood Educator INCENTIVE\$ for \$635,000

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#### NARRATIVE:

**Product or Service:** The Early Learning Coalition of Hillsborough County (ELCHC) currently contracts with the Children’s Forum to administer the INCENTIVE\$ program for participating Early Childhood Educators in Hillsborough County. The Board approved an initial allocation of \$275,000 during the June 26, 2023 meeting, pending additional American Rescue Plan Act Discretionary Grant funds for an additional allocation.

**Brief History:** The Early Learning Coalition of Hillsborough County (ELCHC) has participated in the INCENTIVE\$ program since 2019. Currently there are 585 teachers and directors actively participating in the program. Educators receive award amounts ranging from \$450 to \$5,000 annually based on their level of education and continuous employment at their program. Educators can increase their level, which impacts their payment as they complete additional formal education.

**Purpose:** INCENTIVE\$ rewards teachers, directors, and family child care providers working with children ages birth to five with financial payments based on their level of education and sustained employment.

**Contract Performance:** This contractor has consistently met contractual benchmarks.

**Outcome:** Contract Agreements and audits are measured to ensure that teacher training outcomes are being met.

**Budget Impact:** We are currently requesting \$635,000, which has been approved by the Division of Early Learning as part of our American Rescue Plan Act Discretionary Grant application. This, in addition to the \$275,000 approved by the Board on June 26, 2023, totals \$910,000 for FY24 and equals the amount spent in FY23.

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## ELCHC BOARD OF DIRECTORS MEETING-October 23, 2023

### ACTION

### ITEM V.C.

**ISSUE:** Authorize staff to enter into a contract with the Children’s Board of Hillsborough County Fiscal Year 23-24

**FISCAL IMPACT:** Revenue contract in the amount of \$775,770

**FUNDING SOURCE:** Children’s Board of Hillsborough County

**RECOMMENDED ACTION:** Authorize staff to enter into a contract with Children’s Board of Hillsborough County in the amount of \$775,770 direct childcare slot funding.

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**NARRATIVE:** The Early Learning Coalition of Hillsborough County (ELCHC) receives Match funding from the Children’s Board of Hillsborough County (CBHC) to expand the provision of School Readiness services for low-income families at or below 200% of the Federal Poverty Level or 85% of State Median Income and homeless families referred by Metropolitan Ministries with children, ages 9-12, exempt from the match requirement. Match funding will serve children from birth to kindergarten entry and requires a dollar-for-dollar match. The ELCHC has received a match allocation from the Division of Early Learning (DEL).

**Product and Services:** The ELCHC is seeking authorization to enter into a contract with CBHC for direct childcare slot funding. The contract term is October 1, 2023, and ends on June 30, 2024.

**Brief History:** Since 2013, CBHC has been a valued partner providing crucial funding to expand the provision of School Readiness services to low-income families in Hillsborough County so they can continue to work or go to school. CBHC funding has served thousands of children over the years ensuring families have access to high-quality early education and care.

**Purpose:** The Early Learning Coalition of Hillsborough County (ELCHC) receives funding from CBHC to provide financial assistance to eligible families to help with the cost of childcare. This assistance is aimed at providing access to affordable, high-quality childcare and education, which will help parents continue to work or attend training programs. This, in turn, will enable them to achieve financial stability, while also ensuring that their young children are well-prepared for school in the future. The School Readiness match program, which is funded by federal and state resources, can potentially match contributions from local governments, charitable foundations, and/or private businesses to provide childcare services to participating families who are at or below 200% of the Federal Poverty level or 85% of the State Median Income.

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**Contract Performance and Outcome:** In FY 22-23, CBHC conducted a fiscal site review, with no findings and a Data Integrity Check. On June 8, 2023, the ELCHC received an Out of Compliance letter due to completing services outside of the scope of the contract. The ELCHC submitted to CBHC a preliminary report of services which included the steps to correct the eligibility issue and an action plan to ensure future contract compliance, both approved by CBHC. The ELCHC was not placed on a provider improvement plan.

**Budget Impact:** This is a revenue contract in the amount of \$775,770.

ELCHC BOARD OF DIRECTORS MEETING– October 23, 2023

**ACTION**

**ITEM V.D.**

<b>ISSUE:</b>	<b>Approval of allocation of funds to contract with Sharity Global for Board of Directors retreat and strategic plan formation</b>
<b>FISCAL IMPACT:</b>	\$39,000
<b>FUNDING SOURCE:</b>	Florida Department of Education, Division of Early Learning American Rescue Plan Discretionary Administrative funding
<b>RECOMMENDED ACTION:</b>	Approval of allocation of funds to Sharity Global for Board of Directors retreat and strategic plan formation services not to exceed \$39,000

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**NARRATIVE:**

**Product or Service:** The Early Learning Coalition of Hillsborough County (ELCHC) sought a strategic partner to assist with its upcoming Board of Directors retreat and strategic plan formation.

**Brief History:** The winning bidder, Sharity Global, has prior Coalition experience with both Miami-Dade/Monroe and Broward Counties, as well as FLAEYC (Florida Association for the Education of Young Children. Carol Wick, MS, LMFT, BS will serve as project lead; Ms. Wick is a strategic planning expert and has worked with governments and nonprofits for over 30 years.

**Purpose:** This project has design, research, retreat, and implementation phases. The research phase includes a survey and focus groups, and the implementation phase includes presenting the strategic plan, providing training, and holding post-development quarterly reviews.

**Contract Performance and Outcome:** The contract will include the development of the strategic plan, retreat, reporting dashboard, milestone updates, and celebrations.

**Budget Impact:** This is an annual contract in the amount of \$39,000, and funding is included in the Division of Early Learning-approved FY24 approved application for American Rescue Plan Discretionary Administrative funding.

**RFP Posting Details (15 calendar days):**

7/11/2023 - RFP was posted to website and Florida Marketplace

7/26/2023 – Posting closed at 5pm

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**RFP Responses:** Five responses were received, and the responses were scored by the team using the matrix that was included in the RFP.

**RFP Scoring Methodology:**

Each vendor could score up to 5 points. The scores were totaled across the three scorers to come up with a total score with a maximum score of 15 points.

**RFP Total Scores with a maximum of 15 points:**

- Sharity Global: 12.2
  - SBRAND Solutions: 9.3
  - HCP: 8.5
  - Benefactor Group: 8.3
  - Consultancy Inc.: 6.8
-



# EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

## REQUEST FOR PROPOSAL 2023 Board of Directors Retreat & Strategic Plan Formation

July 11, 2023 to July 26, 2023

Proposals should be directed to:

Yarima Hernandez

And

Questions and inquiries should be directed to:

Dr. Fred Hicks

[fhicks@elchc.org](mailto:fhicks@elchc.org)

Please title subject line: RFP: Retreat Facilitation and Strategic Plan Question

Early Learning Coalition of Hillsborough County

6302 E. Dr. Martin Luther King, Jr. Blvd.

Suite 100

Tampa, FL 33619

813-515-2340

[yhernandeztamayo@elchc.org](mailto:yhernandeztamayo@elchc.org)

## I. GENERAL INFORMATION

- A. **Purpose.** This request for proposal (RFP) is for the Early Learning Coalition of Hillsborough County (“ELCHC” or “Coalition”) to identify and contract with a single organization that can provide 2023 Board of Directors Retreat and Strategic Plan Formation during the period July 11, 2023 to June 30, 2024.
- B. **Who May Respond.** Any U.S. based organization providing meeting/strategic planning facilitation services.
- C. **Instructions on Proposal Submission.**
1. **Closing Submission Date.** Proposals must be submitted via email no later than 5:00 pm EST on July 26, 2023 to YHernandez@elchc.org
  2. **Inquiries.** Inquiries concerning this RFP should be emailed to:  
Dr. Fred Hicks  
CEO  
[fhicks@elchc.org](mailto:fhicks@elchc.org)  
Please title subject line: RFP: Retreat Facilitation and Strategic Plan Question  
Inquiries will be accepted no later than 5 pm EST on Wednesday July 19<sup>th</sup>. All questions and answers will be posted on our website [elchc.org](http://elchc.org)
  3. **Conditions of Proposal.** All costs incurred in the preparation of a proposal responding to this RFP will be the responsibility of the Offeror and will not be reimbursed by the Early Learning Coalition of Hillsborough County (the “Coalition”),

It is the responsibility of the Offeror to ensure that the proposal is received via email by the Coalition by the date and time specified above. Late proposals will not be considered.

To ensure a fair review and selection process, personnel submitting proposals are specifically requested not to make other contacts with Coalition staff or members of the Board of Directors regarding this proposal during the proposal's timeline. Failure to comply with this request will result in disqualification of the proposal.

4. **Right to Reject.** The Coalition reserves the right to reject any and all proposals received in response to this RFP. A contract for the accepted proposal will be drafted based upon the factors described in the RFP.
5. **Minority-Owned Businesses.** Efforts will be made by the Coalition to utilize woman, minority and/or service-disabled veteran owned businesses.
6. **Notification of Award.** It is expected that a decision selection will be made within two (2) weeks of the closing date for the receipt of proposals. Upon conclusion of final negotiations, all Offerors submitting proposals to this Request for Proposal will be informed about the selection decision. If both parties cannot agree on prices for a formal contract, the work will be rebid.

II. **DESCRIPTION OF ENTITY.** The Early Learning Coalition of Hillsborough County (ELCHC) was created in response to the School Readiness Act (s. 411.01, Florida Statutes (FS)) in 2000 and is dedicated to ensuring quality early care and education for children in Hillsborough County. The Coalition is a nonprofit corporation which has been determined to be exempt from Federal income tax under Section 501 (c)(3) of the Internal Revenue Code.

The project included in this RFP will be funded 100% from federal funds, with disclosure to comply with Public Law (P.L.) 103-333, s. 508.

**Mission:** The Early Learning Coalition of Hillsborough County provides children, birth to 5 years, high quality, equitable and inclusive early learning experiences preparing them for success in school and life through the collaboration of families, educators, and the community.

**FAST FACTS:**

- Current number of staff: 145
- 2021-2022 Operating Budget: \$130,801,273
- Current number of board of directors: 22
- Approximately 1,200 child care providers in Hillsborough County
- 2021-2022 School Readiness children served: 18,468
- 2021-2022 Voluntary Pre Kindergarten (VPK) children served: 9,953
- Website to learn more: [www.elchc.org](http://www.elchc.org)

III. **SCOPE OF SERVICES NEEDED**

The Early Learning Coalition Hillsborough County is seeking a company who can provide:

### **One Day Board of Director (“BOD”) Strategic Planning Retreat**

**Proposed One-Day ELC BOD Retreat facilitation:** include the retreat purpose, proposed activities, materials, supporting documentation, logistics (on-site or remote), Separate budget for the one-day retreat, and suggested quarterly follow-up.

### **Strategic Plan Development**

**Understanding of Organizational Objectives:** The response must include what information is required from the ELCHC to demonstrate a clear understanding of the organization's strategic objectives and goals. The response should articulate how the proposed solutions align with and contribute to achieving the ELC's objectives.

**Proposed Methodology:** The Response must include a detailed explanation of your proposed methodology for strategic planning. This may include the approach to conducting research, stakeholder engagement, data analysis, goal-setting, and implementation strategies.

**Experience and Expertise:** The Response include information about the relevant experience and expertise in strategic planning. This may include past projects, case studies, or client references that demonstrate your ability to deliver successful strategic planning initiatives.

**Team Composition and Qualifications:** The Response should include the qualifications and experience of the team members who will be involved in the strategic planning process.

**Deliverables:** The Response should include your proposed strategic development plan for this project (1 pager), an implementation roadmap, sample progress reports, and a quarterly follow-up schedule.

**Timeline and Milestones:** The Response should include a timeline for the strategic planning process and milestones that the vendor or consultant needs to adhere to. This ensures that the project stays on track and is completed within the desired timeframe.

**Cost and Budget:** The Response should provide a detailed breakdown of your costs, including fees, expenses, and any other financial considerations.



**Reporting and Communication:** The Response must include reporting structure and communication channels. This ensures that there is effective communication and regular updates throughout the strategic planning process and a follow-up schedule.

#### **IV. CONTRACT ETHICS**

1. No employee of the Coalition who exercises any responsibilities in the review, approval, or implementation of the proposal or contract shall participate in any decisions, which affects his or her direct or indirect personal or financial interest.
2. It is a breach of ethical standards for any person to offer, give or agree to give any Coalition employee, Board of Director, or for any Coalition employee, or Board of Director to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment whenever a reasonably prudent person would conclude that such consideration was motivated by an individual, group or corporate desire to obtain special, preferential, or more favorable treatment than is normally accorded to the general public.

**V. PROPOSAL SUBMISSION.** Proposals received after the deadline will not be accepted. It is neither Coalition's responsibility nor practice acknowledging receipt of any proposal. It is the responder's responsibility to assure that a proposal is received in a timely manner.

The Coalition reserves the right to reject any and all proposals, to waive irregularities and informalities, to request additional information from all respondents, and further reserves the right to select the proposal which furthers the best interests of the Early Learning Coalition of Hillsborough County.

Each proposal shall be considered binding and in effect for a period of ninety (90) days following the proposal opening.

**VI. PROPOSAL CONTENTS.** The Offeror, in its proposal, shall at a minimum include the following:

##### **1. Organizational information**

- a. Bidder name
- b. Address
- c. Email
- d. Phone, and preferred method of contact
- e. Indicate, if appropriate, if the firm is a small or Certified Minority Owned Business (CMOB include certificate with RFP)

f. Name where you maintain office(s)

**2. Detailed Scope of Work Items:**

**RFP Timeline**

RFP Issue Date:	July 11, 2023
Deadline to submit questions	July 19, 2023 to fhicks@elchc.org. Please title subject RFP: Retreat Facilitation and Strategic Plan Question  Questions will be answered by July 21, 2023
Proposal Due Date	July 26, 2023 at 5:00 pm (EST)
Evaluation Period Begins	July 27, 2023
Award and Contract Execution	On or before August 7, 2023

**VI. RFP SCORING.** Proposals will be scored based on the following attributes and weights:

<b>Attribute</b>	<b>Weight</b>
List of 5-7 current client reviews	20%
Ability to demonstrate exceptional response time and satisfaction guaranteed	30%
Proposed follow-up and effectiveness	10%
Demonstration of additional services at no charge (includes quarterly follow-ups with the ELCHC BOD for the initial year after the kickoff retreat.)	30%
Cost/Value	5%
Certified Minority-Owned Business	5%

## ELCHC BOARD OF DIRECTORS MEETING-October 23, 2023

### COMMITTEE REPORTS

ITEM VI.A.

**ISSUE:**

**Executive Committee Report**

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**NARRATIVE:**

The Executive Committee met on October 16, 2023, to review and discuss the following items:

- October 23, 2023, Draft Board of Directors Meeting Agenda
- Committee Reports
  - Governance Committee
  - Finance Committee
  - Service Delivery & Efficiency Committee
  - Development Committee
- Legislative focus & Dates for Tallahassee
- CEO Report

**COMMITTEE REPORTS**

**ITEM VI.B.**

**ISSUE:** Governance Committee Report

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**NARRATIVE:** The Governance Committee met on September 25, 2023, to review and discuss:

- Board of Directors, Private Sector Business-Open Seat
- CEO Evaluation Results
- Provider Representation on the Board of Directors
- Provider Nominations (Timeline)
- Recommendation of the reappointment of Board Member, Adam Giery
- CEO Report
- The next Governance Committee meeting is scheduled for January 25, 2024.

## ELCHC BOARD OF DIRECTORS MEETING-October 23, 2023

### COMMITTEE REPORTS

### ITEM VI.C.

**ISSUE:** **Finance Committee Report**

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**NARRATIVE:**

The Finance Committee met on October 2, 2023, to review, discuss and approve the following:

- Financial Report, Budget to Actual ending August 31, 2023.
- Approval of allocation of funds to contract with Saxon Gilmore & Carraway, P.A. for governance-related legal services.
- Approval of allocation to WebAuthor.com LLC
- Approval of allocation of funds to contract with Sharity Global for Board of Directors retreat and strategic plan formation.
- Approval of allocation of funds to Protected, LLC
- CEO Report
- The next Finance Committee meeting is scheduled for February 5, 2024.

**ISSUE:** **Service Delivery & Efficiency Committee Report**

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**NARRATIVE:**

The Service Delivery & Efficiency Committee met on September 14, 2023, to review and discuss the following:

- Upcoming Events for Providers and/or Families
- CEO Report
- The next Service Delivery & Efficiency Committee meeting is scheduled for February 11,2024.

ISSUE: Development Committee

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**Narrative:** The Development Committee met virtually on September 6, 2023, to review and discuss the following item:

- Resource Development Department Updates
- Education of Young Children Summit
- Host Committee Updates

**ISSUE:** Legislative Committee Report

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**NARRATIVE:** The Legislative Committee will meet on October 26, 2023 to review and discuss:

- Legislative Priorities
- Travel and Dates for travel to Tallahassee for spring 2024 session
- Hillborough Day Plans



ISSUE: **Provider Review Hearing Committee Report**

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**NARRATIVE:** The Provider Review Hearing Committee met on September 28, 2023, to review and discuss:

- Achievement Center vs ELCHC
- After hearing the case the Committee determined that a probationary period would be in effect for 6 months through April 4, 2024. Additionally, monitoring with School Readiness Tier Two monitoring prior to the end of the 23-24 contract year with monthly visits from ELCHC staff. Subsequent licensing violations may result in termination of the School Readiness contract.

ISSUE: **Financial Report**

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**NARRATIVE:**

Attached are the FY 2023 Financials through August 31, 2023, Budget to Actual.

Gary Meyer, Chief Financial Officer, will report.

(2 Attachments)



# EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

	Budget to Actual August 31, 2023							
	YTD	YTD	Difference		FY 23-24	FY 23-24	Difference	
	Actual	Revised Budget	YTD favorable /(unfavorable)	%	Forecast	Original Budget	YTD favorable /(unfavorable)	%
<b>Program Revenue</b>								
School Readiness	12,335,527	12,011,569	323,958	2.7%	78,081,360	80,438,248	(2,356,888)	-2.9%
School Readiness Match - DEL	-	-	-		1,126,233	1,251,770	(125,537)	-10.0%
School Readiness - Local Funders:								
Children's Board HC	-	-	-	0.0%	700,770	700,770	-	0.0%
Hillsborough County BOCC	-	-	-	0.0%	276,000	276,000	-	0.0%
Metro Ministries (Children's Board)	3,701	16,156	(12,455)	-77.1%	62,545	75,000	(12,455)	-16.6%
City of Tampa	22,655	-	22,655	100.0%	147,411	150,000	(2,589)	-1.7%
United Way (Quality Initiative)	13,292	-	13,292	100.0%	48,292	50,000	(1,708)	-3.4%
School Readiness - Local Funders	41,223	16,156	25,067	155.2%	1,236,593	1,251,770	101.2%	0.0%
<b>Total School Readiness Revenue</b>	<b>12,376,750</b>	<b>12,027,725</b>	<b>349,025</b>	<b>2.9%</b>	<b>80,444,186</b>	<b>82,941,788</b>	<b>103.1%</b>	<b>0.0%</b>
Other Local Funders:								
Conn Foundation	20,229	1,259	18,970	1506.1%	29,970	58,000	(28,030)	-48.3%
Spurlino Foundation	-	-	-		50,000	50,000	-	0.0%
SR Program Income (IECP memberships)	3,014	6,130	(3,116)	-50.8%	26,884	30,000	(3,116)	-10.4%
HELN (Hillsborough Early Learning Network)	-	-	-	0.0%	-	37,000	(37,000)	-100.0%
ELFL (Early Learning Florida)	-	-	-	0.0%	-	100,000	(100,000)	-100.0%
Lastinger Project	33,333	33,333	-	0.0%	200,000	200,000	-	0.0%
Misc. Donations	49,930	5,155	44,775	868.6%	78,281	273,000	(194,719)	-71.3%
Other Local Funders	106,506	45,878	60,628	132.2%	385,134	748,000	(362,866)	-48.5%
<b>Total School Readiness Revenue and Local Revenue</b>	<b>12,483,256</b>	<b>12,073,602</b>	<b>409,653</b>	<b>3.4%</b>	<b>80,829,320</b>	<b>83,689,788</b>	<b>(2,860,468)</b>	<b>-3.4%</b>
<b>Program Expenses</b>								
School Readiness								
Direct Services	10,644,095	10,502,676	(141,419)	-1.3%	64,478,608	65,729,468	(1,250,860)	-1.9%
School Readiness Match - DEL	-	-	-	0.0%	1,126,233	1,251,770	(125,537)	-10.0%
School Readiness - Local Funders	25,800	36,882	11,082	30.0%	1,283,716	1,201,770	81,946	6.8%
General Contributions and Gifts	106,506	45,878	(60,628)	-132.2%	385,134	475,000	(89,866)	-18.9%
<b>Total Direct Services</b>	<b>10,776,401</b>	<b>10,585,435</b>	<b>(190,966)</b>	<b>-1.8%</b>	<b>67,273,691</b>	<b>68,658,008</b>	<b>(1,384,317)</b>	<b>-2.0%</b>
Personnel	1,222,844	1,139,475	(83,369)	-7.3%	11,196,062	11,255,381	(59,318)	-0.5%
Staff Development	6,738	6,850	112	1.6%	87,637	80,749	6,888	8.5%
Professional Services	67,294	99,369	32,075	32.3%	598,914	791,150	(192,236)	-24.3%
Occupancy	137,536	92,232	(45,304)	-49.1%	598,694	553,390	45,304	8.2%
Postage, Freight and Delivery	237	8,186	7,950	97.1%	43,369	53,685	(10,315)	-19.2%
Rentals	594	1,240	646	52.1%	6,793	7,439	(646)	-8.7%
Supplies	5,353	12,820	7,467	58.2%	127,474	174,308	(46,835)	-26.9%
Communications	6,044	6,199	155	2.5%	37,038	37,193	(155)	-0.4%
Insurance	2,599	15,730	13,131	83.5%	81,302	94,433	(13,131)	-13.9%
Tangible Personal Property	55	27,595	27,540	99.8%	124,031	170,570	(46,540)	-27.3%
Quality	61,494	-	(61,494)	-100.0%	73,494	777,700	(704,206)	-90.5%
Travel	5,600	4,949	(651)	-13.2%	37,731	59,793	(22,062)	-36.9%
Other Operating	51,243	61,023	9,780	16.0%	170,110	184,990	(14,880)	-8.0%
Other Operating Expenses	344,787	336,192	(8,594)	-2.6%	1,986,586	2,985,399	(998,813)	-33.5%
ELCHC Operating	1,567,630	1,475,667	(91,963)	-6.2%	13,182,648	14,240,780	(1,058,132)	-7.4%
ECC	5,438	12,500	7,062	56.5%	67,938	71,500	(3,562)	-5.0%
Inclusion Cost	23,098	-	(23,098)		268,098	245,000	23,098	9.4%
Scholarships and Other	1,945	-	(1,945)		36,945	474,500	(437,555)	-92.2%
<b>Total School Readiness &amp; Other Expenses</b>	<b>12,374,512</b>	<b>12,073,602</b>	<b>(300,910)</b>	<b>-2.5%</b>	<b>80,829,320</b>	<b>83,689,788</b>	<b>(2,860,468)</b>	<b>-3.4%</b>
<b>SR Change in Net Assets</b>	<b>108,743</b>	<b>-</b>	<b>(108,743)</b>		<b>-</b>	<b>-</b>	<b>-</b>	

**GOALS**

< 5.00 %	School Readiness - Admin	2.1%	4.2%	-2.1%	-49.4%	3.8%	3.9%	-0.1%	-1.4%
> 4.00 %	School Readiness - Quality	6.2%	1.8%	4.5%	249.1%	7.6%	7.9%	-0.3%	-3.7%
< 22.00 %	School Readiness - Non-Direct	14.1%	14.0%	0.1%	0.9%	19.1%	19.3%	-0.2%	-1.0%
> 78.00 %	School Readiness - Direct	85.9%	86.0%	-0.1%	-0.1%	80.9%	80.7%	0.2%	0.2%



# EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

	Budget to Actual August 31, 2023							
	YTD	YTD	Difference		FY 23-24	FY 23-24	Difference	
	Actual	Revised Budget	YTD favorable /(unfavorable)	%	Forecast	Original Budget	YTD favorable /(unfavorable)	%
<b>VPK Revenue</b>								
Voluntary Pre-Kindergarten	2,211,638	2,836,653	(625,015)	-22.0%	32,885,409	35,882,846	(2,997,437)	-8.4%
<b>Total VPK Revenue</b>	<b>2,211,638</b>	<b>2,836,653</b>	<b>(625,015)</b>	<b>-22.0%</b>	<b>32,885,409</b>	<b>35,882,846</b>	<b>(2,997,437)</b>	<b>-8.4%</b>
Voluntary Pre-Kindergarten								
Direct Services	2,109,394	2,532,061	422,668	16.7%	31,424,983	34,210,805	(2,785,822)	-8.1%
Personnel	79,973	158,681	78,709	49.6%	1,248,076	1,381,574	(133,498)	-9.7%
Staff Development	219	1,713	1,494	87.2%	19,632	28,126	(8,494)	-30.2%
Professional Services	9,220	115,465	106,246	92.0%	84,959	137,162	(52,203)	-38.1%
Occupancy	9,773	7,102	(2,671)	-37.6%	45,281	42,610	2,671	6.3%
Postage, Freight and Delivery	25	647	621	96.1%	7,560	8,316	(756)	-9.1%
Rentals	49	94	45	47.8%	517	561	(45)	-8.0%
Supplies	278	549	271	49.3%	5,421	5,692	(271)	-4.8%
Communications	569	468	(101)	-21.5%	2,908	2,807	101	3.6%
Insurance	242	3,932	3,690	93.8%	19,918	23,608	(3,690)	-15.6%
Tangible Personal Property	3	2,572	2,569	99.9%	9,361	11,930	(2,569)	-21.5%
Quality	-	-	-	0.0%	-	1,300	(1,300)	-100.0%
Travel	345	955	610	63.9%	5,897	6,507	(610)	-9.4%
Other Operating	1,463	12,415	10,951	88.2%	10,896	21,848	(10,951)	-50.1%
Other Operating Expenses	22,185	145,910	123,726	84.8%	212,350	290,467	(78,117)	-26.9%
ELCHC Operating	102,157	304,592	202,434	66.5%	1,460,426	1,672,041	(211,615)	-12.7%
<b>Total Voluntary Pre-Kindergarten</b>	<b>2,211,551</b>	<b>2,836,653</b>	<b>1,155,846</b>	<b>40.7%</b>	<b>32,885,409</b>	<b>35,882,846</b>	<b>(2,997,437)</b>	<b>-8%</b>
<b>VPK Change in Net Assets</b>	<b>87</b>	<b>-</b>	<b>(87)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GOALS</b>								
<b>&lt; 4.00 % VPK - Admin</b>	<b>4.2%</b>	<b>9.7%</b>	<b>-5.5%</b>	<b>0.0%</b>	<b>3.4%</b>	<b>3.8%</b>	<b>-0.5%</b>	<b>-12.6%</b>
<b>ARPA Revenue</b>								
ARPA Revenue	6,386,378	6,362,179	24,199	0.4%	8,003,657	3,811,953	4,191,704	110.0%
<b>Total ARPA Revenue</b>	<b>6,386,378</b>	<b>6,362,179</b>	<b>24,199</b>	<b>0.4%</b>	<b>8,003,657</b>	<b>3,811,953</b>	<b>4,191,704</b>	<b>110.0%</b>
American Rescue Plan Act (ARPA)								
Direct Services	6,275,852	6,301,178	25,326	0.4%	6,275,852	2,533,322	3,742,530	147.7%
ELCHC Operating	65,259	61,001	(4,258)	-7.0%	1,727,805	1,278,631	449,174	35.1%
<b>Total American Rescue Plan Act (ARPA)</b>	<b>6,341,111</b>	<b>6,362,179</b>	<b>68,670</b>	<b>1.1%</b>	<b>8,003,657</b>	<b>3,811,953</b>	<b>4,191,704</b>	<b>110%</b>
<b>ARPA Change in Net Assets</b>	<b>45,267</b>	<b>-</b>	<b>(45,267)</b>	<b>100%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenue</b>	<b>21,081,271</b>	<b>21,272,435</b>	<b>(191,163)</b>	<b>-0.9%</b>	<b>121,718,386</b>	<b>123,384,587</b>	<b>(1,666,201)</b>	<b>-1.4%</b>
<b>Total Expenses</b>	<b>20,927,175</b>	<b>21,272,435</b>	<b>(345,260)</b>	<b>-1.6%</b>	<b>121,718,386</b>	<b>123,384,587</b>	<b>(1,666,201)</b>	<b>-1.4%</b>
<b>Change in Net Assets</b>	<b>154,097</b>	<b>-</b>	<b>154,097</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# CEO Report

October 2023



**EARLY LEARNING**  
COALITION OF HILLSBOROUGH COUNTY

# 2024 Legislative Priorities

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## **Increasing Provider Rates**

Asking for 15% to 20%



## **Parent Eligibility Cliff**

SMI vs. FPL



## **Increase the base SR Allocation**

\$100M to afford the rate increase



## **Coordination between HCPS, Chamber of Commerce, and County**

Questions/comments



## 2024 ADVOCACY PRIORITIES



Building a strong foundation is crucial for children to be ready to learn when they start school. High-quality early care and education that focuses on children’s social, emotional, cognitive, and physical development can help achieve this. Access to affordable early learning and school-age care can enable parents to work while their children learn. In Florida, early age learning is key to students’ academic success.

**THE LACK OF ACCESS TO AFFORDABLE CHILDCARE IS THE BIGGEST OBSTACLE PREVENTING PARENTS FROM RETURNING TO OR REMAINING IN THE WORKFORCE.**

### 1 INCREASE PROVIDER REIMBURSEMENT RATES

In 2021, the SR program provider reimbursement rates were frozen, resulting in significant disparities throughout the state. Rates vary widely, with many falling below the actual cost of care, particularly for infants at \$320 per week per child. This discrepancy is even more pronounced in underserved or economically challenged areas of Florida. Consequently, numerous centers are shouldering this financial burden, unable to afford the level of assistance mandated by State statute due to conflicting laws. A potential solution lies in adjusting the rates to align with the actual cost of care, a recommendation supported by a forthcoming State report on childcare costs in January 2024. This adjustment would ensure fairness and parity for our centers statewide, emphasizing that investing in our children is always a worthwhile endeavor.

### 2 INCREASE ELIGIBILITY THRESHOLD FOR SCHOOL READINESS

It’s widely acknowledged that the cost of living has surged, while wages have not kept pace, putting many in a tough spot, struggling to maintain their previous standard of living. This issue is undoubtedly one that resonates with your constituents. The most vulnerable among them, young children, feel this financial strain even more intensely. Nuclear families are working tirelessly to cover expenses and put food on the table, but government assistance rates remain based on outdated figures that don’t account for rising costs and stagnant wages. This dilemma forces families into the heart-wrenching choice of turning down a wage increase. While it would mean a slight boost in income, the increased cost of full childcare outweighs the benefit, ultimately resulting in less take-home pay.



## Florida **VPK**

**Florida was one of the first states in the country to offer free prekindergarten for all 4-year-olds regardless of family income. VPK prepares early learners for success in kindergarten and beyond.**

### SCHOOL READINESS PROGRAM

**Provides financial assistance to qualifying families. Families remain self-sufficient while their children learn and become successful in school and in life.**

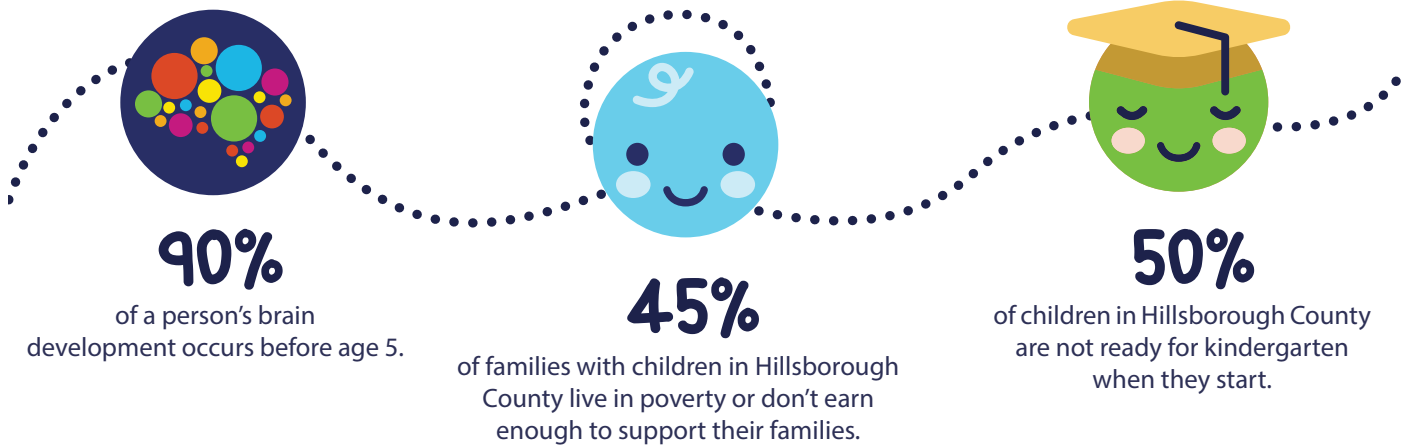
To address this, raising the eligibility threshold in line with economic realities would enable these hardworking families, particularly in vital industries like food service, hospitality, and entertainment, to continue contributing to Florida’s thriving tourism sector. By supporting these families, we not only uphold our reputation for excellent service but also bolster the economy that relies on their dedication.

# 3 MAINTAIN ELC FORMULA RATES & BOOST FUNDING FOR ENROLLMENTS

The annual fluctuations in funding formula levels introduce a recurring set of challenges. Our children are undeniably our most valuable asset, and it is our duty to pave the way for their success, ultimately contributing to a healthier society. When funding diminishes, there's a risk of children being disenrolled, and parents losing access to crucial childcare that enables them to work and contribute to the economy. While our state thrives as an inviting place for new residents, this growth also means an expanding population, necessitating increased support for more children. This ensures their parents can continue being the workforce that makes our state so appealing. Forbes attests to our state's remarkably low unemployment rates. Addressing this issue is attainable through bolstering funding to align with evolving needs.



Source: The office of Economic and Demographic Research: EDR - Office of Economic & Demographic Research (state.fl.us)



**AFFORDABLE HIGH-QUALITY EARLY EDUCATION IS ESSENTIAL FOR FLORIDA'S GROWING ECONOMY AND WORKFORCE. EMPLOYERS AND EMPLOYEES WHO BENEFIT INCLUDE:**



**Tourism**



**Retail**



**Healthcare**



**Restaurants**



**Service Industry**



**Self-Employed**



For more information:  
**Dr. Fredrick L. Hicks, CEO**  
fhicks@elchc.org  
elchc.org

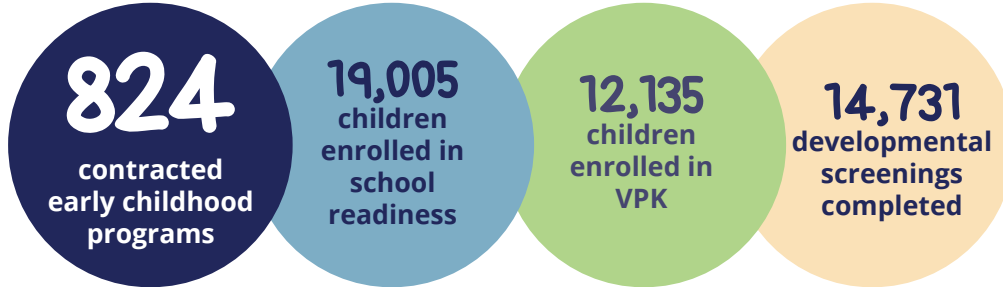


SCAN ME





**ACCESS**



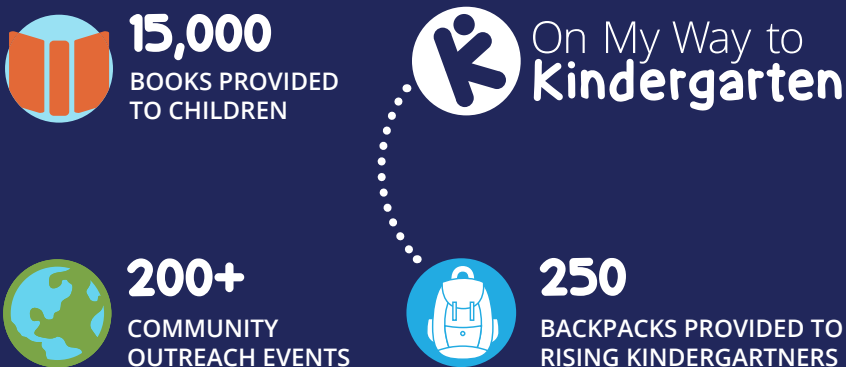
**QUALITY**



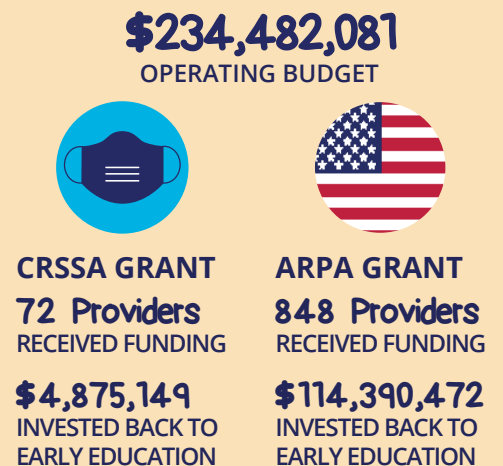
**WORKFORCE INITIATIVE**



**EDUCATIONAL AWARENESS**



**FINANCIALS**



TO SEE THE COMPLETE REPORT,  
VISIT [WWW.ELCHC.ORG/LEARN-ABOUT-OUR-IMPACT/](http://WWW.ELCHC.ORG/LEARN-ABOUT-OUR-IMPACT/)

## Provider Program Initiatives update

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### ARPA Early Learning Discretionary Grant Program

- **Early Learning Professional Training and/or Credentialing**
- **Differential Between School Readiness Rate and the Provider's Private Pay Rate**
- **Provider Grants for Participating Employee Salaries**
- **Curriculum Initiative**
- **Scholarship for Winter, Spring, and Summer Camps (Helps Families as well)**

## Provider Representative State Statute & Update



- Florida Statute [1002.83](#), Section 4 (j)(k). Concern Raised at Governance, Based on Community of Practice Meeting held at ELC HQ in September
- In Statute, the [two seats](#) are to be held by:
  - *A representative of private for-profit childcare providers (including family childcare home providers)*
  - *A representative of faith-based childcare providers*

**These seats are a ‘Designated Director’ and per the ELCHC governing Bylaws, the representative that occupies the seat must be elected by a vote of their constituents. The term of office for each Director seat is four years.**

- The process to collect nominations aligns with presenting newly elected Directors to the Board at the February 19, 2024, meeting.
- You can view the nomination page by visiting [Nomination Form - The Early Learning Coalition of Hillsborough County \(elchc.org\)](#).

# \$33 Million Notice of Award in ARPA (our Share of \$305M)



## ARPA Early Learning Discretionary Grant Program

*Authority: Section 53, 2023-239, Laws of Florida*

### Grant funds may be used for the following purposes:

- Increasing/building the supply of childcare
- Training, professional learning activities, and workforce initiatives
- Local initiatives/pilot projects to improve kindergarten readiness
- Community outreach and family engagement
- Mental health supports
- Equipment, supplies, classroom/childcare materials
- Curriculum
- Business administration computer software
- School readiness learning computer software

# \$10 Million State Grant - Families Experiencing Homelessness



## ARPA Early Learning Discretionary Grant Program

*Authority: Section 53, 2023-239, Laws of Florida*

### ELCHC Application Deadline 9/15/2023

- **Purpose:** The purpose of this funding is to implement an Early Learning Discretionary Grant Program for Families Experiencing Homelessness.
- **Goals:** Employ families/parents experiencing homelessness and receiving housing assistance to work at childcare providers to assist such families/parents with a potential career path while receiving subsidized School Readiness (SR) services and supports for their child(ren).
- **Target Population:** Unemployed and underemployed families/parents experiencing homelessness, as verified by a DCF (Department of Children and Families)-designated lead agency on homelessness, that have children eligible for the SR program and receiving housing assistance in specific areas across the state.

# \$10 Million State Grant - Families Experiencing Homelessness

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## ARPA Early Learning Discretionary Grant Program

*Authority: Section 53, 2023-239, Laws of Florida*

### What can we fund:

- Outreach Materials
- Background Screening and Pre-service Health and Safety Training
- Early Learning Professional Training and/or Credentialing
- Differential Between School Readiness Rate and the Provider's Private Pay Rate
- Provider Grants for Participating Employee Salaries

# Improving Services To Children with Special Needs



## Providing Parents with the Ability to Place Their Child in a High-Quality Educational Experience



**Access:** Contracted Slots

- **Explanation Pending**



**Quality:** Accreditation Support

Gold Seal Payments

IEP or IFSP Support

- **IEP or IFSP**



# Division of Early Learning CEO Evaluation

2.75 on a 3.0 scale or 91.66%

October 2023



**EARLY LEARNING**  
COALITION OF HILLSBOROUGH COUNTY



## CEO Performance Evaluation Comments

1. The Board Chair need to get out of operations and he will be fine.
2. He has not been there long enough to make meaningful reforms. He has struggles with carrying over senior staff, the Board Chair needs to stay OUT of operations.
3. Dr. Hicks communicates clearly and effectively with the Board; has an open-door policy with Board members and staff alike; and actively encourages the Board to participate in ELC activities and visits in the community.
4. Dr. Hicks is an effective promoter of ELC's vision and core mission; grasps the challenges facing ELC and thinks strategically to create possible solutions; and has made personally visiting each location and meeting with the providers a priority.
5. Dr. Hicks's energy and effort in seeking additional funding for ELC both locally and in Tallahassee is very impressive; he appears fully committed to continuing those efforts if not initially successful.
6. Dr. Hicks is personable, organized, a strong communicator, and an effective manager. I'm also impressed by the staff members I've met during my time on the Board – they are bright, dedicated, and enthusiastic about ELC and its mission.
7. As mentioned above, Dr. Hicks's efforts with community outreach both locally and in Tallahassee have been exemplary.
8. Dr. Hicks understands the role of the board and how the CEO should work with the board.
9. Dr. Hicks understands what the ELC is about and the goal of serving children first.
10. Dr. Hicks has an understanding of the budget and funding sources as well as how to apply them to meet the needs of the constituents. He has some work to do with the scheduling of budget requests that come before the Board.
11. Dr. Hicks has worked hard to develop a strong culture that is developmental and supported. There is still work to do to get the right staff in the right positions.
12. Dr. Hicks is regularly visiting Childcare Centers, business and civic community organizations, and governmental individuals. He is strong at building relations with those around the community in support of early learning.
13. Dr. Hicks is always looking for ways to enhance his skills and those of the many ELC team members.

## CEO Performance Evaluation Comments

14. Dr. Hicks meets most expectations regarding Board Administration and Support. In the upcoming year, I would like to see greater involvement in the area of strategic planning.
15. Dr. Hicks has been in his position for less than a year; however; a continued focus on long-range plans needs to be a focus as we move forward.
16. Taking into consideration that De. Hicks has been in his current position for less than a year, expectations for this indicator have been met – Financial Sustainability and Mission Impact.
17. During the review period, there was extensive turnover in the leadership positions, many of which Dr. Hicks has been filled: the COO position has remained vacant. This has left a gap in knowledge within the organization. Dr. Hicks has prior experience with another ELC but was not directly involved in operations.
18. Would like to see continued growth and development in analyzing and addressing issues as they arise.
19. Dr. Hicks has served as a credible ambassador amongst the board and accepts feedback willingly, but also retains the leadership roles provided to him by the ELCHC.
20. Staff development and alignment with the future vision of the organization will improve the overall operations of the organization. Overall, Dr. hicks has proven to be a powerful motivator.
21. An area for growth in the coming year would be the proactive communication of nonstandard financial requests submitted to the board for approval. The fiduciary role is a critical role of a board member, and while the overwhelming majority arrive in a timely fashion, the revised agenda items for approval can impede overall board operations.
22. Dr. Hicks is setting a high standard (which can be challenging to some and rewarding to others); however his deft touch has resolved several notable HR issues within the organization's ranks.
23. Dr. Hick's is an incredible ambassador for our work, and I am regularly meeting community leaders commenting about his energy and enthusiasm.

## CEO Performance Evaluation Comments

24. Dr. Hicks has provided a streamlined experience for the board and his proactive approach resolves issues in advance – very impressive.
25. He is a phenomenal leader. He has a unique ability to balance staff, providers, and children.
26. He is intentional about equaling the work environment for all. He has an open-door policy for his staff, clients, and board members.
27. Needs a stronger and trustworthy CFO.
28. He is extremely transparent.
29. Dr. Hicks has been doing an excellent job communicating with the board. He has been steadily chipping away at the issues he walked into when he came into this position. The board still has a huge focus on Zooming in for meetings, which makes it difficult to create harmonious relationships. That is an issue that will be difficult for Dr. Hicks alone to overcome.
30. Dr Hicks absolutely hit the ground running. Communication regarding program and service delivery issues where a huge issue in the past.
31. Financial oversight is still an issue but has been improving this year. Again, this has been an issue prior to Dr. Hicks arrival.
32. Dr. Hicks has clearly addressed and continues to address HR issues that he walked into upon his arrival.
33. Dr. Hicks hit the ground running and getting out into the community, both local and state. He is doing a very good job of creating awareness of the ELCHC and what we do.
34. Dr. Hicks is tackling these issues, but again he has a lot to deal with. I cannot speak to his professional development, but assume he is engaged as appropriate.  
(Professional Skills and Abilities)
35. Dr. Hicks has significantly increased the ELCHC's communication with the Board and has worked to build awareness of the organization among the community. I encourage Dr. Hicks to focus on building trust among the Board and his leadership team. These efforts will make the work on the organization easier and more fulfilling for both Board members and staff.

## CEO Performance Evaluation Comments

36. Dr. Hicks provides professional hands-on operations. He is dutiful and courteous with his comments and words. Dr. Hicks is effective in his role.
37. Dr. Hicks demonstrates effective program delivery and service. He is very communicative and always ensures that families, staff and Board members are given a positive and professional approach to leadership.
38. Dr. Hicks possesses great understanding of the budget and he implements strategic planning for financial affairs.
39. Dr. Hicks establishes clear and consistent patterns of responsibility with regards to his staff teams.
40. Dr. Hicks has demonstrated above average leadership and capability since accepting his role as CEO. He remains informed and is typically engaged with the duties of an executive official. I am pleased with his disposition and demeanor.
41. Excellent leadership and above average professionalism!