



ELCHC Board of Directors Regular Meeting Amended Agenda Packet

Monday, August 19, 2024

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

<https://us06web.zoom.us/j/85208350922?pwd=2P5sqjgfxHLPUCTydOW8jEilWrxlqa.1>

Meeting ID: 852 0835 0922

Passcode: 036832



ELCHC Board of Directors Regular Meeting Amended Agenda

Monday, August 19, 2024

I. WELCOME & CALL TO ORDER	A. Patel
A. Roll call/Quorum	
B. Pledge of Allegiance	
II. PUBLIC COMMENT I	A. Patel
<i>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.</i>	
III. CHAIRMAN'S REPORT	A. Patel
A. Mission Moment	
B. Recognition of service to the ELCHC Board of Directors: Dr. Jodi Marshall & Allison Nguyen	
C. Young Children's Summit Update	
IV. CONSENT AGENDA	A. Patel
A. Approval of the July 1, 2024, Board of Directors Regular Meeting Minutes - 4	
V. ACTION ITEMS	A. Patel
A. Nomination and Election of Board Members - 8	
B. Committee Appointments - 41	
VI. COMMITTEE REPORTS	
A. Executive Committee - 43	A. Patel
B. Governance Committee - 44	F. Hicks
C. Finance Committee - 45	M. Zieziula
D. Service Delivery & Efficiency Committee - 46	A. Jae
E. Development Committee - 47	S. Robinson
F. Legislative Committee - 48	F. Hicks
G. Provider Review Hearing Committee - 49	J. Jenkins
VII. FINANCE REPORT	G. Meyer
A. Finance Report - 50	
VIII. CEO REPORT	F. Hicks
A. Children's Summit 2024 Update - 69	
B. Provider Visits	
C. Finance Workshops	
D. Year-to- Date Enrollment Report	

E. Recognition of Funders

IX. DISCUSSION ITEMS

A. CEO Evaluation - 73

B. Resource Development Impact Report 2023-2024 - 92

C. Proposed Bylaw Revisions - 105

X. ANNOUNCEMENT

A. Patel

A. Next, Board of Directors Regular Meeting is scheduled for Monday, October 14, 2024

XI. PUBLIC COMMENT II

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.

XII. ADJOURNMENT

A. Patel

Monday, July 1, 2024, at 3:00 pm
6302 E. Martin Luther King Jr. Blvd., Suite 100
Tampa, FL 33619

MEETING ATTENDANCE

Facilitator: Aakash Patel, Chair

Board Members Present:

Aakash Patel, Rebecca Bacon, Dr. Daira Barakat*, Gino Casanova*, Annette Eberhart*, Dr. Jacquelyn Jenkins*, Beth Pasek, Dr. Shawn Robinson, Michelle Zieziula*, and Derek Zitko*

Board Members Absent:

Adam Giery, Chantal Porte, Commissioner Gwendolyn Myers, Tracye Brown, Dr. Lise Fox, Allison Nguyen, and Amanda Jae

ELCHC Staff:

Dr. Fred Hicks, Nancy Will, Gary Meyer, Sabrina Ruiz*, Alison Fraga, Kevin Smith*, Kiyana Scott*, Kelley Minney*,

Other Attendees:

Frazier Carraway, Paul Quin, Dennis Hebert, Yander Tovar

(*) Indicates attendance via Zoom

CALL TO ORDER

Quorum Verification

Noting a quorum had been established, Chair Patel called the meeting to order at 3:02 pm.

Chair Patel welcomed everyone to the Early Learning Coalition of Hillsborough County Board of Directors regular meeting.

CONSENT AGENDA

The following items were under the consent agenda:

- A. Approval of the June 6, 2024 Board of Directors Retreat meeting minutes
- B. Approval of the June 6, 2024 Board of Directors Special meeting minutes
- C. Approval of the allocation of funds for accreditation training and coaching (contract renewal)

Dr. Shawn Robinson made a motion to approve the Consent Agenda. Beth Pasek made a second. The motion carried unanimously.

PUBLIC COMMENT I

No, public comment I.

CHAIRMAN'S REPORT

Chair Patel announced that Board of Directors attorney Frazier Carraway would be retiring therefore his time serving in his capacity as ELCHC Board attorney would be coming to an end. Chair Patel yielded the floor to Mr. Carraway.

Mr. Carraway shared that his time with the coalition was a wonderful experience and being involved in early education had always been a passion. Mr. Carraway also shared that he gained a world of knowledge serving as board attorney at the ELCHC and was grateful to Chair Patel, ELCHC staff and leadership for the time spent serving in his capacity.

Chair Patel thanked Mr. Carraway for his years serving the ELCHC Board of Directors and was grateful for his expertise, his passion for the mission of the organization and that he would be greatly missed.

Chair Patel yielded the floor to Mr. Carraway to introduce his replacement, Mr. Paul Quin. Mr. Quin introduced himself to the Board of Directors and stated he was happy to be onboard and was looking forward to serving the ELCHC in his new capacity as board attorney.

A. Mission Moment

Dr. Shawn Robinson shared with the board some of his experiences visiting providers, speaking with the leadership, teachers and interacting with the students. Dr. Robinson visiting providers was his favorite part of serving on the ELCHC Board of Directors because it is a reminder that behind every vote there are real people working hard to carry out the mission of the ELCHC.

B. Committee Updates

Chair Patel asked Dr. Fred Hicks, CEO of the ELCHC call board member Chantal Porte to discuss her participation on a committee of her interest.

C. Young Children's Summit Update

Chair Patel shared that Dr. Shawn Robinson, Chair of the Development Committee would be reporting on the progress of the Young Children's Summit.

Dr. Shawn Robinson reported to the board that the planning of the Young Children's Summit was on track and going well. Dr. Robinson shared that speakers were confirmed and to date \$12,500 had been raised. Dr. Robinson also read through the list of confirmed attendees from elected officials to ELCHC Board of Directors, and other dignitaries. Dr. Robinson encouraged board members to register for the summit as soon as possible as their participation would be greatly appreciated.

There was committee discussion on scheduling conflicts as well as sponsorship opportunities.

Chair Patel shared with the board that the Baker and Emily Mayfield Foundation held a fundraising event at Top Golf in 2023 whose proceeds were generously donated to the ELCHC. Chair Patel shared that the Foundation was once again leaning towards contributing to the ELCHC again this

year, 2024. Chair Patel thanked the Baker and Emily Mayfield Foundation for their continued support of the ELCHC's mission.

Chair Patel gave a brief update on board recruitment and some of the community leaders that he and Dr. Hicks had met with, including some meetings that were scheduled for later dates.

Dr. Hicks gave a couple of examples of how to share the mission of the ELCHC when out and about in the community from previous experiences.

Chair Patel also shared there were a couple of changes that would later be proposed to the bylaws that the new board attorney, Mr. Paul Quin, would be researching to better serve the mission of the organization.

Chair Patel asked the ELCHC Development team for a one- pager with statistics of child brain development for board members to be prepared as they shared the mission and goals of the ELCHC in their respective fields.

There was board discussion on preparedness to tackle some foreseeable questions from community leaders that would not be knowledgeable with the importance of early education, the mission of the ELCHC or perhaps that the coalition exist to support early education in Hillsborough County.

DISCUSSION ITEMS

A. Ms. Carol Wick's Summary Report of the Board of Directors Retreat

Chair Patel encouraged board members to review the summary report sent by Ms. Carol Wick, President of Sharity Global if they had not already had an opportunity. Chair Patel yielded the floor to Ms. Wick.

Ms. Wick reviewed the areas of concern and linked the result back to the pretreat survey completed by board members. Ms. Wick also encouraged an action plan for next steps and what that could possibly look like moving forward in achieving the goals and mission of the board in relation to the mission and priorities of the coalition.

B. Board of Directors Retreat Takeaways

Chair Patel asked for board members to share one of the key takeaways from the retreat to get board member input on next steps.

ANNOUNCEMENT

Chair Patel announced the next regular meeting of the Board of Directors was scheduled for Monday, August 19, 2024 at 3:00pm.

PUBLIC COMMENT II

No, public comment II.

ADJOURNMENT

Chair Patel asked for a motion to adjourn citing no further discussion.

Beth Pasek made a motion to adjourn the meeting at 3:53 pm. Dr. Shawn Robinson made a second. The motion carried unanimously.

Read and approved by: _____

Derek Zitko, ELCHC Secretary

Date

ELCHC BOARD OF DIRECTORS REGULAR MEETING August 19, 2024

ACTION

ITEM V.A.

ISSUE: Nomination and Election of Board Members
RECOMMENDED ACTION: Approve the recommendation for Board membership by the Governance Committee to serve on the ELCHC Board of Directors

NARRATIVE:

As is stated in the Bylaws:

Governance Committee: 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 Chief Executive Officer evaluation process-eachearly learning coalition shall complete an annual evaluation of the early learning coalition's executive director or chief executive office on forms adopted by DEL, and Chief Executive Officer communication with Board and Florida Department of Education Division of Early Learning (DEL). Membership shall consist of board members appointed by the Board Chair.

The Governance Committee met on July 29, 2024, and voted unanimously to recommend the following candidates for board membership.

- Kelly Flannery
- Jonathan Ferro
- Felicia Thomas
- Alina Shaffer
- Noelle Wostal
- Brian Mays
- Ashley Porch

(7- Attachments)



Please type or print clearly

PERSONAL INFORMATION

Flannery Kelly A
Last Name First Name Middle

DOB: mm/dd/yyyy
Employer/Affiliation Title CEO

Street Address
Tampa FL 33629
City/State/Zip Code

Phone Mobile Fax

Email Address:

Are you a parent? Y N If yes, ages of Children 4yo

Is your employer a private, for-profit enterprise, a community based non-profit organization
 Other (please specify):

COMMUNITY/CIVIC INVOLVEMENT

Please list up to five community, civic, professional, business, and other organizations of which you are or have been a member.

Organization Name	Dates of Membership	Position(s) Held
Leadership Tampa Bay	2023-Present	Class of 2023
Bosses for Babies (Children's Movement of FL)	2020-Present	Member
Educate Hillsborough	2020	Class of 2020
Girl Scouts of West Central FL	2015-Present	Board 2016-2023
FL Assoc of Chamber Professionals	2013-Presnt	Board 2015-2022

STATEMENT OF INTEREST (Use additional pages or cover letter if needed)

What is your educational background?

See attached.

What experience do you have working with young children and families?

See attached.

How would the ELCHC benefit from your involvement on the Board?

See attached.

Do you, a relative of yours, or your business affiliation, now or within the prior 2 years, have or had direct or indirect ownership of more than 5% of the total assets or income from the Division of Early Learning (DEL), Department of Children & Families (DCF), Department of Education (DOE), an Early Learning Coalition (ELC), a District School's Pre-K program, or an ELC's fiscal agent, service provider, contractor, or subcontractor? (Florida Rules 6M-9.110 Requirements & Criteria for Early Learning Coalitions).

No Yes If yes, please explain:

On which committees would you be interested in serving?

- Governance Finance Legislative Affairs
 Service Delivery & Efficiency Provider Review Hearing Development

Please list three (3) references:

Name	Phone Number	Email	Professional/Personal
	[REDACTED]		
	[REDACTED]		
	[REDACTED]		
	[REDACTED]		

Federal and State law requires this Coalition to reflect representation of the local community by race, gender, ethnicity, and other characteristics.

Gender Identity:	<input type="checkbox"/> Male	Race/Ethnicity:	<input type="checkbox"/> Native American, American Indian, or Alaska Native
	<input checked="" type="checkbox"/> Female		<input type="checkbox"/> Asian or Asian American
	<input type="checkbox"/> Transgender		<input type="checkbox"/> Black or African American
	<input type="checkbox"/> Non- binary		<input type="checkbox"/> Native Hawaiian or Other Pacific Islander
	<input type="checkbox"/> Does not disclose		<input checked="" type="checkbox"/> White or Caucasian
			<input type="checkbox"/> Hispanic, Latino or Spanish
			<input type="checkbox"/> Other
			<input type="checkbox"/> Unknown
Age Range:	<input type="checkbox"/> 18-24	<input type="checkbox"/> 25-35	
	<input checked="" type="checkbox"/> 35-44	<input type="checkbox"/> 45-54	
	<input type="checkbox"/> 55-64	<input type="checkbox"/> 65 or Above	
	<input type="checkbox"/> Does not disclose		
Are you a person living with a disability?	<input type="checkbox"/> Yes	<input type="checkbox"/> Does not disclose	
	<input checked="" type="checkbox"/> No		
Have you ever served or now serve in active duty in any of the U.S. Armed Forces?	<input type="checkbox"/> Yes	<input type="checkbox"/> Does not disclose	
	<input checked="" type="checkbox"/> No		

COMMITMENT AND OPERATIONAL STATEMENTS

Time Commitment: Serving on the Early Learning Coalition of Hillsborough County will require a commitment of time including regular coalition meetings, committee involvement, reading and becoming educated about many aspects of early childhood development and school readiness.

Employment: The school readiness legislation states that nominated members must be from the private sector, and neither they nor their families may earn an income from the early education or child care industry.

Conflict of Interest: Conflict of interest may occur when an item is presented for a vote that will directly affect you, your employer, or another organization you are involved with. Conflict of interest rules generally require you to disclose the conflict and abstain from discussion or voting on the matter.

Government in the Sunshine: The Early Learning Coalition of Hillsborough County is a legislatively mandated group and will operate following the rules and guidelines of "Government in the Sunshine".

My signature below confirms my understanding of these requirements and my agreement for application for membership to the Early Learning Coalition of Hillsborough County.

Kelly Flannery

Digitally signed by Kelly Flannery
Date: 2024.07.25 12:32:49 -04'00'

Applicant Signature

Date

Application forms may be completed in full and submitted to:

Nancy Will, Executive Assistant
Early Learning Coalition of Hillsborough County
6302 E. Dr. Martin Luther King Jr. Blvd., Ste 100
Tampa, FL 33619
Email: nwill@elhc.org
Website: www.elhc.org
Telephone: (813) 515-2340 ext. 170

Early Learning Coalition of Hillsborough County

Board Member Application for Kelly Flannery, IOM, FCCP

Page 5/5

STATEMENT OF INTEREST

What is your educational background?

I am proud graduate of Hillsborough County Public Schools, and received my B.S. from Florida State University in Political Science. As a graduate of Educate Hillsborough and a member of Bosses for Babies I have a passion for early learning and understand the important role that access to education has on the future life, learning and career trajectory for children. Most importantly, I am a mom to my four-year-old son who we adopted in 2020.

This past spring I graduated from the Institute of Organization Management (IOM). Institute is a four-year professional development program of the U.S. Chamber of Commerce designed to enhance individual performance, elevate professional standards, and recognize association, chamber of commerce, and other nonprofit professionals who demonstrate the knowledge essential to the practice of nonprofit management.

What experience do you have working with young children and families?

As a board member for the Girl Scouts of West Central Florida I had the opportunity to interact directly with our members and families. GSWCF is the largest leadership development organization for girls with more than 20,000 members in the WCF service area. I also served on the planning committee (and acted as a mentor) for CAMP CEO. Camp CEO is a program that connects Girl Scouts with women leaders from different industries and backgrounds. The program aims to create a safe space for girls to network and learn from women who believe in their potential and support their career goals.

I am also a frequent volunteer in my son's pre-school class.

How would the ELCHC benefit from your involvement on the Board?

I bring leadership experience having served on various local and state boards over the past 15 years. I am committed and involved with the organizations I choose to participate in. I have a wide network of resources that provide connection opportunities. Most importantly I am passionate about the future of our community and workforce, which all start with early learning.

Kelly Flannery, IOM, FCCP

PROFESSIONAL HIGHLIGHTS

- Tampa Bay Business & Professional Women's Woman of the Year
- Tampa Bay Business & Wealth Women Who Win Two-Time Finalist
- Tampa Bay Business Journal Business of Pride Two-Time Honoree
- Tampa Bay Business Journal BusinessWoman of the Year Two-Time Finalist
- Air Force Commander's Award for Public Service
- President's Award, Air Force Public Affairs Association

CAREER EXPERIENCE

South Tampa Chamber of Commerce, Tampa, FL

President and CEO, 2014-Present

As the Chamber's President and CEO, my focus is to build strong ties for our Chamber's member businesses with each other, MacDill Air Force Base, local government offices and the residents of South Tampa. I work with business owners and community leaders each day to enhance the South Tampa area for both our local businesses and the people who live here.

Director of Events & Membership, 2013-2014

As the Director of Events & Membership, I assisted businesses of all sizes maximize their visibility and increase their presence in the South Tampa community through membership, networking, volunteerism and marketing opportunities.

- Institute of Organization Management (IOM), US Chamber of Commerce, 2024
- Chamber of the Year, Florida Association of Chamber Professionals (FACP), 2020
- Florida Certified Chamber Professional (FCCP), 2019
- Three-Star Chamber of Valor presented by the U.S. Chamber of Commerce, 2018,
- Florida Association of Chamber Professionals Certified+ Chamber of Commerce, 2017, 2022

Toffee to Go, Inc., Tampa, FL

Corporate Sales Manager, 2012-2013

Sales and marketing of gourmet toffee gifts to corporate clients across the United States, which included prospecting for new business, servicing existing clients, creating marketing plans, proposals, contracts and follow-up correspondence.

GrillSmith Restaurants, Front Burner Brands, Tampa, FL

Corporate Sales Manager, 2011-2012

Sales and marketing of private event space and community relations for six Tampa Bay area GrillSmith Restaurants, which included developing marketing concepts and materials, prospecting for new business opportunities, contracting events, selecting menus, coordinating audio visual needs, creating and distributing function details, setting up room space, supervision of banquet staff for groups up to 200 guests.

Centre Club, ClubCorp, Tampa, FL

Private Events Director, 2008-2011

Provided service relating to all aspects of corporate, social and club-sponsored events to club members and private event clientele, which included the sale and contracting events, selecting menus, coordinating audio visual needs, creating and distributing function details, setting up room space, follow up correspondence and rebooking of groups up to 500 guests.

Tampa Marriott Westshore Hotel, Tampa, FL

Senior Events Manager, 2007-2008

The liaison between the client and the hotel, responsible for servicing new and existing corporate clients from the beginning to the end of their function which included the sale and contracting of events, menu tastings, monitoring guest room blocks, creation and distribution of banquet event orders and group resumes, execution of event, follow up correspondence and rebooking of groups up to 500 guests.

Millennium Knickerbocker Hotel, Millennium & Cophthorne Hotels & Resorts, Chicago, IL

Convention Services Manager, 2006-2007

Responsible for all details for corporate groups contracted by the group sales team, which included monitoring guest room blocks, creating banquet event orders, drafting group resumes, welcoming VIP designees, on-site meeting coordination and group billing.

Catering Sales Manager, 2003-2006

Responsible for the sale and service of weddings and social groups of 50-500, which included establishing client relationships, creating banquet event orders and group resumes, obtaining accurate billing information and acting as the point of contact for groups while on property.

American Golf Corporation, Chicago, IL

Sales and Marketing Coordinator, 2002-2003

Assisted sales team responsible for golf tournament and event sales for seven golf courses in the Chicago region.

EDUCATION & CERTIFICATIONS

B.S. Political Science, 2002

The Florida State University

Minors in Communications and Theatre Arts

Member of the Kappa Alpha Theta Fraternity

Institute of Organization Management, 2024

United States Chamber of Commerce

National Security Forum, 2022

Air War College

Certificate in Resilient Leadership, 2021

University of Tampa

Inclusive & Ethical Leadership Certificate Program, 2021

Muma College of Business, University of South Florida

Diversity, Equity & Inclusion Certificate Program, 2021

Muma College of Business, University of South Florida

Small Business Executive Certificate Program, 2020

Jim Moran Institute of Global Entrepreneurship, Florida State University

Post-Crisis Leadership Certificate Program, 2020

Muma College of Business, University of South Florida

Florida Certified Chamber Professional (FCCP), 2019

Florida Association of Chamber Professionals

Chamber Leadership Development Program, 2019

The Chamber Leadership Alliance

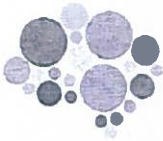
Certified+ Chamber of Commerce, 2018, 2022

Florida Association of Chamber Professionals

LEADERSHIP & VOLUNTEERISM

- Leadership Tampa Bay, Class of 2023
- Air Mobility Command Civic Leader, United States Air Force, 2022-2024
- Community Support Council for MacDill Air Force Base, 2017-Present, Chair 2023-Present
- Tampa Bay AirFest, Chair, 2020, 2022, 2024
- Tampa Air Force Ball, Chair, 2017, 2018, 2019, 2022, 2025
- Honorary Commander for the 6th Air Refueling Wing at MacDill Air Force Base, 2015-17, 2020-22

- Florida State University Student Affairs Development Council, 2017-Present
- The Centre Club Board of Governors, 2017-2023, Chair 2021 & 2022
- Girl Scouts of West Central Florida Board of Directors, 2016-2023, Secretary 2019-2023
- Florida Association of Chamber Professionals Board of Directors, 2015-2022, West Central Regional Chair 2017-2022
- Military Spouse Economic Empowerment Zone Tampa Working Group, Hiring Our Heroes, 2019-Present
- Bosses for Babies, The Children's Movement of Florida, 2018-Present
- The Women's Business Centre Advisory Council (The Centre for Women), 2017-2022
- Equality Means Business Advisory Council, 2015-Present
- Educate Hillsborough, 2020 (Inaugural Cohort)
- Hillsborough State Attorney's Office Business Academy, 2020 (Inaugural Class)
- Memorial Hospital Ambassador Program, 2019 (Inaugural Class)
- Women for FSU Tampa Bay Steering Committee, 2018-2019
- Tampa General Hospital White Coat Program, 2018
- Tampa Bay Rays 100, 2018
- U.S. Global Leadership Coalition Florida Advisory Committee, 2017-Present
- St. Joseph's Hospital Tampa in Scrubs Program, 2017
- City of Tampa Citizen's Budget Advisory Committee (Appointed by Tampa City Council), Vice-Chair, 2016-2019
- MacDill Air Force Base 75th Anniversary Celebration Committee, 2016
- FBI Citizens Academy, 2016
- Tampa Fire Rescue Citizens Academy, 2016 (Inaugural Class)
- Tampa Police Department Citizens Police Academy, 2015
- Metropolitan Planning Organization Citizen's Advisory Committee (Appointed by Hillsborough County Commission), 2015
- City of Tampa Mayor's Neighborhood University, 2014
- Hillsborough County Government Leadership University, 2014
- Tampa Bay Seminole Club Board of Directors, 2011-2013
- Meeting Professionals International Tampa Board of Directors, 2010-2013
- Lifetime Member of the Girl Scouts of the USA and the Florida State Alumni Association
- Proud member of the Association of Chamber of Commerce Executives, Florida Association of Chamber Professionals, Florida Chamber of Commerce, and U.S. Chamber of Commerce



Please type or print clearly

PERSONAL INFORMATION

Ferro

Last Name

Jonathan

First Name

Conrad

Middle

DOB: mm/dd/yyyy

Employer/Affiliation

Synovus Bank

Title

SVP, Wealth Advisor

City/State/Zip Code

Phone

Mobile

Fax

Email Address:

jonathan.ferro@synovus.com

Are you a parent?

Y

N

If yes, ages of Children

8

Is your employer

a private, for-profit enterprise,

a community based non-profit organization

Other (please specify):

COMMUNITY/CIVIC INVOLVEMENT

Please list up to five community, civic, professional, business, and other organizations of which you are or have been a member.

Organization Name	Dates of Membership	Position(s) Held
<u>Alliance Mergers & Acquisition</u>	<u>8/22-current</u>	<u>Executive Board Member</u>
<u>Tampa Bay Estate Planning Council</u>	<u>8/22-current</u>	<u>Treasurer</u>
<u>Community Foundation Thrive & S</u>	<u>9/22-1/24</u>	<u>Co-Chair - Business & Family Institute</u>
<u>The Florida ISBA</u>	<u>9/09-current</u>	<u>Member at large</u>

STATEMENT OF INTEREST (Use additional pages or cover letter if needed)

What is your educational background?

B.S. - Finance, J.D. - Law, Certified by Florida Bar to practice law, Certified Financial Planner, Certified Exit Planning Advisor, Series 7 & 66 Securities exam.

Federal and State law requires this Coalition to reflect representation of the local community by race, gender, ethnicity, and other characteristics.

Gender Identity: Male Race/Ethnicity: Native American, American Indian, or Alaska Native

Female Asian or Asian American

Transgender Black or African American

Non-binary Native Hawaiian or Other Pacific Islander

Does not disclose White or Caucasian

Hispanic, Latino or Spanish

Other

Unknown

Age Range: 18-24 25-35

35-44 45-54

55-64 65 or Above

Does not disclose

Are you a person living with a disability? Yes Does not disclose

No

Have you ever served or now serve in active duty in any of the U.S. Armed Forces? Yes Does not disclose

No

COMMITMENT AND OPERATIONAL STATEMENTS

Time Commitment: Serving on the Early Learning Coalition of Hillsborough County will require a commitment of time including regular coalition meetings, committee involvement, reading and becoming educated about many aspects of early childhood development and school readiness.

Employment: The school readiness legislation states that nominated members must be from the private sector, and neither they nor their families may earn an income from the early education or child care industry.

Conflict of Interest: Conflict of interest may occur when an item is presented for a vote that will directly affect you, your employer, or another organization you are involved with. Conflict of interest rules generally require you to disclose the conflict and abstain from discussion or voting on the matter.

Page 18 of 123

Government in the Sunshine: The Early Learning Coalition of Hillsborough County is a legislatively mandated group and will operate following the rules and guidelines of "Government in the Sunshine".

What experience do you have working with young children and families?

I served as a former Prosecutor, Advocating for victims of domestic violence, including minor victims and minors subject to the juvenile felony process.

How would the ELCHC benefit from your involvement on the Board?

As an SUP of a prominent local bank I'll exert awareness and influence within the business community regarding early learning. My perspective as a former trial attorney can aid in advocating for early childhood legislation.

Do you, a relative of yours, or your business affiliation, now or within the prior 2 years, have or had direct or indirect ownership of more than 5% of the total assets or income from the Division of Early Learning (DEL), Department of Children & Families (DCF), Department of Education (DOE), an Early Learning Coalition (ELC), a District School's Pre-K program, or an ELC's fiscal agent, service provider, contractor, or subcontractor? (Florida Rules 6M-9.110 Requirements & Criteria for Early Learning Coalitions).

No Yes If yes, please explain:

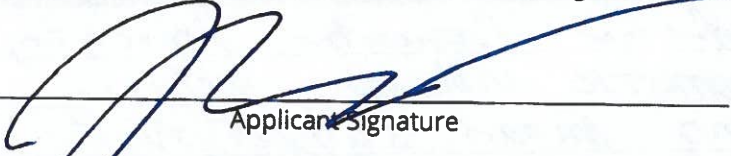
On which committees would you be interested in serving?

- Governance
- Finance
- Legislative Affairs
- Service Delivery & Efficiency
- Provider Review Hearing
- Development

Please list three (3) references:

Name	Phone Number	Email	Professional/Personal
Lindsay Carson		lcarson@elcpinellas.org	Professional
Blana Santangelo		dsantangelo@cttampabay.org	"
Dennye Boyle		dboyle@cttampabay.org	"

My signature below confirms my understanding of these requirements and my agreement for application for membership to the Early Learning Coalition of Hillsborough County.


Applicant Signature

7-3-24
Date

Application forms may be completed in full and submitted to:

Nancy Will, Executive Assistant
Early Learning Coalition of Hillsborough County
6302 E. Dr. Martin Luther King Jr. Blvd., Ste 100
Tampa, FL 33619
Email: nwill@elhc.org
Website: www.elhc.org
Telephone: (813) 515-2340 ext. 170



Please type or print clearly

PERSONAL INFORMATION

Thomas Felicia Sharese
Last Name First Name Middle

DOB: mm/dd/yyyy
Employer/Affiliation Title VP of Operations

Street Address
Tampa, FL 33647
City/State/Zip Code

Phone Mobile Fax

Email Address: felicia.thomas@sunshinehealth.com

Are you a parent? Y N If yes, ages of Children 19,17

Is your employer a private, for-profit enterprise, a community based non-profit organization
 Other (please specify): Publicly Traded Corporation

COMMUNITY/CIVIC INVOLVEMENT

Please list up to five community, civic, professional, business, and other organizations of which you are or have been a member.

Organization Name	Dates of Membership	Position(s) Held
Jack and Jill of America, Inc.	2010- Present	Community Service Chair, Grade Group Chair, Lead Teen Advisor, Program Director
American College of Healthcare Executives	2002- Present	Member
Healthcare Financial Management Association	2002- Present	Member

STATEMENT OF INTEREST (Use additional pages or cover letter if needed)

What is your educational background?

Master of Health Administration (MHA), Bachelor of Science (BS -Marketing)

What experience do you have working with young children and families?

Professionally I have worked with children and families for over twenty years, serving in various leadership roles for WellCare and Sunshine Health providing healthcare and ~~community support programs to low income and our most vulnerable populations throughout~~ the United States. Additionally, I have previous educational experience working as a pre-school teacher and teacher's assistant for children 0-4 years of age.

How would the ELCHC benefit from your involvement on the Board?

With over twenty years in the healthcare and managed care industry my professional experiences include: strategic planning, project management, policy and protocol ~~development, and product operations. I have the proven ability to manage key relationships, large-scale projects, and to lead cross-functional teams.~~ Additionally, as the daughter of two educators, I understand the importance of early learning and the impact that it has on the ~~future development of our youth. Serving in this role is particularly important as it aligns with my passion for children and providing the necessary resources that will allow them to grow and~~

Do you, a relative of yours, or your business affiliation, now or within the prior 2 years, have or had direct or indirect ownership of more than 5% of the total assets or income from the Division of Early Learning (DEL), Department of Children & Families (DCF), Department of Education (DOE), an Early Learning Coalition (ELC), a District School's Pre-K program, or an ELC's fiscal agent, service provider, contractor, or subcontractor? (Florida Rules 6M-9.110 Requirements & Criteria for Early Learning Coalitions).

No Yes If yes, please explain:

On which committees would you be interested in serving?

- Governance Finance Legislative Affairs
 Service Delivery & Efficiency Provider Review Hearing Development

Please list three (3) references:

Name	Phone Number	Email	Professional/Personal

Federal and State law requires this Coalition to reflect representation of the local community by race, gender, ethnicity, and other characteristics.

Gender Identity:	<input type="checkbox"/> Male	Race/Ethnicity:	<input type="checkbox"/> Native American, American Indian, or Alaska Native
	<input checked="" type="checkbox"/> Female		<input type="checkbox"/> Asian or Asian American
	<input type="checkbox"/> Transgender		<input checked="" type="checkbox"/> Black or African American
	<input type="checkbox"/> Non- binary		<input type="checkbox"/> Native Hawaiian or Other Pacific Islander
	<input type="checkbox"/> Does not disclose		<input type="checkbox"/> White or Caucasian
			<input type="checkbox"/> Hispanic, Latino or Spanish
			<input type="checkbox"/> Other
			<input type="checkbox"/> Unknown
Age Range:	<input type="checkbox"/> 18-24	<input type="checkbox"/> 25-35	
	<input type="checkbox"/> 35-44	<input checked="" type="checkbox"/> 45-54	
	<input type="checkbox"/> 55-64	<input type="checkbox"/> 65 or Above	
	<input type="checkbox"/> Does not disclose		
Are you a person living with a disability?	<input type="checkbox"/> Yes	<input type="checkbox"/> Does not disclose	
	<input checked="" type="checkbox"/> No		
Have you ever served or now serve in active duty in any of the U.S. Armed Forces?	<input type="checkbox"/> Yes	<input type="checkbox"/> Does not disclose	
	<input checked="" type="checkbox"/> No		

COMMITMENT AND OPERATIONAL STATEMENTS

Time Commitment: Serving on the Early Learning Coalition of Hillsborough County will require a commitment of time including regular coalition meetings, committee involvement, reading and becoming educated about many aspects of early childhood development and school readiness.

Employment: The school readiness legislation states that nominated members must be from the private sector, and neither they nor their families may earn an income from the early education or child care industry.

Conflict of Interest: Conflict of interest may occur when an item is presented for a vote that will directly affect you, your employer, or another organization you are involved with. Conflict of interest rules generally require you to disclose the conflict and abstain from discussion or voting on the matter.

Government in the Sunshine: The Early Learning Coalition of Hillsborough County is a legislatively mandated group and will operate following the rules and guidelines of "Government in the Sunshine".

My signature below confirms my understanding of these requirements and my agreement for application for membership to the Early Learning Coalition of Hillsborough County.

Felicia Thomas

Applicant Signature

6/5/24

Date

Application forms may be completed in full and submitted to:

Nancy Will, Executive Assistant
Early Learning Coalition of Hillsborough County
6302 E. Dr. Martin Luther King Jr. Blvd., Ste 100
Tampa, FL 33619
Email: nwill@elchc.org
Website: www.elchc.org
Telephone: (813) 515-2340 ext. 170



Please type or print clearly

PERSONAL INFORMATION

Shaffer Alina Vista
Last Name First Name Middle

Private Information

DOB: mm/dd/yyyy
Employer/Affiliation Tampa Electric Title Director, HR and Talent Mgr

Private Information

Street Address
Tampa, FL 33602
City/State/Zip Code

Private Information Phone Private Information Mobile Fax

Email Address: Private Information

Are you a parent? Y N If yes, ages of Children 14, 8

Is your employer a private, for-profit enterprise, a community based non-profit organization
 Other (please specify):

COMMUNITY/CIVIC INVOLVEMENT

Please list up to five community, civic, professional, business, and other organizations of which you are or have been a member.

Organization Name	Dates of Membership	Position(s) Held
USF Women in Leadership & Philanthropy	2023 - Present	Member
USF Mentorship Program	2020 - 2021	Mentor

STATEMENT OF INTEREST (Use additional pages or cover letter if needed)

What is your educational background?
MA, Human Resources Management, Webster University
BA, Communications (Radio/TV), University of Central Florida

What experience do you have working with young children and families?

Thank you for considering my interest in Board membership at the ELCHC. As a parent to two children, I have an interest in supporting children and families in our community. My family and I made the transition to Hillsborough County over 10 years ago and are proud to call the area home. Over these past 10+ years, I've balanced a career while raising/expanding my family in this community. I've supported volunteer efforts through my children's schools and I am excited for an opportunity to now serve our community in a more significant way.

How would the ELCHC benefit from your involvement on the Board?

I am eager to contribute my experience and feel the ELCHC would benefit from my perspectives as both a business leader and a parent. I bring 20+ years of progressive Human Resources experience. Over the course of my career, I've held leadership roles that span across the HR field in support of business operations. Throughout my career I've developed an understanding of people leadership, strategic planning, stakeholder engagement, operations, communications, and project leadership.

Do you, a relative of yours, or your business affiliation, now or within the prior 2 years, have or had direct or indirect ownership of more than 5% of the total assets or income from the Division of Early Learning (DEL), Department of Children & Families (DCF), Department of Education (DOE), an Early Learning Coalition (ELC), a District School's Pre-K program, or an ELC's fiscal agent, service provider, contractor, or subcontractor? (Florida Rules 6M-9.110 Requirements & Criteria for Early Learning Coalitions).

No Yes If yes, please explain:

On which committees would you be interested in serving?

- Governance
- Service Delivery & Efficiency
- Finance
- Provider Review Hearing
- Legislative Affairs
- Development

Please list three (3) references:

Name	Phone Number	Email	Professional/Personal
Marian Cacciatore		mccacciatore@tecoenergy.com	Professional
Debbie Mann		dammann@tecoenergy.com	Professional
Kimberly Rogero		kwhitmer@aol.com	Personal

Federal and State law requires this Coalition to reflect representation of the local community by race, gender, ethnicity, and other characteristics.

Gender Identity: Male Race/Ethnicity: Native American, American Indian, or Alaska Native

<input checked="" type="checkbox"/> Female	<input checked="" type="checkbox"/> Asian or Asian American
<input type="checkbox"/> Transgender	<input type="checkbox"/> Black or African American
<input type="checkbox"/> Non- binary	<input type="checkbox"/> Native Hawaiian or Other Pacific Islander
<input type="checkbox"/> Does not disclose	<input type="checkbox"/> White or Caucasian
	<input type="checkbox"/> Hispanic, Latino or Spanish
	<input type="checkbox"/> Other
	<input type="checkbox"/> Unknown

Age Range: 18-24 25-35

35-44 45-54

55-64 65 or Above

Does not disclose

Are you a person living with a disability? Yes Does not disclose

No

Have you ever served or now serve in active duty in any of the U.S. Armed Forces? Yes Does not disclose

No

COMMITMENT AND OPERATIONAL STATEMENTS

Time Commitment: Serving on the Early Learning Coalition of Hillsborough County will require a commitment of time including regular coalition meetings, committee involvement, reading and becoming educated about many aspects of early childhood development and school readiness.

Employment: The school readiness legislation states that nominated members must be from the private sector, and neither they nor their families may earn an income from the early education or child care industry.

Conflict of Interest: Conflict of interest may occur when an item is presented for a vote that will directly affect you, your employer, or another organization you are involved with. Conflict of interest rules generally require you to disclose the conflict and abstain from discussion or voting on the matter.

Page 27 of 123

Government in the Sunshine: The Early Learning Coalition of Hillsborough County is a legislatively mandated group and will operate following the rules and guidelines of "Government in the Sunshine".

My signature below confirms my understanding of these requirements and my agreement for application for membership to the Early Learning Coalition of Hillsborough County.

Alina V Shaffer Digitally signed by Alina V Shaffer
Date: 2024.07.23 12:13:56 -04'00'

Applicant Signature

July 23, 2024

Date

Application forms may be completed in full and submitted to:

Nancy Will, Executive Assistant
Early Learning Coalition of Hillsborough County
6302 E. Dr. Martin Luther King Jr. Blvd., Ste 100
Tampa, FL 33619
Email: nwill@elchc.org
Website: www.elchc.org
Telephone: (813) 515-2340 ext. 170



Please type or print clearly

PERSONAL INFORMATION

Wostal Noelle Vaughan-Lenz
Last Name First Name Middle

DOB: mm/dd/yyyy
Employer/Affiliation Remax

Title Realtor

Street Address

Tampa FL 33626

City/State/Zip Code

Phone Mobile Fax

Email Address:

Are you a parent? Y N If yes, ages of Children 8

Is your employer a private, for-profit enterprise, a community based non-profit organization
 Other (please specify):

COMMUNITY/CIVIC INVOLVEMENT

Please list up to five community, civic, professional, business, and other organizations of which you are or have been a member.

Organization Name	Dates of Membership	Position(s) Held
Parent-Teacher Association at Mary Bryant Elementary	2020-2023	Ways and Means, Secretary of Communication
Council Alumni Network	2023-Current	Member

STATEMENT OF INTEREST (Use additional pages or cover letter if needed)

What is your educational background?
St. Petersburg College 2007-2014, Child Development Associate, Florida Child Care and Education Program Director

What experience do you have working with young children and families?

I spent several years teaching, directing, and facilitating the launch of various early learning facilities in Pinellas County and Hillsborough County; from directing Plate Academies to helping establish the beginning stages of the new Amazing Explorers. Working directly with ELCs and DCF.

How would the ELCHC benefit from your involvement on the Board?

As a childcare provider, I enjoyed the support to ensure children and families were prepared for their next stages in life and education. I came to know the ELC on a personal level through my son's adoption process, providing resources and lifelong support to our family.

I want my experiences and passion to contribute to the well-being of children and families. I want to be a part of programs that enhance education for children and families, bringing communities together in a positive and supportive way. I hope to promote volunteers, reducing the cost of educational programs and making it possible to serve more families.

Do you, a relative of yours, or your business affiliation, now or within the prior 2 years, have or had direct or indirect ownership of more than 5% of the total assets or income from the Division of Early Learning (DEL), Department of Children & Families (DCF), Department of Education (DOE), an Early Learning Coalition (ELC), a District School's Pre-K program, or an ELC's fiscal agent, service provider, contractor, or subcontractor? (Florida Rules 6M-9.110 Requirements & Criteria for Early Learning Coalitions).

No Yes If yes, please explain:

On which committees would you be interested in serving?

- Governance
- Finance
- Legislative Affairs
- Service Delivery & Efficiency
- Provider Review Hearing
- Development

Please list three (3) references:

Name	Phone Number	Email	Professional/Personal
	[REDACTED]		
	[REDACTED]		
	[REDACTED]		

Federal and State law requires this Coalition to reflect representation of the local community by race, gender, ethnicity, and other characteristics.

Gender Identity:	<input type="checkbox"/> Male	Race/Ethnicity:	<input type="checkbox"/> Native American, American Indian, or Alaska Native
	<input checked="" type="checkbox"/> Female		<input type="checkbox"/> Asian or Asian American
	<input type="checkbox"/> Transgender		<input type="checkbox"/> Black or African American
	<input type="checkbox"/> Non- binary		<input type="checkbox"/> Native Hawaiian or Other Pacific Islander
	<input type="checkbox"/> Does not disclose		<input type="checkbox"/> White or Caucasian
			<input type="checkbox"/> Hispanic, Latino or Spanish
			<input type="checkbox"/> Other
			<input checked="" type="checkbox"/> Unknown
Age Range:	<input type="checkbox"/> 18-24	<input checked="" type="checkbox"/> 25-35	
	<input type="checkbox"/> 35-44	<input type="checkbox"/> 45-54	
	<input type="checkbox"/> 55-64	<input type="checkbox"/> 65 or Above	
	<input type="checkbox"/> Does not disclose		
Are you a person living with a disability?	<input type="checkbox"/> Yes	<input type="checkbox"/> Does not disclose	
	<input checked="" type="checkbox"/> No		
Have you ever served or now serve in active duty in any of the U.S. Armed Forces?	<input type="checkbox"/> Yes	<input type="checkbox"/> Does not disclose	
	<input checked="" type="checkbox"/> No		

COMMITMENT AND OPERATIONAL STATEMENTS

Time Commitment: Serving on the Early Learning Coalition of Hillsborough County will require a commitment of time including regular coalition meetings, committee involvement, reading and becoming educated about many aspects of early childhood development and school readiness.

Employment: The school readiness legislation states that nominated members must be from the private sector, and neither they nor their families may earn an income from the early education or child care industry.

Conflict of Interest: Conflict of interest may occur when an item is presented for a vote that will directly affect you, your employer, or another organization you are involved with. Conflict of interest rules generally require you to disclose the conflict and abstain from discussion or voting on the matter.

Government in the Sunshine: The Early Learning Coalition of Hillsborough County is a legislatively mandated group and will operate following the rules and guidelines of "Government in the Sunshine".

My signature below confirms my understanding of these requirements and my agreement for application for membership to the Early Learning Coalition of Hillsborough County.

Nancy Will

Applicant Signature

6/13/2024

Date

Application forms may be completed in full and submitted to:

Nancy Will, Executive Assistant
Early Learning Coalition of Hillsborough County
6302 E. Dr. Martin Luther King Jr. Blvd., Ste 100
Tampa, FL 33619
Email: nwill@elchc.org
Website: www.elchc.org
Telephone: (813) 515-2340 ext. 170



Please type or print clearly

PERSONAL INFORMATION

Mays Brian L
Last Name First Name Middle

Private

DOB: mm/dd/yyyy

Employer/Affiliation Patriot Mark Realty Title Brokerage Owner

Private

Street Address

Wesley Chapel / Florida / 33543

City/State/Zip Code

Private

Phone Mobile Fax

Email Address: brian@patriotmarkrealty.com

Are you a parent? Y N If yes, ages of Children 13, 10, 7

Is your employer a private, for-profit enterprise, a community based non-profit organization
 Other (please specify):

COMMUNITY/CIVIC INVOLVEMENT

Please list up to five community, civic, professional, business, and other organizations of which you are or have been a member.

Organization Name	Dates of Membership	Position(s) Held
Tampa Bay Chamber	09/2023-Present	Committee Member
CCIM Institute	05/2020-Present	Designee
National Association of Realtors	11/2021-Present	Member
MacDill AFB Honorary Commander	12/2023-Present	Honorary Commander
Military Blue Star Families		

STATEMENT OF INTEREST (Use additional pages or cover letter if needed)

What is your educational background?

My background does not involve much of any teaching to young children other than my own, most of my experience has been with young adults in various capacities. However, it is a passion of mine to help make educational experiences available to ALL residents of a community.

What experience do you have working with young children and families?

Volunteering with several not-for-profits around the community, such as Special Olympics of Florida, Military Blue Star Families, and Ronald McDonald House to name a few, has us interacting with children and families of all types.

How would the ELCHC benefit from your involvement on the Board?

I feel I could help bring collaborative ideas to the table, and work cohesively with the ELCHC team on continuing the mission of bringing good to the community. ELCHC impressed me the first time I volunteered with the organization at the beginning of the year, I look to help the team bring that same experience to others.

Do you, a relative of yours, or your business affiliation, now or within the prior 2 years, have or had direct or indirect ownership of more than 5% of the total assets or income from the **Division of Early Learning (DEL)**, Department of Children & Families (DCF), Department of Education (DOE), an Early Learning Coalition (ELC), a District School's Pre-K program, or an ELC's fiscal agent, service provider, contractor, or subcontractor? (Florida Rules 6M-9.110 Requirements & Criteria for Early Learning Coalitions).

No Yes If yes, please explain:

On which committees would you be interested in serving?

Governance Finance Legislative Affairs
 Service Delivery & Efficiency Provider Review Hearing Development

Please list three (3) references:

Name	Phone Number	Email	Professional/Personal
Michael Cooper		cooperpoolsinc@yahoo.com	Personal
Troy Daland		troy@airzero.com	Both
Layla Collins		laylacollinsfl@gmail.com	Both

Federal and State law requires this Coalition to reflect representation of the local community by race, gender, ethnicity, and other characteristics.

Gender Identity:	<input checked="" type="checkbox"/> Male	Race/Ethnicity:	<input type="checkbox"/> Native American, American Indian, or Alaska Native
	<input type="checkbox"/> Female		<input type="checkbox"/> Asian or Asian American
	<input type="checkbox"/> Transgender		<input type="checkbox"/> Black or African American
	<input type="checkbox"/> Non- binary		<input type="checkbox"/> Native Hawaiian or Other Pacific Islander
	<input type="checkbox"/> Does not disclose		<input checked="" type="checkbox"/> White or Caucasian
			<input type="checkbox"/> Hispanic, Latino or Spanish
			<input type="checkbox"/> Other
			<input type="checkbox"/> Unknown
Age Range:	<input type="checkbox"/> 18-24	<input type="checkbox"/> 25-35	
	<input checked="" type="checkbox"/> 35-44	<input type="checkbox"/> 45-54	
	<input type="checkbox"/> 55-64	<input type="checkbox"/> 65 or Above	
	<input type="checkbox"/> Does not disclose		
Are you a person living with a disability?	<input type="checkbox"/> Yes	<input type="checkbox"/> Does not disclose	
	<input checked="" type="checkbox"/> No		
Have you ever served or now serve in active duty in any of the U.S. Armed Forces?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> Does not disclose	
	<input type="checkbox"/> No		

COMMITMENT AND OPERATIONAL STATEMENTS

Time Commitment: Serving on the Early Learning Coalition of Hillsborough County will require a commitment of time including regular coalition meetings, committee involvement, reading and becoming educated about many aspects of early childhood development and school readiness.

Employment: The school readiness legislation states that nominated members must be from the private sector, and neither they nor their families may earn an income from the early education or child care industry.

Conflict of Interest: Conflict of interest may occur when an item is presented for a vote that will directly affect you, your employer, or another organization you are involved with. Conflict of interest rules generally require you to disclose the conflict and abstain from discussion or voting on the matter.

Page 35 of 123

Government in the Sunshine: The Early Learning Coalition of Hillsborough County is a legislatively mandated group and will operate following the rules and guidelines of "Government in the Sunshine".

My signature below confirms my understanding of these requirements and my agreement for application for membership to the Early Learning Coalition of Hillsborough County.

Brian L Mays

Digitally signed by Brian L Mays
Date: 2024.06.24 09:26:51 -04'00'

06/24/2024

Applicant Signature

Date

Application forms may be completed in full and submitted to:

Nancy Will, Executive Assistant
Early Learning Coalition of Hillsborough County
6302 E. Dr. Martin Luther King Jr. Blvd., Ste 100
Tampa, FL 33619
Email: nwill@elchc.org
Website: www.elchc.org
Telephone: (813) 515-2340 ext. 170



Please type or print clearly

PERSONAL INFORMATION

Porch Ashley
Last Name First Name Middle

Private
DOB: mm/dd/yyyy
Employer/Affiliation Title

Private
Street Address

Tampa, FL 33616
City/State/Zip Code

Private
Phone Mobile Fax

Email Address: ashley.k.porch@gmail.com

Are you a parent? Y N If yes, ages of Children

Is your employer a private, for-profit enterprise, a community based non-profit organization
 Other (please specify): Retired

COMMUNITY/CIVIC INVOLVEMENT

Please list up to five community, civic, professional, business, and other organizations of which you are or have been a member.

Organization Name	Dates of Membership	Position(s) Held
Junior League of Tampa	2014 - present	Sustainer
Junior League Of Ft. Lauderdale	2009-2014	member
Jack and Jill Center	2009-2014	Board Member
Jacob's Touch Foundation	2017-2022	Board Member
Women of Westshore	2014- present	Founder

STATEMENT OF INTEREST (Use additional pages or cover letter if needed)

What is your educational background?
Bachelor's Degree - Information Systems - George Washington University

What experience do you have working with young children and families?

As a member of the Junior League of Tampa, I have had the opportunity to work closely with young children and families through several impactful initiatives. My involvement included ~~organizing and participating in community programs designed to support early childhood development and family well-being.~~ For example, I contributed to the planning and execution of events that provided essential resources and educational workshops for parents, helping them ~~enhance their parenting skills and access critical support services.~~

How would the ELCHC benefit from your involvement on the Board?

My involvement on the Board of the Early Learning Coalition of Hillsborough County (ELCHC) would bring a strategic blend of expertise, dedication, energy and fresh perspectives that could ~~significantly benefit the organization.~~ My experience in fostering partnerships with local businesses and educational institutions will help expand ELCHC's network of supporters and collaborators, enhancing resource allocation and program effectiveness. Additionally, my ~~commitment to advocating for under-served communities aligns with ELCHC's mission,~~ enabling me to champion initiatives that address disparities and promote equitable access to

Do you, a relative of yours, or your business affiliation, now or within the prior 2 years, have or had direct or indirect ownership of more than 5% of the total assets or income from the **Division of Early Learning (DEL)**, Department of Children & Families (DCF), Department of Education (DOE), an Early Learning Coalition (ELC), a District School's Pre-K program, or an ELC's fiscal agent, service provider, contractor, or subcontractor? (Florida Rules 6M-9.110 Requirements & Criteria for Early Learning Coalitions).

No Yes If yes, please explain:

On which committees would you be interested in serving?

- Governance Finance Legislative Affairs
- Service Delivery & Efficiency Provider Review Hearing Development

Please list three (3) references:

Name	Phone Number	Email	Professional/Personal
Nicole Hubbard		ndeloach@yahoo.com	Professional/Personal
Dawn Schulman		dawn@oasisopportunities.org	Professional
Joan Lange		Jlange33616@gmail.com	Personal

Federal and State law requires this Coalition to reflect representation of the local community by race, gender, ethnicity, and other characteristics.

Gender Identity:	<input type="checkbox"/> Male	Race/Ethnicity:	<input type="checkbox"/> Native American, American Indian, or Alaska Native
	<input checked="" type="checkbox"/> Female		<input type="checkbox"/> Asian or Asian American
	<input type="checkbox"/> Transgender		<input type="checkbox"/> Black or African American
	<input type="checkbox"/> Non- binary		<input type="checkbox"/> Native Hawaiian or Other Pacific Islander
	<input type="checkbox"/> Does not disclose		<input checked="" type="checkbox"/> White or Caucasian
			<input type="checkbox"/> Hispanic, Latino or Spanish
			<input type="checkbox"/> Other
			<input type="checkbox"/> Unknown
Age Range:	<input type="checkbox"/> 18-24	<input type="checkbox"/> 25-35	
	<input type="checkbox"/> 35-44	<input type="checkbox"/> 45-54	
	<input checked="" type="checkbox"/> 55-64	<input type="checkbox"/> 65 or Above	
	<input type="checkbox"/> Does not disclose		
Are you a person living with a disability?	<input type="checkbox"/> Yes	<input type="checkbox"/> Does not disclose	
	<input checked="" type="checkbox"/> No		
Have you ever served or now serve in active duty in any of the U.S. Armed Forces?	<input type="checkbox"/> Yes	<input type="checkbox"/> Does not disclose	
	<input checked="" type="checkbox"/> No		

COMMITMENT AND OPERATIONAL STATEMENTS

Time Commitment: Serving on the Early Learning Coalition of Hillsborough County will require a commitment of time including regular coalition meetings, committee involvement, reading and becoming educated about many aspects of early childhood development and school readiness.

Employment: The school readiness legislation states that nominated members must be from the private sector, and neither they nor their families may earn an income from the early education or child care industry.

Conflict of Interest: Conflict of interest may occur when an item is presented for a vote that will directly affect you, your employer, or another organization you are involved with. Conflict of interest rules generally require you to disclose the conflict and abstain from discussion or voting on the matter.

Page 39 of 123

Government in the Sunshine: The Early Learning Coalition of Hillsborough County is a legislatively mandated group and will operate following the rules and guidelines of "Government in the Sunshine".

My signature below confirms my understanding of these requirements and my agreement for application for membership to the Early Learning Coalition of Hillsborough County.

Ashley Porch

Digitally signed by Ashley Porch
Date: 2024.07.12 09:41:06 -04'00'

July 12, 2024

Applicant Signature

Date

Application forms may be completed in full and submitted to:

Nancy Will, Executive Assistant
Early Learning Coalition of Hillsborough County
6302 E. Dr. Martin Luther King Jr. Blvd., Ste 100
Tampa, FL 33619
Email: nwill@elchc.org
Website: www.elchc.org
Telephone: (813) 515-2340 ext. 170

ELCHC BOARD OF DIRECTORS REGULAR MEETING - August 19, 2024

ACTION

ITEM V.B.

ISSUE: **Committee Appointments**

NARRATIVE:

As is stated in the Bylaws:
Article V

Section 2. Standing Committees of the Board. Only directors may be appointed to Standing committees of the Board. Each committee of the Board shall consist of three (3) or more Directors. The Board may designate one or more Directors as alternate members of any such committee, who may replace any absent member at any meeting of the committee. Standing Committees of the Board include the Executive Committee, Finance Committee, Governance Committee and Service Delivery & Efficiency Committee

- Executive Committee
- Finance Committee
- Governance Committee
- Service Delivery & Efficiency Committee

Section 3. Special Committees. The Board of Directors may form one or more committees, in addition to the Standing Committees of the Board. from time to time, to assist in the gathering of information, performance of tasks, or other duties related to the general performance and attainment of the purposes of the Corporation. Each such committee shall establish its rules for the conduct of its affairs, shall establish its duties and purposes, and shall perform such other duties as the Board may prescribe from time to time. Each of these committees will include a Committee Chair or Co-chair. The role of any special committee is to bring forth recommendations to the full Board for consideration.

- Development Committee
- Provider Review Hearing Committee
- Legislative Committee

(1-attachment)

Approved 2024-2025 ELCHC BOARD COMMITTEES

<p style="text-align: center;"><u>Executive Committee</u> <i>Standing</i></p> <p>Aakash Patel, Board Chair Dr. Shawn Robinson, Vice-Chair Derek Zitko, Secretary Michelle Zieziula, Treasurer Amanda Jae, Chair of SD&E Committee Michelle Zieziula, Chair of Finance Committee</p> <p style="text-align: center;">5</p> <p style="text-align: center;"><u>Staff Liaisons:</u> Dr. Hicks Nancy Will</p>	<p style="text-align: center;"><u>Finance Committee</u> <i>Standing</i></p> <p>Michelle Zieziula, Chair Vacant, Vice Chair Dr. Jacquelyn Jenkins Dr. Daira Barakat</p> <p style="text-align: center;">3</p> <p style="text-align: center;"><u>Staff Liaisons:</u> Dr. Hicks Gary Meyer</p>	<p style="text-align: center;"><u>Governance Committee</u> <i>Standing</i></p> <p>Vacant, Chair Vacant, Vice Chair Aakash Patel Adam Giery Tracye Brown</p> <p style="text-align: center;">3</p> <p style="text-align: center;"><u>Staff Liaisons:</u> Dr. Hicks Nancy Will</p>
<p style="text-align: center;"><u>Service Delivery and Efficiency & Committee</u> <i>Standing</i></p> <p>Amanda Jae, Chair Vacant, Vice Chair Beth Pasek Commissioner Gwen Myers Dr. Larissa Baia Tracye Brown Rebecca Bacon Annette Eberhart</p> <p style="text-align: center;">7</p> <p style="text-align: center;"><u>Staff Liaisons:</u> Dr. Hicks Stacey Francois</p>	<p style="text-align: center;"><u>Legislative Affairs Committee</u> <i>Special</i></p> <p>Adam Giery, Chair Gino Casanova, Vice Chair Derek Zitko Amanda Jae Aakash Patel</p> <p style="text-align: center;">5</p> <p style="text-align: center;"><u>Staff Liaison:</u> Dr. Hicks Alison Fraga</p>	<p style="text-align: center;"><u>Provider Review Hearing Committee</u> <i>Ad hoc</i></p> <p>Dr. Jacquelyn Jenkins, Chair Beth Pasek, Vice Chair Amanda Jae Dr. Shawn Robinson Annette Eberhart</p> <p style="text-align: center;">5</p> <p style="text-align: center;"><u>Staff Liaisons:</u> Dr. Hicks Stacey Francois</p>
<p style="text-align: center;"><u>Development Committee</u> <i>Special</i></p> <p>Dr. Shawn Robinson, Chair Diane Jacob*, Vice Chair Dr. Stephie Holmquist* Derek Zitko Liz Kennedy*</p> <p style="text-align: center;">5</p> <p style="text-align: center;"><u>Staff Liaison</u> Alison Fraga Abby Perez</p>	<p>Notes:</p> <p>Revised: 08.08.2024</p> <p>*Non-Director role</p>	

ISSUE: Executive

NARRATIVE:

The Executive Committee met on August 12, 2024, to review and discuss the following items:

- August 19, 2024, Draft Board of Directors Meeting Agenda
- Committee Reports:
 - Governance Committee
 - Finance Committee
 - Service Delivery & Efficiency Committee
 - Development Committee
 - Legislative Committee
 - Provider Review Hearing Committee
- Discussion of Board of Directors Applicants
- Discussion of CEO Evaluations
- CEO Report

ELCHC BOARD OF DIRECTORS REGULAR MEETING–August 19,2024

COMMITTEE REPORT

ITEM VI.B.

ISSUE: Governance

NARRATIVE: The Governance Committee met on July 29 2024, to review and discuss:

- Committee Appointments
 - Recommendation of Applications for Board Of Directors Membership
 - Review of Applications received by the Governor's Appointment Office
 - CEO Evaluation
 - Board of Directors Annual Forms
 - Proposed Bylaw revisions
 - CEO Report
 - The next meeting of the ELCHC Governance Committee is scheduled for September 23, 2024.
-

ISSUE: Finance

NARRATIVE: The Finance Committee met on August 5, 2024, to review, discuss and approve:

- Minutes from June 3, 2024 Finance Committee/Budget Workshop
- Financials Budget to Actual June 30, 2024-Preliminary Financials, First Close & FY25 Notice of Award Summary
- CEO Report
- Next, meeting of the Finance Committee is scheduled for September 30, 2024.

ISSUE: Service Delivery & Efficiency

NARRATIVE: The Service Delivery & Efficiency is scheduled to meet on August 29, 2024 at 3:00 pm.

ELCHC BOARD OF REGULAR MEETING– August 19, 2024

COMMITTEE REPORT

ITEM VI.E.

ISSUE: Development

NARRATIVE: The Development Committee on July 10, 2024, to review and discuss:

- Department Updates
- Host Committee Updates
- Education of Young Children 2024 Summit
 - Summit Attendee Call to Action
 - Menu of ways the Business Community can support Early Childhood Education, Childcare Centers, and their employees with children aged 0-5
 - Key information takeaways for Summit attendees to be our champions
- Review of Suggestions from the Board of Directors Retreat
- Next, meeting of the Development Committee is scheduled for August 7, 2024.
- Update: Since the July 10 Development Committee the date for the next scheduled meeting changed to August 8, 2024.

ELCHC BOARD OF DIRECTORS REGULAR MEETING- August 19, 2024

COMMITTEE REPORT

VI.F.

ISSUE: Legislative

NARRATIVE:

The Legislative Committee did not meet during this last meeting cycle.

ISSUE: Provider Review Hearing

NARRATIVE: The Provider Review Hearing Committee met on August 13, 2024 to hear KinderCare Learning Companies vs Early Learning Coalition of Hillsborough County with the following outcome.

The ELCHC recommendation of ending their (VPK) contract would be upheld with one modification of terms from two years to one year if five out of the nine students graduating from their VPK program did not meet or exceed the average scores of their peers.

Unfortunately, test scores revealed these students did not pass their kindergarten readiness exam and therefore the outcome as presented above will be enacted.

ELCHC BOARD OF DIRECTORS MEETING – August 19, 2024

FINANCE REPORT

ITEM VII.

ISSUE: Finance Report

NARRATIVE: Gary Myer, Chief Financial Officer to report on the following:

- A. Financials Budget to Actual June 30, 2024-Preliminary Financials, First Close & FY25 Notice of Award Summary
- B. Division of Early Learning 2023-2024 Financial Monitoring Report

(3-attachments)



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Budget to Actual
June 30, 2024 - Preliminary Financials, First Close

	YTD Actual	YTD Original Budget	Difference YTD favorable /(unfavorable)	%	FY 23-24 Forecast	FY 23-24 Original Budget	Difference YTD favorable /(unfavorable)	%
Program Revenue								
School Readiness	77,359,372	80,438,248	(3,078,876)	-3.8%	77,359,372	80,438,248	(3,078,876)	-3.8%
School Readiness Match - DEL	1,462,818	1,251,770	211,048	16.9%	1,462,818	1,251,770	211,048	16.9%
School Readiness - Local Funders:								
Children's Board HC	700,770	700,770	-	0.0%	700,770	700,770	-	0.0%
Hillsborough County BOCC	276,000	276,000	-	0.0%	276,000	276,000	-	0.0%
Metro Ministries (Children's Board)	28,418	75,000	(46,582)	-62.1%	28,418	75,000	(46,582)	-62.1%
City of Tampa	147,327	150,000	(2,673)	-1.8%	147,327	150,000	(2,673)	-1.8%
United Way (Quality Initiative)	48,292	50,000	(1,708)	-3.4%	48,292	50,000	(1,708)	-3.4%
School Readiness - Local Funders	1,202,381	1,251,770	(49,389)	-3.9%	1,202,381	1,251,770	104.1%	0.0%
Total School Readiness Revenue	80,024,571	82,941,788	(2,917,216)	-3.5%	80,024,571	82,941,788	103.6%	0.0%
School Readiness actual funds used served 12,729 children compared to the 13,500 children originally budgeted, mostly due to over income families (falling over the eligibility cliff).								
Other Local Funders:								
Conn Foundation	20,229	58,000	(37,771)	-65.1%	20,229	58,000	(37,771)	-65.1%
Spurlino Foundation	40,000	50,000	(10,000)	-20.0%	40,000	50,000	(10,000)	-20.0%
SR Program Income (IECP memberships)	20,350	30,000	(9,650)	-32.2%	20,350	30,000	(9,650)	-32.2%
HELN (Hillsborough Early Learning Network)	5,632	37,000	(31,368)	-84.8%	5,632	37,000	(31,368)	-84.8%
ELFL (Early Learning Florida)	21,250	100,000	(78,750)	-78.8%	21,250	100,000	(78,750)	-78.8%
Lastinger Project	200,000	200,000	0	0.0%	200,000	200,000	0	0.0%
Misc. Donations	120,803	273,000	(152,197)	-55.7%	120,803	273,000	(152,197)	-55.7%
Other Local Funders	428,264	748,000	(319,736)	-42.7%	428,264	748,000	(319,736)	-42.7%
Total School Readiness Revenue and Local Revenue	80,452,836	83,689,788	(3,236,952)	-3.9%	80,452,836	83,689,788	(3,236,952)	-3.9%

Program Expenses								
School Readiness								
Direct Services	63,801,432	65,729,468	1,928,036	2.9%	63,801,432	65,729,468	1,928,036	2.9%
School Readiness Match - DEL	1,463,177	1,251,770	(211,407)	-16.9%	1,463,177	1,251,770	(211,407)	-16.9%
School Readiness - Local Funders	1,207,102	1,201,770	(5,332)	-0.4%	1,207,102	1,201,770	(5,332)	-0.4%
General Contributions and Gifts	428,264	475,000	46,736	9.8%	428,264	475,000	46,736	9.8%
Total Direct Services	66,899,975	68,658,008	1,758,033	2.6%	66,899,975	68,658,008	1,758,033	2.6%
Personnel	10,566,109	11,255,381	689,272	6.1%	10,566,109	11,255,381	689,272	6.1%
Staff Development	42,518	80,749	38,231	47.3%	42,518	80,749	38,231	47.3%
Professional Services	737,901	791,150	53,250	6.7%	737,901	791,150	53,250	6.7%
Occupancy	595,306	553,390	(41,915)	-7.6%	595,306	553,390	(41,915)	-7.6%
Postage, Freight and Delivery	15,053	53,685	38,631	72.0%	15,053	53,685	38,631	72.0%
Rentals	7,528	7,439	(90)	-1.2%	7,528	7,439	(90)	-1.2%
Supplies	73,677	174,308	100,631	57.7%	73,677	174,308	100,631	57.7%
Communications	38,175	37,193	(982)	-2.6%	38,175	37,193	(982)	-2.6%
Insurance	76,331	94,433	18,101	19.2%	76,331	94,433	18,101	19.2%
Tangible Personal Property	253,908	170,570	(83,338)	-48.9%	253,908	170,570	(83,338)	-48.9%
Quality	280,808	777,700	496,892	63.9%	280,808	777,700	496,892	63.9%
Travel	50,752	59,793	9,041	15.1%	50,752	59,793	9,041	15.1%
Other Operating	284,309	184,990	(99,319)	-53.7%	284,309	184,990	(99,319)	-53.7%
Other Operating Expenses	2,456,268	2,985,399	529,132	17.7%	2,456,268	2,985,399	(529,132)	-17.7%
ELCHC Operating	13,022,377	14,240,780	1,218,403	8.6%	13,022,377	14,240,780	1,218,403	8.6%
ECC	126,536	71,500	(55,036)	-77.0%	126,536	71,500	(55,036)	-77.0%
Inclusion Cost	189,875	245,000	55,125	22.5%	189,875	245,000	55,125	22.5%
Scholarships and Other	60,134	474,500	414,366	87.3%	60,134	474,500	414,366	87.3%
Total School Readiness & Other Expenses	80,298,897	83,689,788	3,390,891	4.1%	80,298,897	83,689,788	2,332,628	2.8%

SR Change in Net Assets	153,939	-	(153,939)	100.0%	153,939	-	153,939	100.0%
--------------------------------	----------------	----------	------------------	---------------	----------------	----------	----------------	---------------

GOALS									
< 5.00 %	School Readiness - Admin	3.3%	3.9%	-0.6%	-14.4%	3.3%	3.9%	-0.6%	-14.4%
> 4.00 %	School Readiness - Quality	7.7%	7.9%	-0.2%	-2.4%	7.7%	7.9%	-0.2%	-2.4%
< 22.00 %	School Readiness - Non-Direct	18.8%	19.3%	-0.5%	-2.5%	18.8%	19.3%	-0.5%	-2.5%
> 78.00 %	School Readiness - Direct	81.2%	80.7%	0.5%	0.6%	81.2%	80.7%	0.5%	0.6%



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Budget to Actual
June 30, 2024

	YTD Actual	YTD Original Budget	Difference YTD favorable /(unfavorable)	%	FY 23-24 Forecast	FY 23-24 Original Budget	Difference YTD favorable /(unfavorable)	%	
VPK Revenue									
Voluntary Pre-Kindergarten	30,527,354	35,882,846	(5,355,492)	-14.9%	30,527,354	35,882,846	(5,355,492)	-14.9%	
Total VPK Revenue	30,527,354	35,882,846	(5,355,492)	-14.9%	30,527,354	35,882,846	(5,355,492)	-14.9%	
VPK revenue is under spent from budget due to fewer VPK-eligible families enrolling as families chose other options and find wrap-around care expensive. This trend remains since COVID-19.									
Voluntary Pre-Kindergarten									
Direct Services	29,173,427	34,210,805	5,037,378	14.7%	29,173,427	34,210,805	5,037,378	14.7%	
Personnel	1,014,448	1,381,574	367,126	26.6%	1,014,448	1,381,574	367,126	26.6%	
Staff Development	8,194	28,126	19,932	70.9%	8,194	28,126	19,932	70.9%	
Professional Services	176,623	137,162	(39,460)	-28.8%	176,623	137,162	(39,460)	-28.8%	
Occupancy	55,856	42,610	(13,246)	-31.1%	55,856	42,610	(13,246)	-31.1%	
Postage, Freight and Delivery	1,148	8,316	7,168	86.2%	1,148	8,316	7,168	86.2%	
Rentals	767	561	(206)	-36.7%	767	561	(206)	-36.7%	
Supplies	3,657	5,692	2,035	35.8%	3,657	5,692	2,035	35.8%	
Communications	3,916	2,807	(1,109)	-39.5%	3,916	2,807	(1,109)	-39.5%	
Insurance	12,660	23,608	10,949	46.4%	12,660	23,608	10,949	46.4%	
Tangible Personal Property	31,120	11,930	(19,190)	-160.9%	31,120	11,930	(19,190)	-160.9%	
Quality	5,899	1,300	(4,599)	-353.8%	5,899	1,300	(4,599)	-353.8%	
Travel	19,990	6,507	(13,482)	-207.2%	19,990	6,507	(13,482)	-207.2%	
Other Operating	34,194	21,848	(12,346)	-56.5%	34,194	21,848	(12,346)	-56.5%	
Other Operating Expenses	354,023	290,467	(63,556)	-21.9%	354,023	290,467	(63,556)	-21.9%	
ELCHC Operating	1,368,472	1,672,041	303,570	18.2%	1,368,472	1,672,041	303,570	18.2%	
Total Voluntary Pre-Kindergarten	30,541,899	35,882,846	5,891,719	16%	30,541,899	35,882,846	5,340,947	15%	
VPK Change in Net Assets	(14,545)	-	14,545	-100.0%	(14,545)	-	14,545	-100.0%	
GOALS									
< 4.00 %	VPK - Admin	3.6%	3.8%	-0.3%	-6.9%	3.6%	3.8%	-0.3%	0.0%
ARPA Revenue									
ARPA Revenue	39,667,681	3,811,953	35,855,728	940.6%	39,667,681	3,811,953	35,855,728	940.6%	
Total ARPA Revenue	39,667,681	3,811,953	35,855,728	940.6%	39,667,681	3,811,953	35,855,728	940.6%	
American Rescue Plan Act (ARPA)									
Direct Services	20,266,765	2,533,322	(17,733,443)	-700.0%	20,266,765	2,533,322	(17,733,443)	-700.0%	
ELCHC Operating	19,395,916	1,278,631	(18,117,285)	-1416.9%	19,395,916	1,278,631	(18,117,285)	-1416.9%	
Total American Rescue Plan Act (ARPA)	39,662,681	3,811,953	(35,850,728)	-940%	39,662,681	3,811,953	(35,850,728)	-940%	
ARPA Change in Net Assets	5,000	-	(5,000)	100.0%	5,000	-	5,000	100.0%	
Total Revenue	150,647,871	123,384,587	27,263,284	22.1%	150,647,871	123,384,587	27,263,284	22.1%	
Total Expenses	150,503,477	123,384,587	27,118,890	22.0%	150,503,477	123,384,587	27,118,890	22.0%	
Change in Net Assets	144,394	-	144,394	100.0%	144,394	-	144,394	100.0%	

NOTICE OF AWARD SUMMARY

Updated as of 07-29-2024

(dollars in millions)

	<u>FY25</u>	<u>FY24</u>	<u>\$ Difference</u>	<u>% Difference</u>	<u>Notes</u>
SR Base	\$ 74.4	\$ 67.6	\$ 6.8	10%	7% provider rate increase
VPK Base	\$ 32.0	\$ 31.3	\$ 0.7	2%	2% provider rate increase

Estimated to come:

Timing

SR Plus	\$ 1.2	\$ -	-	September?	From \$23M State reserve, divided among 30 Coalitions
Waitlist	\$ 0.5	\$ -	-	August?	From \$20M State reserve, divided among 30 Coalitions
Expanded Services	TBD	\$ -	-	October?	From \$40M State reserve, divided among 30 Coalitions

**Independent Accountants' Report on
Financial Compliance Advisory Services**

**Early Learning Coalition of Hillsborough County, Inc.
(ELC 19)**

2023-24 Financial Monitoring Report
Period Reviewed: August 1, 2022 – July 31, 2023

**Independent Accountants’ Report on
Financial Compliance Advisory Services
Early Learning Coalition of Hillsborough County, Inc. (ELC 19)
2023-24 Financial Monitoring Report
Period Reviewed: August 1, 2022 – July 31, 2023**

Contents

Consulting Report	1
I. Executive Summary	3
1.0 – Findings	3
2.0 – Observations	5
II. Schedule of Findings	6
1.0 – Preventive/corrective action plan (PCAP) implementation	6
2.0 – Financial management systems	7
3.0 – Internal control environment	7
4.0 – Cash management.....	7
5.0 – DEL’s statewide information system reporting and reconciliation – N/A for 2023-24	7
6.0 – Prepaid program items.....	7
7.0 – Cost allocation and disbursement testing	8
8.0 – Travel.....	9
9.0 – Purchasing	9
10.0 – Contracting	9
11.0 – Subrecipient monitoring	10
III. Schedule of Observations	11
1.0 – Observations from 2023-24 onsite visit	11
2.0 – Items for DEL follow-up	12

November 3, 2023

State of Florida Department of Education
Division of Early Learning
Tallahassee, Florida

We have performed specific financial compliance consulting services as described in the Florida Department of Education Division of Early Learning's 2023-24 Onsite Financial Monitoring Tool for the Early Learning Coalition of Hillsborough County, Inc. (ELC 19 or the ELC). These services were contracted by the Division of Early Learning (DEL) to comply with its oversight and monitoring responsibilities as outlined in applicable federal regulations and state statutes:

- 45 Code of Federal Regulations (CFR) § 75.342(a), USDHHS, *Monitoring and reporting program performance*,
- 2 CFR § 200.329(a), *Monitoring and reporting program performance*,
- 2 CFR § 200.332(d), *Requirements for pass-through entities*, and
- Chapter 1002.82(2)(s), Florida Statutes (F.S.), *Dept. of Education; powers and duties*.

These advisory services were conducted in accordance with the attestation standards established by the American Institute of Certified Public Accountants. DEL is solely responsible for the sufficiency of the procedures performed. Consequently, we make no representation regarding the sufficiency of the procedures performed, either for the purpose for which this report has been requested or for any other purpose.

On October 30, 2023 through November 3, 2023, we visited the Early Learning Coalition of Hillsborough County (ELC 19) and performed financial compliance consulting services as summarized in DEL's 2023-24 Onsite Financial Monitoring Tool for the period August 1, 2022, through July 31, 2023. Detailed descriptions of the procedures performed and our related findings begin on page 6 of this report.

In addition, during this monitoring engagement, we became aware of certain matters that are opportunities for strengthening internal control and/or operating efficiency. We have included these observations in the *Schedule of Observations* section of this report. We recommend DEL review the status of these observations.

These consulting procedures were not designed to express an opinion on the business, operational, and internal control risks associated with the ELC's compliance with the previously described financial management standards as outlined in applicable Office of Management and Budget Uniform Grant Guidance, Code of Federal Regulations, or other state and federal requirements. Accordingly, we do not express such an opinion. Additionally, because of inherent limitations of internal control systems, the procedures performed should not be relied upon to prevent or detect errors or fraud associated with grant related revenues or expenditures. Had we performed additional procedures, other matters might have come to our attention that would have been reported to DEL.

This report is intended solely for the information and use of DEL and DEL's management and is not intended to be and should not be used by anyone other than these specified parties.

Thomas Howell Ferguson P.A.

Thomas Howell Ferguson P.A.
Tallahassee, Florida

Early Learning Coalition of Hillsborough County, Inc. (ELC 19)

2023-24 Financial Monitoring Report Period Reviewed: August 1, 2022 – July 31, 2023

Executive Summary

I. Executive Summary

1.0 Findings

We performed financial monitoring procedures based on the testing procedures included in DEL’s 2022-23 Onsite Financial Monitoring Tool, which is available on DEL’s SharePoint Coalition Zone. Contact your SharePoint manager for access to the tools via your local SharePoint website.

Our procedures were performed using firm and professional standards. A summary of the testing categories, or Objectives used during this engagement and the related monitoring results are summarized here.

2023-24 Monitoring Results		
Objectives ⁽¹⁾	Prior Period Findings ⁽²⁾	Current Period Findings
1.0 – Preventive /corrective action plan (PCAP) Implementation	-	-
2.0 – Financial management systems	-	-
3.0 – Internal control environment	-	-
4.0 – Cash management	-	-
5.0 – DEL’s statewide information system ¹	N/A	N/A
6.0 – Prepaid program items	-	-
7.0 – Cost allocation and disbursement testing	1	1
8.0 – Travel	-	-
9.0 – Purchasing	-	-
10.0 – Contracting	-	-
11.0 – Subrecipient monitoring	1	-
TOTAL	2	1

(1) Objective 5.0 – For 2023-24, testing of this objective is not included in the scoped onsite financial monitoring tasks. This objective shown for disclosure purposes only.

(2) Refer to the ELC’s 2022-23 fiscal monitoring report for detailed disclosures of all noted prior period findings.

Early Learning Coalition of Hillsborough County, Inc. (ELC 19)

2023-24 Financial Monitoring Report
Period Reviewed: August 1, 2022 – July 31, 2023

Executive Summary

Included in the table below is a summary of the results from our review of prior period findings. New findings may occur in the current period if prior period findings, which should have been corrected, remain unresolved.

Status of Prior Period Findings				
Finding	Resolved	Partially Resolved	Unresolved	New Finding
Finding # ELC 19-2022-23-001 Cost Allocation and Disbursement – <i>Incomplete support of timely applying of allocations</i>	X			None
Finding # ELC 19-2022-23-002 Subrecipient Monitoring – <i>Missing required federal processes for subrecipient</i>	X			None

These financial monitoring procedures apply to both the School Readiness (SR) and Voluntary Prekindergarten (VPK) programs. Chapter 1002, F.S. does not provide specific financial monitoring steps for the federally-funded School Readiness program or the state-funded VPK program. The minimum federal standards have been applied to both programs.

The attached Schedule of Findings contains detailed information about current period and prior period findings. Your ELC must submit a preventive/corrective action plan (PCAP) response to DEL within 30 days of receiving this report, if there are current period findings. Contact DEL staff with any questions about the PCAP process.

Early Learning Coalition of Hillsborough County, Inc. (ELC 19)

2023-24 Financial Monitoring Report
Period Reviewed: August 1, 2022 – July 31, 2023

Executive Summary

2.0 Observations

Other matters or circumstances may have been noted by us as we completed the indicated monitoring tasks. Detailed information about these observations is provided in the *Schedule of Observations* and is summarized here.

Observations from 2023-24 onsite visit

- **9.0 – Purchasing**
 - Address missing required federal and/or state contract provisions

Items for DEL follow-up

The monitoring team noted no items for follow-up in the current period.

This monitoring report is intended solely for the information and use of DEL and DEL's management and is not intended to be and must not be used by anyone other than these specified parties.

Early Learning Coalition of Hillsborough County, Inc. (ELC 19)

2023-24 Financial Monitoring Report
Period Reviewed: August 1, 2022 – July 31, 2023

Schedule of Findings

II. Schedule of Findings

We performed financial monitoring procedures based on the Testing Procedures included in DEL's SharePoint Coalition Zone. Contact your SharePoint manager for access to the tools via your local SharePoint website.

The monitoring procedures performed included tests of details of transactions, file inspections and interviews with the ELC's personnel (1) to determine the status of recommendations from the prior period monitoring visit(s) and (2) to adequately support the current period findings and recommendations. Detailed information for these items is disclosed in the following sections of this report.

1.0 – Preventive/corrective action plan (PCAP) implementation

The current period monitoring procedures were performed to determine if the ELC implemented the required preventive and corrective actions as described in the accepted PCAP from the most recently closed grant program year.

Prior Period Finding # ELC 19-2022-23-001

Cost Allocation and Disbursement – *Incomplete support of timely applying of allocations*

Finding/Condition: During detailed onsite testing, monitor identified five expenditures totaling \$27,889.29 with inadequate written documentation to support the cost allocation effective date applied (i.e., the percentages used to split pooled costs among SR/VPK programs). *Note: monitor noted no instances of errors for the OCA codes used or amounts charged to the SR/VPK programs.*

Status: **Corrective actions resolved.**

Prior Period Finding # ELC 19-2022-23-002

Subrecipient Monitoring – *Missing required federal processes for subrecipient*

Finding/Condition: Monitor noted lack of documentation of subrecipient monitoring and instances of required monitoring activities that were not performed. In relation to this, monitor noted the Coalition's written subrecipient monitoring plan does not include an analysis of subrecipient's single audit results.

Status: **Corrective actions resolved.**

No findings noted in the current period.

Early Learning Coalition of Hillsborough County, Inc. (ELC 19)

2023-24 Financial Monitoring Report
Period Reviewed: August 1, 2022 – July 31, 2023

Schedule of Findings

2.0 – Financial management systems

The current period monitoring procedures were performed to gain an understanding of the ELC's financial and operational environments through review of policies and procedures, observation of processes, document inspection and interviews of ELC personnel.

No findings noted in the current period.

3.0 – Internal control environment

The current period monitoring procedures were performed to gain an understanding of the ELC's internal control environment through testing of key internal controls and observation of the ELC's operations to ensure compliance with Federal laws, regulations and grant program compliance requirements.

No findings noted in the current period.

4.0 – Cash management

The current period monitoring procedures were performed to determine if sampled documentation demonstrated appropriate and sufficient cash management procedures are in place and being followed. The processes examined include cash management procedures related to sources of other non-grant revenues.

No findings noted in the current period.

5.0 – DEL's statewide information system reporting and reconciliation – N/A for 2023-24

6.0 – Prepaid program items

The current period monitoring procedures were performed to identify any prepaid program activity for this ELC. If such activity was found, monitoring procedures were applied to determine if all prepaid program items were appropriately safeguarded, managed, tracked and reported.

Based on results obtained from inquiries made to and an inspection of data items provided by ELC personnel, the monitors noted no current year prepaid program item activity.

Early Learning Coalition of Hillsborough County, Inc. (ELC 19)

2023-24 Financial Monitoring Report
Period Reviewed: August 1, 2022 – July 31, 2023

Schedule of Findings

7.0 – Cost allocation and disbursement testing

The current period monitoring procedures were performed to determine if sampled disbursements were appropriately incurred and posted within the ELC’s financial records. Sampled items were tested to ensure the activity is allowable, has appropriate approval (including pre-approval from DEL if needed), and meets the period of availability requirements for the grant monies used to fund disbursements. Sampled items are also tested to verify appropriate allocation in accordance with applicable cost principles, grant program compliance requirements and guidance issued by DEL.

Finding # ELC 19-2023-24-001

Cost Allocation and Disbursement – *ARPA applications missing required information*

Finding/Condition: During detailed testing of ARPA transactions, monitor noted the application for one of twelve sampled transactions was missing certain training documentation required for the application.

Description	OCA Code	Effective Date	ARPA Provider	Amount
Child Care	ASRTT	6/23/2023	ASHLEY ANN MARTINEZ	\$600.00
Total				\$600.00

Criteria: DEL Program Guidance 240.21C – *COVID-19 Crisis Emergency Funding Assistance for Early Learning/Child Care Providers, American Recovery Plan (ARPA) Act Initiatives*; also see DEL’s *ARPA Provider Application Monitoring Tool*.

Cause: Incomplete policies and procedures to ensure completeness of ARPA applications.

Effect: Noncompliance with DEL Program Guidance.

Recommendation(s): The Coalition should complete tasks that include, but are not limited to, the following.

1. Confirm for DEL the results reported here. Testing results indicate one accepted ARPA application with incomplete documentation.
2. Review ARPA applications during the monitoring period to identify other instances where all required information was not obtained prior to accepting an ARPA application.
3. Prepare a summary of all items identified.

Early Learning Coalition of Hillsborough County, Inc. (ELC 19)

2023-24 Financial Monitoring Report Period Reviewed: August 1, 2022 – July 31, 2023

Schedule of Findings

4. Submit results from items #2 and #3 above along with any supporting files to DEL for analysis. Upon review, DEL will provide technical assistance suggestions and instructions on remitting any funds determined to be incurred for unallowable costs (if applicable) and preparing follow-up documentation (as needed).
5. Review Coalition's existing internal controls, policies and procedures related to processing ARPA applications.
6. Update the Coalition's policies, procedures, and internal controls as appropriate.
7. Conduct training to help ensure Coalition staff know about and can follow established or revised internal controls, policies, and procedures.

8.0 – Travel

The current period monitoring procedures were performed to determine if the ELC's sampled travel-related expenditures are paid in accordance with applicable federal/state laws and rules, and ELC-established policies.

No findings noted in the current period.

9.0 – Purchasing

The current period monitoring procedures were performed to determine if the sampled procurement transactions comply with the appropriate federal or state procurement laws, as well as the ELC's procurement policies.

No findings noted in the current period.

See the *Schedule of Observations* for observations related to this objective.

10.0 – Contracting

The current period monitoring procedures were performed to determine if the sampled contract transactions demonstrate the ELC's contracting processes comply with federal and state requirements, as well as the ELC's own contracting policies.

No findings noted in the current period.

Early Learning Coalition of Hillsborough County, Inc. (ELC 19)

2023-24 Financial Monitoring Report
Period Reviewed: August 1, 2022 – July 31, 2023

Schedule of Findings

11.0 – Subrecipient monitoring

The current period monitoring procedures were performed to identify any subrecipient activity for this ELC. If such activity was found, monitoring procedures were applied to determine if the ELC's disclosure requirements and subrecipient monitoring activities comply with federal grant program requirements, state laws and the ELC's own policies and procedures.

Based on results obtained from inquiries made to and an inspection of data items provided by ELC personnel, the monitors noted no current year subrecipient activity.

Early Learning Coalition of Hillsborough County, Inc. (ELC 19)

2023-24 Financial Monitoring Report
Period Reviewed: August 1, 2022 – July 31, 2023

Schedule of Observations

III. Schedule of Observations

1.0 Observations from 2023-24 onsite visit

Observation #01

9.0 – Purchasing – *Address missing required federal and/or state contract provisions*

Issue/Background. During this year’s fiscal monitoring activities, monitors noted one or more sampled Coalition transactions (purchase orders, contracts, or other written agreements) omitted contract provisions required for purchases funded with federal/state grant program monies. Similar instances occurred at other entities during this monitoring cycle, and some Coalitions say instructions from a 2022 DEL-issued memo were relied upon and contributed to these errors or omissions. A memo was issued by DEL’s former Chancellor in April 2022 based on requests from ELCs to alleviate the burden of procurement/contracting requirements. However, the memo’s instructions were incorrect for USDHHS CCDF programs, and the memo has unintended consequences that could materially impact the cost allocation structure in place for all ELCs.

Impact on ELC operations and compliance risks/issues identified. For this issue, we noted no instances of impaired operations for the Coalition and no evidence that program services were impacted or delayed. However, the presence of this noncompliance issue (missing required federal/state contract provisions) increases the Coalition’s risks for future operating errors with vendors/contractors, such as miscommunications, disagreements, inability to enforce Coalition rights, increased liability risks and/or the increased need for settlement agreements to obtain the benefits intended from goods/services obtained. These circumstances also increase the Coalition’s risks for potential questioned and/or disallowed costs.

DEL actions and related instructions for subrecipients. To address these circumstances, DEL removed related draft finding(s) from the FY2023-24 final fiscal monitoring reports for all Coalitions for this noncompliance issue. Monitoring reports for impacted Coalitions now include this observation comment for your management team and governing board. Based on current federal/state purchasing rules, related contracts management and administration standards, DEL has the following instructions for all Coalitions.

1. Coalition management and staff should attend DEL training sessions in 2024 on contracts administration, management standards and procurement procedures. **DEL suggests multiple staff from each ELC receive training on these important compliance topics.*
2. Coalition management and staff should coordinate with DEL for specific technical assistance as needed. **DEL suggests contacting our staff if the Coalition has specific*

Early Learning Coalition of Hillsborough County, Inc. (ELC 19)

2023-24 Financial Monitoring Report
Period Reviewed: August 1, 2022 – July 31, 2023

Schedule of Observations

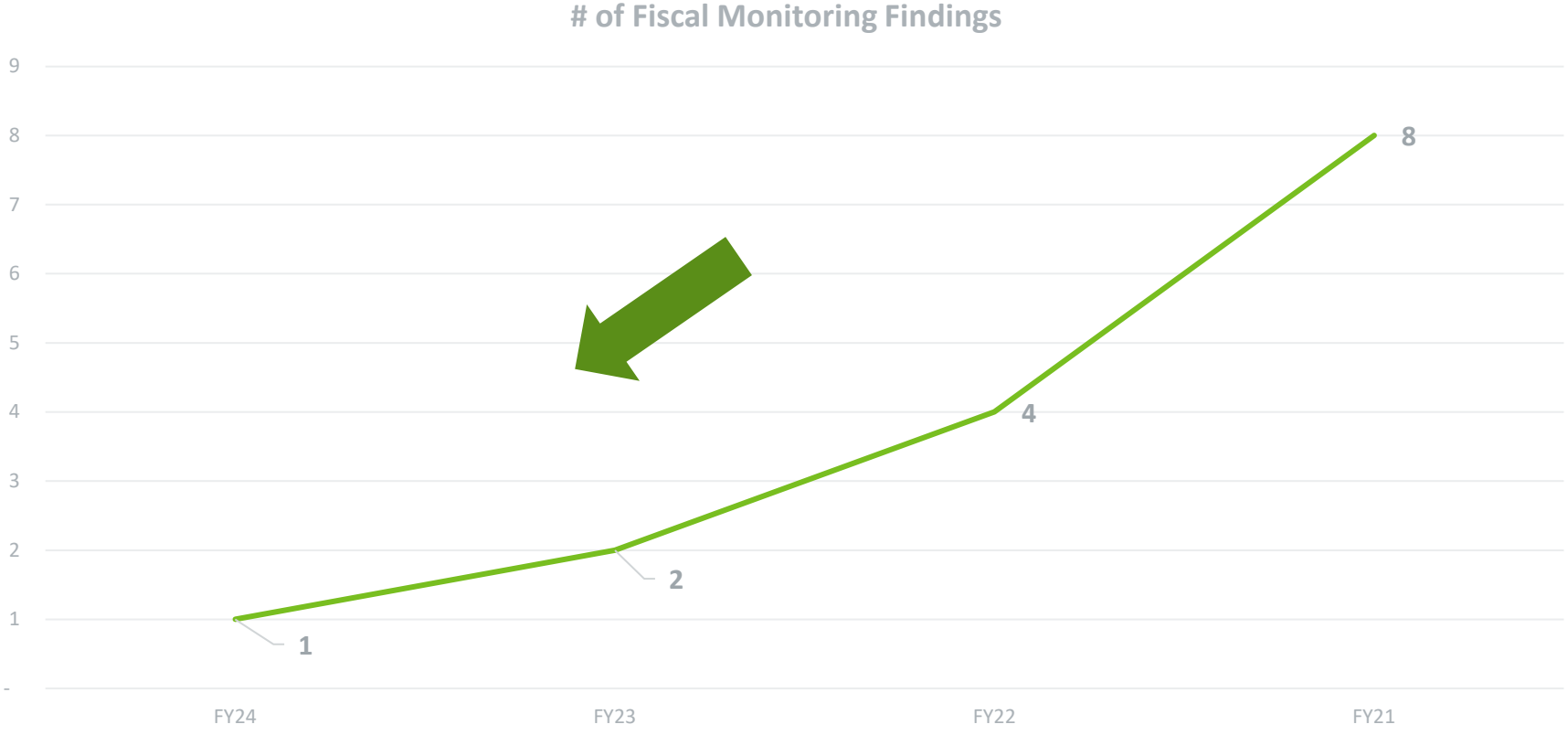
purchases that are complicated, infrequent, or unusual in nature planned for FY2023-24 or FY2024-25.

3. Coalition management and staff should review and revise policies related to contracts management, purchasing procedures, and related supporting documentation processes. If left unchanged, current operating practices will result in monitoring findings for this noncompliance issue in future program years.
 - **This report and future DEL trainings provide written notice of FY2023-24 as a final “grace period” from DEL for this noncompliance issue.*
 - **This grace period from DEL will end at the close of this program year (by June 30, 2024).*

2.0 Items for DEL follow-up

The monitoring team noted no items for DEL follow-up in the current period.

Number of Fiscal Monitoring Findings Continues to Decline



ISSUE: CEO Report

NARRATIVE: CEO Report

- Children's Summit 2024 Update
- Provider Visits
- Finance Workshops
- Year-to-Date Enrollment Report
- Recognition of ELCHC Funders
 - Children's Board of Hillsborough County \$1 million dollars
 - City of Tampa \$125,000 (direct slots)
 - Community Foundation of Tampa Bay (iSpy)
 - Debartolo Foundation (iSpy)

(2-attachments)

SUMMIT UPDATES AS OF 8.13.2024



Event Attendees

- 162 of 175 seats filled
 - 11 ELCHC BOD
 - 4 of 7 new registered
 - 10 elected officials



Sponsorships

- Fourteen sponsors
 - \$21,000
 - Ten new, four returning



Next Meeting

- Host 8.20.2024
- Development 9.11.2024



Speakers

- Emcee (Lizbeth Gutierrez)
- Keynote (DJ Pryor)
- Panel
 - Bemetra Simmons (TB Partnership)
 - Van Ayers (HCPS)
 - Chad Loar (PNC Bank)
 - Bob Rohrlack (Tampa Chamber)
 - Makayla Buchanan (Florida Chamber)



Year-to-Date Enrollment Report

School Readiness (SR) & Voluntary Prekindergarten (VPK)



SR
School Readiness

Total SR Children Enrolled YTD	20,215
# of Unique Abilities Children Enrolled	65
Total # of SR Contracted Providers with SR Enrollments	715
% of SR Providers with Enrollments	89.2%
* Unduplicated cumulative number. Last Updated: 7/9/2024	
Monthly average # of children on the list	859 children per month YTD
Monthly average wait time of approved SR waitlist application	19 days on the wait list YTD

VPK

Total VPK Children Enrolled YTD	11,104
Total VPK SIS Children YTD	16
Total # of VPK Contracted Providers with Enrollments	434
% of VPK Providers with Enrollments	94.6%
Last Updated: 7/9/2024	

VPK Applications
Funding Year 24-25
9,195

Last Updated: 7/9/2024

	YR 22-23	YR 23-24
Performance Measure 1		
Completed	9,605	9,310
Intervention	15.2%	15.7%
Urgent Intervention	10.2%	11.2%
Performance Measure 2		
In Progress Now	9,354	9,357
Intervention	10.0%	10.4%
Urgent Intervention	6.2%	7.4%
Performance Measure 3		
-	9,464	9,334
Intervention	7.5%	6.6%
Urgent Intervention	5.6%	6.4%

VPK FAST PM
Benchmark Tracking

Currently in PM2
Last Updated: 7/9/2024



Definitions of Key Data Points



- **Total SR Children Enrolled YTD:** The unduplicated cumulative number of economically disadvantaged children enrolled in the School Readiness program year-to-date. This includes Match and all local funding.
- **# of Unique Abilities Children Enrolled:** The number of children identified as needing a special needs rate and actively enrolled at a validated special needs provider.
- **Total # of SR Contracted Providers with SR Enrollments:** The overall number of contracted providers participating in the School Readiness program with enrolled children.
- **% of SR Providers with Enrollments:** The percentage of School Readiness providers that have enrolled children, indicating program utilization.



- **Total VPK Children Enrolled YTD:** The total number of children enrolled in the Voluntary Prekindergarten program year-to-date.
- **Total VPK SIS Children YTD:** The total number of therapy sessions provided in the Voluntary Prekindergarten Specialized Instructional Services (VPK SIS) program year-to-date. Please note that this is based on therapy sessions paid during the service period and is available after the 25th of the following month.
- **Total # of VPK Contracted Providers with Enrollments:** The overall number of contracted providers participating in the Voluntary Prekindergarten program with enrolled children.
- **% of VPK Providers with Enrollments:** The percentage of Voluntary Prekindergarten providers that have enrolled children, indicating program utilization.

* VPK applications open on January 1st of for the 23-24 VPK funding year.

Voluntary Prekindergarten Florida Assessment System for Teachers Progress Monitoring (VPK FAST PM) Benchmark Tracking

- **VPK FAST:** Voluntary Prekindergarten Florida Assessment System for Teachers - Star Early Literacy is a computer-adaptive assessment administered at the beginning, middle, and end of the program year to measure and monitor students' early literacy and numeracy skills in the VPK program.

ELCHC BOARD OF DIRECTORS REGULAR MEETING - August 19, 2024

DISCUSSION ITEM

IX.A.

ISSUE:

Chief Executive Officer-Evaluation

NARRATIVE: Discussion on CEO, Dr. Fred Hicks-Evaluation to determine merit increase

- Rule 9.115, F.A.C. (5) (highlighted in orange)
 - DEL Evaluation (due on or before August 30, 2024)
 - ELCHC Specific Evaluation
-

(3-attachments)

6M-9.120 Early Learning Coalition Performance Standards and Evaluations.

(1) Definitions.

(a) “Customer service satisfaction survey” is a questionnaire of performance that measures customers’ or related stakeholders’ level of satisfaction with services.

(b) “Early learning programs” means the local administration of the Child Care Resource and Referral (CCR&R) Network, School Readiness (SR) and Voluntary Prekindergarten (VPK) programs.

(c) “Needs Improvement” means there is moderate evidence that performance standards are satisfactorily met.

(d) “Not Substantially Met” means there is little to no evidence that performance standards are satisfactorily met.

(e) “Performance level” is a description of how high or low a performance rating is within a performance standard.

(f) “Performance rating” means the final performance level resulting from an evaluation of performance standards.

(g) “Performance standards” are the criteria that will establish how well an early learning coalition implements the service delivery and local administration of the CCR&R Network, SR, and VPK programs.

(h) “Substantially Met” means there is evidence that most or all performance standards are satisfactorily met.

(2) Early Learning Coalition Performance Standards. The Division of Early Learning (DEL) shall measure the ability of each early learning coalition to meet performance standards using data from requirements in the DEL Grant Agreement, review of school readiness plans, compliance with the customer service satisfaction survey requirements, and CCR&R, SR, and VPK programmatic and fiscal monitoring, at a minimum.

(a) DEL shall evaluate the coalitions on the following performance standards:

1. Coalition submits early learning program grant agreement deliverables and reports on or before the due date;
2. Coalition maintains and provides CCR&R services in accordance with Rule 6M-9.300, F.A.C.;
3. Coalition implements the school readiness program according to its DEL approved SR coalition plan pursuant to Rule 6M-9.115, F.A.C.;
4. Coalition maintains compliance with financial management requirements for early learning programs (i.e., fiscal reports, revenue, and expenditures); and
5. Coalition completes corrective action plans within required timeframe, if applicable.

(b) Coalitions will receive a performance rating, as outlined in paragraph (4)(a) below, based on the outcome of the evaluation.

(3) Customer Service Satisfaction Survey. The customer service satisfaction survey will be completed by parents, child care providers, CCR&R customers, and early learning coalition board members required under Section 1002.83, F.S.

(a) Beginning in fiscal year 2022-2023, the customer satisfaction survey shall be disseminated to:

1. Customers upon completion of a CCR&R inquiry in accordance with Rule 6M-9.300, F.A.C.;
2. Parents upon an initial eligibility determination, and annually thereafter at redetermination, for the SR or VPK programs, as applicable;
3. Child care providers upon execution of the statewide provider contract for participation in SR or VPK programs; and,
4. Early learning coalition board members annually.

(b) An early learning coalition with survey results below sixty (60) percent will be placed on a corrective action plan for a period of one (1) year.

(4) Early Learning Coalition Performance Outcomes and Evaluations. The outcome measures from evaluations of performance standards identified in paragraph (2)(a) of this rule will determine the coalition’s performance rating.

(a) A summative performance rating. DEL shall determine each coalition’s performance rating using these performance levels: substantially met, needs improvement, or not substantially met. Performance levels measure compliance with performance standard criteria that indicate the coalition’s effectiveness in the implementation and financial management of early learning programs.

(b) Needs Improvement Performance Ratings. The DEL will provide an early learning coalition with recommendations for improving performance in identified criteria. An early learning coalition may request technical assistance from the DEL for implementing recommendations.

(c) Not Substantially Met Performance Ratings. The DEL shall issue a corrective action plan to an early learning coalition with a performance rating of “not substantially met” or a customer service satisfaction survey result below sixty (60) percent. Corrective action plans shall include technical assistance, staff professional development, or coaching. If a coalition fails to receive a customer service satisfaction survey result at or above the sixty (60) percent threshold after the one (1) year corrective action period or does not receive a performance rating above “not substantially met” at the next evaluation, the DEL may opt to contract with a qualified

entity to continue the delivery of CCR&R, SR, and VPK services in the coalition's service area until the DEL reestablishes the coalition's eligibility or merges the coalition with an existing early learning coalition that has substantially met the performance standards.

(5) Chief Executive Officer (CEO) or Executive Director Evaluation. The Early Learning Coalition Board Chair or other delegated member(s) shall annually complete the Chief Executive Officer/Executive Director Annual Performance Evaluation, Form DEL-SR 120, August 2022, for the ELC's CEO or executive director. The evaluation must be completed and submitted to DEL by August 30 of each year. The Chief Executive Officer/Executive Director Annual Performance Evaluation, Form DEL-SR 120, August 2022, is incorporated by reference and a copy may be obtained from the DEL's website at www.floridaearlylearning.com or from the following link: (<http://www.flrules.org/Gateway/reference.asp?No=Ref-14589>).

(6) Early Learning Coalition Mergers. Coalitions that fail to satisfactorily meet the requirements in subsections (3) and (4) above, may be required to merge their services with another coalition.

(a) Coalitions required to merge must submit the following documentation to DEL within thirty (30) calendar days of receiving written notification:

1. Statement of coalition's current service area by county;
2. A description of proposed allocation of personnel services;
3. The current financial situation and the anticipated financial situation for two grant program years;
4. Active contracts related to service providers or material service organizations that will remain part of the coalition's service delivery model;
5. The process by which continuity of services, programs, and operations will be ensured;
6. Identification of the method proposed to reallocate board membership positions among the counties in the newly proposed service area;
7. A description of any proposed improvements or changes to coordinate and reduce the wait list for the newly merged or changed service area;
8. A description of any proposed changes to the service delivery model (i.e., use of a material service organization, contracted service provider, outsourced fiscal management or program services, etc.); and,
9. A description of any record management systems not captured in the Statewide Single Information System.

(b) DEL will notify the impacted adjacent coalitions of an intent to merge within fifteen (15) calendar days of receiving the documentation in paragraph (6)(a) above.

1. The impacted coalition(s) must submit a response to DEL within fifteen (15) calendar days of receiving the intent, which may include the following:

- a. A statement of support for merging with the coalition;
 - b. A statement identifying any additional information the coalition requires to be able to continue the operations of the merging coalition;
 - c. A statement of interest in alternate arrangements for merging specific portions of the coalition's service area.
2. An impacted adjacent coalition may review the intent to merge with the board's Executive Committee in the event the full governing board meeting will not be held within the required response time deadline.

(c) The DEL will review documentation submitted, applicable coalition corrective action plan results and performance standard outcome measures within the previous two consecutive years to approve a coalition merger. Approved coalition mergers require a coalition to develop a merger plan that includes procedures for consolidation that minimize duplication of programs and services and for the early termination of the terms of the coalition members required to accomplish the merger. This plan must be submitted to DEL for review within thirty (30) calendar days from the DEL approval date.

Rulemaking Authority 1001.02(1), (2)(n), 1002.82(3), (5), 1002.83(14) FS. Law Implemented 1002.82(3), (5), 1002.83(14) FS. History—New 8-16-22.

Chief Executive Officer/Executive Director Annual Performance Evaluation

Officer/Director's Name: _____ Date: _____

Evaluation Period: _____ ELC: _____

Position Summary: The Chief Executive Officer (CEO)/Executive Director (ED) is responsible for providing direction, leadership, and oversight to the Coalition in support of its mission, strategic plan, and annual goals and objectives. The CEO/ED must effectively work with Board members, volunteers, government officials, community leaders, business leaders, child care providers, and the clients and families that the ELC serves. The CEO/ED provides leadership to internal staff and is responsible for daily operations of the business, including oversight of financial management, human resources, fund development, program quality and delivery, and public relations.

Evaluate the CEO/ED's performance in the domains below using the following ratings:

3 = Exceeds Expectations

2 = Meets Expectations

1 = Does Not Meet Expectations

Comments must be included for each factor with a rating of "Does Not Meet Expectations." Additional comments may be attached to this form.

Domain 1: Board Administration and Support – Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff.

Rating	Performance Indicator
	Provides the Board with professional advice and recommendations based on the organization's strategic plan.
	Engages the Board in establishing the ELC's policy direction; interprets and executes the intent of Board policy; supports Board policy and actions to the public and staff.
	Communicates with the Board chair and other members of the Board to provide accurate, sufficient, and relevant information regarding Board policy and operations in a timely manner.
	Fosters a harmonious working relationship with the Board.
	Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 2: Program and Service Delivery – Oversees development, implementation, and quality assurance of all Coalition programs and services.

Rating	Performance Indicator
	Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.
	Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.
	Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.
	Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.
	Measures the extent to which ELC programs improve enrolled children’s school readiness skills for transitioning into kindergarten; reports findings to the Board and the community.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 3: Financial Sustainability and Mission Impact – Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC’s mission, goals, and long-range planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes (to operations and budgets) as appropriate, and resolve fiscal issues that affect the ELC.

Rating	Performance Indicator
	Recommends yearly budget for Board approval.
	Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.
	Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.
	Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.
	Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 4: Human Resource Management, Staff and Administrative Relations – Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations.

Rating	Performance Indicator
	Provides leadership for developing and executing sound personnel procedures and practices that incorporate directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the organization.
	Recruits and retains a talented and diverse staff.
	Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.
	Encourages and supports staff to participate in ongoing professional development opportunities.
	Establishes clear patterns of authority, responsibility, supervision, and communication with staff.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 5: Community, State, and Public Relations – Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders.

Rating	Performance Indicator
	Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.
	Represents and promotes the ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities dealing with early childhood education and family issues.
	Encourages community involvement and contribution to the ELC.
	Provides leadership on behalf of the ELC at the state level; advocates the needs of the ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents, including lobbying the state legislature within the parameters permitted by state and federal law and regulation.
	Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 6: Professional Skills and Abilities

Rating	Performance Indicators
	Maintains high standards of ethics, honesty, and integrity in all professional matters.
	Is well organized and efficient in the accomplishment of objectives.
	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.
	Effectively communicates verbally and in written form.
	Actively engages in continuous professional development.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 7 (Optional): List three to five local performance indicators:

Rating	Performance Indicators
Rating Average (total divided by # of indicators):	Comments regarding the performance in this domain:

Performance Domain	Rating Averages
Domain 1	
Domain 2	
Domain 3	
Domain 4	
Domain 5	
Domain 6	
Domain 7 – optional local	
*Overall Rating	

**To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.*

Overall Rating:

3.0 = Exceeds Expectations

2.0 – 2.9 = Meets Expectations

1.9 and below = Does Not Meet Expectations

Evaluator Name: _____

Evaluator Signature: _____



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

Chief Executive Officer Performance Appraisal Form For Board Members

Today's Date:	_____
Performance Review Period:	_____
Chief Executive Officer's Name:	_____
ELCHC Board Member Conducting the Appraisal:	_____

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and page 11, respectively.

PERFORMANCE DIMENSION #1

LEADERSHIP:

The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives.

Behaviors may include the extent to which the individual: creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.

1 = Unsatisfactory	2 =Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

--

PERFORMANCE DIMENSION #7				
--------------------------	--	--	--	--

COMMUNICATION: The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law. <u>Behaviors may include the extent to which the individual:</u> listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.				
	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2019.2020**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 19-20

1. Lead the organization through a successful completion of its move/merger. **Yes** ___ **No** ___
2. Lead the Organization through an effective strategic planning process this summer and fall. **Yes** ___ **No** ___
3. Lead the organization towards making substantive progress on managing all aspects of School Readiness, including maximizing funding and balancing priorities for the use of School Readiness funds (i.e. slots, payment rates, Wage\$, TEACH, CCEP < and > 150%). **Yes** ___ **No** ___
4. Lead the organization in its efforts to collaborate professionally with all players in the early childhood education arena in the county and state, including obtaining successful results on the many professional development and family related initiatives that are occurring and will occur in the county (QEES, Hillsborough Early Learning Network (Lastinger), the Coalition Infant/Toddler Initiative, Coalition Quality Strategies, PD Practioners Roundtable, Conn Town and Country Initiative, HCPS/ELCHC Achievement Schools Initiative, and various family related initiatives). **Yes** ___ **No** ___
5. Lead the organization in its local efforts to develop new programs, enhance community support, and develop new funding sources. This work will include outreach (communication and events, including fund-raising events), development of new programs connected to Coalition's core mission, development of further individual and corporate philanthropic giving, and maximization of CCEP opportunities. **Yes** ___ **No** ___
6. Lead the organization to operational success in the areas of Compliance, Employees, Customer Service, (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations. **Yes** ___ **No** ___

Number of Objectives Met _____

Number of Objectives Not Met _____

Comments

Board
Member

Printed Name

Signature

Date

DISCUSSION **ITEM IX.B.**

ISSUE: Resource Development Impact Report

NARRATIVE: Resource Development Impact Report FY23-24

(1-attachment)



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

A bold vision for a bright future.



From early beginnings to lifelong success.

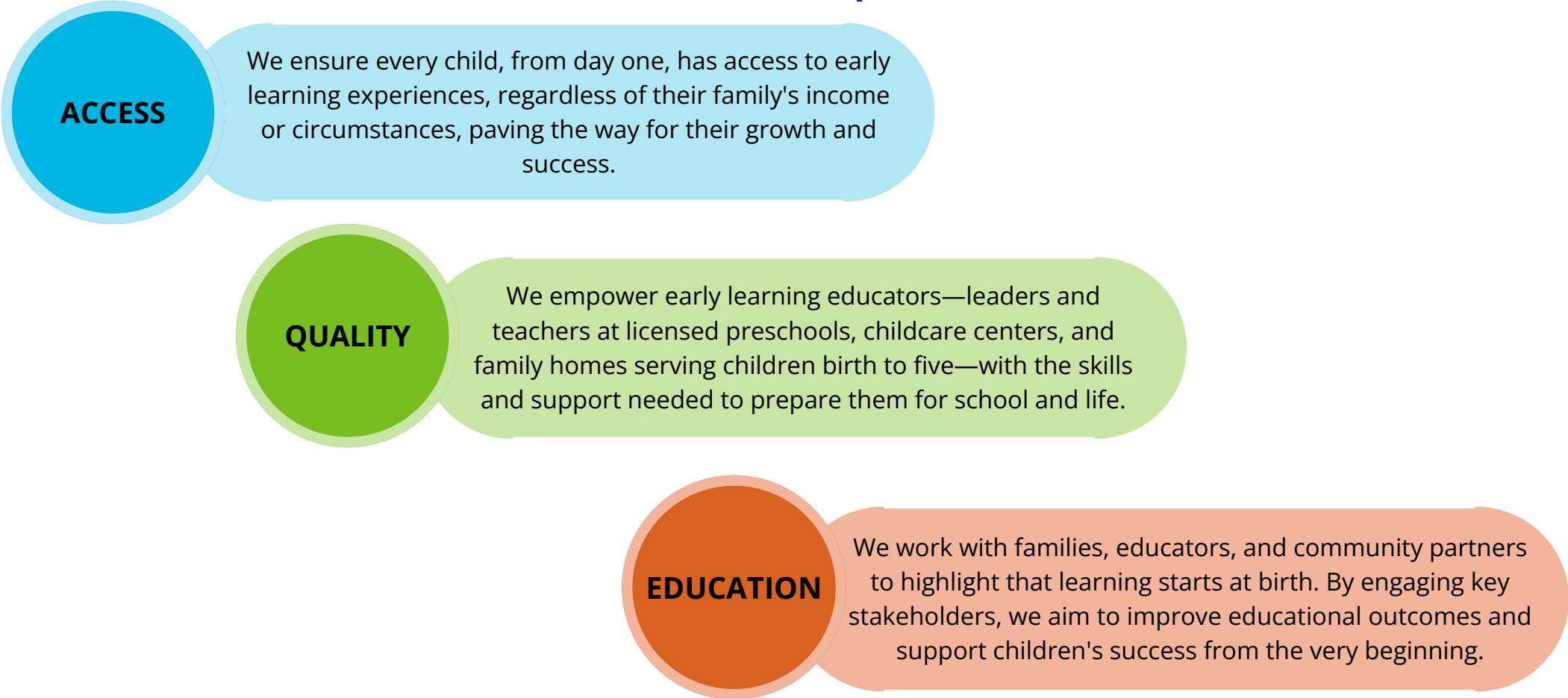
Our mission:

The Early Learning Coalition of Hillsborough County (ELCHC) 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.

Our vision:

A thriving community where every child has what they need to succeed from the moment they are born.

Our mission priorities are:



Reaching thousands, raising millions, connecting communities.

The Resource Development Department has **achieved remarkable success this year, meeting and exceeding all our fiscal year 2023-2024 goals**. Through dedicated outreach events, we reached thousands of individuals, secured substantial local funding, and significantly increased website visitors. Our team's relentless efforts have strengthened our community connections and advanced our mission of early learning excellence.

Key Performance Indicators (KPIs)	Target	Actual	Stretch	Percentage Achieved
Total outreach events hosted or participated in by the ELCHC	60	103	75	171.7%
Total individuals reached through ELCHC hosted Events	900	5,184	1,000	575.9%
Total Local Funds Received	\$2,100,000	\$2,186,957.90	\$2,300,000	104.1%
Total Website Visitors	200,000	210,893	250,000	105.5%

NOTE: KPI data sourced from the Balanced Scorecard and tracked by the MIS Department, verified for accuracy as of July 1, 2024.

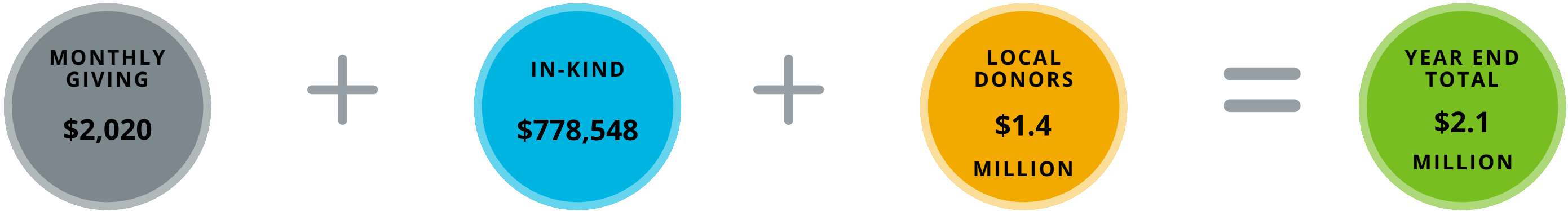


Investing boldly in early education.

This year, our community came together in an unprecedented way to support early childhood education, raising an incredible \$2.1 million in local funds. Local businesses, passionate individuals, and dedicated volunteers united with a shared vision: **to provide every child with the best start in life.**

This remarkable achievement not only highlights the generosity of Hillsborough County but also underscores the collective commitment to nurturing our youngest learners.

Local Funds Raised



NOTE: Data for local funds raised tracked through ELCHC's donor base system and contract records.



Impactful Results from Local Funding

Increased ACCESS to early learning experiences

School Readiness Match Funding

- Targeted Support:
 - Served 4,007 unduplicated children, birth to 12 years old from households with incomes at or below 200% of the Federal Poverty Level (FPL).
- Support for Families:
 - Eased Costs: Reduced the financial burden of childcare, enabling parents and caregivers to re-enter the workforce or continue their education.
 - Enhanced Access: Improved early learning opportunities for children in economically constrained situations.

Improved QUALITY of early learning education

iSpy Tampa Bay Program

- Professional Development:
 - 70 teachers received 330 hours of focused training on Science and STEM during the 23-24 year.
- Communities of Practice:
 - Teachers engaged in quarterly sessions to share experiences and learn from peers.
- Support for Educators:
 - Enhanced teachers' expertise in Science and STEM, leading to improved educational outcomes.
 - Fostered a collaborative learning environment among educators, promoting ongoing professional growth.

Advanced EDUCATION of children and families

iSpy Tampa Bay Program

- Access to Major Attractions:
 - Provided 751 children aged 3-5 and their families with visits to Tampa's major educational sites, including the Glazer Children's Museum, Zoo Tampa, and the Florida Aquarium.
- Educational Benefits:
 - Expanded vocabulary and exposed children to new experiences and concepts, enriching their learning and development.
- Impact on Development:
 - Assessment Results: Of the 751 children, 523 were assessed, and 82% showed improvement in language and communication, cognitive development, and general knowledge domains.



Local & In-kind Funders

Local

Children’s Board of Hillsborough County
 Publix Supermarket Charities
 Board of County Commissioners
 Baker and Emily Mayfield Foundation
 Rays Baseball Foundation
 Conn Memorial Foundation

Suncoast Credit Union
 United Way Suncoast
 The Spurlino Foundation
 Community Foundation of Tampa Bay
 University of Florida - Lastinger
 City of Tampa

In-kind

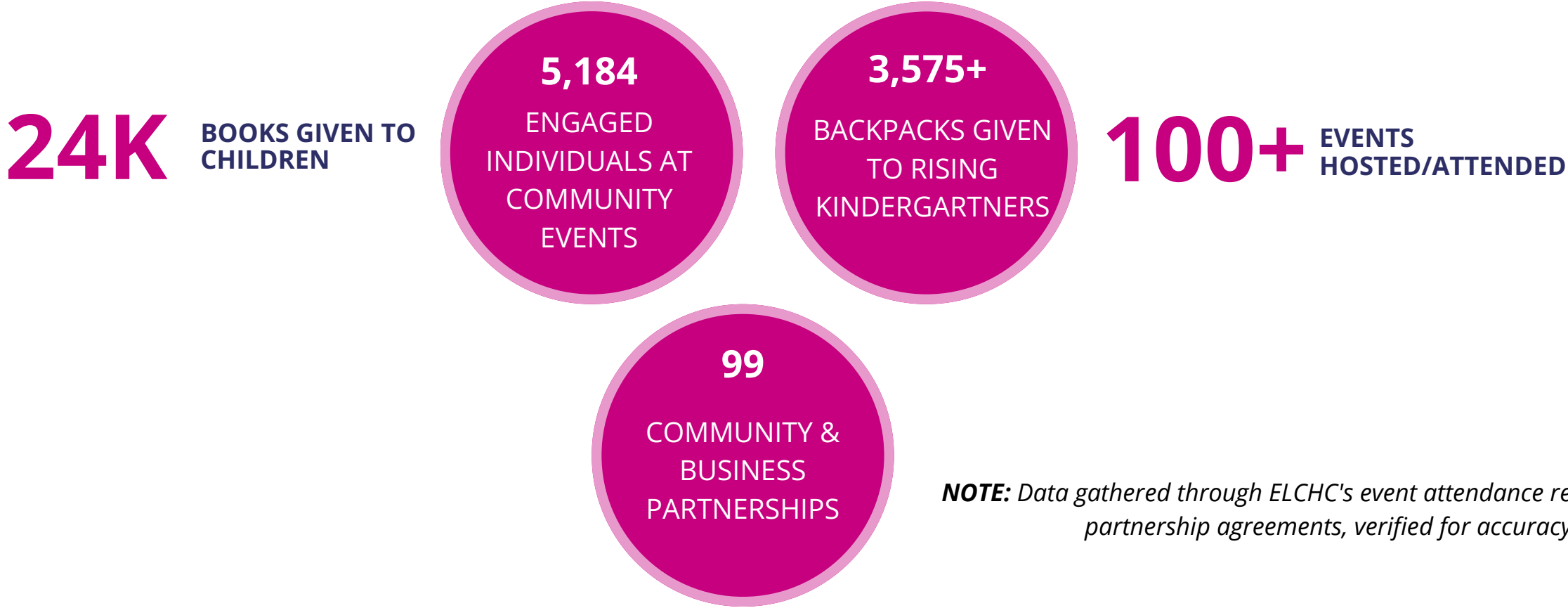
Zoo Tampa
 The Florida Aquarium
 Glazer Children’s Museum
 MOSI

Google Ad Grants
 ClearChannel Outdoor
 WEDU PBS
 Beasley Media Group



Our impact knows no boundaries.

ELCHC has ignited a spark of change in Hillsborough County, transforming the landscape of early childhood development. Through a multifaceted approach that blends dynamic community engagement with essential support services, **we've empowered families, strengthened partnerships, and elevated early learning opportunities.** Our commitment to fostering a love of play, literacy, and parental involvement has created a ripple effect of positive outcomes, building a stronger foundation for the community's youngest members. By providing access to critical resources, hosting engaging events, and advocating for the importance of early childhood education, ELCHC has positioned itself as a leading force in shaping brighter futures for children and families in Hillsborough County.



***NOTE:** Data gathered through ELCHC's event attendance records, procurement records, and partnership agreements, verified for accuracy as of July 26, 2024.*



Impactful Results from Community Outreach

Increased ACCESS to early learning experiences

The Power of PLAY & Early Literacy Project

- Day of Play:
 - Our Day of Play events drew over 300 families to each gathering, emphasizing the vital role of play in early childhood development. Partnerships with over 20 community organizations provided families additional resources and enriched the experience.
- Free Library Book Stands:
 - Implemented at local community partners to provide easy access to books for children and families.
- Bess the Book Bus Partnership:
 - Collaborated with ELCHC to bring a mobile library to 10 local childcare programs.

Improved QUALITY of early learning education

On My Way to Kindergarten & Teacher's Night Out

- On My Way to Kindergarten (OMWTK):
 - The OMWTK program supported children ages 3-5 in their transition from preschool to kindergarten by providing families and teachers with essential tools and resources. Key features included engaging community events, book distributions to inspire a love of reading, and ready-to-use classroom kits for teachers.
- Teacher's Night Out:
 - Over 200 educators connected, recharged, and shared best practices at our May 4th event, fostering a supportive community and providing valuable resources.

Advanced EDUCATION of children and families

Advocacy for Early Childhood Education & Development

- Comprehensive Family Support:
 - Provided child care resource and referral services to all Hillsborough County families.
- Collaborated with social service agencies, public school representatives, local funders, legislative leaders, and military organizations.
- Education of Young Children Summit
 - Held on September 21, 2023.
 - Brought together thought leaders and experts to discuss the importance of early childhood education.
 - Highlighted ELCHC's commitment to advancing education and improving outcomes for young children.



Transforming the way we connect with our community.

204K NEW WEBSITE USERS

The ELCHC website has been transformed to better serve families, community members, and childcare providers, leading to a 17.5% rise in new visitors from the previous fiscal year 2022-2023.

10K SOCIAL MEDIA FOLLOWERS & 16M+ IMPRESSIONS

ELCHC leveraged social media and multimedia campaigns to transform community engagement. This yielded impressive results: 948 posts, 10,576 followers, 23,529 engagements, and a staggering 16,000,000+ impressions. By sharing authentic stories, engaging visuals, and interactive content across Instagram, Facebook, TikTok, and other platforms ELCHC not only raised awareness but also inspired action, leading to increased enrollment in vital programs like School Readiness and Voluntary Prekindergarten.

IMPROVED EMAIL COMMUNICATIONS

ELCHC's email communications have experienced substantial growth, marked by a 2% increase in click-through rates and a 12.12% rise in open rates from fiscal year 2022-2023. This success reflects our enhanced ability to engage families, providers, and the community. Our monthly and quarterly newsletters, boasting a combined 29.55% increase in email newsletter sign-ups, now effectively educate stakeholders on early childhood education and keep them informed about crucial updates and the impact of ELCHC initiatives



NOTE: The data presented in this section was collected through Google Analytics, Sprout Social, ELCHC Website, and various vendor dashboards, ensuring a comprehensive and accurate reflection of ELCHC's digital presence and engagement.



Impactful Results from Digital Engagement

Increased ACCESS to early learning experiences

Online Resources for Families

- Continually Evolving Website:
 - Provided families with easy access to ELCHC resources and additional community resources.
- Program Information:
 - Included details about key programs such as School Readiness and Voluntary Prekindergarten.
- Support for Families:
 - Centralized Information: Offered a one-stop platform for finding resources and information about early learning programs.
 - Enhanced Accessibility: Ensured families could easily access support and resources to aid their children’s educational development.

Improved QUALITY of early learning education

Professional Development

- Website User Experience:
 - Streamlined access to training sessions and program information.
 - Enhanced resource availability for families and educators.
- Support for Educators:
 - Enabled grant applications directly through the website with ARPA funding.
 - Increased financial support for program enhancements.

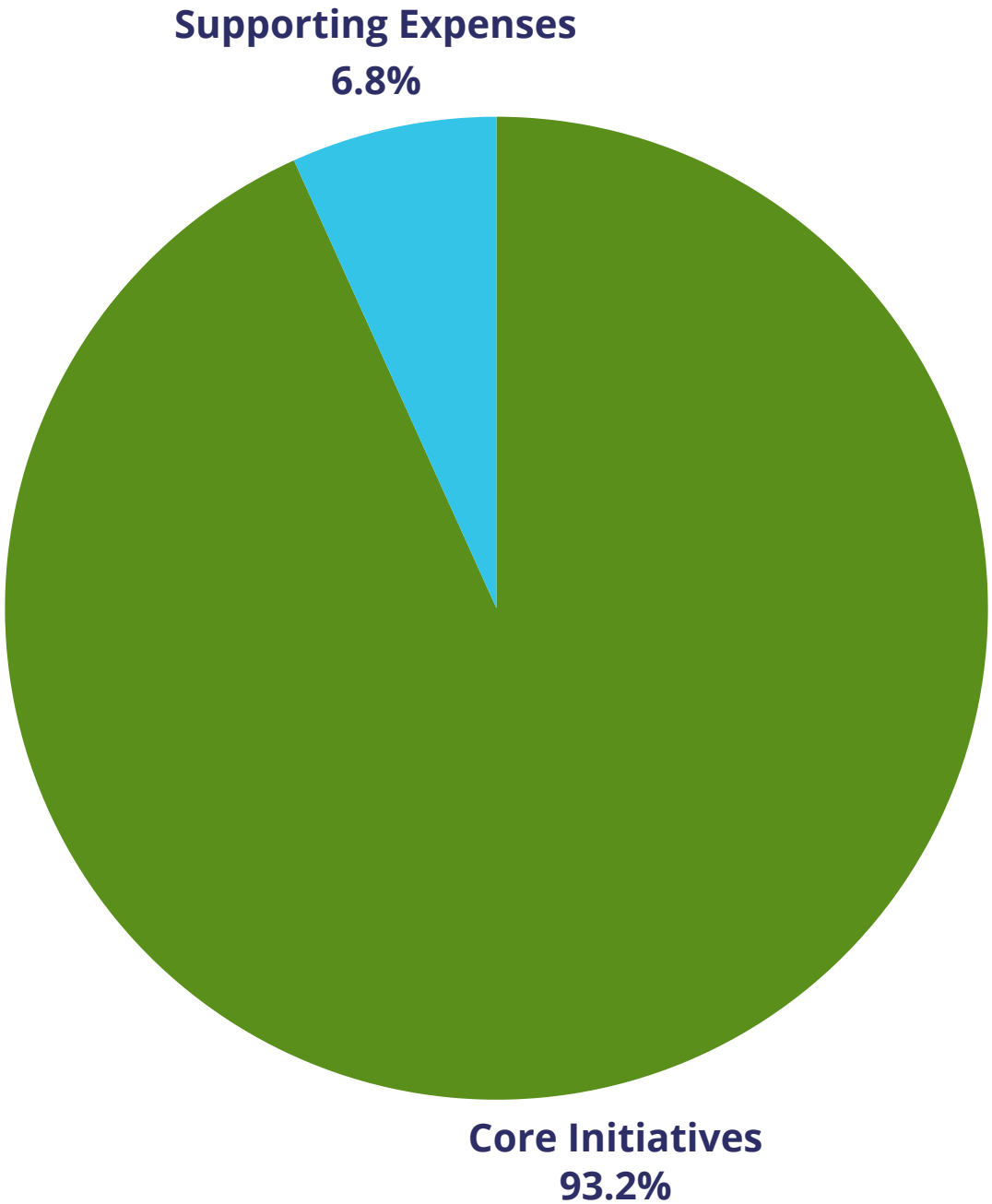
Advanced EDUCATION of children and families

Expanded Outreach and Engagement through Digital Media

- Increased Social Media Following:
 - Achieved a significant increase in followers, amplifying our reach and impact in advocating for early childhood education.
- Newsletter Subscribers on the Rise:
 - Our email newsletters have seen substantial growth. The Family Bulletin Newsletter led with a 43.55% increase, followed by Provider Notes at 29.25%. The ELCHC Community Newsletter also grew by 15.86%.
- Production of Animated Shorts:
 - Released two new animated shorts showcasing ELCHC as a comprehensive resource for families. These brief clips highlighted our support services for early child development.



Budget breakdown at a glance.



CORE INITIATIVES

We maximized our impact on early learning and community support by strategically allocating 93.24% of our budget to core initiatives. Our investment in Consumer Education (books, outreach, promotional and print collateral), Digital Marketing & Website Management, Events, and Classroom & Training Materials directly fueled program effectiveness and reached families where they are.

SUPPORTING EXPENSES

The remaining 6.76% of the budget was prudently invested in Supporting Expenses such as staff development, office supplies, and operational costs. These essential expenditures ensured efficient program delivery and a strong foundation for future growth.

NOTE: Percentages may fluctuate based on final financial reporting. Supporting expenses represent a broad category and include, but are not limited to, the items listed above.



Working together for greater impact - meet our team.



ISSUE:

Proposed Bylaw Revisions

NARRATIVE:

- Addition of verbiage to determine eligibility to serve on the board of directors
 - Article II
Board of Directors
Section 2. (a) Membership, Number and Classes
Addition of the line- "Each and every Director must either live OR work in Hillsborough County"

 - Addition of Standing Committee-the Communications/Outreach Committee;
Addition of minimum number of committee meetings per year and absence policy
 - Article 5
Committees
Section 2. Standing Committees of the Board
Addition of the Communications/Outreach Committee
Addition of the definition and purpose of the Communications/Outreach Committee

 - Various changes regarding capitalization, grammar and punctuation, none of which constitute change to the substance of the bylaws.
-

(1-attachment)

BYLAWS
OF
HILLSBOROUGH COUNTY SCHOOL READINESS COALITION,
INC.
D/B/A
Early Learning Coalition of Hillsborough County, Inc.

TABLE OF CONTENTS

ARTICLE I	ORGANIZATION	4
Section 1.	Name	4
Section 2.	Objectives	4
Section 3.	Principal Office	4
Section 4.	Members	4
Section 5.	Government in the Sunshine	4
ARTICLE II	BOARD OF DIRECTORS	4
Section 1.	Powers	4
Section 2.	Membership, Number, Class, Voting Rights, Selection & Terms of Office	5
Section 3.	Vacancies	6
Section 4.	Removal of Directors	7
ARTICLE III	MEETINGS OF THE BOARD OF DIRECTORS	7
Section 1.	Place of and public Access to Meetings	7
Section 2.	Annual Meeting	7
Section 3.	Regular Meetings	7
Section 4.	Special Meetings	7
Section 5.	Action at a Meeting; Quorum and Required Vote	8
Section 6.	Rules of Procedure	8
Section 7.	Fees and Compensation	8
Section 8.	Code of Ethics	8
ARTICLE IV	OFFICERS	8
Section 1.	Officers	8
Section 2.	Nomination and Election	9
Section 3.	Removal and Resignation	9
Section 4.	Chair of the Board	9
Section 5.	Vice Chair	9
Section 6.	Chief Executive Officer	9
Section 7.	Secretary	10
Section 8.	Treasurer	10
ARTICLE V	COMMITTEES	10
Section 1.	Committees	10
Section 2.	Standing Committees of the Board	11
Section 3.	Special Committees	12
Section 4.	Term of Office	12
Section 5.	Quorum; Meetings	12
Section 6.	Vacancies	12
Section 7.	Conflict of Interest	13

ARTICLE VI	INDEMNIFICATION AND INSURANCE	13
Section 1.	Right of Indemnity	13
Section 2.	Approval of Indemnity	13
Section 3.	Insurance	13
ARTICLE VII	GENERAL PROVISIONS	13
Section 1.	Voting Shares	13
Section 2.	Check, Drafts, Etc.	13
Section 3.	Inspection of Corporate Records	14
Section 4.	Endorsement of Documents; Contracts	14
Section 5.	Conflict of Interest and Related Party Transactions	14
Section 6.	Dissolution	14
Section 7.	Fiscal Year	15
ARTICLE VIII	AMENDMENTS	15
Section 1.	Amendment	15
Section 2.	Record of Amendments	16

**BYLAWS
OF
THE HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.**

ARTICLE I

Organization

Section 1. Name. The name of this Corporation is Hillsborough County School Readiness, Coalition Inc. (the "Corporation") and shall conduct business as The Early Learning Coalition of Hillsborough County as registered pursuant to the Fictitious Name Act, 865.09 F.S. with the Division of Corporations, Florida Department of State.

Section 2. Objectives. The Corporation has been formed to coordinate and improve the quality and delivery of school readiness, voluntary pre-kindergarten and out-of-school time services for the children and families of Hillsborough County, Florida.

Section 3. Principal Office. The principal office of the Corporation shall be fixed and located by the Board of Directors of the Corporation at any place within the County of Hillsborough, State of Florida. The Board of Directors is hereby granted full power and authority to change said principal office from one location to another in the County of Hillsborough.

Section 4. Members. The Corporation shall have no "members" as that term is defined in 617.01401(12) Florida Statutes.

Section 5. Government-in-the-Sunshine Law. The Corporation is committed to ensuring that the deliberations of its Board of Directors are conducted openly, and the actions of the Board are taken openly in accordance with the Government-in-the Sunshine Law, Chapter 286 of the Florida Statutes. Accordingly in the event of a conflict between a provision of these Bylaws and a section of the Government-in-the-Sunshine Law, the Government-in-the-Sunshine Law shall control.

ARTICLE II

BOARD OF DIRECTORS

Section 1. Powers. Subject to the limitation of the Articles of Incorporation and other provisions of these Bylaws, and the laws of the State of Florida, all corporate

powers shall be exercised by, or under the authority of, and the business and affairs of the Corporation shall be controlled by, the Board of Directors (sometimes referred to herein as the “Board”).

Section 2. Membership, Number, Class, Voting Rights, Selection and Terms of Office.

- (a) Membership, Number and Classes: The Board of Directors shall number at least fifteen (15) but not more than thirty (30) and shall be divided into three (3) classes: Appointed Directors, Designated Directors, and Elected Directors. Each and every Director must either live OR work in Hillsborough County.
- (b) Selection and Terms of Office:
- Appointed Directors shall serve a maximum of two consecutive terms as long as they hold the office so designated.
 - Designated Directors shall serve as directors as long as they hold the offices so designated.
 - 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.
- (c) Appointed Director Class: The authorized number of Appointed Directors shall be three (3). All vacancies in the class of Appointed Directors, including, without limitation, vacancies caused by expiration of term, resignation or removal, shall be filled by the Governor of the State of Florida as follows:
- 1) The Chair shall be appointed by the Governor
 - 2) Two (2) private sector business members shall be appointed by the Governor.
- In the absence of a governor-appointed Chair, the Commissioner of Education may appoint an interim Chair from the current early learning coalition board membership. (F.S. 1002.83). In the absence of an appointed interim, the Vice-Chair shall serve as interim Chair.
- (d) Designated Director Class: Designated Directors shall number twelve (12) and shall include the following:

- a. A department of Children and Families regional administrator or his or her permanent designee who is authorized to make decisions on behalf of the department.
 - b. District superintendent of schools or his or her permanent designee who is authorized to make decisions on behalf of the district.
 - c. A local workforce development board executive director or his or her permanent designee.
 - d. County health department director or his or her designee.
 - e. A children's services council or juvenile welfare board chair or executive director, if applicable.
 - f. A department of Children & Families child care regulation representative or an agency head of a local licensing agency as defined in s. 402.302, where applicable.
 - g. A president of a Florida College System institution or his or her permanent designee.
 - h. One Member appointed by the board of county commissioners or the governing board of a municipality.
 - i. A Head Start director.
 - j. A representative of private for-profit child care providers, including private for-profit family day care homes.
 - k. Representative of faith-based child care providers.
 - l. Representative of programs for children with disabilities under the Federal Individuals with Disabilities Education Act.
- (e) Elected Director Class: Elected Directors shall not exceed fifteen (15). All vacancies in this class of Elected Directors, including, without limitation, vacancies caused by expiration of term, resignation or removal, shall be elected by a majority of the Board then in office. The Elected Directors shall, at all times, be representatives of private sector business, either for-profit or nonprofit, who do not have, nor whose relatives as defined in s.112.3143 F.S. have, a substantial financial interest in the design or delivery of Voluntary Prekindergarten Education programs, School Readiness programs, or out-of-school-time programs.

Section 3. Vacancies.

- (a) A vacancy or vacancies in the Board shall be deemed to exist (i) in case of the death, resignation, or removal of any Director or (ii) if the authorized number of Directors is increased.

- (b) Any Director may resign effective upon giving written notice to the Chair, the Chief Executive Officer, the Secretary, or the Board, unless the notice specifies a later time for the effectiveness of such resignation. If a Director resigns by giving notice specifying that such resignation shall be effective at a future time, a successor may be elected or designated before such time to take office when the resignation becomes effective.
- (c) No reduction in the number of Directors shall have the effect of removing any Director prior to the expiration of his or her term of office.
- (d) When a vacancy occurs in an appointed Director position, the coalition must advertise the vacancy.

Section 4. Removal of Directors. Any member of the Board of this Corporation may be removed from office, with or without cause, by the person or persons authorized to elect or designate the Director in Section 2 (d) – (e) of this Article II.

ARTICLE III

Meetings of the Board of Directors

Section 1. Place of and Public Access to Meetings. All meetings of the Board of Directors shall be held at the principal business office of the Corporation or at such other place within the County of Hillsborough as may be designated from time to time by resolution of the Board of Directors, or in the notice of said meeting. All meetings of the Board of Directors shall be open and public, and all persons shall be permitted to attend any meeting of the Board.

Section 2. Annual Meeting. The annual meeting of the Board of Directors shall be the regular meeting of the Board held during the fourth quarter of the fiscal year. The officers of the Corporation shall be elected at this meeting.

Section 3. Regular Meetings. The Board of Directors shall meet on the date established by the Board of Directors by resolution. The Board shall meet at least four (4) times during each fiscal year.

Section 4 Special Meetings. Special meetings of the Board of Directors for any purpose or purposes shall be called at any time by the Chair of the Board, the Chief Executive Officer, the Secretary, or by any two (2) directors of the Corporation. Special meetings of the Board of Directors shall be held upon at least two (2) calendar days' prior notice. Notice may be given

orally, by first-class mail, by facsimile, electronic mail, or other electronic means, or by personal delivery to each director at such director's address as is shown upon the records of the Corporation for purposes of notice. Notice by mail shall be deemed to have been given at the time a written notice is deposited in the United States mail, postage prepaid. Any other written notice shall be deemed to have been given at the time it is personally delivered to the recipient or is delivered to a common carrier for transmission to the recipient. Oral notice shall be deemed to have been given at the time it is communicated, in person or by telephone, to the recipient or to a person at the office of the recipient who the person giving notice has reason to believe will promptly communicate it to the recipient. A notice or waiver of notice shall specify the purpose of any special meeting of the Board of Directors.

Section 5. Action at a Meeting; Quorum and Required Vote. Presence of a majority of Directors at a meeting of the Board of Directors constitutes a quorum for the transaction of business. A Director may send a representative to a meeting, but that representative does not count towards the quorum requirement and does not have voting privileges. Every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum is present, shall be regarded as the act of the Board of Directors. Board members attending by phone or other electronic means may be counted towards the quorum requirement.

Section 6. Rules of Procedure. All meetings of the Board of Directors shall be conducted in accordance with Robert's Rules of Order. Nothing in Robert's Rules of Order shall supersede any right or requirement of the Articles of Incorporation or these Bylaws.

Section 7. Fees and Compensation. The Board of Directors shall serve without compensation for their services as directors; however, the Appointed Board Chair or Appointed Vice-Chair may be reimbursed for travel and related expenses to attend State meetings per guidance from the Florida Department of Education Division of Early Learning.

Section 8. Each Board member is subject to Florida Statutes ss. [112.313](#), [112.3135](#), and [112.3143](#). For purposes of s. [112.3143](#)(3)(a) F.S., each voting board member is a local public officer who must abstain from voting when a voting conflict exists.

ARTICLE IV

Officers

Section 1. Officers. The officers of the Corporation shall be a Chair of the Board, a Vice Chair, a Secretary, and a Treasurer and other officers as the Board of Directors may elect. All

officers of the Corporation must also be Directors of the Corporation. The removal or resignation of a Director who is an officer of the Corporation shall be deemed a resignation by such person from all offices held.

Section 2. Nomination and Election. The officers of the Corporation, other than the Chair shall be elected annually by the Board of Directors at its annual meeting. Each officer so elected shall hold office for a one-year term or until he or she shall resign, shall be removed or otherwise disqualified to serve. At any regular or special meetings of the Board of Directors, the Board of Directors may fill a vacancy caused by the death, resignation, removal or disqualification of any officer. Officers may be elected to serve additional terms at the discretion of the Board.

Section 3. Removal and Resignation. Any officer may be removed, either with or without cause, by the Board of Directors, at any regular or special meeting thereof. Any officer may resign at any time by giving written notice to the Chair of the Board, the Chief Executive Officer, or the Secretary of the Corporation. Any such resignation shall take effect at the date of the receipt of such notice or at any later date specified therein; and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 4. Chair of the Board. The Chair of the Board shall preside at all meetings of the Board of Directors and exercise and perform such other powers and duties as may be from time to time assigned to the Chair by the Board of Directors or prescribed by the Bylaws.

Section 5. Vice Chair. In the absence of the Chair, the Vice Chair will exercise the duties of the Chair and shall perform such other duties as may be from time to time required by the Chair or by the Board of Directors.

Section 6. Chief Executive Officer. The Chief Executive Officer, subject to the control of the Board of Directors, shall have general supervision, direction and control of the business and affairs of the Corporation and shall have the general powers and duties of management usually vested in the office of the Chief Executive Officer of a corporation. The Chief Executive Officer shall have the necessary authority and responsibility to operate the Corporation and all of its activities and departments, subject only to such policies as may be issued by the Board of Directors or any of its Committees to which the Board has delegated powers for such action. The Chief Executive Officer shall act as a duly authorized representative of

the Board of Directors in all matters in which the Board of Directors has not formally designated some other person to act.

Section 7. Secretary. The Secretary shall record or cause to be recorded, and shall keep or cause to be kept, at the principal business office or such other place as the Board of Directors may order, an electronic copy of minutes that include actions taken at all meetings of the Board, with the time and place of holding, whether regular or special, and if special, how authorized, the notice thereof given and the names of those present at Board meetings. The Secretary shall give, or cause to be given, notice of all the meetings of the Board of Directors required by the Bylaws or by law to be given, and shall have such other powers to perform such other duties as may be prescribed by the Board of Directors or by the Bylaws.

Section 8. Treasurer. The Treasurer shall keep and maintain, or cause to be maintained, adequate and correct accounts of the properties and business transaction of the Corporation, including accounts of its assets, liabilities, receipts, disbursements, gains, and losses. The Treasurer shall submit a statement of accounts on a quarterly basis at meetings of the Board of Directors and shall make reports as the Board of Directors may require. The Treasurer shall cause to be deposited or shall cause to be disbursed in accordance with procedures approved by the Board of Directors all monies and other valuables in the name and to the credit of the Corporation and shall have such other powers to perform such other duties as may be prescribed by the Board of Directors or by the Bylaws.

ARTICLE V Committees

Section 1. Committees.

- (a) The Board of Directors may, by resolution adopted by a majority of the Directors then in office, provided that a quorum is present, establish one or more committees. Members of all committees shall be appointed by the Board of Directors. Committees are of two kinds, those having legal authority to act for the Corporation, known as Standing Committees of the Board, and Special Committees, that do not have legal authority. Members of all committees shall serve at the pleasure of the Board.
- (b) The Board of Directors shall have the power to prescribe the manner in which proceedings of any committee shall be conducted. In the absence of any such prescription, such committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless these Bylaws, The Board or

such committee shall otherwise provide, the regular and special meetings and other actions of any committee shall be governed by the provisions of Article V applicable to meetings and actions of the Board of Directors. Each committee of the Board shall keep regular minutes of its proceedings and shall report the same to the Board from time to time, as the Board of Directors may require.

Section 2. Standing Committees of the Board. Only Directors may be appointed to Standing committees of the Board. Each Standing committee of the Board shall consist of three (3) or more Directors. The Board may designate one or more Directors as alternate members of any such committee, who may replace any absent member at any meeting of the committee. Standing Committees of the Board include the Executive Committee, Finance Committee, Governance Committee, the Communications/Outreach Committee and Service Delivery & Efficiency Committee. Standing Committees shall meet no fewer than FOUR (4) times a year and Members are expected to attend each meeting. Each Member shall be entitled to one excused absence per year.

Executive Committee: The Executive Committee is made up of the Officers of the Board and Chairs of 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 members or officers; hire or fire the chief executive; 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, review the annual budget, monitor financial reports prepared by staff, oversee the annual audit(s), govern the management of investments, make recommendations to the full Board for approval, and work to make sure the organization is in good financial health. Membership shall consist of board members appointed by the Board Chair with at least one (1) member being a financial expert (CPA or related certification, current/former CEO or CFO).

Governance Committee: 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 Chief Executive Officer evaluation process (each early learning coalition shall complete an annual evaluation of the early learning coalition's executive director or chief executive office on forms adopted by DEL), and Chief Executive Officer communication with Board and Florida Department of Education Division of Early

Learning (DEL). Membership shall consist of board members appointed by the Board Chair.

Service Delivery & Efficiency Committee: Membership shall consist of Board members appointed by the Board Chair. The 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.

Communications/Outreach Committee: Membership shall consist of Board members appointed by the Board Chair. This Committee shall be responsible for strategic oversight of communication of the Organization's mission to various stakeholders including donors, the Board and the general public. This committee will provide governance concerning communications, to assure consistency and alignment with the organization's mission, and will assist with outreach efforts as recommended by the CEO to foster community engagement and support.

Section 3. Special Committees. The Board of Directors may form one or more committees, in addition to the Standing Committees of the Board, from time to time, to assist in the gathering of information, performance of tasks, or other duties related to the general performance and attainment of the purposes of the Corporation. Each such committee shall establish its rules for the conduct of its affairs, shall establish its duties and purposes, and shall perform such other duties as the Board may prescribe from time to time. Each of these committees will include a Committee Chair or Co-chair. The role of any special committee is to bring forth recommendations to the full Board for consideration.

Section 4. Term of Office. The chair and each member of a standing committee shall serve until the next election of directors and until his or her successor is appointed, or until such committee is terminated, or until he or she is removed, resigns or otherwise ceases to qualify as a member of the committee. The chair and each member of a special committee shall serve for the life of the committee unless they are removed, resign, or cease to qualify as members of such committee.

Section 5. Quorum Meetings. Each committee shall meet as often as necessary to perform its duties, at such times and places as directed by its chairman or by the Board of Directors and in compliance with the Government-in-the Sunshine Law. A majority of the members of a committee shall constitute a quorum. Members attending by phone or other electronic means may be counted towards the quorum requirement. The act of a majority of the members present at the meeting at which a quorum is present shall be the act of the

committee. Each committee of the Board shall keep accurate minutes of its meetings, the chair designating a secretary of the committee for this purpose and shall make periodic reports and recommendation to the Board of Directors.

Section 6. Vacancies. Vacancies on any committee may be filled for the unexpired portion of the term in the same manner as provided in the case of original appointments.

Section 7. Conflict of Interest. The Board, through a committee designated for that purpose, shall require not less frequently than once a year statements from each director setting forth all business and other affiliations which relate in any way to the business of the Corporation.

ARTICLE VI

Indemnification and Insurance

Section 1. Right of Indemnity. To the fullest extent permitted by law, this Corporation shall indemnify its directors, officers, employees, and agents, including persons formerly occupying any such positions, against all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred by them in connection with any proceedings whether civil, criminal, administrative or investigative, and including an action by or in the right of the Corporation, by reason of the fact that the person is or was acting in such capacity.

Section 2. Approval of Indemnity. On written request to the Board by any person seeking indemnification, the Board shall promptly determine whether the applicable standard of conduct has been met and, if so, the Board shall authorize indemnification.

Section 3. Insurance. The Board of Directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the Corporation against any liability asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the Corporation would have the power to indemnify the agent against that liability under the provision of this Article.

ARTICLE VII

General Provisions

Section 1. Voting Shares. The Corporation may vote any and all shares or memberships held by it in any other corporation by such officer, agent or proxy as the Board of Directors may appoint, or, in the absence of any such appointment, by the Chair, the Chief Executive Officer, the Secretary or the Treasurer. In such case, such officers or any of them similarly may appoint a proxy to vote said shares.

Section 2. Check, Drafts, Etc. All checks, drafts or other orders for payment of money, notes or other evidences of indebtedness, issued in the name of or payable to the

Corporation, and any and all securities owned or held by the Corporation requiring signatures for transfer, shall be signed or endorsed by such person or persons and in such manner as from time to time, shall be determined by the Board of Directors.

Section 3. Inspection of Corporate Records. The Corporation shall keep at its principal business office, the originals or copies of its Articles of Incorporation and Bylaws, as amended or otherwise altered to date, certified by its Secretary; written minutes of the meetings of its Board of Directors, and any committees of the Board; its books and records of account; and all other books, records and documents of the Corporation.

Section 4. Endorsement of Documents; Contracts. Any note, mortgage, evidence of indebtedness, contract, conveyance or other instruments in writing, and any assignment or endorsement thereof executed or entered into between the Corporation and any other person, when signed by the Chair, the Chief Executive Officer, the Secretary, or the Treasurer, shall be valid and binding on the Corporation in the absence of actual knowledge on the part of the other person that the signing officer(s) had no authority to execute the same. Any such instrument may be signed by any other officers, agents or employees and in such manner as shall from time to time be determined by the Board of Directors and, unless so authorized by the Board of Directors no other officer, agent or employee shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable for any purpose or amount.

Section 5. Conflict of Interest and Related Party Transactions. The Corporation, through its Board of Directors, shall promulgate, from time to time a written conflict of interest and related party transaction policies, according to the current law then in effect, to be adhered to by its offices, directors, employees, and agents, and which includes guidelines for the resolution of existing or apparent conflicts of interest and/or related party transactions.

Section 6. Dissolution. The Corporation may be dissolved only with authorization by its Board of Directors given at a special meeting called for that purpose and with subsequent approval by a two-thirds (2/3) vote. Upon dissolution or termination of the Corporation, all remaining assets, after payment in full of all its debts, obligations, and necessary final expenses, or after the making of adequate provision therefore, shall be distributed to organizations operated exclusively for charitable, and/or educational purposes as shall at the time qualify as an exempt organization under 501(c)(3) of the Internal Revenue Code and/or an instrumentality of a local government.

Section 7. Fiscal Year. The fiscal or business year of the Corporation shall be July 1 through June 30.

ARTICLE VIII
Amendments

Section 1. Amendment. New bylaws may be adopted, or these Bylaws may be amended, modified or repealed by the Board of Directors of the Corporation; provided, however, that any amendment shall be consistent with the terms set forth in the Agreement between the Corporation and the Florida Department of Education Division of Early Learning. All amendments to the Articles of Incorporation and/or Bylaws will be noticed to the Florida Department of Education Division of Early Learning as an amendment to the Coalition's Plan.

Section 2. Record of Amendments. Any amendment or alteration in these Bylaws shall be forthwith filed with the original Bylaws of the Corporation.

CERTIFICATION OF SECRETARY

I the undersigned do hereby certify:

1. That I am the duly elected and acting secretary of the Hillsborough County School Readiness Coalition Inc. D/B/A Early Learning Coalition of Hillsborough County Inc, a Florida nonprofit corporation; and

2. That the forgoing revised Bylaws, consisting of sixteen (16) pages, exclusive of cover sheet and table of contents, constitute the Bylaws of said corporation as duly adopted the Board of Directors on October 18, 2021.

IN WITNESS WHEREOF, I have executed this Certificate as of this 18th day of October 2021.

Dr. Stephe Holmquist Johnson, Secretary

Record of Amendments:

Amended 09-08-2008

Amended 11-19-2012

Amended: 2-12-18

Amended 10-18-2021

Amended 03-07-2016

Amended 06-09-2014

Amended 11-13-2018

Amended 8-8-2016

Amended: 6-12-17

Amended 6-17-2019