



Special Board Meeting

Monday, March 2, 2015
 5:30 pm until close of business
 1002 E. Palm Ave, ABC Conference Room
 Tampa, FL 33605
CALL IN: 1 (657) 220-3412
ACCESS CODE: 681-445-525

**Early Learning Coalition of Hillsborough County
 Mission Statement**

The mission of the Early Learning Coalition of Hillsborough County is to promote school and life success for all young children and their families through quality school readiness services and supports.

MEETING AGENDA

- I. CALL TO ORDER**
 - A. Quorum Verification **A. Patel, Chair**
 - B. Approval of Board Meeting Minutes
 - 1. December 8, 2014 Board of Directors Meeting (*p. 3*)
 - 2. February 9, 2015 Board of Directors Meeting (*p. 7*)
 - C. Executive Director’s Report (*p. 9*)

- II. OLD BUSINESS**

- III. PRESENTATION**
 - A. Draft of Board Strategic Plan **M. Turman**

- IV. ACTION ITEMS**
 - A. FY 2013-2014 Audit (*p. 13*) **S. Costner**
 - B. Audit Acceptance Designee (*p. 14*) **S. Costner**
 - C. Child Care Licensing Contract Amendment (*p. 15*) **S. Costner**
 - D. Provider Portal (*p. 16*) **S. Costner**
 - E. School District Contract Amendment (*p. 17*) **S. Costner**
 - F. School District Contract Amendment 2 (*p. 18*) **S. Costner**
 - G. Approval of Executive director Position Description (*p. 19*) **A. Patel, Chair**
 - H. Approval of Executive Director Evaluation Tool (*p. 24*) **A. Patel, Chair**
 - I. Approval of Executive Director Employee Agreement (*p. 34*) **A. Patel, Chair**

- V. FINANCE REPORT (*p. 43*)** **S. Costner**

- VI. DISCUSSION**
 - A. FY 2015-2016 Budget (*p. 51*) **S. Costner**
 - 1. Establish Budget Workshop Dates
 - B. Board Advocacy Efforts **A. Patel, Chair**
 - C. Governance Committee & Board Recruitment **A. Patel, Chair**
 - D. Policy Committee **A. Patel, Chair**

- VII. INFORMATION ITEMS**
 - A. Utilization Report (*p. 52*) **M. Harkness**
 - B. Dashboard (*p. 54*) **N. Metsker**
 - C. IECP Update (*p. 56*) **J. Nizer**
 - D. MyOn Reader Report (*p. 59*)
 - E. Communications and Outreach (*p. 65*)

VIII. PUBLIC COMMENT

Individuals wishing to address the Early Learning Coalition 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 first come, first serve basis, and only at such time as is identified on the official meeting agenda for public comment.

IX. ADJOURNMENT

UPCOMING MEETINGS

Board of Directors Meeting – Monday, April 13, 2015 @ 5:30 pm
Executive/Finance Committee Meeting – Monday, May 4, 2015 @ 4:00 pm



Meeting Name:	Board of Directors Meeting	Date:	December 8, 2014
Facilitator:	Aakash Patel, Chair	Time:	5:30 pm
Location:	1002 E. Palm Avenue, Board Room, Tampa, FL 33605		
Board Members Present:	Robert Buesing, Marie Caracciola, Teresa Gaffney, Janet Gregory, Jill Hammond*, Barbara Hancock, Sally Harris, Lynne Hildreth, Dr. Douglas Holt, Joseph McElroy, Dr. Rahul Mehra, Kelley Parris, Aakash Patel, Chair, Lindsey Seel, and Patricia Spencer*.		
Board Members Absent:	Scott Barrish, Michael Bross, Dr. Jacquelyn Jenkins, Edward Peachy, and Dr. Shawn Robinson.		
ELCHC Staff:	Steve Costner, Lorinda Gamson, Daisy Homan, Katherine Javier, Tracy Knight, Dave McGerald, Jennifer Nizer, Miriam Ortiz, Karen Perkins, Janet Stutzman, and Tracie White.		
Other Attendees:	Michelle Turman, Rebecca Cotto-Lopez, Shawntaye Beato, Cynthia Rodriguez, Sandy Show, and Stephen Lee.		

*Indicates present by phone.

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
I.	CALL TO ORDER A. Quorum Verification Noting that a quorum had been established, Chair Patel called the meeting to order at 5:35 pm. B. Approval of Minutes for October 20, 2014 Board Meeting <i>Robert Buesing made a motion to approve the October 20, 2014 meeting minutes. Lindsay Seel made a second. The motion carried unanimously.</i> C. Executive Director Report Dave McGerald reported on several items, including the Child Care Development Block Grant, The Association of Early Learning Coalitions (AELC) Legislative Priorities, The Early Learning Advisory Council Recommendations, the addition of a new Interim Executive Director for the Office of Early Learning; Rodney MacKinnon, The Child Care Executive Partnership Program, and the prospect of attending Children’s Week events in Tallahassee on April 14, 2015.	
II	OLD BUSINESS A. Performance Funding Pilot Project Dave McGerald gave a brief update on the progress of the Early Learning Performance Funding Pilot Project, noting that Coalition staff has completed a total of 157 observations, and that <i>Making the Most of Classroom Interaction (MMCI)</i> trainings will continue through January. B. Strategic Planning Session 2 Michelle Turman delivered a summary of the second board strategic planning retreat held on Wednesday November 12, 2014. Ms. Turman explained the purpose, process and outcomes of	

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
		the session, noting that a 2-year strategic plan would be developed in 2015 following the results of a SWOT analysis survey.
II.	ACTION ITEMS	<p>A. Approval of School District Contract Amendment Dave McGerald requested that the Board act on a proposed amendment to the School District contract that would move \$500,000 of unallocated funds and an additional \$76,000 into additional services for children. <i>Jan Gregory made a motion to approve the School District contract amendment. Sally Harris made a second. The motion carried unanimously.</i></p> <p>B. School District Contract Amendment Dave McGerald proposed an action to allocate potential surplus dollars for the period of July 1, 2014 through October 31, 2014 from operations into additional services for children in January 2015. Mr. McGerald noted that the exact amount has not been finalized, but that it is estimated to be between \$200,000 and \$400,000. <i>Jill Hammond made a motion to approve the allocation. The motion did not carry.</i> The Board requested that the action be brought to the February 9, 2015 board meeting with a concrete allocation amount.</p> <p>C. Provider Portal Request for Funding Dave McGerald presented a request to fund the Provider Portal with School Readiness and VPK funds not to exceed \$50,000. Mr. McGerald explained that the portal will allow providers to electronically submit attendance, complete School Readiness and VPK contracts online, and track expiration dates during their contract period. It was also noted that providers will be required to utilize the portal. <i>Robert Buesing made a motion to approve the request for funding the Provider Portal. Kelley Parris made a second. The motion carried unanimously.</i></p>
III.	PRESENTATIONS	<p>A. Children’s Board Referendum Kelley Parris reported on the Children’s Board of Hillsborough County’s emphasis in the upcoming year on child safety, highlighting a campaign to end preventable child death. In addition, Ms. Parris reported on the recent passing of Children’s Board referendums in five counties, noting the impact of Children’s Board funding on social services and early learning in Hillsborough County. Those interested in joining the campaign headed by <i>The Friends of the Children’s Board</i> to reauthorize the referendum in Hillsborough County were instructed to contact Robert Buesing for more information.</p> <p>B. Government in the Sunshine Law Board attorney, Stephen Lee delivered a brief presentation on the <i>Government in the Sunshine Law</i>, noting basic principles, implications, and resources for obtaining further information. Mr. Lee then addressed questions from the Board regarding the Sunshine Law and presented additional information regarding voting members and appointed designees.</p>

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
IV.	FINANCE REPORT	Steve Costner reported on the financial statements for the period of July 1, 2014 through October 31, 2014. Mr. Costner noted that the statements had been expanded to include the funding streams.
V.	DISCUSSION	<p>A. Board Advocacy Efforts Robert Buesing discussed his advocacy efforts as a member of a business alliance working with the Florida Chamber Foundation to create a long term business plan in Florida that largely focuses on advocating for the funding of early learning programs.</p>
VI.	INFORMATION ITEMS	<p>A. OEL Accountability Monitoring Dave McGerald referred board members to the accountability monitoring report provided in the packet.</p> <p>B. Dashboard Jan Gregory suggested a regular report indicating how many children are being served. Lynne Hildreth suggested the inclusion of demographic and trend data.</p> <p>C. Utilization Report Jan Gregory suggested that there be a regular presentation to explain the utilization report and waiting list numbers.</p> <p>D. Contract Language Revisions Dave McGerald reported that language revisions had been made to sub-contracts to comply with the provisions of Florida Office of Early Learning’s agreement with the Coalition.</p> <p>E. School Readiness Expenditures by Category Dave McGerald presented the Hillsborough Coalition’s expenditure data in comparison to other coalitions, as shown in a report generated by the Office of Early Learning.</p> <p>F. Community Outreach Dave McGerald reported on some of the Coalition’s recent outreach activities and announced the addition of new staff member, Sharon Hayes.</p>
VII.	PUBLIC COMMENT	Cynthia Rodriguez commented on the provider reimbursement rates, stating that in order to continue providing quality slots, this issue should be revisited on a quarterly or semi-annual basis because of the time it takes for providers to see a change in reimbursement rates. In addition, Ms. Rodriguez commented on the importance of floating holidays, asking that they be reinstated to allow providers to accomplish tasks that cannot be performed during regular business hours, such as building maintenance and attending professional development conferences.

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
VIII.	ADJOURMENT	Citing no further business, Chair Patel adjourned the meeting at 7:12 p.m.

ACTION PLAN			
No.	Action Item(s)	Owner	Target Date
1.	Develop advocacy reference materials for Board Members.	D. McGerald	12-25-14
2.	Edit dashboard to include children served, demographic data, and trend data.	N. Metsker	02-09-15
3.	Include Utilization report as a standing presentation item on board meeting agendas.	K. Javier	02-09-15

Read and Approved by: _____
Lynne T. Hildreth, Secretary
DATE



Meeting Name:	Board of Directors Meeting	Date:	February 9, 2015
Facilitator:	Aakash Patel, Chair	Time:	5:30 pm
Location:	1002 E. Palm Avenue, Board Room, Tampa, FL 33605		
Board Members Present:	Scott Barrish*, Donna Bevis, Robert Buesing*, Maria Caracciola, Janet Gregory, Barbara Hancock, Joseph McElroy, Aakash Patel, Dr. Shawn Robinson, Lindsay Seel, Patricia Spencer, and Dr. Rahul Mehra*.		
Board Members Absent:	Teresa Gaffney, Jill Hammond, Sally Harris, Lynne Hildreth, Dr. Douglas Holt, Dr. Jacquelyn Jenkins, Les Miller, Kelley Parris, and Edward Peachy.		
ELCHC Staff:	Steve Costner, Stacey Francois, Lorinda Gamson, Katherine Javier, Tracy Knight, Tashikia Matos, Nancy Metsker, Sally McGinnis, Dave McGerald, Miriam Ortiz, Karen Perkins, Tracie White, and Janet Stutzman.		
Other Attendees:	Steve Lee, Helen Alfano, Terri Fernandez, Shawntaye Beato, Cynthia Rodriguez, and Marina Harkness.		

*Indicates members present by phone.

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
I.	CALL TO ORDER A. Quorum Verification Chair Patel formally called the meeting to order at 5:45 p.m. Due to a power outage, not all board members present by phone reconnected, and the quorum was disestablished at 6:00 p.m. At the advice of counsel, Stephen Lee, no action was taken by the board after quorum was lost. The contents of these minutes are solely informational. B. Executive Director Report Dave McGerald reported on several topics, including federal and state legislation affecting the early learning community, The Child Care Executive Partnership match funds, recent and upcoming Coalition events, the recognition of the Quality Counts for Kids Program by Child Trends Research Institute, the release of the Quality Child Care Booklet, Performance Funding Pilot Project updates, and upcoming Board and Media activities. Chair Patel invited board members to participate in the upcoming visits to child care providers in February and March.	
II.	OLD BUSINESS A. SWOT Analysis Survey Results Dave McGerald announced that a draft of the strategic plan based on the results of the SWOT analysis survey results would be brought to the Executive Committee meeting on March 2, 2015. Mr. McGerald noted that the survey had been re-opened after the original closing date to obtain additional feedback from Board members.	

Dr. Shawn Robinson moved to adjust the meeting agenda in order to address action items while a

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
	<i>quorum was established.</i>	
III.	ACTION ITEMS A. FY 2013-2014 Audit Jeff Goolsby, CPA of <i>Moore, Stephens, Lovelace CPAs and Advisors</i> presented the results of the Coalition's 2014-2015 Audit. Mr. Goolsby summarized the major state and federal programs that were tested, the single audit results, and changes in financial statements over the last year. A quorum could not be confirmed. At the advice of counsel, no action was taken.	
IV.	PRESENTATION A. Ready Rosie Emily Roden gave a demonstration <i>Ready Rosie</i> , an online parent engagement resource that models everyday educational activities for children ages birth to six. Ms. Roden presented some of the features and benefits of <i>Ready Rosie</i> , highlighting its customizable format, easy accessibility for families, and its dual language availability.	
V.	DISCUSSION The Board agreed to reconvene for a Special Board meeting on March 2, 2014 at 5:30 after the regularly scheduled Executive/Finance Committee meeting at 4:00 pm.	
VI.	PUBLIC COMMENT There was no public comment.	
VII.	ADJOURNMENT Citing no further business, Chair Patel adjourned the meeting at 6:43 p.m.	

ACTION PLAN			
No.	Action Item(s)	Owner	Target Date
1.	Schedule Special Board meeting for March 2, 2015.	K. Javier	02/23/2015
2.	Send Ready Rosie Information to Board members.	D. McGerald	03/02/2015

Read and Approved by: _____
Lynne T. Hildreth, Secretary
DATE

Executive Director Report

Submitted: February 9, 2015 by Dave McGerald

FEDERAL LEGISLATION: The Early Learning community has been closely following the beginning stages of the roll out of the Child Care Development Block Grant (CCDBG) that was reauthorized this past November. CCDBG sets the requirements for the states to access Child Care Development Funds (CCDF) which cover roughly 45% of our school readiness dollars, the remaining 55% come from the State of Florida and local match (Children's Board).

There was much excitement over the new requirements in the reauthorization language however the implications of the new requirements will most certainly challenge coalition Boards. The requirements are a real boost for children and families participating in school readiness, they include:

- Allowing parents a 3 month window for a job search
- Guaranteeing 12 months of eligibility or until a family hits 85% of the median family income.

The State is required to submit a CCDF Plan that describes how they will meet the new requirements over the next three years. Last week the CCDF Plan Workgroup comprised of 5 coalition ED's (including me) and OEL staff began initial steps to address some of the implications of the new Federal requirements. The guarantee of 12 months eligibility will allow families who exceed the current 200% of FPL to continue to receive services. While continuity of care is good for children, we can expect waitlists to skyrocket without additional funding. Currently children in protective investigation and protective services receive immediate services (no waitlist) for 3 and 6 months respectively. If this goes to 12 months, additional children in working poor families will never receive care.

We are expecting program instruction from the Federal Office of Child Care but it's worth mentioning that the Board will be seeing significant changes over the next year and this is just the tip of the iceberg addressing only two of the many new requirements we will face.

STATE LEGISLATION: I have included an update on the legislation that has been submitted by both houses in the Board packet. As a member of the legislative committee for the Association of Early Learning Coalitions (AELC) we are supportive of the proposed bills with one concern related to the VPK program and the use of pre/post assessments. Work on that bill is progressing. Everything else is looking good and our efforts will be directed at supporting the sponsors of the bills and encouraging enhancement in some areas. Enhancement areas include: health & safety; professional development; quality; and recurring funding for slots. Our committee meets every other week until session begins and then we begin meeting weekly.

The Governor's Proposed Budget is simply not adequate to meet the needs of our children. The \$46 increase in per pupil funding for VPK for the 2nd year in a row will only get us back to the same funding level we had in 2007... and this increase we won't bring us to that level until the year 2020.

The \$30 million dollar “non-recurring” one –time increase in school readiness slots will reduce our current statewide waiting list from 64,000 children to 58,000 children but only for 1 year. We can do better.

CCEP: As previously discussed, the Child Care Executive Partnership provided dollar for dollar match to coalitions and our coalition was allocated \$1,000,000 for FY 14-15. The State has been unable to release their part of the match because the Governor failed to appoint a CCEP Board. Nearly a year ago, the House Education Committee called for an OPPAGA (Office of Program Policy and Government Accountability) report on the issue and that report has been released. The Committee is currently looking for a work around. I spoke with OEL senior staff last week and they are confident a solution will be reached so these dollars can be released and sure-up our slot deficit.

RECOGNITION: I was recently contacted by Child Trends, a national research institute dedicated to improving children’s lives, about our quality rating improvement system (QRIS) which we call Quality Counts for Kids. The organization interviewed our staff and determined that our program should be included in their QRIS Compendium Data Collection, an annually published research document on quality rating improvement systems across the country.

At the last Children’s Board meeting our Quality Counts Team was recognized specifically for having made “significant system impact by providing supports in early education and care.” Our staff received applause from their Board.

EVENTS: Today (2/9) I presented at two provider meetings at the Airport Marriot. The meetings were designed to assist providers with information and resources related to health care and retirement planning. The event was sponsored by several independent agencies. Approximately 240 providers attended.

Open House: The coalition’s open house on January 29th was a great success. We had a great showing from the Board, past Board members, partners, and providers.

Upcoming events include:

March 14: Preschool Palooza w/ Glazer Museum

March 21: First Annual Community Fair sponsored by Hillsborough County Children’s Services

May 2: Our Institute for Early Childhood Professionals is sponsoring an all-day Mini-Conference at the Hilton Garden Inn. There will be two national speakers.

August 13: 2nd Annual Educational Success Information Fair

RELEASE OF NEW PUBLICATION: The first release of the Quality Child Care Booklet is out. The booklet identifies those providers in our county that have achieved Gold Seal Accreditation and/or Quality

Counts for Kids star recognition. Additionally, it identifies those providers who have received Class I violations, the most serious of violations that places children at imminent risk. The Booklet will be updated every 6 months and is also available online. Most important, this helps those caseworkers who assist families caring for children at-risk with making informed choices on child care.

OPERATIONS: Staff continues to keep busy with the State's Performance Funding Pilot and just recently uncovered our first case of fraudulent activity associated with the program. The deadline for school readiness providers to meet the curriculum requirements went into effect January 1st. Our data analyst has created databases to track both the Performance Funding Pilot requirements and the Curriculum requirements.

In March we will be bringing a recommendation for termination of a provider's contract to the Executive Committee meeting.

We are currently looking into a provider resource from ECE Shared Resources that provides a myriad of resources online to assist providers that is customized to meet Florida requirements. It is being used in Miami and we are looking at cost & benefits.

BOARD ACTIVITIES:

April 14th trip to Tallahassee: Five Board members have indicated an interest in participating in the Children's Week activities in Tallahassee, this is the day they Hang the Hands at the Capitol. Two of these Board Members will be driving themselves and we will be in touch with the other 3 to work out travel arrangements. An agenda is being prepared for participants.

The first provider site visit has been scheduled for 3 Board members on Thursday February 26th. We will continue visits every quarter for members.

MEDIA: Three weeks ago I was contacted by WEDU-TV to assist with a segment they are producing called "How Children Learn Best." We connected the producer with some of our top notch providers and other local experts in the field. The segment is scheduled to air on February 12th and will be streamed a few days later at www.wedu.org.

Thank you for your dedication to the children and families in our community,

Dave.

Executive Director Report – updated from 2/9/2015

Submitted 2/23/15 by Dave McGerald

State Legislation: One additional bill (Senate Bill 250) submitted by Senator Smith has raised some concern from numerous early childhood advocacy groups. The bill is supported by the Florida Association of Boys and Girls Clubs and seeks to allow National organizations of a similar nature to be exempt from licensing regulations. We will continue to follow this closely.

There is also word that the Early Steps program is being gutted. There is an indication that program staff will be cut from 22 to 5 positions on 3/2 and serious budget cuts will occur on July 1. More to follow.

A companion bill to SB7006 has been drafted and should have a number this week. Several amendments have been proposed, the most important one allows the state to allocate CCEP dollars prior to the end of this fiscal year.

It's important to keep in mind that legislative session begins next week and nothing is carved in stone.

Quality Child Care Booklets: These have been distributed to the Hillsborough County Sheriff's Office (child protective investigative team), the Guardian Ad Litem program, Eckerd and others.

Re-OB / De-Ob: This is the term used by the Office of Early Learning to redistribute surplus coalition dollars to coalitions running a deficit. This activity will take place in the next several weeks.

Rule Development: Several rules are being developed by the state that will impact local operations. Currently we are waiting for the school readiness monitoring rule and a 2wait list rule which will begin sometime in March. The rule process can typically take 6 months to a year depending on the workshop and hearing phase.

Meeting with Superintendent Elia, Chair Aakash Patel, and Mr. Jeff Vinik: On February 13th I attended a meeting with Mr. Vinik, Mary Ellen Elia and our Chair. Mr. Vinik has expressed an interest in how he might contribute to improving the school readiness rates for children in some of our high poverty areas. The Superintendent suggested Mr. Vinik tour the Sulphur Springs area to see the type of progress that has been made with that local initiative. A follow-up meeting will be scheduled.

Site Visits with Board members: Sites have been selected and arrangements made for a few Board members to make visits on 2/26. A report will follow.

Solicitation of Contributions: On February 7, 2015 the State Dept. of Consumer Services issued a letter indicating the Coalition has met the registration requirements of Chapter 496, Florida Statutes, the Solicitation of Contributions Act.

ACTION**ITEM IV.A**3/02/15 Special Board Meeting

ISSUE: FY 2013-2014 Audit
BUDGET IMPACT: \$0
FUNDING SOURCE: N/A
RECOMMENDED ACTION: Acceptance of the FY 2013-2014 Audit

BACKGROUND

The Coalition's FY 2013-2014 Annual Independent Audit by Moore Stephens Lovelace, P.A., is completed for your review and acceptance.

ISSUE:	Audit Acceptance Designee
BUDGET IMPACT:	\$0
FUNDING SOURCE:	N/A
RECOMMENDED ACTION:	Appoint the Treasurer as the delegate board member (designee) to accept the Annual Independent Audit on behalf of the Board of Directors in the event the Board is unable to meet prior to the audit submission deadline.

BACKGROUND

Federal regulations require that the annual audit be accepted by “those charged with governance” within nine (9) months of the fiscal year end. In order to meet this requirement, the Coalition must submit its annual audit by March 31 of each year.

Currently, the Board of Directors and the Executive Committee are authorized to accept the annual independent audits. However, maintaining compliance with the federal regulations could be problematic if the release of the annual audit does not coincide with a regularly scheduled Executive Committee or meeting of the full Board. Since the audit cannot be completed until OEL releases confirmation, it could be difficult for the Coalition’s audit firm to complete the audit within the timeframe necessary to ensure that the Board or Executive Committee has an opportunity to review and accept the audit. Assigning an audit designee would allow the Coalition to meet federal regulations and keep the Coalition in compliance if the Board or Executive Committee is not able to meet to accept the audit prior to the deadline.

Staff is recommending that the Board appoint the Treasurer as the audit designee to approve the annual audit if the Board or Executive Committee is unable to meet prior to the annual deadline for submission of the Coalition’s A-133 audit.

ACTION

ITEM IV.C

3/02/15 Special Board Meeting

ISSUE:	Sweep of Surplus School Readiness Funds
BUDGET IMPACT:	\$80,000
FUNDING SOURCE:	School Readiness Funds
RECOMMENDED ACTION:	Authorize staff to reduce the contract with BOCC Child Care Licensing (CCL) in the amount of \$80,000.

BACKGROUND:

After analysis of year to date expenditures thru 12/31/14, Coalition management is projecting CCL will lapse approximately \$106,000.

Coalition staff recommend re-allocating \$80,000 of these funds from operations into direct services (slots) in the School Readiness program.

ACTION**ITEM IV.D.**
03/02/15 Special Board Meeting

ISSUE:	Provider Portal – Recommendation to reverse decision
FISCAL IMPACT:	Prior authorization was to expend up to \$50,000
COST:	none
FUNDING SOURCE:	Prior authorization (SR & VPK funding)
RECOMMENDED ACTION:	Recommendation to reverse funding decision

BACKGROUND:

On December 8, 2014 the Board voted to authorize the use of up to \$50,000 of School Readiness and VPK funds to develop a “Provider Portal” that would streamline and/or eliminate the need for a variety of hard copy documents that flow between the Coalition and Child Care providers. The Coalition staff and our child care providers continue to support the development of a provider portal. In January, the Office of Early Learning (OEL) informed Coalitions across the state that they would be implementing a statewide provider portal by December of this year which would be developed at their cost. Given that information, the Coalition recommends that we do not utilize our dollars for a provider portal that will be replaced in ten months.

ACTION

ITEM IV.E.

3/02/15 Special Board Meeting

ISSUE:	Sweep of Surplus School Readiness Funds
BUDGET IMPACT:	\$280,000
FUNDING SOURCE:	School Readiness Funds
RECOMMENDED ACTION:	Authorize staff to execute a contract amendment with the School Board of Hillsborough County in the amount of \$280,000.

BACKGROUND:

After analysis of the December 2014 financial statements, Coalition management is projecting an operating lapse of \$280,000. This represents the combined projected operating lapse for the following agencies:

Hillsborough County Child Care Licensing	\$80,000
Early Learning Coalition of Hillsborough County	\$200,000

In order to maintain the number of children served (slots) in the School Readiness program, staff recommends re-allocating these funds from operations into direct services (slots) and increasing the contract with the School Board of Hillsborough County.

ACTION

ITEM IV.F.

3/02/15 Special Board Meeting

ISSUE:	Increase funding for School Readiness Direct Services
BUDGET IMPACT:	\$500,000
FUNDING SOURCE:	BOCC Child Care Services Contract
RECOMMENDED ACTION:	Authorize staff to execute a contract amendment with the School Board of Hillsborough County in the amount of \$500,000.

BACKGROUND:

Although revenue was recognized in the 2015 budget, these funds were not allocated to a particular program or service. Staff is recommending allocating these funds into direct services (slots) and increasing the contract with the School Board of Hillsborough County in the amount of \$500,000 to reduce the projected deficit.

ACTION**ITEM IV. G.**03/02/2015 Special Board Meeting

ISSUE:	Executive Director Position Description
BUDGET IMPACT:	\$0
FUNDING SOURCE:	N/A
RECOMMENDED ACTION:	Approve new executive director position description.

BACKGROUND:

The Executive Director review committee convened on 2/5/15 to develop a process for evaluation of the Executive Director. As part of this discussion, the Executive Director position description was also developed.



Position Description

TITLE: Executive Director (Exempt)

POSITION:

The Executive Director for the Early Learning Coalition of Hillsborough County (ELCHC) is responsible for overall leadership and operational management of the ELCHC. Reporting directly to the Board of Directors of the Coalition, the Executive Director has overall responsibility for making recommendations to the Coalition Board regarding funding for subsidized child care and voluntary pre-kindergarten in the county of Hillsborough and how funds should be most effectively distributed to meet the child care and early learning needs of children. The Executive Director is responsible for establishing systems for evaluation of provider programs, for evaluating provider programs, and for ensuring continuous quality improvement in child care services in the county represented by the ELCHC.

STATUS:

Full time position in Hillsborough County.

SUPERVISION EXERCISED:

Reports directly to the ELCHC Board.

GENERAL STATEMENT OF DUTIES:

Oversees all operations functions of the ELCHC.

PRINCIPAL DUTIES AND RESPONSIBILITIES:

(Responsibilities include but are not limited to the following)

Organizational Leadership

- Develop, coordinate, and facilitate implementation of a comprehensive strategic plan.
- Develop and implement an action plan directly related to the goals of the ELCHC strategic plan to be presented and approved by the Board annually in conjunction with the annual budget process.
- Make recommendations and presentations to the ELCHC regarding funding, monitoring, quality improvement, and all other ELCHC business.
- Analyze a comprehensive body of social, economic, legal, and environmental information related to the School Readiness and Voluntary Pre-K legislation and mandates in order to direct the ELCHC in the most effective way.
- Develop and implement administrative policies, procedures, and guidelines to ensure operational efficiency and effective administration of appointed personnel.
- Coordinate with all strategic collaborators in the ELCFH and serves as liaison with partners in early education and care at the local, state, and national level.

- Establish a system to handle the evaluation and monitoring of funded programs with quarterly fiscal reports to the Board.
- Identify and pursue additional funding sources.
- Develop proposals to public and private funding sources.
- Oversee all Quality Improvement processes for the Coalition.
- Ensure compliance with Federal, State, and Local laws and regulations, including OEL policies and procedures, grant requirements, security regulations, emergency procedures, personnel laws and regulations, audit and financial management, labor relations, budgeting, and legislative affairs.

Developmental Leadership

- Educate, train, and communicate with the ELCHC Board, staff, providers, and partners.
- Identify key coalition members as mandated by law or recommended by community input and coordinates the development of the local coalition.
- Work with providers to ensure high quality delivery of child care, voluntary pre-kindergarten, quality enhancement, and other services to all children in the four counties represented by the ELCHC.
- Handle public information and communication for the ELCHC Board of Directors.

EDUCATION/EXPERIENCE:

Essential Qualifications

- Minimum of a bachelor's degree (in business, finance, public administration, organizational management, social services, educational administration or a related field).
- 10 years of experience, with at least 5 years at an executive level, leading a business enterprise that operates several branches or area offices, **or** a non-profit public service agency, **or** a comprehensive early childhood services program.
- Documented experience in finance – developing, implementing, monitoring and preparing complex budget reports for funds from state and federal sources (responsible for, at a minimum, \$10-million).
- Proven experience as a consensus builder, skilled in collaboration and negotiation.
- Able to articulate and sell the story of the ELCHC.
- Public relations and marketing skills.
- Networking skills: Ability to network statewide with other ELC's, other county agencies, legislative bodies, and state offices.

Desirable Qualifications

- Master's degree (in business, finance, public administration, organizational management, social services, educational administration or a related field).
- Experience managing OEL program.
- Positive experience in working with and providing support for local and regional boards, committees, and/or coalitions.
- Proven communication skills, both written and oral.
- Program development experience.
- Experience and background in child care eligibility and an understanding of the issues pertaining to early childhood education.

SALARY RANGE

Determined by ELCHC Board.

PERFORMANCE REQUIREMENTS: (Knowledge, Skills, and Abilities)

- Ability to establish and maintain effective working relationships with the general public, co-workers, and members of diverse cultural and linguistic backgrounds regardless of race, religion, age, gender or disability.
- Knowledge of Microsoft Word, Excel and general accounting programs.
- Must have a valid Florida Driver's License, documentation of current/active automobile insurance, and reliable transportation.
- Must meet ELCHC employment requirements including clearance of background screening.

PERSONAL QUALITIES:

- Willingness to carry out the mission of the ELCHC.
- Able to work as a team member and leader.
- Able to work with a diverse group of people.
- Possess a conviction about the capacity of people to grow and change.
- Ability to forge mutually respectful partnerships with persons served.
- Professional appearance and behavior.
- Able to prioritize and meet deadlines.
- Able to research and analyze.
- Able to maintain confidentiality.
- Positive attitude.
- Adhere to drug free workplace policy.

LANGUAGE SKILLS:

Ability to read, analyze, and interpret periodicals, professional journals, or governmental regulations; write reports, business correspondence, effectively present information and respond to questions from groups of managers, clients and the general public.

TYPICAL PHYSICAL DEMANDS:

Requires individual to perform a broad range of activities. While performing the duties of this job, the employee is regularly required to sit, talk, and hear. Requires corrected vision, speech and hearing to normal range, or special accommodations made of sufficient nature for completion of assigned tasks. Requires seated work at a desk, including use of a computer. Requires frequent automobile travel.

Requires working in both indoor and outdoor settings. Occasionally requires working under stressful conditions or working irregular hours.

TYPICAL WORKING CONDITIONS:

Primarily office atmosphere.

I hereby acknowledge I have read, understand and accept the above position description as a condition of my employment.

Employee Signature

Date

ELCHC Board Chair

Date

ACTION

ITEM IV. H.

03/02/2015 Special Board Meeting

ISSUE:	Executive Director Evaluation Tool
BUDGET IMPACT:	\$0
FUNDING SOURCE:	N/A
RECOMMENDED ACTION:	Approve new Executive Director evaluation tool.

BACKGROUND:

The Executive Director ad hoc review committee convened on 2/5/15 to develop a process for the evaluation of the Executive Director. As part of this discussion, The Executive Director Evaluation tool was developed.

Executive Director Evaluation

How to Complete the Questionnaire

This questionnaire is designed to assess the ELCHC Executive Director's performance. Responses will be summarized and the Executive Committee will convene to facilitate the evaluation with the Executive Director.

Each section begins with a brief description of an important area of responsibility. Please read the areas of responsibility and answer the questions that follow. The questions measure the level of satisfaction with how the Executive Director is carrying out various aspects of each responsibility. Indicate the number representing the degree to which there is satisfaction carrying out each responsibility. Ratings are from 1.0 through 5, with 1.0 representing "Unsatisfactory" and 5 representing "Very Satisfactory". An increment of the rating number can be indicated up to one decimal (i.e. 3.3, 4.6, etc.). An option of answering Not Sure (NS) is also available if it is felt a particular question is not applicable, is not clear, or is not understood. There are also open-ended questions after each section.

Important Notes:

If a score or any increment of 1, 2, or 3 was given please assist the Executive Director in improving performance by providing a reason for the rating in the space provided at the bottom of the section.

Per the Executive Committee's recommendation at the meeting on _____ the section on Operations Management dealing with day to day operations of the ELCHC will be completed by the upper administrative staff. Results for this section will be tallied separately. This section has been included in your packet as an informational item only (blue page).

The evaluation is excerpted from:

Boardroom Dancing: A practical Handbook for Nonprofit Boards
National Center for Nonprofit Boards

I. Agency Wide: Program Development and Delivery

The Executive Director's role has both strategic and operational components. Working with the ELCHC Board, the Executive Director must develop a shared vision for the future of the organization, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

Please rate the following:

		Unsatisfactory		Satisfactory		Very Satisfactory	Not Sure
		1.0 to 1.9	2.0 to 2.9	3.0 to 3.9	4.0 to 4.9	5	NS
1-1	Ensures that the agency has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.						
1-2	Provides leadership in developing program and organizational plans with the Board of Directors and staff.						
1-3	Meets or exceeds program goals in quantity and quality (reference budget reports, ED reports, etc.).						
1-4	Evaluates how well goals and objectives have been met (reference ELCHC plan and board reports).						
1-5	Demonstrates quality of analysis and judgment in program planning, implementation, and evaluation.						
1-6	Maintains and utilizes a working knowledge of significant developments and trends in the field of early care and education (i.e. developmentally appropriate child care environments for 0-5 years, support for children with special needs, DCF child care provider regulations).						

What are major strengths of the Executive Director in this area?

How can the Executive Director do better in this area?

Provide a reason for any rating within a 1, 2, or 3. If NS was indicated, please explain.

Additional comments:

II. A. Community Relations

The Executive Director is a key player in establishing and maintaining positive relationships with many groups in the community that support the work of the ELCHC.

Please rate the following:

		Unsatisfactory		Satisfactory		Very Satisfactory	Not Sure
		1.0 to 1.9	2.0 to 2.9	3.0 to 3.9	4.0 to 4.9	5	NS
2-1	Serves as an effective spokesperson for the agency; represents the programs and point of view of the organization to agencies, organizations, and the general public.						
2-2	Establishes sound working relationships and cooperative arrangements with community groups and organizations						

II. B. Community Relations: Partner Agency Evaluation

		Unsatisfactory		Satisfactory		Very Satisfactory	Not Sure
		1.0 to 1.9	2.0 to 2.9	3.0 to 3.9	4.0 to 4.9	5	NS
2-1a	Serves as an effective spokesperson for the agency; represents the programs and point of view of the organization to agencies, organizations, and the general public.						
2-2b	Establishes sound working relationships and cooperative arrangements with community groups and organizations						

What are major strengths of the Executive Director in this area?

How can the Executive Director do better in this area?

Provide a reason for any rating within a 1, 2, or 3. If NS was indicated, please explain.

Additional comments:

III. Financial Management and Legal Compliance

It is the role of the Executive Director to see that solid planning and budgeting systems are in place and that the organization's goals and strategic plan serve as the basis for sound financial planning. In addition, it is the Executive Director's responsibility to ensure that qualified staff is hired to accurately monitor, assess, and manage the financial health of the ELCHC.

Please rate the following:

		Unsatisfactory		Satisfactory		Very Satisfactory	Not Sure
		1.0 to 1.9	2.0 to 2.9	3.0 to 3.9	4.0 to 4.9	5	NS
3-1	Assures adequate control and accounting of all funds, including developing and maintaining sound financial practices (reference audit reports and fiscal monitors).						
3-2	Works with staff, Finance Committee, and the Board in preparing a budget; submits an annual budget for Board review, revision, and approval; sees that the organization operates within budget guidelines						
3-3	Maintains official records and documents, and ensures compliance with federal, state and local regulations and reporting requirements (such as annual returns; payroll withholding and reporting, etc.)						
3-4	Executes legal documents appropriately (reference audit reports, internal controls, etc.)						
3-5	Assures that funds are disbursed in accordance with contract requirements and donor designations (reference disbursement of matching funds)						

What are major strengths of the Executive Director in this area?

How can the Executive Director do better in this area?

Provide a reason for any rating within a 1, 2, or 3. If NS was indicated, please explain.

Additional comments:

IV. Agency Funding (6% Match)

The Executive Director, in partnership with the Board and appropriate staff, is responsible for grant development strategies to secure 6% in matching funds. The Board may develop and implement appropriate fundraising strategies for the benefit of the agency. The Executive Director and Board use their combined strengths, knowledge, and relationships to help the organization achieve its objectives.

Please rate the following:

		Unsatisfactory		Satisfactory		Very Satisfactory	Not Sure
		1.0 to 1.9	2.0 to 2.9	3.0 to 3.9	4.0 to 4.9	5	NS
4-1	Develops realistic, ambitious grant development plans						
4-2	Meets or exceeds revenue goals, ensuring that adequate funds are available to permit the organization to carry out its work						
4-3	Successfully involves others in local grants						
4-4	Establishes positive relationships with government, foundation, and corporate funders						
4-5	Establishes positive relationships with individual donors						

What are major strengths of the Executive Director in this area?

How can the Executive Director do better in this area?

Provide a reason for any rating within a 1, 2, or 3. If NS was indicated, please explain.

Additional comments:

V. Executive Director /Board Partnership

The Executive Director and the ELCHC Board must work together as partners. The Executive Director and the Board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information. The Board is responsible for creating a written job description for the chief executive that is clear and agreed to by all parties.

Please rate the following:

		Unsatisfactory		Satisfactory		Very Satisfactory	Not Sure
		1.0 to 1.9	2.0 to 2.9	3.0 to 3.9	4.0 to 4.9	5	NS
5-1	Works well with Board officers						
5-2	Provides appropriate, adequate, and timely information to the Board						
5-3	Provides support to Board committees						
5-4	Sees that the Board is kept informed on the condition of the organization and all factors influencing it (transparency)						
5-5	Works effectively with the Board as a whole						

What are major strengths of the Executive Director in this area?

How can the Executive Director do better in this area?

Provide a reason for any rating within a 1, 2, or 3. If NS was indicated, please explain.

Additional comments:

Are there specific performance objectives, either for the Executive Director or for the agency as a whole, which you would suggest we add for the coming year?

Are there any other comments you would like to make?

Board Member Signature _____ **Date** _____

or

Upper Admin Signature _____ **Date** _____

VI. Operations Management

The Executive Director is responsible for the day-to-day management of the ELCHC. The Executive Director works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of the organization.

Please rate the following:

		Unsatisfactory		Satisfactory		Very Satisfactory	Not Sure
		1.0 to 1.9	2.0 to 2.9	3.0 to 3.9	4.0 to 4.9	5	NS
6-1	Divides and assigns work effectively, delegating appropriate levels of freedom and authority						
6-2	Establishes and makes use of an effective management team						
6-3	Maintains appropriate balance between administration and programs						
6-4	Ensures that job descriptions are developed, and that mid-year performance evaluations are held and documented with an evaluation completed annually.						
6-5	Ensures compliance with personnel policies and state and federal regulations on workplace and employment						
6-6	Ensures that employees have required credentials, and that appropriate background checks are conducted						
6-7	Recruits and retains diverse staff						
6-8	Encourages staff development and education, and assists program staff in relating their specialized work to the total program of the organization						
6-9	Maintains a climate which attracts, keeps, and motivates a diverse staff of top quality people						

What are major strengths of the Executive Director in this area?

How can the Executive Director do better in this area?

Provide a reason for any rating within a 1, 2, or 3. If NS was indicated, please explain.

Additional comments:

Upper Administrator Signature _____ **Date** _____

ACTION

ITEM IV. I.

03/02/2015 Special Board Meeting

ISSUE:	Executive Director Employee Agreement
BUDGET IMPACT:	\$0
FUNDING SOURCE:	N/A
RECOMMENDED ACTION:	Approve new Executive Director employee agreement.

BACKGROUND:

The Executive Director ad hoc review committee convened on 2/5/15 to develop a process for the evaluation of the Executive Director. As part of this discussion, an Executive Director employee agreement was also developed.

MEMORANDUM

TO: ELCHC Committee Members (Executive Director Evaluation)

FROM: Stephen P. Lee

DATE: February 12, 2015

RE: Draft Employment Agreement

This is provided in conjunction with a draft employment agreement for the Executive Director. As you are aware, the Committee decided to state a limit of 300 hours of personal time off (PTO) payable upon separation. As you also know, the Executive Director's personnel file contains an evaluation dated in 2007 (hereafter the "2007 evaluation") which purports to authorize the accrual and payment of up to 26 weeks of such time upon separation. This variance caused a legal concern regarding whether the Coalition could make such a change. Accordingly, I did some factual and legal research and now provide you with the results.

Factually, I determined that Coalition personnel have, at all pertinent times, been leased employees. Until 2012, they were leased through a contract with the Children's Board. Currently they are leased through a contract with Employers Alliance, LLC d/b/a Fortune Business Solutions. I looked at each contract and found no provisions dealing with how much sick and vacation leave could be accrued or paid out upon separation. Discussions with Coalition staff revealed that when the Children's Board contract was terminated all employees were forced to resign from the Children's Board and no accrued vacation or sick leave was paid at that time. Staff indicated that accrued leave balances were carried forward on the Coalition records, however, the new leasing contract does not make any provision for same, one way or the other. The pertinent ELCHC Board minutes do not reflect any discussion of accrued leave balances or the terms and conditions of the Fortune Business Solutions contract.

While employed by the Children's Board employees were subject to the County's Civil Service Board ("CSB") rules and Children's Board policies. The CSB rules apparently provided for accrual and payment on separation of a maximum of 480 hours of sick leave and 320 hours of annual leave, however, the Children's Board policy did not allow payment of accrued sick leave upon separation. I understand that Mr. McGerald currently has a balance of approximately 1100 hours of accrued leave time, the bulk of which was accrued during the Children's Board years. Current ELCHC personnel policies limit the payout of accrued leave to 300 hours, unless a different arrangement is negotiated. Finally, a review of Board and Executive Committee minutes during the pertinent time of late 2007 and early 2008 do not indicate any discussion or approval of the 26 weeks accrual and payment provisions contained in the 2007 evaluation. I did not review the minutes from the Children's Board from that time period since it is apparent that, upon termination of the ELCHC leasing contract, the Children's Board did not make payment of any amount for accrued leave.

Legally, I cannot find any statutory requirement for private employers to provide for vacations or sick leave or pay any accrued balances upon separation. As best as I can determine, Florida does not provide any such protection to non-governmental employees and employers are free to change their vacation and leave policies at will. Of course, contractual provisions may be enforced and existing policies may be the basis for claims. Further, I am not aware of any provisions in the grant agreement or OEL rules addressing the subject. Accordingly, in my opinion ELCHC may contractually limit the hours of PTO payable upon separation, regardless of the number of hours accrued. However, since the Personnel Policies do not limit the number of hours that may be accrued, I am of the opinion that Mr. McGerald may use his accrued leave time in accordance with current policies and practices.

I feel compelled to point out that this is a draft contract and is subject to change if the parties agree to different terms. Please advise if there are any questions regarding this matter.

MEMORANDUM

TO: Aakash Patel, Chairman, Board of Directors

FROM: Stephen P. Lee

DATE: February 19, 2015

RE: Draft Employment Agreement

This responds to your request for clarification regarding the severance pay provisions of the draft employment agreement. The committee concluded that sixty (60) days is an appropriate amount of severance pay should the agreement be terminated for the convenience of the Coalition. You asked if that number is reasonable or comparable to other such agreements. Whether it is reasonable is a matter of policy and subject to negotiation between the parties.

Legally, F.S. §215.425 limits such severance to twenty (20) weeks, however, by its terms the statute does not apply to private employers such as the Coalition. I suspect that OEL would look to the statute should they be asked to opine on the subject.

As far as such provisions in other agreements, I have seen a variety of them, ranging from as little as thirty (30) days (such as in my arrangement with the Coalition) to one (1) year. Accordingly, I cannot say that sixty (60) days is unreasonable, however, the ultimate conclusion is a matter of policy for the Board to decide.

Additionally, you asked about the limitation of payment for three hundred (300) hours of accrued leave upon separation. Again, this number was included in the draft agreement because the committee deemed it reasonable. It is the number contained in the Coalition's Personnel Rules applicable to all employees, however, the Rules do allow for negotiation of a different number. As stated in my earlier memo, I believe that the Coalition may legally reduce the number of hours since Florida law does not provide otherwise and I could not find any documentation that the Coalition Board approved payment of more than the amount provided by the Rules. While I feel confident that the Coalition has a legally viable position, I cannot assure the Board that it would prevail in the event of litigation.



EXECUTIVE DIRECTOR EMPLOYMENT AGREEMENT

THIS AGREEMENT is made and entered into as of _____ by and between the Hillsborough County School Readiness Coalition, Inc., D/B/A Early Learning Coalition of Hillsborough County, Inc., a nonprofit corporation operating in the State of Florida (hereafter "Coalition" or "ELCHC") and Dave McGerald (hereafter "Executive" or "Executive Director"). The Coalition hereby employs the Executive, and the Executive hereby accepts employment on the terms and conditions hereinafter set forth.

1. Term of Employment

The initial term of this Agreement shall commence on the date that both parties sign it and end on June 30, 2015. Thereafter the Agreement shall automatically renew for periods of one year each unless either party provides written notice on or before the first day of April that the Agreement will not be automatically renewed. This Agreement is subject to earlier termination as provided in Section 9 hereof.

2. Duties

The Executive shall perform the usual and customary duties associated with the position of Executive Director of an Early Learning Coalition as defined in the Coalition's job description of this position. These duties include, but are not limited to: oversight and staffing of all employment positions of the Coalition, facilitating and assisting the Board of Directors of the Coalition (hereafter "Board") in their policy making, planning and oversight of the Coalition, planning and governance of the day to day activities of the Coalition, oversee and be responsible for Coalition marketing and public relations and serve as the spokesperson for the Coalition to promote early learning issues to the public, and such other duties as may be prescribed for the Executive Director by the Board or the Executive Committee. The Executive Director will devote his full working time and best efforts to advance the interests of the Coalition in furtherance of policies established by the Board. The Executive reports to the Board or to the Executive Committee when either is in session; otherwise the Executive reports to the appointed Chair of the Board. The Executive is the employed Executive Director of the Coalition with full authority for the management of its affairs subject only to the duties specified by the bylaws, state laws, other governing documents and this agreement. The Executive has sole and exclusive authority for the engagement and discharge of all other employees of the Coalition.

3. Compensation

During the term of this Agreement, the Coalition shall pay the Executive Director a base salary of _____ per year, payable bi-weekly and subject to payroll deductions as may be necessary or customary for the Coalition's salaried employees. Any increase in base salary must be approved by the Board. This compensation constitutes the entire payment by the Coalition for the services of the Executive. Except as provided for by this Agreement, no other or additional compensation in any form will be considered or paid for the period of this Agreement unless voted upon by the Board specifically for the Executive or generally for all employees of the Coalition. Nothing in this Agreement shall preclude the Executive from

receiving stipends from third parties for consulting, conducting workshops, retreats or lectures if performed during paid time off and at his own expense, so long as such activities do not interfere or conflict with the duties as Executive Director.

4. ELCHC Policies

Nothing in this Agreement shall be construed to modify, alter or conflict with the ELCHC Bylaws. In the event of a conflict between the ELCHC Personnel Policies and the terms of this agreement, the terms of this agreement shall prevail. The intent of the parties is that the relationship between the Executive Director and the Coalition will be governed by the Bylaws, the terms of this agreement and, except to the extent of a conflict, ELCHC's Personnel Policies.

5. Benefits

The Coalition shall provide the Executive Director with health insurance or compensation for health insurance and the other benefits available to all salaried employees of the Coalition. The Coalition reserves the right to modify, amend or terminate employee benefits, but with recommendations as to budgetary objectives from the Executive Director.

6. Paid Time Off (PTO)

The Executive Director shall be entitled to annual paid time off of _____ hours. This time will accrue at the rate of _____% per pay period. Upon termination of this Agreement the Executive Director will be eligible for payout of accrued PTO up to a maximum of 300 hours.

7. Performance Evaluation

The Executive Committee of the Coalition shall review the Executive Director's performance every six (6) months and may consider whether an increase in base salary is appropriate. The Executive Director acknowledges his receipt and review of the documents containing the Coalition's performance review process and criteria.

8. Expenses

The Coalition shall underwrite or reimburse the Executive Director for all reasonable expenses incurred in connection with the Coalition's activities as allowed by Coalition policy, Office of Early Learning Policy or State Statute.

Subject to budget constraints, the Coalition shall provide a reasonable allowance for the Executive's attendance at continuing education conferences.

9. Termination of Employment

The term of employment under this Agreement is subject to early termination in accordance with this Section. All accrued PTO will be paid in full to the Executive Director upon the last day of employment regardless of reason or rationale for termination (voluntary or involuntary).

a. By Coalition for Cause. The Coalition may terminate the employment of the Executive Director for cause at any time. "Cause" shall mean conviction of a felony or entry of a plea of no contest to criminal proceedings, regardless of whether there is an adjudication of guilt, gross neglect of duties, substance abuse, or material violation of this Agreement by the Executive Director. In the event of any such termination, the Executive Director shall have no claim for further compensation or severance pay, other than pay-out for all accrued PTO, beyond the date of termination.

b. Death or Disability. Employment shall terminate upon the Executive Director's death or permanent disability in which event the Executive Director, personal representative or estate shall receive such benefits as may be provided to all deceased employees under such employment policies as may be in effect at the time.

c. Resignation. The Executive Director may, at any time, resign upon not less than thirty (30) days prior written notice to the Coalition. The Executive will receive full compensation during that notice period. At its sole discretion, the Coalition will determine whether to require that the Executive perform the Executive's duties for the Coalition during that notice period. The Coalition and the Executive will mutually agree upon any communications within the Coalition or to the public regarding the resignation.

d. By Coalition for Convenience. At the Coalition's discretion, the Coalition may terminate this Agreement for any or no reason upon thirty (30) days written notice. The parties may agree to an earlier separation. In the event of a termination for convenience, the Executive Director shall be entitled to be paid for the actual time worked plus sixty (60) days severance pay. In the event that a termination for cause is later determined to be invalid for any reason by a court or administrative proceeding, the termination shall automatically be converted to a termination for convenience.

e. Discontinuation of Services. The Coalition receives funding from the State through discretionary programs administered by the State of Florida. In the event State funding is terminated then the Executive Director's employment may terminate if there is not sufficient funding from other sources for the Coalition to continue operating.

10. Intellectual Property, Confidentiality, and Investments

The Executive recognizes and agrees that all copyrights, trademarks, or other intellectual property rights to created works arising in any way from the Executive Director's employment by the Coalition are the sole and exclusive property of the Coalition. The Executive agrees to not assert any such rights against the Coalition or any third parties. Upon termination of this Agreement by either party for any reason, the Executive will relinquish to the Coalition all documents, books, manuals, lists, records, publications or other writings, keys, credit cards, equipment, or other articles that came into the Executive's possession in connection with the Executive's employment by the Coalition. The Executive will maintain in confidence during and subsequent to the Executive's employment any information about the Coalition or its members which is confidential information or which might reasonably be expected by the Executive to be regarded by the Coalition as confidential.

11. Indemnification

The Coalition indemnifies, holds harmless, and will defend the Executive against claims arising against the Executive in connection with the Executive's performance of the duties of the Executive's employment by the Coalition to the full extent permitted by law, but not with respect to claims successfully resolved against the Executive that the Executive engaged in fraudulent, grossly negligent, or criminal acts.

12. Alternative Dispute Resolution

Any controversy or dispute arising in connection with or relating to this Employment Agreement of the Executive Director's employment with the Coalition shall be submitted to mediation or other mutually agreeable alternative dispute resolution prior to the commencement of any action under this Agreement. The parties agree to negotiate in good faith toward a resolution of such controversy or dispute. If after completion of such mediation or other dispute resolution, the parties have failed to reach resolution, venue shall lie in Hillsborough County, Florida, on any court action brought under this Agreement.

13. Entire Agreement and Notices

This document contains the entire agreement of the Coalition and the Executive. It may not be changed orally but only by an agreement in writing signed by the Coalition and the Executive. This Agreement supersedes and cancels all previous agreements between the Coalition and the

Executive. Any notices or other communications required or permitted to be given under this Agreement shall be deemed to have been duly given if in writing and delivered personally, or sent by registered or certified mail, return receipt requested, to the party at the address of the Executive Director on file at the office of the Coalition and to the Coalition at 6800 N. Dale Mabry Highway, Suite 158, Tampa, Florida 33614.

14. Successors

This Agreement is binding upon the Coalition and the Executive, their heirs, executors, administrators, successors, and assigns. The Executive will not assign or delegate any part of the Executive's rights or responsibilities under this Agreement unless the Executive Committee of the Coalition agrees in writing to the assignment or delegation. In the event dissolution of the Coalition, this Agreement will continue in force through the then-current period of employment. In the event of any merger, consolidation or reorganization involving the Coalition, this Agreement becomes an obligation of any legal successor or successors to the Coalition.

15. Choice of Law

This Agreement shall be governed by and construed in accordance with the laws of the State of Florida.

This Agreement is effective as of the date the last party signs below.

BY: _____ DATE: _____
Board Chair

Executive Director

DATE: _____

Executive Director Salary History

Dave McGerald

Calendar Year	Annual Salary	% increase	\$ increase	Reason for Increase
2014	\$130,193	3.00%	\$3,792	COLA
2013	\$126,401	4.10%	\$4,984	COLA
2012	\$121,417	0.00%	\$0	No pay increase
2011	\$121,417	0.00%	\$0	No pay increase
2010	\$121,417	0.00%	\$0	No pay increase
2009	\$121,417	1.96%	\$2,329	ANN PI and MEA
2008	\$119,088	7.16%	\$7,954	ANN PI and MEA
2007	\$111,134	10.87%	\$10,899	ANN PI, MEA, CL RETL
2006	\$100,235	6.10%	\$5,762	ANN PI and MEA
2005*	\$94,473	18.87%	\$14,997	ANN PI, MEA, CL RETL
2004	\$79,476	8.67%	\$6,343	ANN PI and MEA
2003	\$73,133	8.65%	\$5,825	ANN PI and MEA
2002	\$67,308	8.66%	\$5,366	ANN PI and MEA
2001	\$61,942			

MEA=Civil Service Market Equity Adjustment

ANN PI= Annual Performance Increase

CL RETL=Class retitle(change in position)

*Until approximately 2005, CBHC employees were eligible to receive up to a 5% ANN PI as well as up to 4% MEA.

3/02/2015 Special Board Meeting

ISSUE: FINANCE REPORT as of **January 31, 2015**

School Readiness

School Readiness (SR) expenditures for July 2014 through January 2015 were \$27,413,906. This is a total of OEL SR (\$26,508,249) and CBHC SR Match (\$905,657). CCEP for 2015, which impacts CBHC SR Match, has not yet been released. It's expected release date is May 2015. The direct services (slots) portion is \$22,320,423. Due to continued high enrollment, current year child care slots expenditures are approximately 6.17% higher than budgeted. In order to contain costs, and reduce the projected deficit, a freeze on enrollment of BG8 children remains in place. Administrative costs were \$680,072, or 2.57% of total OEL SR expenditures which is well below the mandated cap of 5%. Quality expenditures were \$2,064,431. Total operating costs, which include administrative, program support, and quality expenditures, were \$4,187,826, or 15.80% of total OEL SR expenditures. The mandated cap for operating costs is 22%.

Voluntary Pre-kindergarten

Voluntary Pre-kindergarten expenditures for July 2014 through January 2015 totaled \$16,674,720. The direct services (slots) portion is \$16,065,136. Due to the normally low enrollment in July, this is approximately 3.14% lower than budgeted. Historically, July is a low enrollment month for VPK which contributes to low YTD expenditures. However, by the end of the fiscal year, the coalition has typically expended more than its VPK allocation. Administrative costs were \$609,584, or 4.52% of direct services which is above the mandated cap of 4%. This percentage continues to decline as the Coalition works to contain costs associated with VPK administrative activities.

Quality Counts for Kids

Expenditures in the Quality Counts for Kids program for July 2014 through January 2015 totaled \$1,276,200 while revenue was \$1,291,301, resulting in a current surplus of \$15,101. The QCFK contract with CBHC is structured to allow up to 10% of program expenditures to be reimbursed as administrative costs. If administrative costs for QCFK remain below the 10% cap, a surplus is the result.

Community Projects

Expenditures for community projects, for FY 14/15, July 2014 through January 2015 totaled \$95,415 while revenue was \$93,276. Since expenditures were greater than revenue, the coalition is currently running a deficit in this category of (\$2,139). Activity in Community Projects is predominantly generated by the Tampa Bay Institute for Early Childhood Professionals (IECP).

Early Learning Coalition of Hillsborough County

Agency Wide

Statement of Revenues and Expenditures

From 7/1/2014 Through 01/31/15

(In Whole Numbers)

	Current Year	YTD Budget -	Total Budget -	Percentage	Budget
	Actual	Revised	Revised	of Budget	Projected
				used to Date	Percentage to
					date
Revenue					
OEL School Readiness	26,508,249	24,990,574	42,851,625	61.86%	58.32%
OEL Voluntary Pre-K	16,674,720	17,639,573	28,779,274	57.94%	61.29%
CBHC Quality Counts for Kids	1,291,301	1,283,333	2,233,000	57.83%	57.47%
CBHC School Readiness Match	905,657	1,452,675	1,733,239	52.25%	83.81%
Hillsborough County	0	0	500,000	0.00%	0.00%
Other Community Programs	93,276	101,356	173,753	53.68%	58.33%
Total Revenue	<u>45,473,203</u>	<u>45,467,511</u>	<u>76,270,891</u>	59.62%	59.61%
Program Expenditures					
OEL School Readiness	25,752,081	24,117,477	41,361,924	62.26%	58.31%
CBHC School Readiness Match	905,657	0	1,733,239	52.25%	0.00%
OEL Voluntary Pre-K	16,399,021	17,282,422	28,185,358	58.18%	61.32%
CBHC Quality Counts for Kids	563,355	672,136	1,152,233	48.89%	58.33%
Other Program	0	0	500,000	0.00%	0.00%
Total Program Expenditures	<u>43,620,114</u>	<u>42,072,034</u>	<u>72,932,754</u>	59.81%	57.69%
Coalition Operating Expenditures					
Personnel	1,230,957	1,104,480	2,202,382	55.89%	50.15%
Occupancy	102,791	100,880	175,145	58.69%	57.60%
Professional Fees	56,163	89,592	151,529	37.06%	59.13%
Travel & Training	27,305	24,836	52,698	51.81%	47.13%
Quality Action Grants	192,882	167,074	286,412	67.34%	58.33%
Insurance	17,113	15,194	15,194	112.63%	100.00%
Technology	73,369	95,883	164,371	44.64%	58.33%
Educational Supplies	35,137	35,452	48,775	72.04%	72.68%
Office Supplies	27,020	15,346	26,307	102.71%	58.33%
Advertising and Outreach	10,194	54,117	92,772	10.99%	58.33%
Printing/Binding	19,992	22,486	29,976	66.69%	75.01%
Other Operating	47,204	43,157	50,609	93.27%	85.28%
Total Coalition Operating Expenditures	<u>1,840,127</u>	<u>1,768,496</u>	<u>3,296,170</u>	55.83%	53.65%
Total Expenditures	<u>45,460,242</u>	<u>43,840,530</u>	<u>76,228,924</u>		
Net Revenue Over Expenditures	12,962				

Early Learning Coalition of Hillsborough County

School Readiness

Statement of Revenues and Expenditures

From 7/1/2014 Through 01/31/15

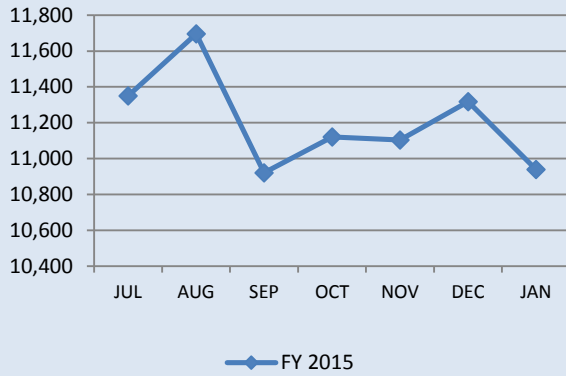
(In Whole Numbers)

	Current Year	YTD Budget -	Total Budget -	Percentage	Budget
	Actual	Revised	Revised	of Budget	Projected
				used to Date	Percentage to
					date
Revenue					
OEL School Readiness	26,508,249	24,990,574	42,851,625	61.86%	58.32%
CBHC School Readiness Match	905,657	1,452,675	1,733,239	52.25%	82.39%
Total Revenue	<u>27,413,906</u>	<u>26,443,249</u>	<u>44,584,864</u>	61.49%	59.37%
Program Expenditures					
<i>School Board of Hillsborough County</i>					
Operations	2,929,041	3,295,250	5,649,000	51.85%	58.33%
Direct Services (child care slots)	22,320,423	20,185,970	34,604,520	64.50%	58.33%
<i>Subtotal School Board of Hills County</i>	<i>25,249,464</i>	<i>23,481,220</i>	<i>40,253,520</i>	<i>62.73%</i>	<i>58.33%</i>
BOCC Child Care Licensing	475,983	617,694	1,058,904	44.95%	58.33%
Early Childhood Council	26,634	18,563	49,500	53.81%	37.50%
CBHC School Readiness Match	905,657	1,452,675	1,733,239	52.25%	83.81%
Total Program Expenditures	<u>26,657,738</u>	<u>25,570,152</u>	<u>43,095,163</u>	61.86%	59.33%
Coalition Operating Expenditures					
Personnel	621,742	698,613	1,197,623	51.91%	58.33%
Occupancy	20,676	25,383	43,513	47.52%	58.33%
Professional Fees	14,603	23,985	41,117	35.52%	58.33%
Travel & Training	6,571	6,904	27,615	23.80%	25.00%
Insurance	8,374	8,100	8,100	103.38%	100.00%
Technology	17,746	38,221	65,522	27.08%	58.33%
Educational Supplies	32,536	8,750	15,000	216.91%	58.33%
Office Supplies	8,364	4,902	8,404	99.52%	58.33%
Advertising and Outreach	5,422	34,708	59,500	9.11%	58.33%
Printing/Binding	2,392	525	900	265.78%	58.33%
Other Operating	17,742	23,006	22,407	79.18%	102.67%
Total Coalition Operating Expenditures	<u>756,168</u>	<u>873,097</u>	<u>1,489,701</u>	50.76%	58.61%
Total Expenditures	<u>27,413,906</u>	<u>26,443,249</u>	<u>44,584,864</u>	61.49%	59.31%
Net Revenue Over Expenditures	0				

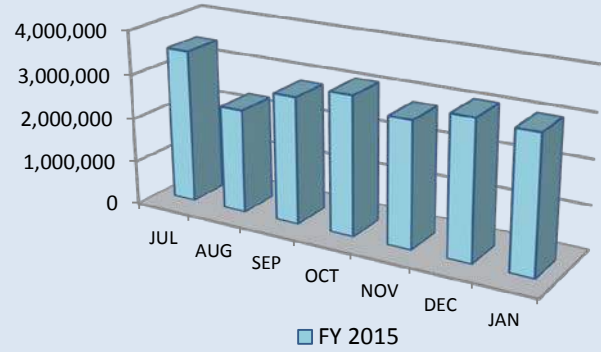
INFORMATION PERFORMANCE REPORT - JANUARY 2014

SR SERVICE INFORMATION & SLOT EXPENDITURES

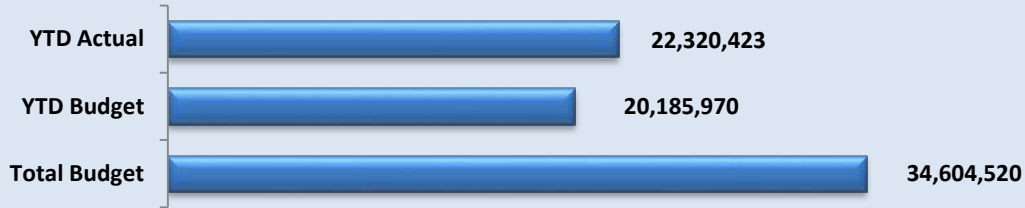
Children Served - School Readiness



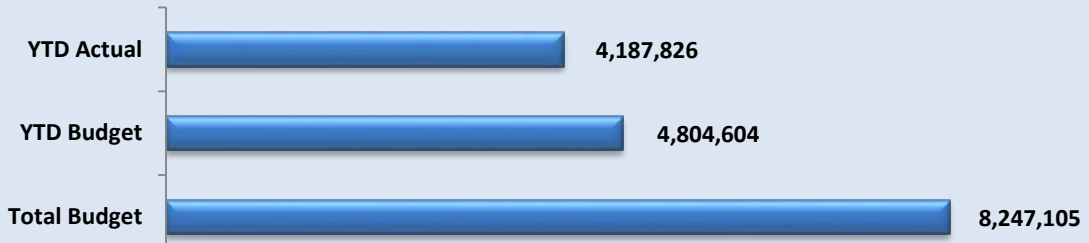
School Readiness Slot Expenditures



School Readiness Year-to-Date Slot Expenditures
64.5% Expended

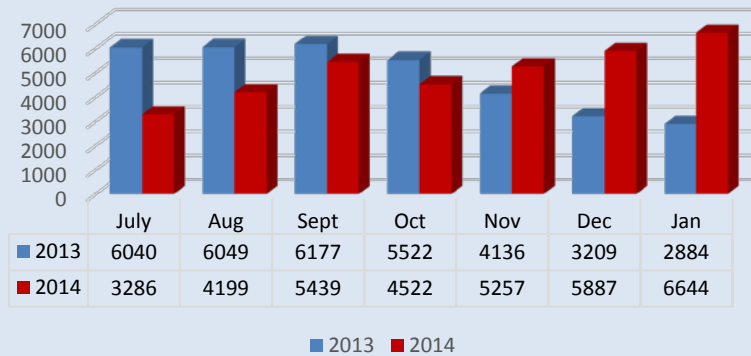


School Readiness Year-to-Date Operating Expenditures
Operating Cap - 22% Year-to-Date Operating Expenditures - 15.80%



SR OPERATING EXPENDITURES

WAITING LIST



WAITING LIST

Early Learning Coalition of Hillsborough County
Voluntary Prekindergarten (VPK)
Statement of Revenues and Expenditures
From 7/1/2014 Through 01/31/15

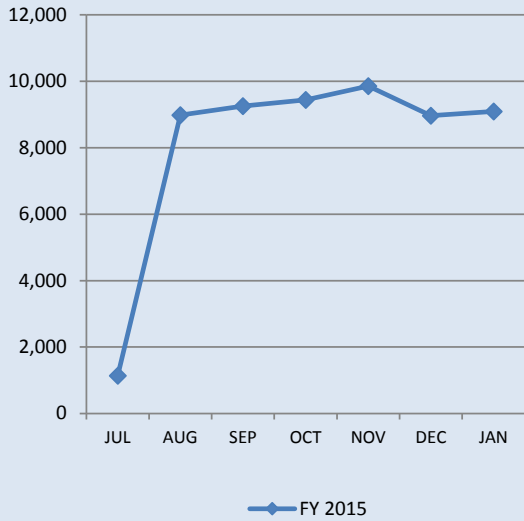
(In Whole Numbers)

	Current Year	YTD Budget -	Total Budget -	Percentage	Budget
	Actual	Original	Original	of Budget	Projected
				used to Date	Percentage to
					date
Revenue					
OEL Voluntary Pre-K	16,674,720	17,639,573	28,779,274	57.94%	61.29%
Total Revenue	<u>16,674,720</u>	<u>17,639,573</u>	<u>28,779,274</u>	57.94%	61.29%
Program Expenditures					
<i>School Board of Hillsborough County</i>					
Operations	330,866	345,001	591,431	55.94%	58.33%
Direct Services	16,065,136	16,931,920	27,571,927	58.27%	61.41%
<i>Subtotal School Board of Hills County</i>	<i>16,396,002</i>	<i>17,276,922</i>	<i>28,163,358</i>	<i>58.22%</i>	<i>61.35%</i>
Early Childhood Council	3,019	5,500	22,000	13.72%	25.00%
Total Program Expenditures	<u>16,399,021</u>	<u>17,282,422</u>	<u>28,185,358</u>	58.18%	61.32%
Coalition Operating Expenditures		0			
Personnel	189,882	242,945	416,477	45.59%	58.33%
Occupancy	13,980	14,902	25,546	54.72%	58.33%
Professional Fees	22,182	23,074	39,556	56.08%	58.33%
Travel & Training	6,561	5,498	9,425	69.61%	58.33%
Insurance	5,055	4,800	4,800	105.31%	100.00%
Technology	7,232	27,498	47,139	15.34%	58.33%
Educational Supplies	143	379	650	22.06%	58.33%
Office Supplies	5,171	3,302	5,660	91.36%	58.33%
Advertising and Outreach	3,559	6,122	10,495	33.91%	58.33%
Printing/Binding	13,417	18,475	23,100	58.08%	79.98%
Other Operating	8,517	10,156	11,068	76.95%	91.76%
Total Coalition Operating Expenditures	<u>275,699</u>	<u>357,151</u>	<u>593,916</u>	46.42%	60.13%
Total Expenditures	<u>16,674,720</u>	<u>17,639,573</u>	<u>28,779,274</u>	57.94%	61.29%
Net Revenue Over Expenditures	0				

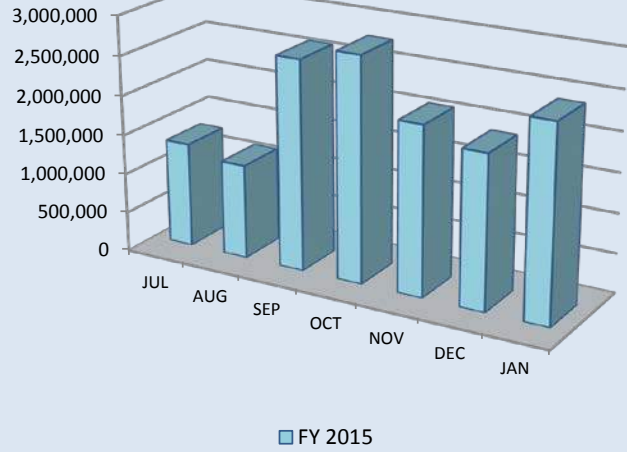
INFORMATION PERFORMANCE REPORT - JANUARY 2015

VPK SERVICE INFORMATION & SLOT EXPENDITURES

Children Served - VPK

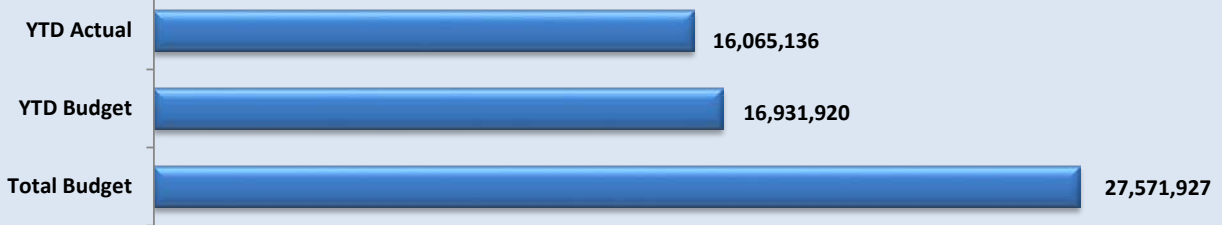


Voluntary Prekindergarten Slot Expenditures

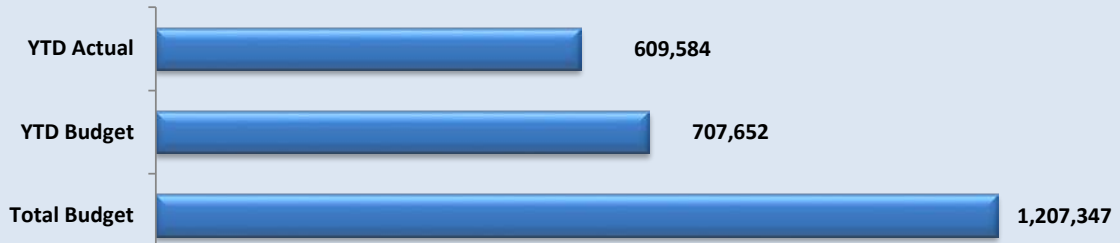


VPK ADMINISTRATIVE EXPENDITURES

VPK Year-to-Date Slot Expenditures
58.27% Expended



VPK Year-to-Date Administrative Expenditures
Cap - 4% YTD 4.52%



Early Learning Coalition of Hillsborough County

CBHC Quality Counts for Kids

Statement of Revenues and Expenditures

From 7/1/2014 Through 01/31/15

(In Whole Numbers)

	Current Year	YTD Budget -	Total Budget -	Percentage	Budget
	Actual	Revised	Revised	of Budget	Projected
				used to Date	Percentage to
					date
Revenue					
CBHC Quality Counts for Kids	1,291,301	1,283,333	2,233,000	57.83%	57.47%
Total Revenue	<u>1,291,301</u>	<u>1,283,333</u>	<u>2,233,000</u>	57.83%	57.47%
Program Expenditures					
Champions for Children	100,032	98,582	168,998	59.19%	58.33%
Early Childhood Council	110,458	123,267	211,315	52.27%	58.33%
Hillsborough Community College	263,275	253,791	435,070	60.51%	58.33%
University of South Florida	89,590	196,496	336,851	26.60%	58.33%
Total Program Expenditures	<u>563,355</u>	<u>672,136</u>	<u>1,152,233</u>	48.89%	61.85%
Coalition Operating Expenditures					
Personnel	368,172	135,053	540,211	68.15%	25.00%
Occupancy	61,731	60,595	103,877	59.43%	58.33%
Professional Fees	6,047	5,966	8,171	74.01%	73.02%
Travel & Training	10,542	9,001	12,859	81.98%	70.00%
Quality Action Grants	192,882	167,074	286,412	67.34%	58.33%
Insurance	3,061	2,044	2,044	149.78%	100.00%
Technology	47,120	29,801	51,088	92.23%	58.33%
Educational Supplies	1,915	26,323	33,125	5.78%	79.47%
Office Supplies	7,300	5,265	9,025	80.88%	58.33%
Advertising and Outreach	1,016	12,745	21,848	4.65%	58.33%
Printing/Binding	3,526	3,281	5,625	62.68%	58.33%
Other Operating	9,533	4,898	8,396	113.54%	58.33%
Total Coalition Operating Expenditures	<u>712,845</u>	<u>462,045</u>	<u>1,082,681</u>	65.84%	42.68%
Total Expenditures	<u>1,276,200</u>	<u>1,134,181</u>	<u>2,234,914</u>	57.10%	50.75%
Net Revenue Over Expenditures	15,101				

Early Learning Coalition of Hillsborough County

Community Projects

Statement of Revenues and Expenditures

From 7/1/2014 Through 01/31/15

(In Whole Numbers)

	Current Year Actual	YTD Budget - Original	Total Budget - Original	Percentage of Budget used to Date	Budget Projected Percentage to date
Revenue					
Hillsborough County BOCC	0	0	500,000	0.00%	0.00%
Other Community Programs	93,276	101,356	173,753	53.68%	58.33%
Total Revenue	<u>93,276</u>	<u>101,356</u>	<u>673,753</u>	13.84%	15.04%
Program Expenditures					
Other Program	0	0	500,000	0.00%	0.00%
Total Program Expenditures	<u>0</u>	<u>0</u>	<u>500,000</u>	0.00%	0.00%
Coalition Operating Expenditures					
Personnel	51,161	27,869	47,775	107.09%	58.33%
Occupancy	6,404	1	2,209	289.90%	0.03%
Professional Fees	13,331	36,566	62,685	21.27%	58.33%
Travel & Training	3,631	3,433	2,799	129.72%	122.64%
Insurance	623	250	250	249.20%	100.00%
Technology	1,271	363	622	204.34%	58.33%
Educational Supplies	543	0	0	0.00%	0.00%
Office Supplies	6,185	1,877	3,218	192.20%	58.33%
Advertising and Outreach	197	542	929	21.21%	58.33%
Printing/Binding	657	205	351	187.18%	58.33%
Other Operating	11,412	5,097	8,738	130.60%	58.33%
Total Coalition Operating Expenditures	<u>95,415</u>	<u>76,202</u>	<u>129,576</u>	73.64%	58.81%
Total Expenditures	<u>95,415</u>	<u>76,202</u>	<u>629,576</u>	15.16%	12.10%
Net Revenue Over Expenditures	(2,139)				

ISSUE: ELCHC's fiscal year 2015-2016 operating budget.

BACKGROUND:

Coalition staff are preparing the operating budget for the FY 2015-2016. The budget will be prepared using current year's activities as a basis for projections while looking for cost savings where possible.

- Personnel
 - Should the budget include a salary increase for staff?
 - Salary increases would cost the following, including related benefits.
 - 2%--\$42,204
 - 3%--\$63,306
 - 4%--\$84,408
 - 5%--\$105,510
 - In continuance of the policy established for FY2015, to contain health insurance expenditures, all increases in health insurance premiums will be passed on to staff.
- Operating Costs
 - The budget will be prepared using current year's activities as a basis for projections while incorporating cost savings where possible.
- The budget will include an allocation of \$175,000 for Ready Rosie, which would be the first year of a 5 year commitment.
- The budget will also include reducing net assets by \$300,000 to be invested in direct services.
- Resources needed in support of the strategic plan.
- The budget workshop to review the proposed operating budget has been tentatively scheduled for May 11, 2015 with the location TBD.

UTILIZATION REPORT

Hillsborough School Readiness 2014 - 2015 Projected Child Care Slot Expenditures and Actuals for the Month of January 2015

Project #	Days	2869	2874	2877	2872	2871	2870	2883	2881		2875					
Allocated																
Amount by Billing Group		6,400,000	18,087,227	460,000	2,100,000	2,700,000	1,400,000	550,000	1,700,000	33,397,227	SLOTS no CCPP	ESTIMATED	UNIDUP SLOTS	CCPP	CCPP	SERVED
Month	Days	BG1	BG8	BG3W	BG5	BG3	BGSR	BGAP	GS	TOTAL	BALANCE	DAILY COST	SERVED	CCPP	BALANCE	SERVED
July	23	568,226.14	2,321,119.07	29,738.23	216,525.79	177,769.02	127,057.32	40,226.13	191,443.06	3,674,074.76	29,723,152.24	159,742.38	11,152	-	1,000,000.00	1,000,000.00
August	21	516,772.09	1,343,622.44	25,169.45	180,322.60	147,249.52	105,375.68	36,863.25	171,571.82	2,526,946.85	27,196,205.39	120,330.80	11,071	-	1,000,000.00	1,000,000.00
September	22	533,472.33	1,833,152.52	26,482.87	196,421.80	135,073.19	103,549.19	46,175.17	185,791.97	3,080,119.04	24,136,086.35	139,096.32	10,676	-	1,000,000.00	1,000,000.00
October	23	533,126.58	2,060,916.11	28,199.86	208,733.35	150,861.11	104,805.98	45,464.85	189,631.54	3,321,539.18	20,814,547.17	144,414.75	10,862	-	1,000,000.00	1,000,000.00
November	20	472,151.88	1,885,779.20	30,023.09	187,475.40	137,160.22	90,235.35	30,202.34	178,711.14	3,011,438.42	17,803,108.75	150,571.92	10,918	-	1,000,000.00	1,000,000.00
December	23	512,775.80	2,089,280.63	26,701.40	219,187.52	135,476.09	103,540.38	29,720.32	184,744.09	3,301,426.23	14,501,682.52	143,540.27	11,064	-	1,000,000.00	1,000,000.00
January	22	508,965.20	2,033,878.98	27,515.35	236,306.99	111,402.18	108,494.46	25,507.14	189,783.18	3,219,853.48	11,281,829.04	148,356.98	10,739	-	1,000,000.00	1,000,000.00
February	20									3,219,853.48	8,061,975.56				1,000,000.00	
March	22									3,219,853.48	4,842,122.08				1,000,000.00	
April	22									3,219,853.48	1,622,288.80				1,000,000.00	
May	21									3,219,853.48	(1,597,584.88)				1,000,000.00	
June	22									3,219,853.48	(4,817,438.36)				1,000,000.00	
June Final																
Expenditures		3,645,489.82	13,567,748.95	193,830.25	1,446,873.45	994,991.33	740,858.36	254,159.00	1,271,646.80	38,214,665.36						
BALANCE		2,754,510.18	4,519,478.05	266,169.75	653,526.55	1,785,008.67	659,141.54	295,841.00	428,353.20	(4,817,438.36)					1,000,000.00	

Pending amendment of \$576,000, not included

BGS MATCH	
July	-
Aug	611,719.30
Sept	163,325.08
Oct	-
Nov	-
Dec	51,303.54
Jan	-
Feb	-
Mar	-
Apr	-
May	-
June	-
June Final	-
Y-T-D Match	826,347.92

Expenditures		SR	CCPP	TOTAL
July	3,482,661.70	-	3,482,661.70	3,482,661.70
Aug	2,526,946.85	-	2,526,946.85	2,526,946.85
Sept	3,060,119.04	-	3,060,119.04	3,060,119.04
Oct	3,321,539.18	-	3,321,539.18	3,321,539.18
Nov	3,011,438.42	-	3,011,438.42	3,011,438.42
Dec	3,301,426.23	-	3,301,426.23	3,301,426.23
Jan	3,219,853.48	-	3,219,853.48	3,219,853.48
Feb	-	-	-	-
Mar	-	-	-	-
Apr	-	-	-	-
May	-	-	-	-
June	-	-	-	-
June Final	-	-	-	-
Total	21,923,984.90	66%	-	21,923,984.90

Enrollment Unduplicated Served		SR	CCPP	Total	Increase/Decrease	Invoice Date	Pymt Rec'd
June	11,374	631	12,005	(633)	8/20/2014	8/11/2014	
July	11,152	-	11,152	(81)	9/16/2014	10/6/2014	
Aug	11,071	-	11,071	(395)	10/15/2014	11/4/2014	
Sept	10,676	-	10,676	186	11/18/2014	12/10/2014	
Oct	10,862	-	10,862	56	12/16/2014	12/30/2014	
Nov	10,918	-	10,918	146	1/16/2015	2/4/2015	
Dec	11,064	-	11,064	(325)			
Jan	10,739	-	10,739				
Feb							
Mar							
Apr							
May							
June							
June Final							



**Currently Enrolled Children
By Funding and Care Level**



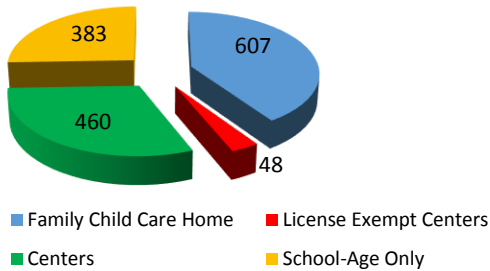
**Waiting List Children
By Funding and Care Level
January 30, 2015**

	INF	TOD	2YR	PR3	PR4	PR5	SCH	SNT	SPCR*	Total
BG1 (At Risk)	184	290	290	255	192	84	465		0	1760
BG3 (TANF)	37	34	46	49	42	20	161		0	389
BG3AP	9	12	13	21	13	5	31		0	104
BG3R (Relative Caregiver)	6	29	38	55	48	18	185		0	379
BG3W (TANF)	10	15	13	8	13	4	31		0	94
BG5 (Transitional)	56	129	114	106	95	29	254		0	783
BG8 (Working Poor)	287	769	979	1085	1060	398	3156		0	7734
CCPP (Child Care Purchasing)	0	0	0	0	0	0	0		0	0
TOTAL	589	1278	1493	1579	1463	558	4283	0	0	11243
MCVA							0			0
SISP (Specialized Instructional Services)					2					2
VPK 2014-2015 Enrolled					9922					9922
VPK 2014-2015 Eligible not Enrolled					1120					
VPK 2014-2015 Approved Providers · 401										
VPK Wraparound Children - 765										
Waiting List										
BG1 (At Risk)	0	0	0	0	0	0	6	0	0	6
BG3 (RCG)	0	0		0	0	0	4	0	0	4
BG3 (TANF Child Only)	1	2	0	1	0	0	0	0	0	4
BG5 (Transitional)	0	0	0	0	0	0	2	0	0	2
BG8 (Working Poor/Migrant/SSI)	604	870	939	825	687	513	2151		0	6589
TOTAL	605	872	939	826	687	513	2163	0	0	6605

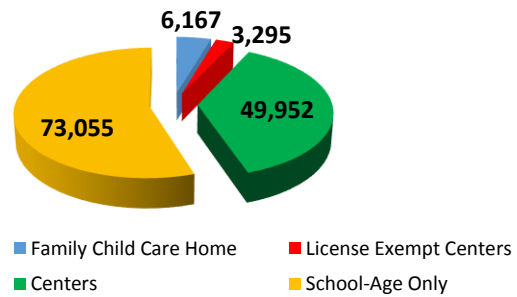
* Special Needs Child Care Rate

County-Wide Provider Demographics
October 2014 – December 2014 (2nd Quarter)

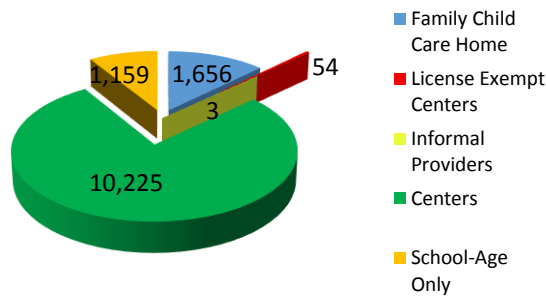
Number of Programs by Type of Facility
Second Quarter Total Number : 1,498



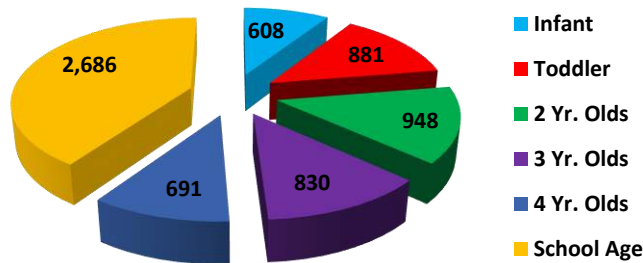
Capacity by Program Type
Second Quarter Total Capacity: 132,469



Enrollment by Program Type 2nd Quarter
Total Unduplicated Paid Enrollment: 12,694



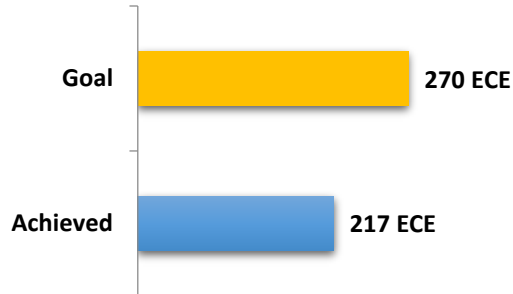
Wait List by Age as of 1-30-2015



Quality Count for Kids (QCFK) Programmatic Goals FY14-15
 October 2014 – December 2014 (1st Quarter)

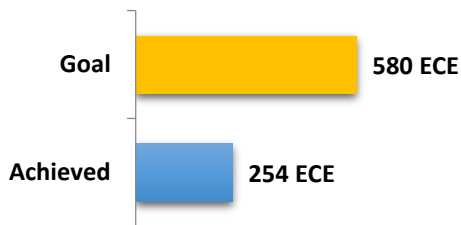
Provider Goal: At least 270 early childhood education (ECE) programs will actively participate in continuous quality improvement efforts to enhance the quality of care available to children birth to 5 in Hillsborough County.

Provider Participation : 80%

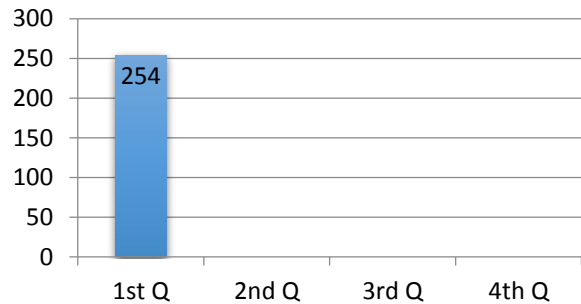


Training Goal: Provide support, resources, and professional development to at least 580 unduplicated early care and education (ECE) practitioners to increase their knowledge of developmentally appropriate practices (DAP).

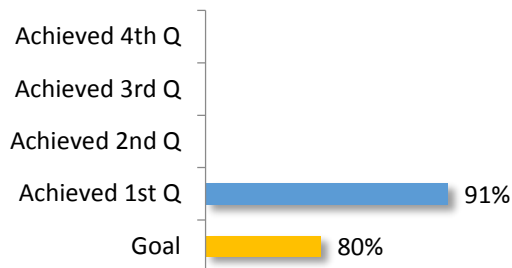
Training Service Level: 43%



Number of Providers Trained by Quarter



Providers Trained Demonstrating Increased Knowledge by Quarter



Staff resources: N. Metsker References: EFS database and Apricot Database.

ISSUE

Tampa Bay Institute for Early Childhood Professionals (IECP)

BACKGROUND:

Research shows that the more education and training early care and education professionals have, the better the care and education children will receive, and this contributes to more positive short and long-term outcomes for children. The Tampa Bay Institute for Early Childhood Professionals (IECP) supports early childhood practitioners as they work to improve educational opportunities for young children. IECP provide opportunities for educators to participate in professional growth opportunities and to access materials to increase the quality of early learning experiences for young children.

IECP provides the following services:

- **Career advising** is a one-on-one process through which the advisor offers information, guidance, and advice to a provider about professional growth, career options, and pathways to obtain or meet required qualifications such as a CDA, Director's Credential, Associates Degree, etc. Information is also provided regarding financial assistance to help defray the cost of required qualifications.
- **Teacher Work Room** that has a variety of tools available for teachers to utilize such as multiple size laminators, die cut machines, book binding materials, construction paper, cutting tools, large table top areas and many other "tools of the trade". These tools and materials allow teachers to develop classroom materials to support instruction.
- **Lending Library** that has a wide variety of materials to support early childhood teacher's knowledge of best practices, support the development of lesson plans and enhance the early learning environment. IECP has a selection of high-quality children's books (English and Spanish), as well as prop boxes. Prop Boxes are tools for the teachers which support children's cognitive and motor development. Each prop box is based on a common theme used in early childhood classrooms and contains books, concrete objects related to the theme and child-centered center activities and explorations.
- **Live Scan** services to ensure child care providers and other individuals are able to have complete pre-employment fingerprinting services. In an effort to assist the community, the services are offered at a discounted rate compared to other public entities that perform the same services.
- **Training** to increase practitioners' knowledge of program evaluation measures such as the Environment Rating Scales (ERS) and Classroom Assessment Scoring System (CLASS), developmentally appropriate practices (DAP), emergency preparedness, curriculum, etc.

In addition to the trainings offered in the Bulletin, IECP is hosting *Making the Most of*

Classroom Interactions (MMCI) which is required for all practitioners involved in OEL's Performance Funding Pilot. Eighty practitioners are attending the MMCI training at IECF (an additional 80 practitioners are attending MMCI at the ELCHC's administrative offices)

- IECF membership meets the requirement for membership in a professional organization required to renew the Florida CDAE or the Florida Child Care Professional Credential (FCCPC). IECF members each receive a copy of the Focus Magazine which contains information relevant to the field of early care and education practitioners and a copy of the Bulletin which lists professional development opportunities.

Between July 1, 2014 and December 31, 2014:

- 1,060 people have visited IECF to attend trainings and/or meetings, use the Teacher Work Room and/or borrow resources
- 373 people are members
- 105 Live Scans have been provided

In October 2014, a survey was sent out to providers asking some key questions about IECF and the services offered. Comments from the respondents indicated that:

- 88% of those responding say they are "very satisfied" or "satisfied" with the overall services at IECF.
- the key reasons for becoming a member of IECF was to utilize the resources (32%) and/or to receive training discounts (27%).
- the most requested training topics include Child Development, Supervision/Leadership and Teacher-Child Interactions.
- 87% of those responding are "very satisfied" or "satisfied" with the customer service provided at the IECF.

Some of those who responded to the survey had these things to say about IECF and the services provided:

- *"This is a nice place and I hope it remains for the providers who can't afford to purchase things but can check them out. Great idea!"*
- *"I am very impressed with the trainings and all the great information I come away with. The staff is helpful and the facility is comfortable and pleasant."*
- *"Love the staff they are always professional and really enthusiastic about helping me achieve my professional objectives"*
- *"I always am so pleased with the materials that I borrow. It feels like Christmas each time I leave there with all the goodies. I love the new "book bags" that are being sold from the make and takes that are used in class. The ladies there are just so creative. Thanks for all you do to make our jobs easier in the field."*

Currently IECF is the only “one-stop-shop” for practitioners in the Tampa Bay area. Although other counties may have pieces of what the IECF has to offer, no other county has a comprehensive system of services for early childhood educators.

Currently, the IECF is available to providers on Mondays, Thursdays and Fridays from 9:00a-4:00p, Tuesdays 1:00p-7:30p, Wednesdays 9:00a-1:00p and every third Saturday of the month from 9:00-a-1:00p.

Read on myON

Update for Early Learning Coalition

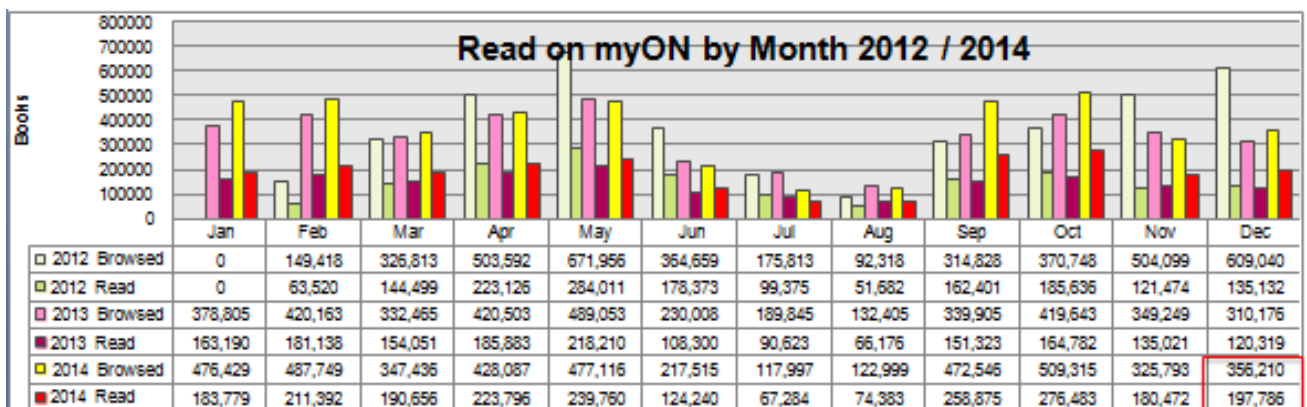
In collaboration with HCPS, several nonprofit organizations including Children's Board of Hillsborough County, Hillsborough County Public Library Cooperative, United Way Suncoast, BOCC Head Start, Tampa Housing Authority, and Early Learning Coalition, launched the Read on myON Project on February, 2012.

Partnership key achievements:

- Maintained a strong partnership with all seven initial community partners
- **240,000+** students accounts
- **122.34** years spent reading! (2013-2014)
- **12,434,696** Browsed books
- **5,617,151** Books Read
- **2,900** + preschoolers registered via microsite and private preschools

myON evolution to supporting the Read on myON project:

- Started with **800 to 4,847** + collection of books available for all Hillsborough County children from birth to 8th grade
- Access from computer base only to multiple mobile platforms
- Collection of books expanded to support early childhood needs and middle/high school students
- Early readers measure added (for K and 1st grade appropriate)
- Access to 750 third party publishers + Disney collection
- High School students access at no additional charge to the partnership
- Copyright permission to all Capstone imprints as a resource to the ELA department
- Launching innovative literacy toolkit to support next generation of educational needs



Read on myON Partners Meeting

Location of session: United Way Suncoast & GotoMeeting

Date: January 21, 2015

Next Meeting: February 18, 2015 @ **United Way Suncoast and GotoMeeting**

Participants: Paige Erwin (VISTA-UWS), Brittany Cannon (VISTA-UWS), John Milburn, Debbie Leslie, Cindy Wilkinson- HCPS; Julie Cole and Doris Linville, myON. Also via GotoMeeting: Lori Tonti, HCPLC; Leslie Pokres, Children's Board Hillsborough County; Ted Dwyer and Tracy Aguilar, HCPS; Stephanie Brown- Gilmore, Tampa Housing Authority and Tracie White. ELC.

Outcomes:

- o **Status update:**

October 2014:	November 2015:	December 2014:
Books Browsed: 509,315	Books Browsed: 325,793	Books Browsed: 356,210
Books Read: 276,483	Books Read: 180, 472	Books Read: 197,786

- o **Total numbers** as of December 31, 2014 from inception (Feb. 2012):

Books Browsed: **12,434,696**
 Books Read: **5,617,151**
Total Books accessed as December 31, 2014: 18,051,847

- o **Microsite update:**

Registration and usage as of December, 2014: **3,148 (see registration trend in slide)**

Home School : Registered : 994

Last 2 Years	Current year (July 2014- December 2014)	Cumulative since July 2012
Books Browsed : 14,839	Books Browsed : 3,291	Books Browsed : 18,130
Books Read: 9,364	Books Read: 2,098	Books Read: 11,462

Pre-Schoolers: Registered : 1,768

Last 2 Years	Current year (July 2014- December 2014)	Cumulative since July 2012
Books Browsed: 18,291	Books Browsed: 3,270	Books Browsed: 21,561
Books Read: 11,951	Books Read: 2,588	Books Read: 14,539



- **Final Parent Survey's report**

We have completed the parent survey. Attached you will find the final data that was shared during our last meeting. We need to plan on what to do with the information collected.

- **Winter Reading Challenge report**

Our 2014-2015 Winter Challenge was very successful. We had over 800 entries and we picked 30 winners. These winners have been invited to the 1/28/2015 celebration which will be held along with Istation at Jefferson High School.

- **myON updates/ news**

There are a series of updates coming to myON in the next year that include:

-An updated "skin" for older students.

-myON continues to add books, 147 last month bringing the total to over 5,000 books: 4,847 for Elementary and 4,777 for Middle School.

- **Partnership year four kick off and marketing planning**

We are kicking off our 4th year for the partnership! On January 20th, HCPS approved unanimously the 2015 Read on myON contract. We will be planning the use of funds included in the current contract for marketing. During our Feb. 18th meeting we will bring a proposal for the use of those funds and would like to receive feedback and ideas from our partners. We will have our marketing director coming from Minnesota to support our marketing efforts.

- **Summer Reading Planning**

We will continue to plan with key stakeholders. The plan is to have the Summer Reading Summit the first week in May at MOSI or Glazer Children's Museum. Also we will work with our partners at the HCPLC and HCPS on supporting summer reading. The theme "Every hero has a story" (Elementary) and Unmasked (Middle School), more to come in the near future.

Next meeting: February 18, 2015 3:00 pm- United Way Suncoast and Go to Meeting



LEARNING PERSONALIZED

- Maximizes reading growth
- Deepens vocabulary
- Provides power of choice

UNPARALLELED CONTENT

- Ever-growing digital library
- Authentic texts and books
- Standards-aligned resources

UNLIMITED ACCESS

- Available 24/7, year-round
- Online and offline
- Concurrent, multi-user license

SUPPORTS COLLABORATION

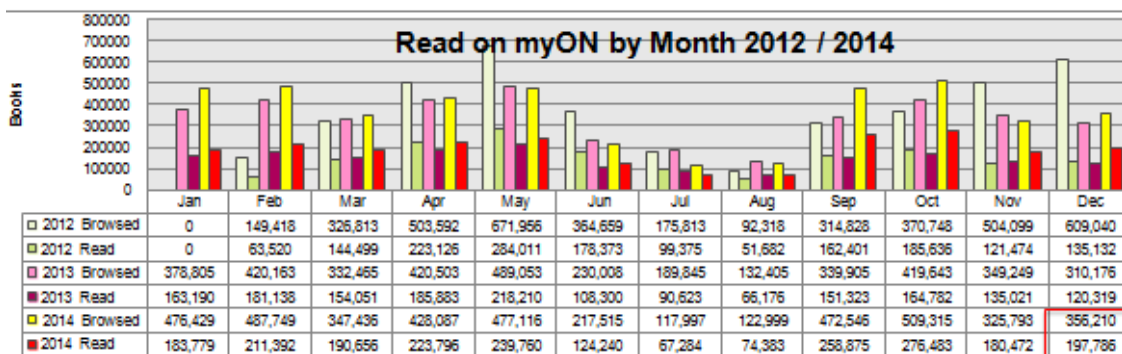
- Encourages family involvement
- Facilitates educator teamwork
- Promotes community engagement

FOSTERS SUCCESS

- Leamers own their growth
- Teachers further personalize instruction
- Administrators have program data

STATUS UPDATE- HOW ARE WE DOING?

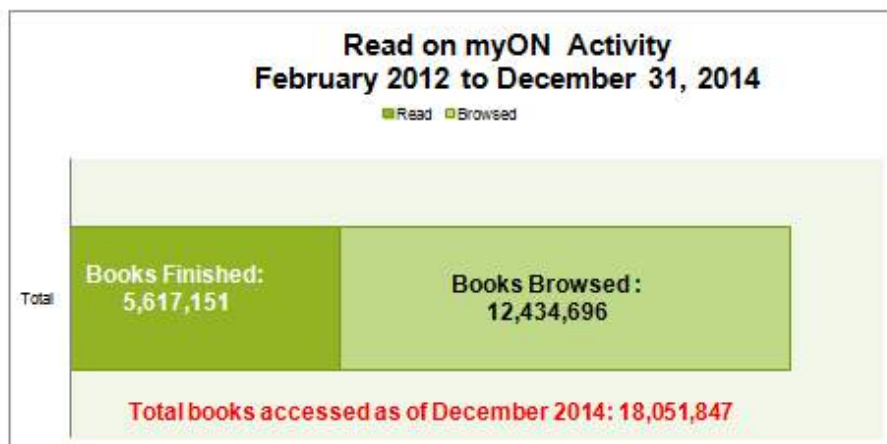
- | | | |
|---|--|--|
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|---|--|--|



www.ReadonmyON.com

TOTAL NUMBERS -

▸ From February, 2012 to December 31, 2014



▸ Registrations as of December 31, 2014 : **3,148**(since June 15, 2012)

Home School : Registered: 994		
Last 2 Years	Current year (July 2014- December 2014)	Cumulative since July 2012
Books Browsed : 14,839	Books Browsed : 3,291	Books Browsed : 18,130
Books Read: 9,364	Books Read: 2,098	Books Read: 11,462

Pre-Schoolers: Registered: 1,768		
Last 2 Years	Current year (July 2014- December 2014)	Cumulative since July 2012
Books Browsed: 18,291	Books Browsed: 3,270	Books Browsed: 21,561
Books Read: 11,951	Books Read: 2,588	Books Read: 14,539



MICROSITE REGISTRATION



PRIVATE SCHOOLS TOTALS

**Private Schools
K-8 : 81 total**
 42 Complete
 Schools
 Total students:
9,257
 39 partial
 (microsite)

**Private Schools
Preschools**
 28 Active Pre-
 Schools
 Total Students:
1,061



www.ReadonmyON.com

ISSUE: Communications & Outreach Update

Tampa Bay Chamber of Commerce

On October 28, 2014 Communication staff attended a Chamber luncheon presentation held at the University Club. As a result of contacts made at the event, several Linked-In connections were made as well as having one contact from H.A.R.T. (Hillsborough Area Rapid Transit) submit an article for the last issue of the Provider's Focus Magazine. Data and Fiscal staff also attended at Chamber Brown-Bag session on Tech Ideas on October 21, 2015, and IECP staff attended a Coffee Connection conducted by the Chamber.

Raising a Reader

Staff has been collaborating to ensure that the terms of the grant received from the Tampa Bay Rays Baseball Foundation are satisfied in regard to outreach materials and efforts. Staff is in the process of developing the website information in addition to the 'tags' for the next round of bags to be put into the community.

ELCHC Board Strategic Planning

Staff has devoted a significant amount of time working with the consultant in the development of a final draft for the ELCHC Strategic Plan. As needed, staff has assisted the consultant in developing the goals, objectives and strategies presented in the draft plan.

State CCR&R Workgroup Meetings

As follow-up to the November/December statewide CCR&R meeting in Tallahassee, staff has participated in workgroups via conference call that were established in an effort to implement broad changes planned for the state CCR&R. Nancy Metzker will be working on the Database/Electronic System workgroup. Thus far, only the Rebranding Workgroup has convened.

Collaboration with The Straz Center for the Performing Arts

As part of its regular annual programming, the Straz Center for the Performing Arts offers the *Kids Time Series* and the *Wee Folks Series* for children. These performances are very popular and fairly well attended. As part of its growing relationship with ELCHC, the Straz Center periodically contacts ELCHC when tickets are available for a *Kids Time* or *Wee Folks* performance. In January, the Straz contacted staff regarding the availability of 20 tickets for the January 24th performance of *Fly Guy and Other Stories*. The Coalition moved the tickets to families in the community that would have otherwise been unable to attend the event. Tickets were valued at an estimated \$250.

Communications staff is also in the processing of working with the Straz on a process or program for integrating parent information, supplied by the ELCHC, into info packets/gifts for parents that participate in the 2015-2016 Kids Time and Wee Folks series at the Straz. The effort is still in the development stages.

IECP Mini Conference – May 2, 2015

The Tampa Bay Institute for Early Childhood Professionals (IECP) periodically conducts special training events targeted toward IECP members as well as early childhood professionals from around the region. Communications staff has spent a large number of hours constructing a branded package for this event scheduled to take place on Sat., May 2, 2015. The designed event package included: Save the Date Card, Posters, flyers, the event agenda, speaker bio pages, and CEU certificates.

Collaboration with the Glazer Children's Museum

ELCHC staff continued to work with Kerry Falwell, Director of Education & Community Partnerships at the Glazer Children's Museum in development of a collaborative event with the ELCHC. The event, which is entitled *Preschool Palooza*, is targeted to ages 2 to 6 years of age and will take place on Sat., March 14, 2015 from 10:00 am to 3:00 pm. The event's theme is quality early childhood education and will feature activities directed by area early childhood programs identified as gold seal accredited and/or participating in ELCHC's Quality Counts for Kids with a star rating. Highlights of the event are short parent seminars about identifying and choosing quality child care, early childhood health, and early childhood mental health. The ELCHC is a sponsor of the event, which is allowing for a 50% discount on all admission categories.

Children's Week/Hanging of the Hands

Historically, each year during the Florida Legislative session, early childhood advocates have made thousands of paper cut-outs of children's hands decorated by children and their teachers. These 'Hands' are collected by communities all over Florida and sent to the Capitol for display during Florida's Children Week which is April 12 -17, 2015. This year will be no different.

This year, the official *Hanging of the Hands* will take place in Tallahassee at the State Capitol Rotunda on Sunday, April 12 at 12:30 pm. The actual *Hanging of the Hands Dedication Ceremony* takes place on Tuesday, April 14, which by no coincidence is also "*Children's Capitol for a Day*". Thousands of non-profit partners, policy makers, faith based leaders and advocates will join together to recognize the efforts of teachers, parents and children and dedicate the display to the 2015 Florida Legislature. The Hands will remain in the Capitol Rotunda for the entire week as a vivid reminder to legislators and advocates that we must take care of our most precious commodity - our children!

Here in Hillsborough, the ELCHC continues to spearhead an effort to submit 'Hands' for the statewide display. The ELCHC will be encouraging early childhood programs, families, and advocates to contribute to the 'Hands' display. We will be accepting the 'Hands' at multiple locations until 4:00 pm on Friday, March 20, 2015.

Op-ed for Chair Patel

Staff was instrumental in the research, writing and submission of an OpEd for Chair Patel that was submitted to and published by the Tampa Bay Times and the Tampa Tribune (*see attached*).

ELCHC Open House

Communication staff also devoted time to the planning of the ELCHC Open House, which was held on Thursday, January 29, 2015 from 3:30 pm to 5:30 pm. The event was well attended by providers, Board members and community partners. (*See photos below*)



Hillsborough Quality Child Care Program Listing

Communications staff, in coordination with the ELCHC data administrator and staff early childhood specialists compiled and designed the **Hillsborough Quality Child Care Listing**. The purpose of the booklet is to help make selection of quality child care in Hillsborough easier for front-line child welfare workers as well as parents. The booklet is divided in to two sections. The first section highlights programs and are Gold Seal Accredited and/or participating in the ELCHC Quality Counts for Kids program with a star rating. This section also identifies whether or not the programs are School Readiness and/or the Voluntary Prekindergarten sites. The second half of the book identifies those programs that have received a Class One Violation within the last 12 months from the date of publication. Currently, the booklet has a publication schedule of twice a year (January and June) and is available in print (2000 units) and online.

ELCHC Agency Collateral Revamp

In collaboration with senior staff, all agency collateral has been redrafted and redesigned to reflect current Coalition programs and services. The information was prepared and ready for distribution at the ELCHC Open House on January 29th. Revised collateral included 4 local fact sheets about ELCHC programs and services as well as a general agency brochure. All the above referenced collateral is currently out for print.

United Way Early Literacy Summit Workgroups

Toward the end of 2014, The United Way of the Suncoast initiated a countywide Early Literacy Summit. They continue their efforts via various community-staffed workgroups formed address the issues brought forth during the daylong Early Literacy Summit. ELCHC Communications and Operations staff has participated in a number of the workgroups and will continue to assist as the United Way moves toward a Summit follow-up event in May.

We look forward to the chance to convene again soon and for your participation as researchers and project planners. We are also very eager to share progress made in the Tutoring and Mentoring and Teacher and Provider Supports Workgroups.

Upcoming Events for Board Calendars

- Sat., March 14, 2015 – ***Preschool Palooza*** at The Glazer Children’s Museum, 10:00 am – 3:00 pm.
- Sat., March 21, 2015 – Hillsborough County ***Children’s Services First Annual Community Fair*** at Lake Magdalene Campus, 10:00 am to 2:00 pm, 3191 Clay Magnum Lane, Tampa

MAKING EVERY CONNECTION MATTER

Join providers as they gather to hear **Lois Wachtel & Lillian Hubler** offer tips, tricks and unique methods for making every classroom connection matter. **.5 CEUs certificate earned for attending this day-long event!**



Lois Wachtel

Lois has been in the field of early childhood care for over 20 years and formed “Creative Beginning Steps” with the purpose of bringing quality, interactive, and fun workshops to the early childhood community.



Lillian Hubler

Lillian is the founder and President of Time to Sign, the foremost sign language trainer of young children’s educators, having trained more than 50,000 individuals.



WHEN: Saturday, May 2nd, 2015
8:00 a.m. to 3:00 p.m.

WHERE: Hilton Garden Inn
Tampa East / Brandon
10309 Highland Manor Dr.
Tampa, FL 33610

COST: \$55 General Admission
Register by April 1st using promo code “Earlybird” and get \$10 off!

TICKET SALES CLOSE: Mon, April 27th

- Continental Breakfast & Lunch Included
- Free Parking
- Prizes & Raffles!

REGISTER TODAY AT!

<https://everyconnectionmatters.eventbrite.com>

Glazer Children's Museum

Putting the fun in quality early childhood education!

A Family Day All About...

Quality Early Education

Preschool Palooza

First 500 guests receive a goodie bag!

Inspiring & Creative Activities

LOTS OF FUN ACTIVITIES:
INDOOR GAMES,
ART ACTIVITIES
STORY TELLING
SHORT PARENT SEMINARS

SAT. MAR. 14
10 AM - 3 PM
THE GLAZER CHILDREN'S MUSEUM

1-DAY ONLY
ALL ADMISSIONS
50% OFF



This event is sponsored by:
EARLY LEARNING COALITION
OF HILLSBOROUGH COUNTY
BUILDING OUR NATION'S FUTURE
★★★★★

The Early Learning Coalition of Hillsborough County is a 501(c)(3) not-for-profit organization