



Regular Board Meeting

Monday, April 13, 2015
 5:30 pm until close of business
 1002 E. Palm Ave, Board Room
 Tampa, FL 33605
 Call In: (872) 240-3212
 Access Code: 615-173-981

**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 March 2, 2015 Special Board Meeting Minutes (*p. 3*)
 - C. Executive Director’s Report
 - a. WEDU video **D. McGerald**

- II. OLD BUSINESS**

- III. PRESENTATION**
 - A. ReadyRosie Launch Plan (*p. 11*) **T. White**

- IV. ACTION ITEMS**
 - A. Approval of ReadyRosie Launch Plan (*p. 8*) **T. White**
 - B. Audit Acceptance Designee (*p. 39*) **S. Costner**
 - C. School District of Hillsborough County Allocation for FY 2015-2016 (*p. 40*) **S. Costner**
 - D. Child Care Licensing Allocation for FY 2015-2016 (*p. 41*) **S. Costner**
 - E. Early Childhood Council Allocation for FY 2015-2016 (*p. 42*) **S. Costner**
 - F. Approval of Sliding Fee Scale for FY 2015-2016 (*p. 43*) **K. Perkins**
 - G. Approval of Anti-Fraud Plan (*p. 46*) **D. McGerald**
 - H. Approval of Chair to attend Smart Start Conference (*p. 56*) **D. McGerald**
 - I. Allocation Approval for Executive Roundtable Sponsorship (*p. 57*) **D. McGerald**

- V. FINANCE REPORT (*p. 59*)** **S. Costner**

- VI. COMMITTEE UPDATES** **A. Patel, Chair**
 - A. Governance Committee

- VII. DISCUSSION**

- VIII. INFORMATION ITEMS – Given the length of the agenda, members are encouraged to read the information items prior to the meeting and have questions (if any) prepared.**
 - A. Communications & Outreach (*p. 67*) **T. White**
 - B. Dashboard (*p. 69*) **N. Metsker**
 - C. Utilization Report (*p. 71*) **M. Harkness**

IX. 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.

X. ADJOURNMENT

UPCOMING MEETINGS

Board members visit Children’s Week in Tallahassee – April 14, 2015 @ 11:00 am
Strategic Planning Workshop – April 20, 2015 @ 2:30 pm
Strategic Planning Workshop – April 27, 2015 @ 2:30 pm
Executive/Finance Committee Meeting – Monday, May 4, 2015 @ 4:00 pm
Budget Workshop – Monday, May 4, 2015 @ 5:30 pm
(*Tentative*) Board of Directors Meeting – May 11, 2015 @ 5:30 pm
Regular Board of Director’s Meeting – June 8, 2015 @ 5:30 pm

MEETING MINUTES

Meeting Name:	Special Board of Directors Meeting	Date:	March 2, 2015
Facilitator:	Aakash Patel, Chair	Time:	5:30 pm
Location:	1002 E. Palm Avenue, ABC Conference Room, Tampa, FL 33605		
Board Members Present:	Robert Buesing*, Lynne Hildreth, Joe McElroy, Aakash Patel, Teresa Gaffney*, Barbara Hancock, Jan Gregory, Mike Bross, Donna Bevis, Dr. Shawn Robinson, Scott Barrish*, Marie Caracciola, Lesley "Les" Miller Jr.*, Dr. Jacquelyn Jenkins, and Jill Hammond*.		
Board Members Absent:	Sally Harris, Edward Peachy, Lindsay P. Seel, Patricia Spencer, Kelley Parris, Dr. Rahul Mehra, and Dr. Douglas Holt.		
ELCHC Staff:	Steve Costner, Stacey Francois, Lorinda Gamson, Katherine Javier, Tracy Knight, Sally McGinnis, Jennifer Nizer, Miriam Ortiz, Karen Perkins, Janet Stutzman, and Tracie White.		
Other Attendees:	Attorney Stephen Lee, Sandy Show, Terri Fernandez, Marina Harkness, Sandy Show, Kathy Kaaa, and Shawntaye Beato.		

*Indicates members present by phone.

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
I.	<p>CALL TO ORDER</p> <p>A request was made to address action items at the start of the meeting while a quorum was confirmed. Chair Patel granted this request.</p> <p>A. Quorum Verification</p> <p>Noting that a quorum had been established, Chair Patel called the meeting to order at 5:44 pm.</p>	
II.	<p>ACTION ITEMS</p> <p>A. Approval of Executive Director Position Description</p> <p>Michelle Turman, Consultant for Catalyst Consulting Services commented on the Executive Director's proposed position description, noting that in areas that refer to the ELCHC, the description should specify ELCHC Board of Directors or ELCHC agency. In cases that refer to the agency, Ms. Turman recommended the document be consistent in how the agency is named, i.e. the ELCHC or the Coalition. Ms. Turman also suggested that a degree in Early Childhood Education be added to the list of acceptable educational fields under Education/Experience and that contracting experience be included as a desirable or essential qualification. Chair Patel explained how the evaluation documents were reviewed by an ad hoc committee whose purpose was to create a process for evaluating the Executive Director. Mr. Patel then presented a letter from Dave McGerald in his absence as a response to the evaluation documents and an additional letter from Kelley Parris in response to Dave McGerald's letter.</p> <p><i>Dr. Shawn Robinson made a motion to accept the Executive Director position description with the consistency revisions suggested by Ms. Turman. Jan Gregory made a second.</i></p> <p><i>Dr. Shawn Robinson amended his motion to also include Early Childhood Education as an</i></p>	

MEETING MINUTES – Special Board of Directors Meeting
March 2, 2015 5:30 pm

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
		<p><i>acceptable educational field under Education/Experience, as suggested by Ms. Turman. Jan Gregory made a second. The motion carried unanimously.</i></p> <p>B. Approval Executive Director Evaluation Tool <i>Dr. Shawn Robinson made a motion to approve the Executive Director Evaluation Tool as presented. Marie Caracciola made a second. The motion carried unanimously.</i></p> <p>C. Approval of Executive Director Employee Agreement Michelle Turman commented on section six of the Executive Director employment agreement, stating that typically, performance evaluations are done on an annual basis. Janet Gregory explained that the Committee arrived at this decision based on the length of time that had passed since the last performance evaluation was completed. Lynne Hildreth agreed that the evaluations should be done annually. Ms. Gregory conceded that annual performance evaluations are reasonable. A discussion was held regarding payout of accrued paid time off in the event of separation. The Board agreed that the terms of the employee agreement should be negotiated with the Executive Director. <i>Dr. Shawn Robinson made a motion to change the performance evaluation section to require an annual review rather than every six (6) months, as it currently states in the agreement. Lynne Hildreth made a second. The motion carried unanimously.</i></p> <p><i>Jan Gregory made a motion to use the draft of the Employment Agreement in negotiations with Dave McGerald and an appointed Governance Committee to then be presented to the full Board for final approval. Donna Bevis made a second. The motion carried unanimously.</i></p> <p>Chair Patel appointed himself, Commissioner Les Miller, Lynne Hildreth, Joe McElroy, Robert Buesing, and Kelley Parris to serve on the Governance Committee to negotiate an employment contract with Dave McGerald. Mr. Patel asked that the Committee meet in March 2015 to develop an agreement to present at Board of Directors meeting on April 13, 2015.</p> <p>D. Child Care Licensing Contract Amendment Steve Costner presented the action recommended by staff to authorize the re-allocation of \$80,000 from the BOCC Child Care Licensing contract into direct services (slots) in the School Readiness Program. <i>Lynne Hildreth made a motion to authorize staff to reduce the contract with BOCC Child Care Licensing in the amount of \$80,000. Joe McElroy made a second. Michael Bross abstained from voting. The motion carried.</i></p> <p>E. Provider Portal Steve Costner explained that on December 8, 2014, the Board of Directors voted to authorize the development of a Provider Portal that would eliminate the need for a variety of documents that flow between the child care providers and the coalition. Mr. Costner went on to say that although the development of a portal is still supported by Coalition staff and providers, the Office of Early Learning (OEL) has informed Coalitions across the state that they would be implementing a statewide portal by December 2015. Mr. Costner noted that for this reason, the</p>

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
		<p>Coalition recommends reversing the decision to fund a provider portal that would soon be replaced by the statewide portal.</p> <p><i>Lynne Hildreth made a motion to reverse the Board decision on December 8, 2014 to fund a provider portal. Shawn Robinson made a second. The motion carried unanimously.</i></p> <p>F. School District Contract Amendment 1</p> <p>Steve Costner introduced the recommended action to authorize Coalition staff to execute a contract amendment with the School District of Hillsborough County in the amount of \$280,000.</p> <p><i>Dr. Shawn Robinson made a motion to approve the contract amendment with the School District of Hillsborough County in the amount of \$280,000. Chair Patel made a second. Marie Caracciola and Barbara Hancock abstained from voting. The motion carried.</i></p> <p>G. School District Contract Amendment 2</p> <p>Steve Costner presented the recommendation to authorize Coalition staff to execute a contract amendment with the School District of Hillsborough County in the amount of \$500,000 for School Readiness direct services.</p> <p><i>Joe McElroy made a motion to approve the contract amendment with the School District of Hillsborough County in the amount of \$500,000. Robert Buesing made second. Marie Caracciola and Barbara Hancock abstained from voting. The motion carried.</i></p> <p>H. Approval of Board Meeting Minutes</p> <ol style="list-style-type: none"> 1. December 8, 2014 Board of Directors Meeting Minutes <i>Dr. Shawn Robinson made a motion to approve the December 8, 2014 Board of Directors meeting minutes. Joe McElroy made a second. The motion carried unanimously.</i> 2. February 9, 2015 Board of Directors Meeting Minutes <i>Dr. Shawn Robinson made a motion to approve the February 9, 2015 Board of Directors meeting minutes. Donna Bevis made a second. The motion carried unanimously.</i> <p>I. Ready Rosie</p> <p>Jan Gregory inquired about the Ready Rosie Program, indicating her anticipation that the Board would be considering it for approval at that meeting. Chair Patel proposed an action to approve the allocation of \$175,000 in the FY 2015-2016 budget for the Ready Rosie program. Mr. Patel asked Coalition staff to develop a marketing plan proposal for approval at the Board of Directors meeting scheduled for April 13, 2015. A discussion was held regarding the contract length. It was noted that the contract with Ready Rosie would include a termination clause. Jan Gregory suggested that the Coalition obtain sponsorships to fund the Ready Rosie Program. Coalition staff agreed that potential sponsorships would be considered in developing a plan to launch the program.</p> <p><i>Joe McElroy made a motion to approve the annual allocation of \$175,000 for the Ready Rosie program to be implemented on July 1, 2015. Barbara Hancock made a second. The motion carried unanimously.</i></p>
III.	PRESENTATION	
	A. Draft of Board Strategic Plan	

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
		Michelle Turman presented the goals of the 2015-2017 Board strategic plan, as well as the timeline for implementation and evaluation of progress. Ms. Turman recommended that Board members provide input on the strategic plan draft before it is brought back to the full Board for final approval. Chair Patel asked that Board members provide their input via email to Tracie White, Director of Communications and Outreach, by Monday, March 23, 2015 and that Coalition staff develop a final draft based on that input to submit for approval at the Board of Directors meeting scheduled for April 13, 2015.
IV.	DISCUSSION A. FY2015-2016 Budget	Steve Costner introduced some preliminary steps being taken by staff to prepare the FY2015-2016 budget. Mr. Costner reported on the areas being assessed in the budget, including personnel, operating costs, Ready Rosie, direct services, and resources needed to support the Board strategic plan. Mr. Costner announced that there would be a budget workshop scheduled for May 4, 2015 to review the proposed operating budget.
V.	INFORMATION A. Utilization Report	Marina Harkness presented a utilization report showing School Readiness slot expenditures for January 2015 and projected child care slot expenditures for 2014-2015, noting that the projected deficit in shown in the report is expected to decrease significantly. Ms. Harkness then reported on the currently enrolled School Readiness children and the waiting list as of February 27, 2015, noting an increase from January 2015. Ms. Harkness went on to announce that all VPK registrations for the school year 2015-2016 were now being completed by parents through the online VPK portal.
	B. IECF Update	Jennifer Nizer delivered a presentation about the Tampa Bay Institute for Early Childhood Professionals (IECP), highlighting the services provided, trainings being offered, and positive feedback from members and other providers in the community. Chair Patel encouraged Board members to visit the IECF and asked staff to arrange tours in March and April.
	C. Communications and Outreach	Tracie White invited Board members to attend the <i>Preschool Palooza</i> event, sponsored by the Coalition, on Saturday, March 14, 2015 at the Glazer Children’s Museum and the Hillsborough County Children’s Services First Annual Community Fair on Saturday, March 21, 2015 at Lake Magdalene Campus.
VI.	PUBLIC COMMENT	There was no public comment.
VII.	AJOURNMENT	Citing no further business, Chair Patel adjourned the meeting at 7:33 pm.

ACTION PLAN			
No.	Action Item(s)	Owner	Target Date
1.	Schedule a meeting for Governance Committee in March.	K. Javier	03/31/2015
2.	Create a marketing plan for Ready Rosie.	T. White	04/13/2015
3.	Update draft of strategic plan to include Board input.	T. White	04/13/2015
4.	Schedule tours for Board members at IECF.	K. Javier	04/13/2015

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

ISSUE:	Approval of ReadyRosie Launch Plan
FISCAL IMPACT:	Up to \$271,272.89
FUNDING SOURCE:	Cash Reserves and School Readiness
RECOMMENDED ACTION:	It is recommended that the ELCHC Board of Directors approve a communications and implementation budget for year one of the ReadyRosie Initiative as defined in the attached campaign launch plan.

BACKGROUND:

Since its inception, the Early Learning Coalition of Hillsborough County has held firm to the principle that a child's first and most important teacher and advocate is their parent. It is because of this belief that the Coalition has crafted an agency strategic plan that includes the goal of creating opportunities and resources that allow parents to become actively engaged in their child's education and overall school readiness. At its March 9, 2015 regular meeting, the Board elected to implement the **ReadyRosie** program in Hillsborough County with a launch date of July 1, 2015.

ReadyRosie is an online resource that emails daily activities for adults to do with their children ages three to five. The daily emails, which are sent Monday through Friday, contain links to 1 video in English, 1 video in Spanish and 1 expert clip where a professional explains the importance of the activity. The two-minute videos are cast with real parents and children modeling each activity. The video content is supportive of the Florida Early Learning and Developmental Standards and Guidelines enabling parents to practice at home what their children are learning in the classroom. ReadyRosie videos give families tips and the tools needed to engage their preschooler in day-to-day learning in the home, the car, the grocery store, restaurants, or public transportation – wherever their real lives happen! Enrollment for families is free, simple and can be completed on any mobile device or computer that has internet access. (*Special Note: ReadyRosie may have an app available for download in time for the Hillsborough launch*).

The Early Learning Coalition of Hillsborough County will be the sole financier for launch and countywide, universal access to this exciting new parent resource during the first year of implementation of the ReadyRosie subscription.

CURRENT SITUATION:

The Early Learning Coalition will be the first to implement the ReadyRosie program on a countywide basis in the State of Florida. All will agree that this is an important undertaking and deserves extraordinary promotion to ensure the Coalition's return on investment.

With a July 1 product launch date quickly approaching, there is an enormous amount of planning and work that has to be done within a compressed timeline. It is the mission of the ELCHC Communications and Outreach team, with the help and support of the Board, staff, and community partners, to promote and market the ReadyRosie initiative through a wide range of communications vehicles to include paid advertising (i.e. television, radio print, outdoor/specialty, etc.)

The overarching goal of the ReadyRosie Launch plan is to engage as many Hillsborough County parents/caregivers as possible to enroll in the ReadyRosie initiative. Employing all the media channels, marketing activities and budget outlined in the proposed integrated plan, the ELCHC staff has established 11,000 enrollments during the first year as a lofty, but achievable goal. This figure was arrived at via a comparison to a ReadyRosie implementation in the City of San Antonio, Texas, which lies within Bexar

County Texas. Bexar County is similar to Hillsborough County in certain areas as described in the plan. After comparing population, average birth rates, county size and density, as well as implementation variables, the team was able to arrive at the above goal.

Plan Summary

The Communications and Outreach team has crafted a plan that is multi-layered and integrated. The plan has a focus on response and interaction, which will generate the ultimate action of enrollment in ReadyRosie. By employing the media channels outlined in the plan, we will be able to address steps that occur along the Coalition's consumer pathway.

Plan Goals

Main goal:

- To engage and motivate 11,000 Hillsborough County parents/caregivers to enroll in the ReadyRosie program between July 1, 2015 and June 30, 2016.

Secondary/residual goals:

- To increase awareness of ReadyRosie and the Early Learning Coalition of Hillsborough County.
- To influence parents/caregivers to see that the Early Learning Coalition of Hillsborough County brand is a reliable source of parenting information and tools.
- Increase brand involvement, which will also increase brand awareness.

Framework of the Plan

The team will use the '*consumer pathway*' to frame the goal of the plan. By doing so, the team will be able to implement solutions at various stages to drive our consumers to the goal of enrollment. Using this pathway allows the team to identify where media can make the biggest impact versus other marketing channels. As you will note in the plan, we have multiple strategies available. In some cases they will be media led, and in other cases media is less likely to be a driver. For example, customer service or the customer experience is invariably an important factor in ReadyRosie. Training stakeholders on how to talk about ReadyRosie is a critical marketing priority, but is not likely to involve a media solution.

1. Building Awareness (Educate audiences about ReadyRosie, communicate its benefits)

The first critical step is to build awareness around ReadyRosie. In order to achieve that goal the plan employs a high number of paid advertising spots (*TV, print and outdoor*) with effective, multi-layered levels of frequency (*The number of times a person is exposed to a message before responding*). Studies have shown that from one to five, or more, exposures are necessary depending on the size of the print ad or the length of the commercial ad, the complexity of the message, or the competitive consumer clutter. The plan will use awareness-tracking data and/or media weights to set ideal frequency level generated by advertising. Once frequency levels are established, the team will maximize the plans' reach as efficiently as possible.

2. Involvement (Increasing emotional engagement)

The team will employ strategies and tactics designed to appeal to every parent's desire to do everything necessary for their children. At the same time we will offer parents

opportunities to interact with the Coalition by delivering information and tools on the ELCHC website that support the ReadyRosie videos. This is a means of moving parents to view ELCHC as a trusted destination for early childhood information.

3. *Active Consideration*

The efforts that occur during this stage of the plan translate into moving mere awareness or wonder about ReadyRosie, and the ELCHC, to a stage of active consideration (i.e. a click on a website, the scan of a QR code). The team will look closely at options for getting more potential customers to the website(s) to see what ReadyRosie and ELCHC are all about. The team anticipates that it will rely heavily on placement with our highly visible community partners to assist with conversion of inquiries to enrollments.

4. *Enrollment*

(Converting consideration into the action of enrollment)

The plan includes activities that drive a parent to enroll will include but not be limited to using media like brochures, Valpak coupons, flyers etc. The act of converting consideration to enrollment will also heavily involve front-line, direct contacts (case workers, early childhood providers, early childhood activists) encouraging and reminding target audiences of the availability and benefits of ReadyRosie as a viable and useful parenting tool.

Additionally, implementation of this campaign plan offers the ELCHC opportunities to address issues of relationship building and advocacy that are also points on the consumer path.

The Communications team has already begun to craft detailed work plans and benchmarks under each section of the plan and has included a preliminary sample for the month of June simply to illustrate the activities of a multi-layered plan.

RECOMMENDATION

One of the biggest factors in campaign failures is insufficient budget to deliver the goals. Trying to do too much with too little budget and resources is a recipe for disaster. The Communications team has refined the budget and media channels from a menu of choices and crafted a plan that is executable and affordable in terms of the Coalition's current resources.

In order to achieve the goals outlined above and detailed in the plan, it is recommended that the ELCHC Board of Directors approve a communications and implementation budget for year one of the ReadyRosie Initiative as defined in the attached campaign launch plan.

Source(s):

Tracie T. White & Rick Lence, ELCHC Communications & Outreach Team



**EARLY
LEARNING
COALITION**
OF HILLSBOROUGH COUNTY

BUILDING OUR NATION'S FUTURE



READY ROSIE

STRATEGIC COMMUNICATIONS PLAN 2015

Presented April 13, 2015



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TAMPA'S READY FOR ROSIE!

There are only 2,000 days between the time a baby is born and when he or she will enter kindergarten. We know that these early years set the foundation for lifelong academic success and that parents need all the tools they can get to ensure their children's readiness to enter and succeed in kindergarten. ReadyRosie is Hillsborough's newest addition to the parenting toolkit.



By bringing ReadyRosie to Hillsborough County, the Coalition is offering all families free, unlimited access to powerful tips and tools they need to engage their preschoolers in day-to-day learning!

Today's families rely heavily on digital devices in the day to day activities of their lives. ReadyRosie takes advantage of our technology based lifestyles and delivers a digital, dynamic and interactive approach to turning everyday life into teachable moments that translate to kindergarten readiness and academic success.

The Early Learning Coalition is proud and excited to work with ReadyRosie in bringing this unique initiative to all of Hillsborough County. This Communications Plan – while still an initial proposal – focuses on multiple strategies that will help bring awareness about ReadyRosie, and ultimately the Coalition, throughout our community. For this plan and the initiative to be successful, a solid commitment from our Board, staff, and community partners as well as the local business community is required. Please review this proposal and keep in mind that it is a flexible, living document subject to due to a multitude of external variables. But know this — ReadyRosie is coming and we can't succeed without you!



READY ROSIE
HILLSBOROUGH

Sample proposed logo only - not yet approved by ReadyRosie

PERFECT TIMING

Today, 9-out-of-10 U.S. households own a personal computer, and almost half of all American adults own tablets¹. The fastest growing digital market is the smartphone industry, with more than 60% of American adults using this latest technology. Studies show that smartphone use will continue to increase dramatically as more and more individuals rely on these devices as part of their daily lives².

What's more interesting is that 56% of Americans report using their cell phones to access news and information regularly³. Even more astonishing is that 99% of text messages received get read – 90% within three minutes of delivery⁴! This reliance on technology is evident in some additional eye-opening figures below:

- 67% of cell owners find themselves checking their phone for messages, alerts, or calls — even when they don't notice their phone ringing or vibrating.
- 44% of cell owners have slept with their phone next to their bed because they wanted to make sure they didn't miss any calls, text messages, or other updates during the night.
- 29% of cell owners describe their cell phone as “something they can't imagine living without.”

In business, timing is everything, and the ELCHC/ReadyRosie partnership has presented itself at the perfect moment to capitalize on the saturation of personal computers as well as benefit from the fast-growing mobile device market.



¹ U.S. Census Bureau: www.census.gov/content/dam/Census/library/publications/2014/acs/acs-28.pdf

² Pew Research Center: www.pewinternet.org/fact-sheets/mobile-technology-fact-sheet/

³ American Press Institute: www.americanpressinstitute.org/publications/reports/survey-research/how-americans-get-news/

⁴ Tatango: www.tatango.com/blog/sms-open-rates-exceed-99/

THE AUDIENCE

The use of smartphones does not discriminate. No matter the education levels, income or ethnicity, the use of these devices is relatively equal among adults, with the greatest useage between 18 and 49 years of age. One group that spends more time on smartphones than other adults are new mothers. In fact, new moms spend more time on their phones than even the young, digitally savvy millennials⁵. In addition, almost 80% of these new mothers use social media daily⁶!

Although more market research is always recommended in helping define target audiences for a local product launch – it appears that ReadyRosie’s business model is an ideal tie-in to this

particular demographic. For this initial communications plan, we will target the following three audiences, each with unique messaging based around the principle that parents are a child’s most important teacher and advocate.



- 1) **New mothers in Hillsborough County between 18 and 35 years of age**
- 2) **Parents who home school their children**
- 3) **Early Childhood Professionals**

ELCHC is sensitive to Hillsborough County’s cultural diversity, and will integrate ReadyRosie messaging to our community’s influential Hispanic and African American communities.

Hispanic Audience – While Hispanics comprise one-fourth of Hillsborough County’s total population, it’s one of the most challenged minority groups, with Latino children underperforming dramatically in their earliest years of school. ELCHC’s proposed communications plan will promote ReadyRosie on several Spanish-language media outlets to ultimately inform parents – helping them better prepare their children for academic success.

African American Audience – 20% of Hillsborough County’s population is of African American descent. Since 2000, this demographic has grown by almost 30%. ELCHC’s proposed communications plan will promote ReadyRosie through several African-American media outlets to help inform parents of this all-important tool for their child’s academic development.

An argument could be made to reach new fathers as well as younger grandparents. However, because this is a new product launch with many moving parts – it’s recommended that we focus our scope on a smaller audience at first, and then concentrate on additional groups in a later phase of the initiative. In most cases, media spillover will touch various audiences at once (for example, outdoor media will be seen by everyone – or specific TV spots could air on various channels watched by both men/women of different ethnicities, i.e. Nickelodeon, CNN, etc.).

⁵ LA Times: <http://articles.latimes.com/2013/oct/24/business/la-fi-tn-new-moms-smartphones-millennials-20131024>

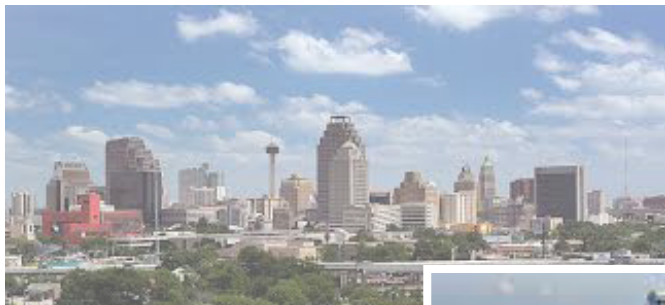
⁶ Adweek: www.adweek.com/socialtimes/moms-smartphones-social-media/501748

WHAT SUCCESS LOOKS LIKE

Because the ReadyRosie initiative is a new product, there is little historical data to help define projected goals. Because of this, success in Hillsborough County will be based on current figures in a similar setting. Last fall, ReadyRosie launched in San Antonio, TX (Bexar County) – an area comparable to Hillsborough County. The chart below highlights related demographics as well as what success will look like based on their first year figures.

	Bexar County, TX (San Antonio)	Hillsborough County, FL (Tampa)
Population	1.818 million	1.292 million
Annual Births	26,298	16,412
Racial Composition	White: 75.2% African American: 7.3% Hispanic Origin: 58.7% Other: 11.4%	White: 73.3% African American: 16.7% Hispanic Origin: 24.9% Other: 3.4%
Land Mass	1,257 mi ²	1,266 mi ²
Density (People per sq. mile)	1,447 people/mi ²	1,020 people/mi ²
Projected ReadyRosie Users	14,000 <i>(after one full year)</i> or less than 1% of the total population	11,000 <i>(after one full year)</i> or 1% of the total population

Source: WolframAlpha - www.wolframalpha.com



San Antonio, TX

Tampa, FL

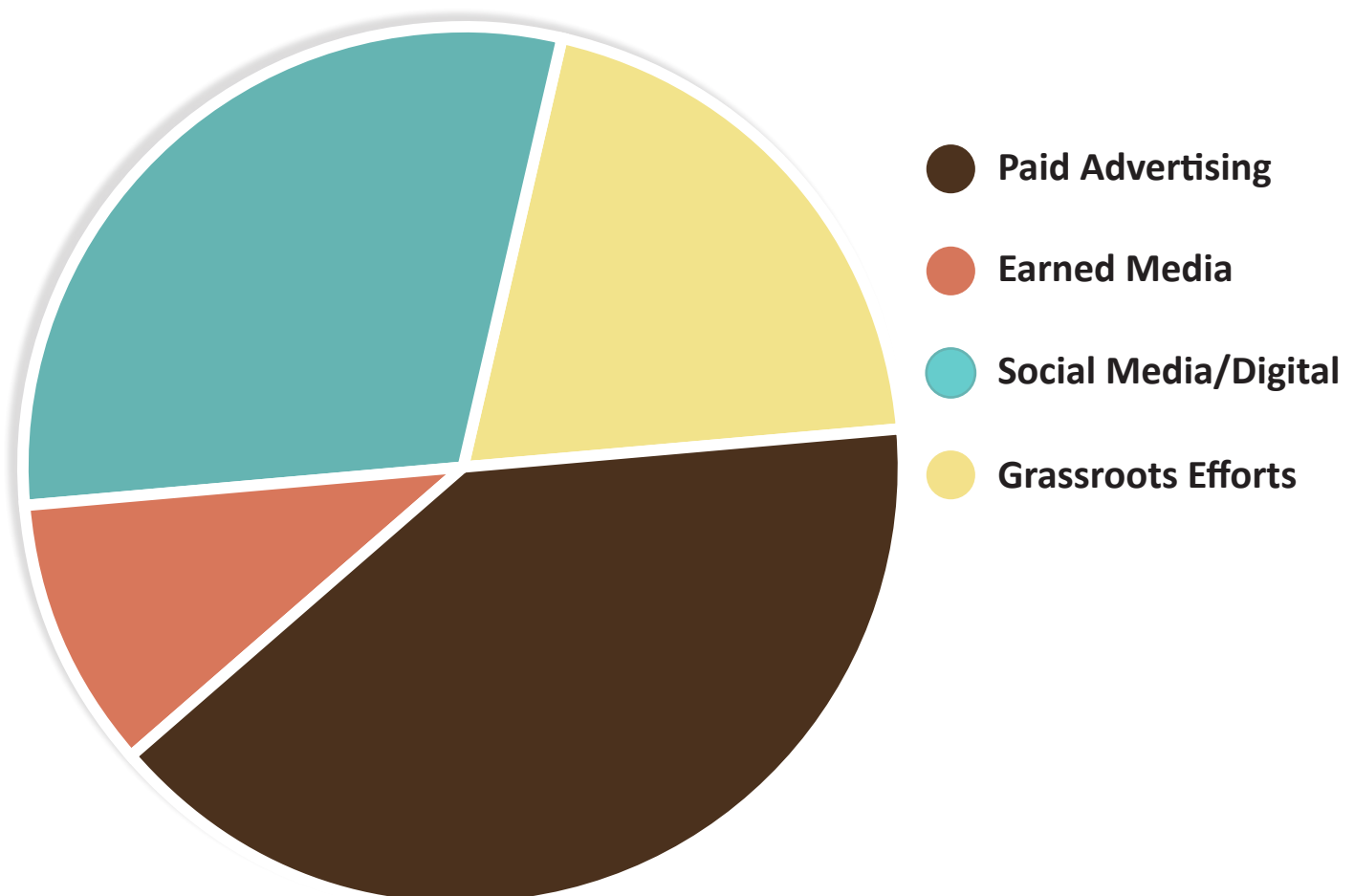


INTEGRATED MEDIA PROPOSAL

Today's rapid expansion of media channels and devices makes it challenging to find the right media mix to reach target audiences. The Coalition understands that for any product launch to succeed, it's vital to take advantage of a variety of available strategies and outlets. Each of the following opportunities will be layered and integrated to support one another in maximizing ReadyRosie's return on investment.

- **Paid Advertising**
- **Earned Media**
- **Social Media / Digital**
- **Grassroots Efforts**

Each of these areas will have a specific plan and timeline developed that weaves within each of the other areas touching various audiences and ethnicities. For the sake of this initial communications plan, each area is presented broadly until detailed specifics are in place that would allow for more refined, area-specific plans.



PAID ADVERTISING

Media Outlet and Buy	Open Rate Per Year (approx.)	Estimated Negotiated Nonprofit Rate	Media Rationale
<p><i>The media costs below are based on 1-year contracts. These longer-term deals allow for greater flexibility in negotiating with each of the outlets and always provide greater returns on investment. The key to successful advertising is consistency, so longer-term contracts not only enhance a campaign's effectiveness but provide greater opportunities for media outlets to negotiate their absolute best rates.</i></p>			
TELEVISION			
<p>Bright House Cable <i>(potential sale to Charter Communications should not impact these figures)</i> 7,920, 15-second spots a year on more than 15 cable networks, including History Channel, BET, Cartoon Network, Animal Planet, OWN, CNN, TLC, etc. (once budget is approved, other potential items can be included, i.e. website, etc.)</p>	\$58,000	\$45,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Hillsborough County's largest cable provider, reaching more than 300,000 homes. (figures accurate as of 2011). Various Networks can be targeted to specific ReadyRosie audiences as well as unique ethnicities.
<p>Verizon Fios Cable 8,352, 15-second spots a year on more than 15 cable networks, including History Channel, BET, Animal Planet, OWN, USA, etc. (once budget is approved, other potential items can be included, i.e. website, etc.)</p>	\$65,000	\$40,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Hillsborough County's second largest cable provider, reaching more than 115,000 homes, with that figure growing by 5,000 homes a month (figures accurate as of 2011). Various Networks can be targeted to specific ReadyRosie audiences as well as unique ethnicities.
<p>WFLA Channel 8 (Media Partner) 215 'total' 15-sec spots a year (includes production of 5 spots a year) airing around popular news broadcasts throughout the day. (once budget is approved, other potential items can be included, i.e. website, etc.)</p>	\$63,000	\$35,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Local station ranks a close No. 2 / No. 1 certain times to FOX 13; Nearly 1 million 18+ viewers that are affluent, influential. Channel 8 was selected because of their long history in Hillsborough County and strong partnerships with the nonprofit community.

PAID ADVERTISING cont.

Media Outlet and Buy	Open Rate Per Year (approx)	Estimated Negotiated Nonprofit Rate	Media Rationale
TELEVISION CONT.			
WUSF (Public Television) 200, 30-second spots on popular Sesame Street programming, as well as 500 spots on normal station programming. (once budget is approved, other potential items can be included, i.e. website, etc.)	\$25,000	\$10,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Public television station provides unique programs to audiences of more than 110,000 per day. WUSF-TV brings an affluent, educated, intelligent audience to its programs – an audience of influential who care about their community.
Univision (Hispanic TV) Entravision 432, 15-second spots a year; 4, 3-minute segments on Despierta Tampa Bay; Banner ad on Univision.com; Facebook presence on Univision site; Booth at community event (Conga Caliente) (once budget is approved, other potential items can be included, i.e. website, etc.)	\$60,000	\$30,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Univision, No. 1 Spanish language station in Hillsborough County targeting 25% of community's total population.
Telemundo (Hispanic TV) 832, 15-second spots a year during highest rated programming; booth at event (Feria de la Familia). (once budget is approved, other potential items can be included, i.e. website, etc.)	\$44,000	\$26,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Telemundo is the fastest growing Spanish language network with Adults 18-34 (+33%), 18-49 (+17%) & Total Viewers 2+ (+19%). Features more local programming and news.
<p><i>In the above costs, video production is often included by each of the media outlets. Because these are value-added services – quality usually suffers. It's recommended that a professional video production company be procured to shoot several of these spots (both 15- and 30-second spots) in one day (this saves on overall costs).</i></p> <p>Experience tells us these shoots can range between \$7,500 and \$20,000.</p>			

PAID ADVERTISING cont.

Media Outlet and Buy	Open Rate Per Year (approx)	Estimated Negotiated Nonprofit Rate	Media Rationale
RADIO			
WBTB 95.7 The Beat 240, 15-second ads a year on popular Steve Harvey Morning Show; 240, 15-second spots a year on Sunday Morning Glory gospel programming. (once budget is approved, other potential items can be included, i.e. website, etc.)	\$45,000	\$38,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Tampa's only true urban station with listeners from various demographics and age groups. Currently No. 1 with Adults & Women 18-49, and top 3 with Adults and Women 25-54.
WYUU 92.5 Maxima (Spanish Radio) Seasonal Promotions (once budget is approved, other potential items can be included, i.e. website, etc.)	\$15,000	\$10,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Tampa's No. 1 Spanish language radio – catering to young adult audience, 18-49.
WWMI Radio Disney 1380 AM 234, 30-second ads a year as well as one on-air 'Kids Concern' show, and one Live Radio Disney Road Crew Event. (once budget is approved, other potential items can be included, i.e. website, etc.)	\$20,000	\$10,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Radio Disney is the #1, 24-hour radio network devoted to kids, tweens and families heard by approximately 100,000 listeners daily.
<i>Script writing for the above radio spots to be written/provided by ELC's Communications Team, and will be voiced over by each station's local on-air talent at no cost.</i>			
PRINT			
Tampa Bay Parenting Full page, color ad for 12 months; Leaderboard ad on their website; Leaderboard ad on their newsletter; potential discount/free sponsorship opportunities. (once budget is approved, other potential items can be included, i.e. website, etc.)	\$40,000	\$28,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Tampa Bay Parenting Magazine is a free publication offered to families with a monthly circulation of 30,000 and an annual readership of over 750,000 in the Greater Tampa Bay area. 92% of their readers are female, 25-54.

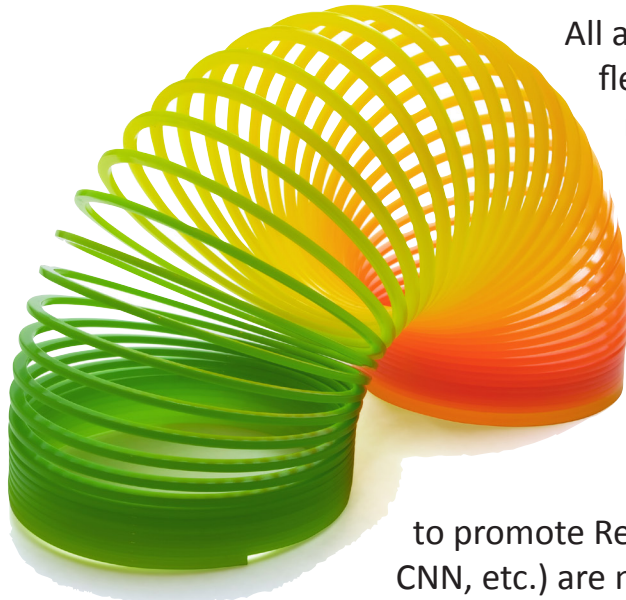
PAID ADVERTISING cont.

Media Outlet and Buy	Open Rate Per Year (approx)	Estimated Negotiated Nonprofit Rate	Media Rationale
PRINT			
Florida Sentinel Bulletin Monthly: Two (2) Full page b&w ads (biweekly). <i>(once budget is approved, other potential items can be included, i.e. website, etc.)</i>	\$30,000	\$26,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Tampa's African American newspaper – the Florida Sentinel has a circulation of 25,000 annually and reports a 95% readership interest among African Americans in Hillsborough County.
La Gaceta Monthly: Two (2) Full page b&w ads (biweekly). <i>(once budget is approved, other potential items can be included, i.e. website, etc.)</i>	\$26,000	\$18,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	La Gaceta has a circulation of 18,000 annually and is Tampa's oldest Hispanic publication with many loyal readers, many who are civic leaders in our community.
Centro Tampa Two (2), full page color ads twice a month for one year (24 total). <i>(once budget is approved, other potential items can be included, i.e. website, etc.)</i>	\$36,000	\$26,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Centro is the Tampa Tribune's Hispanic publication. Each week, more than 54,000 copies are read by more than 100,000 Hispanics in Hillsborough County. It is the most read Hispanic publication in the community.
Tampa Tribune Zoned Editions 23, 3x4 inch ads in zone editions of newspaper (two insertions at a time required). This is over the course of a year, appx. 2 a month. <i>(once budget is approved, other potential items can be included, i.e. website, etc.)</i>	\$8,000	\$4,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Hillsborough County's main newspaper with daily readership at more than 290,000, Sunday readership at 503,900. Community-based papers provide a more personal/regionalized reach.
<i>Ad copy, layout and continual communications with these outlets will be developed and managed by ELC's Communications Team. Additional individual items that will be needed for print distribution to be discussed further in Grassroots outreach.</i>			

PAID ADVERTISING cont.

Media Outlet and Buy	Open Rate Per Year (approx)	Estimated Negotiated Nonprofit Rate	Media Rationale
OUTDOOR / SPECIALTY			
AMC Theatres 30-second spot to appear on 94 screens in Hillsborough County (every theatre). <i>(once budget is approved, other potential items can be included, i.e. banners throughout theatre lobby, mention on their materials, etc.)</i>	\$130,000	\$55,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	AMC are the largest theatres in Hillsborough County, attended by more than 4.4 million people each year. ELC would develop a 30-second ReadyRosie spot (perhaps use one of the TV spots here) to appear on 94 screens throughout the community.
CBS Outdoor Billboards ELC would have five large 14x48 billboards, and ten smaller 6x12 'community' boards spanning all corners of Hillsborough County with an average of 350,000 impressions daily. <i>(once budget is approved, other potential items can be included, i.e. digital billboards, additional community boards, etc.)</i>	\$160,000	\$45,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	Outdoor billboards are a tried-and-true advertising outlet that could potentially reach more than 30% of Hillsborough County's population.
Hartline Bus 10 King and 20 Queen ads on sides of buses covering all Hillsborough County. <i>(once budget is approved, other potential items can be included).</i>	\$150,000	\$38,000 <i>(assumed rates based on past negotiated costs)</i> <i>An outreach budget must first be approved before having leverage to negotiate with media.</i>	There are more than 1 million bus riders a month – not to mention the hundreds of thousands of citizens viewing the bus ads as they pass throughout Hillsborough County. These ads are essentially moving billboards that touch all corners of our community.
Valpak of Tampa Partnership with MyOn Reader. Select limited zones four months from June through September.	\$9,450	\$4,725 <i>Potential to work with partner agency on ValPak distribution.</i>	Nearly 9 out of 10 households receiving Valpak open and look through the coupon offers.
<i>Ad layout and continual communications with these outlets will be developed and managed by ELC's Communications Team.</i>			

PAID ADVERTISING - FLEXIBILITY



All advertising outlets have some measure of flexibility that allow for a change in direction relatively quickly. After the initial ReadyRosie launch, ELC's Communications team will review progress quarterly to see which of the outlets are providing the greatest return on the Coalition's dollars. Should an outlet be underperforming, the team will adjust its strategy accordingly.

For example – if the cable networks selected to promote ReadyRosie (ex. Nickelodeon, Cartoon Network, CNN, etc.) are not providing expected results, we can simply switch to different networks with similar demographics (ex. Disney Channel, Sprout, Fox, etc.). The same can be said for any of the other media outlets. Once the integrated plan has been reviewed a few times, the team will have a good recipe for success that can be replicated in the future.



EARNED MEDIA (pr)

A Nielsen study in 2013 found that earned media is the most trusted source of information in all countries it surveyed worldwide. It also discovered that earned media is the channel most likely to stimulate the consumer to action. Needless to say, earned media is some of the most valuable – and most difficult to obtain – exposure due to its credibility and potential.

In most cases, earned media opportunities come as a result of a press release or a news story covering a particular subject and can range from printing one's 'letter to the editor' or 'editorial,' to full blown television news coverage. As competition in our market continues to grow, these 'free' opportunities are becoming less-and-less the norm.

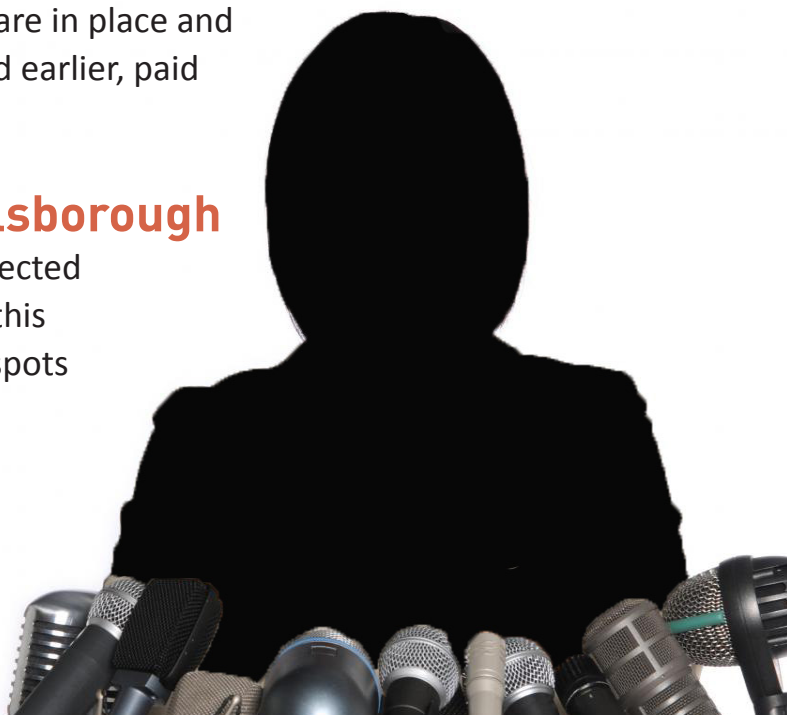
Experience tells us that in many cases, earned media is directly related to paid media opportunities. For example, signing a paid advertising contract with a television station could result in value added 'earned media' opportunities and coverage of an organization's particular cause or story. The same holds true for most other outlets – meaning – *if you pay for advertising, you often receive additional opportunities that could be considered 'earned.'*

With that said, earned media is a viable option, and the Communications team will take utmost advantage of this through:

- Press releases on ReadyRosie launch as well as various community initiatives
- Letters to the Editor on our community's need for the Reading Rosie initiative
- Appearing on local television news programming
- Speaking before local / civic groups in our community
- Additional earned media opportunities will be highlighted in a staff work plan once more details are in place and paid advertising is purchased (as stated earlier, paid advertising will effect earned media)

The Face of ReadyRosie Hillsborough

It's important to consider selecting a respected community leader as a spokesperson for this initiative. While beautifully produced TV spots can be developed, nothing earns more credibility than a trusted member of our community speaking first-hand about the importance of ReadyRosie. The Communications team will quickly identify a face for the initiative.



SOCIAL MEDIA & DIGITAL

According to new research, mothers with children under age 5 use social media more than any other group. They're also twice as likely as the general public to post comments on Facebook or Twitter⁷. In addition, parents who home school their children, as well as early learning professionals are all aware of the power of social media and regularly use the platform to share ideas and learn innovative ways to continue educating their kids.

This happens to be a perfect fit for the ReadyRosie initiative, and ELCHC will go above and beyond to reach these audiences by tying our social posts to the ReadyRosie messaging for each given week (if scheduling permits).

- Scheduled posting on Facebook and Twitter, tying into a ReadyRosie's set video timeline of topics for relevant, every-day messaging
- Highlighting ReadyRosie initiative on ELCHC website
- Take advantage of existing outlets – placing ReadyRosie banner ads on partner sites
- ReadyRosie e-blasts to partner agencies
- Additional social media opportunities will be detailed in a staff work plan once more details are in place.



⁷New York Daily News: <http://www.nydailynews.com/life-style/young-moms-active-facebook-article-1.1509828>

GRASSROOTS EFFORTS

Grassroots marketing is a more personal, inexpensive, word-of-mouth method of bringing exposure to a product or service. **In ReadyRosie's case, the first task is to create awareness, then prove the initiative's value, and finally convert Hillsborough County residents by having them sign up for the program.**

Grassroots campaigns must be very personal to survive. The key is to have ELC's message delivered in a way that will get people talking – and create that 'buzz' everyone's heard of. The audience must feel that they have a reason to spread the word and the message must be positioned as beneficial if more people know about it. Some examples of grassroots marketing tactics will include:

- ReadyRosie information sent home with every Hillsborough County elementary school student
- ReadyRosie general brochure, touch cards and promotional pieces
- ReadyRosie information included as part of Child Care Resource & Referral (CCR&R) packets
- Reaching out to neighborhoods with ReadyRosie collateral
- Passing out ReadyRosie fliers at events (Back-to-School Bash, downtown events, etc.)
- Presentatons to local/civic groups in neighborhoods
- Work with pediatricians and pediatric groups
- Partnering with hospitals and their new mom patients (Healthy Start packets)
- Child care programs
- Social services and other nonprofits
- Churches
- Public libraries
- Target after school programs
- Grocery stores
- Grassroots opportunities are endless and layered - and will be highlighted in a staff work plan once more details are in place.

While grassroots efforts are often free (items like e-mail signatures for staff and partners, electronic banners for partner agencies to place on their sites, etc.) – the *leave-behind* pieces associated with other activities and events requires a substantial budget. For example, the referenced 'brochures, touch cards, posters, fliers, etc.' take both creative time to develop as well as overall printing costs, depending on the quantity. The team is looking to immediately create three to four core pieces.

- 1) Die Cut Promotional Piece in shape of Cell Phone
- 2) Touch Card (larger than business card, but easy to distribute)
- 3) Posters, Flyers, Brochures
- 4) Promotional Items

(Estimated pricing is included in Recommendations / Budget. See pages 17 & 18)

CAMPAIGN MEASUREMENT

With every campaign, developing an accurate, non-intrusive way to measure success is vital. Initially, three ways have been identified that would track the effectiveness of the various media outlets, keeping in mind that **a minimum of three months should be allotted for the campaign to settle in viewer's minds.**

- 1) **A) Embedded Registration Page:** Ideally, individuals would be able to register through the ELCHC web site. In this scenario, ELC would provide a prominent area on its home page and have ReadyRosie's registration page embedded on the ELC site. In the registration process, ELC would ask key questions (for example, 'How did you hear about us?' 'Age?', 'Number of Children?' etc.). Based on initial conversations with ReadyRosie representatives, embedding into ELC's page may be a viable option but requires further research. (at the writing of this plan, viability has not been confirmed)

B) Link to Customized Registration Page: Develop a large web banner highlighted on ELC's home page. Once visitors click the banner, they would be directed to an ELC customized page on the ReadyRosie website where ELC would ask key questions (see A) placed within the ReadyRosie enrollment process.
- 2) ReadyRosie will conduct bi-annual surveys to all enrolled families to collect data on user habits. They will provide this information to ELCHC, including how many parents have registered and how they are using the program. This will help us refine ELC's messaging to appeal to wider audiences.
- 3) Market Polling – The Communications team proposes that, after a full year or more of the campaign, ELC procure a market research firm to contact Hillsborough County parents to see 'if' they're familiar with the ReadyRosie initiative, and 'where' they heard about it – what they like and dislike, and if it's being marketed correctly. This option is recommended once the campaign has matured to ensure proper saturation and greater, more accurate responses.



PARTNERSHIP OPPORTUNITIES



ELCHC will be the principal for ReadyRosie in the first year. After the initial 12 months, ReadyRosie's communications outreach expenses will be shared among various community organizations without hurting ELCHC's efforts to brand the product.

As ELCHC builds brand equity in ReadyRosie's first year in Hillsborough County, additional partners will then join in following years to subsidize some of the advertising costs of promoting the program.

Once other organizations see the effectiveness of ReadyRosie and communitywide buzz surrounding the initiative ensues, having partners join the effort in years 2 and 3 is a logical step to sustain the initiative's momentum and further expand the reach. Potential funding and grassroots partners could include, but are not limited to:

- 2-1-1 Tampa Bay Cares, Inc.
- A Brighter Community, Inc.
- Alpha House of Tampa
- AMIKIDS Tampa
- Bay Area Legal Services, Inc.
- Big Brothers Big Sisters of Tampa Bay
- Boys & Girls Clubs of Tampa Bay
- Champions for Children
- Children's Board of Hillsborough County
- Childrens Home Society of Florida Gulf Coast Division
- Circle C Ranch
- Crisis Center of Tampa Bay, Inc.
- Devereux Florida Kids
- Drug Abuse Comprehensive Coordinating Office (DACCO)
- Early Childhood Council of Hillsborough County, Inc.
- Easter Seals Florida, Inc.
- Elementary Ed. Instructional Leadership Director
- Elevate, Inc.
- Ernst & Young LLP
- Family of Christ Lutheran Church Child Dev. Ctr.
- Florida Department of Children & Families
- Girl Scouts of West Central Florida
- Glazer Children's Museum
- Hillsborough Board of County Commissioners
- Hillsborough Community College
- Hillsborough County Child Care Licensing
- Hillsborough County Head Start/Early Head Start
- Hillsborough County Health Department
- Hillsborough County Public Schools
- Hispanic Services Council
- Mehra Vista Health
- Moffitt Cancer Center
- Nestle USA
- Overstreet Wealth Management, Inc.
- PACE Center for Girls Hillsborough
- Tampa Bay Business Journal
- Tampa JCC/Federation
- Tampa Jewish Family Services
- Tampa Metropolitan Area YMCA
- Tampa Workforce Alliance
- The Children's Board of Hillsborough County
- The Children's Home
- The Omega-Phoenix Group, Inc.
- The Spring of Tampa Bay
- United Way Suncoast
- University of South Florida

Once the initial campaign launch is underway, staff will begin identifying specific funding partners and champions for the initiative.

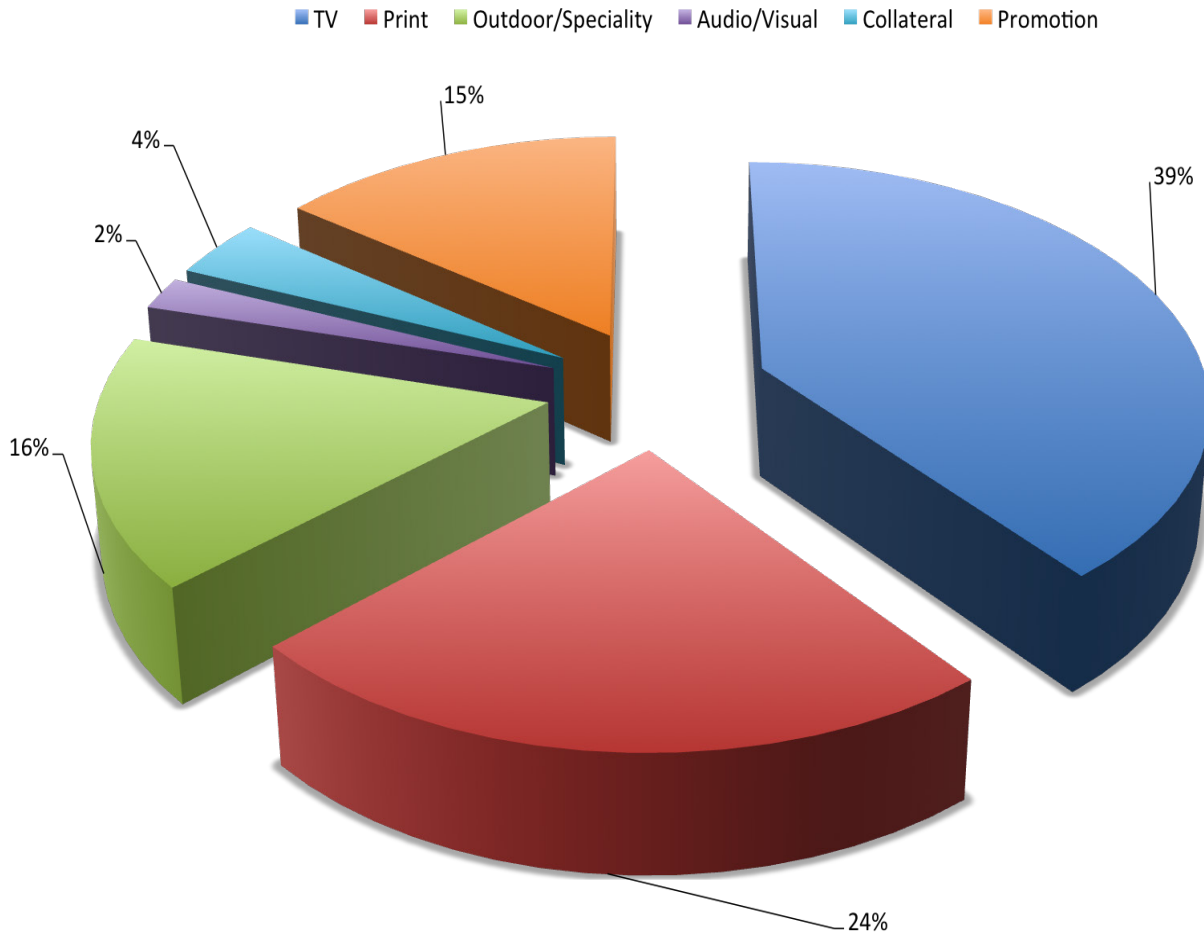
RECOMMENDATIONS/BUDGET

Proposed ReadyRosie Campaign Budget				
Category	Estimated Quantity	Estimated Cost per Unit	Estimated Subtotal	Notes/Narrative
Television				
Brighthouse Cable	1	\$45,000.00	\$45,000.00	Even at negotiated pricing, this campaign holds a hefty price pricing which could include a reduction in the total number of substantial portion of the targeted audience.
Verizon Fios Cable	1	\$40,000.00	\$40,000.00	
WFLA Channel 8 (Media Partner)	1	\$35,000.00	\$35,000.00	
Television Costs Total			\$120,000.00	
Print				
Tampa Bay Parenting Magazine	1	\$28,000.00	\$28,000.00	
Florida Sentinal	1	\$26,000.00	\$26,000.00	
La Gaceta	1	\$18,000.00	\$18,000.00	
Print Costs Total			\$72,000.00	
Outdoor/Specialty				
CBS Outdoor	1	\$45,000.00	\$45,000.00	
Valpak of Tampa	1	\$4,725.00	\$4,725.00	
Print Costs Total			\$49,725.00	
Audio/Visual Services				
Video Production (2-3 :15/:30 spots)	2	\$6,600.00	\$13,200.00	Staff anticipates having to conduct a formal procurement/bid process for this item. This process could result in significantly lower costs.
Audio/Visual Services Costs Total			\$13,200.00	
Print Collateral/Postage/Mailing				
Cell Phone Die Cut Piece	40,000	\$0.06	\$2,477.20	Printing costs are estimated based on similar past print jobs. All print jobs will be sent out for bid and may very likely come back with lower costs which are impacted by quantity printed, cost of paper etc. Mail processing costs and postage are also based on previous mailings. All mailing is estimated at a not-for-profit bulk rate. Mail processing includes addressing, sealing/finishing, sorting and actual mail drop.
Touchcards	30,000	\$0.01	\$413.00	
Tri-fold Brochure	35,000	\$0.11	\$3,998.20	
Posters	500	\$3.40	\$1,699.88	
Flyers	30,000	\$0.06	\$1,800.00	
Bulk Mailings Processing	5,000	\$0.20	\$1,007.18	
Bulk Mail Postage	5,000	\$0.13	\$652.43	
Print Collateral Costs Total			\$12,047.89	
Promotional Items				
Custom Crayons (8 pack)	10,000	\$0.43	\$4,300.00	
Promotional Items Costs Total			\$4,300.00	
CAMPAIGN ESTIMATED GRAND TOTAL			\$271,272.89	

RECOMMENDATIONS/BUDGET

cont.

ReadyRosie Proposed Estimated Budget



TIMELINE: YEAR ONE

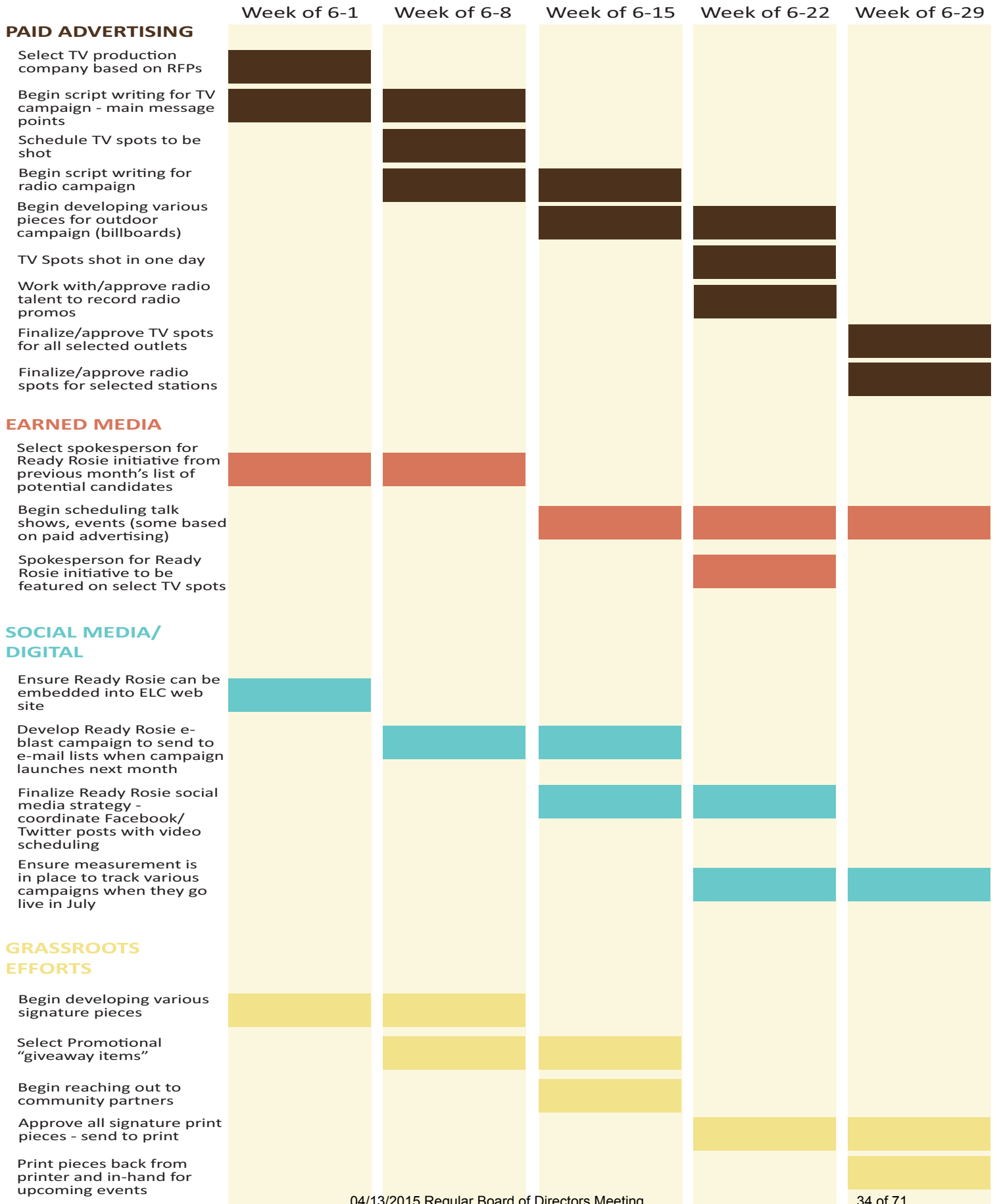
This is a broad, conceptual list of actionable items. There are dozens of steps within each of these areas that will be tied into ELC staff workplans and individual goals.

<p>April 2015</p>	<ul style="list-style-type: none"> - Paid Advertising: ReadyRosie budget approved - Paid Advertising: Begin negotiations with various media outlets – have contracts sent to review - Paid Advertising: Update proposal with negotiated figures – as well as new value-added outreach items as a result of negotiations - Grassroots: Work begins on detailed collateral production schedule to include Ready Rosie fliers, posters, handouts, touch cards, etc (still to be determined)
<p>May 2015</p>	<ul style="list-style-type: none"> - Paid Advertising: Propose updated budget/outlets at May Board Meeting for final approval - Paid Advertising: Begin signing off on contracts to begin campaign in July - Paid Advertising: Potentially develop RFP to select video production for television spots if it's decided that the quality offered by local media isn't to ELC standards - Paid Advertising: Schedule TV spot shooting (coordinating timing with actual parents/or spokesperson) - Earned Media: Discuss/propose a ReadyRosie Spokesperson for TV spots, community outreach - Social Media/Electronic: Work begins on detailed social media strategy to tie in to daily ReadyRosie video distribution - Grassroots: Begin production of ReadyRosie collateral items (from production schedule mentioned above)
<p>June 2015 <i>(see sample workplan on following page)</i></p>	<ul style="list-style-type: none"> - Paid Advertising: Select TV production company based on RFPs and schedule TV spots to be shot (this involves coordinating with families, crew, etc.) - Paid Advertising: TV spots shot in one day - Paid Advertising: Begin developing various pieces for ReadyRosie outdoor campaign - Social Media/Electronic: Ensure ReadyRosie signup can be embedded into ELCHC - Social Media/Electronic: Finalize ReadyRosie Social Media Strategy - Social Media/Electronic: Develop ReadyRosie e-blast campaign - Social Media/Electronic: system in place to measure effectiveness of advertising – this must be functioning before any ads begin. - Grassroots: Begin developing various pieces for ReadyRosie print campaign - Grassroots: Develop grassroots effort initiative with other community partners – this cannot be done solely by ELC – we need other community partners involved

TIMELINE: YEAR ONE cont.

July 2015	<ul style="list-style-type: none"> - Paid Advertising: Official ReadyRosie Hillsborough County launch - Paid Advertising: First television spots for ReadyRosie air - Paid Advertising: First ReadyRosie billboards/outdoor appear - Paid Advertising: First ReadyRosie radio ads appear - Paid Advertising: First ReadyRosie print ads appear - Earned Media: Begin ReadyRosie earned media campaign – press releases, schedule TV appearances (several will come as a result of paid media), etc.
Aug 2015	<ul style="list-style-type: none"> - Paid Advertising: Begin monitoring various media outlets - Paid Advertising: Begin to secure partners for upcoming year - Earned Media: Continue scheduling various earned media TV appearances - Grassroots: Continue grassroots initiative by attending community events (to be highlighted further in grassroots plan)
Sept 2015	<ul style="list-style-type: none"> - Paid Advertising: Continue monitoring media outlets - Paid Advertising: Continue working with print media on monthly pieces - Grassroots: As part of grassroots effort, work with School Board in distributing Ready Rosie promotional piece to children to bring home and share with their parents
Oct 2015	<ul style="list-style-type: none"> - Paid Advertising: We begin tweaking media outlets to re-measure in three months - Social Media/Electronic: Begin measuring first three months of ReadyRosie signups through website – develop ‘where we are at this point’ document pinpointing what outlets are working so far, which could use some tweaking
Nov 2015	<ul style="list-style-type: none"> - Grassroots: Continue grassroots initiative
Dec 2015	<ul style="list-style-type: none"> - Earned Media: Appearances on local TV news - Grassroots: Holiday themed projects
Jan 2016	<ul style="list-style-type: none"> - Paid Advertising: Six months into the campaign, we review all media to gain further understanding of where we are, what’s been successful, and what needs to be changed/alterd
Feb 2016	<ul style="list-style-type: none"> - Grassroots: Continue grassroots initiative
March 2016	<ul style="list-style-type: none"> - Paid Advertising: Nine months into the campaign, we again review all media and further tweak outlets. At this point, we potentially begin planning on polling the community through market research in June/July 2016.

SAMPLE WORKPLAN JUNE 2015





The Early Learning Coalition of Hillsborough 2015-2016 Board of Directors

Listed in alphabetical order

Scott D. Barrish, BSW
The Omega-Phoenix Group, Inc.

Lynne Hildreth
Moffit Cancer Center

Donna M. Bevis
Self Employed

Dr. Douglas Holt
Hillsborough County Health Dept.

Michael Bross
Hillsborough County
Child Care Licensing Program

Dr. Jacqueline Jenkins
Hillsborough Head Start Program

Robert H. Buesing
Trenam Kemker

Joseph N. McElroy
Ernst & Young LLP

Marie Caracciola
Hillsborough County Public Schools
School Readiness Programs

Dr. Rahul Mehra
Mehra Vista Health

Teresa Gaffney
Overstreet Wealth Management

Lesley "Les" Miller, Jr.
Hillsborough Board of County
Commissioners - Dist. 3

Janet K. Gregory
Florida Dept. of Children & Families

Kelley Parris
The Children's Board of
Hillsborough County

Jill Hammond
Family of Christ Lutheran Church
Child Development Center

Aakash Patel (Chair)
Elevate, Inc.

Barbara Hancock
School District of Hillsborough County
Exceptional Pre-K Ed

Edward Peachey
Tampa Workforce Alliance

Sally Harris
Circle C Ranch

Dr. Shawn H. Robinson, Esq.
Hillsborough Community College
Ybor Campus

Lindsay P. Seel
Nestle USA

Patricia Spencer
Retired



The Early Learning Coalition of Hillsborough County believes that every child has diverse strengths rooted in his or her family's unique culture, heritage, language, beliefs, and circumstances. Early learning experiences that supports the full participation of every child builds on these strengths by fostering a sense of belonging and supporting positive social relationships.

We believe that . . .

- ◆ Every child and family has unique gifts and abilities that are to be celebrated and nurtured.
- ◆ Birth to age 8 is the most extraordinary period of growth and development that lays a foundation for learning throughout one's life.
- ◆ Families are their child's first, most important and life-long teachers.
- ◆ Young children are active learners who learn through relationships, play, active involvement, engagement, exploration and use of their senses.
- ◆ Children learn best when they are emotionally and physically healthy and safe.

Therefore, we are committed to . . .

- ◆ Valuing and embracing all children and their families.
- ◆ Promoting the retention of home language and culture.
- ◆ Building trust and fostering collaborative partnerships that benefit children, their families and the professionals who work with them.
- ◆ Helping everyone who loves, cares for and educates children by providing information about children's growth, development and experiences.
- ◆ Supporting children's health and safety.
- ◆ Building understanding of the importance of high-quality, inclusive early learning practices and programs.

The Early Learning Coalition of Hillsborough County
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Stay connected and engaged with us on:







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Tampa, Florida 33614

www.elchc.org

ACTION**ITEM IV.B**
4/13/15 Regular Board Meeting

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**

4/13/15 Regular Board Meeting

ISSUE:	School District of Hillsborough County Allocation for FY2015-2016	
BUDGET IMPACT:	School Readiness	\$39,677,520
	VPK	\$28,330,442
FUNDING SOURCE:	School Readiness Funds	
RECOMMENDED ACTION:	Approve the allocation of School Readiness and VPK funds to the School District of Hillsborough County for FY 2015-2016.	

BACKGROUND:

Background: The General Appropriations Act for FY 2015-16 has not yet been adopted for School Readiness or VPK. In order to begin contract negotiations, staff is recommending the allocations below for FY 2015-16:

	<u>FY 2013-14</u>	<u>FY 2014-15</u>	<u>FY 2015-16</u>
School Readiness total contract amount	38,451,426	39,677,520	39,677,520
VPK total contract amount	28,330,442	28,330,442	28,330,442

Allocations may change depending on final allocations from the Florida Office of Early Learning.

ACTION

ITEM IV.D
4/13/15 Regular Board Meeting

ISSUE: Child Care Licensing Allocation for FY2015-2016
BUDGET IMPACT: School Readiness \$1,058,904
FUNDING SOURCE: School Readiness Funds
RECOMMENDED ACTION: Approve the allocation of School Readiness funds to
BOCC Hillsborough County Child Care Licensing.

BACKGROUND:

The General Appropriations Act for FY 2015-16 has not yet been adopted for School Readiness. In order to begin contract negotiations, staff are recommending the allocations below for FY 2015-16:

	<u>FY 2013-14</u>	<u>FY 2014-15</u>	<u>FY 2015-16</u>
School Readiness Child Care Provider inspections and technical assistance	1,058,904	1,058,904	1,058,904

Allocations may change depending on final allocations from the Florida Office of Early Learning.

ACTION**ITEM IV.E**

4/13/15 Regular Board Meeting

ISSUE:	Early Childhood Council Allocation for FY2015-2016
BUDGET IMPACT:	\$71,500
FUNDING SOURCE:	School Readiness and Voluntary Prekindergarten (VPK) Funds
RECOMMENDED ACTION:	Approve the allocation to School Readiness and VPK funds to Early Childhood Council of Hillsborough County for FY 2015-16.

BACKGROUND:

Early Childhood Council of Hillsborough County Care Options program provides inclusion training, Warmline services and technical assistance to child care centers and family child care homes in Hillsborough County. For FY2014-2015, the Coalition, with Board approval, will continue to contract with Early Childhood Council. The total contract amount will continue at the same allocation as FY2014-2015 in the amount of \$71,500.

Staff recommends the following allocation of these funds to the Early Childhood Council:

Early Childhood Council	<u>FY 2013-14</u>	<u>FY 2014-15</u>	<u>FY 2015-16</u>
Voluntary Prekindergarten : Inclusion Training and Technical Assistance for Child Care Providers and Warmline Services	20,000	22,000	22,000
School Readiness: Inclusion Training and Technical Assistance for Child Care Providers and Warmline Services	45,000	49,500	49,500
Total contract amount	\$65,000	\$71,500	\$71,500

ISSUE:	Approval of Sliding Fee Scale for FY2015-2016
BUDGET IMPACT:	Minimal
FUNDING SOURCE:	School Readiness
RECOMMENDED ACTION:	Approve required revisions to the Sliding Fee Schedule to accommodate the 2015 changes in the Federal Poverty level.

BACKGROUND:

Section 673(2) of the Omnibus Budget Reconciliation Act (OBRA) of 1981 (42 U.S.C. 9902(2)) requires the Secretary of the Department of Health and Human Services to update the poverty guidelines at least annually, adjusting them on the basis of the Consumer Price Index for All Urban Consumers (CPI-U). The poverty guidelines are used as an eligibility criterion by the Florida Office of Early Learning as well as a number of Federal programs. On January 22, 2015 the Department of Health and Human Services posted these revisions in the Federal Register (Vol. 80, No. 14 pp.3236-3237).

**2015 POVERTY GUIDELINES FOR THE 48 CONTIGUOUS STATES
AND THE DISTRICT OF COLUMBIA**

Persons in family/household	Poverty guideline
1	\$11,770
2	15,930
3	20,090
4	24,250
5	28,410
6	32,570
7	36,730
8	40,890
For families/households with more than 8 persons, add \$4,160 for each additional person.	

The Office of Early Learning requires Coalitions to amend their coalition plan each year to reflect the most recent federal poverty guidelines since eligibility for school readiness services for certain client groups must be determined based on family income in relation to the federal poverty level. In addition, the federal poverty level is used to determine each family's co-payment for school readiness services.

This attached schedule increases the family income guidelines for family size to conform to the 2015 federal poverty guidelines. However, the schedule does not reflect a proposed increase to family co-payments.

If approved, the planned change will be implemented July 1, 2015.

(Attachment)

Florida Office of Early Learning
SLIDING FEE SCHEDULE

DAILY FEE

----- Annual Gross Income - Number of persons in Family -----

Full-Time	Part-Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1.84	0.92	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		50%FPL														
		5.885	7.965	10.045	12.125	14.205	16.285	18.365	20.445	22.525	24.605	26.685	28.765	30.845	32.925	35.005
		50-75%FPL														
		5.886	7.966	10.046	12.126	14.206	16.286	18.366	20.446	22.526	24.606	26.686	28.766	30.846	32.926	35.006
		8.828	11.948	15.068	18.188	21.308	24.428	27.548	30.668	33.788	36.908	40.028	43.148	46.268	49.388	52.508
		8.829	11.949	15.069	18.189	21.309	24.429	27.549	30.669	33.789	36.909	40.029	43.149	46.269	49.389	52.509
		11.769	15.929	20.089	24.249	28.409	32.569	36.729	40.889	45.049	49.209	53.369	57.529	61.689	65.849	70.009
		75-100%FPL														
		11.770	15.930	20.090	24.250	28.410	32.570	36.730	40.890	45.050	49.210	53.370	57.530	61.690	65.850	70.010
		13.732	18.586	23.439	28.292	33.146	37.999	42.853	47.706	52.560	57.413	62.267	67.120	71.974	76.827	81.681
		5.04														
		13.733	18.587	23.440	28.293	33.147	38.000	42.854	47.707	52.561	57.414	62.268	67.121	71.975	76.828	81.682
		15.694	21.241	26.788	32.335	37.882	43.429	48.976	54.523	60.070	65.617	71.164	76.711	82.257	87.804	93.351
		5.52														
		15.695	21.242	26.789	32.336	37.883	43.430	48.977	54.524	60.071	65.618	71.165	76.712	82.258	87.805	93.352
		17.655	23.895	30.135	36.375	42.615	48.855	55.095	61.335	67.575	73.815	80.055	86.295	92.535	98.775	105.015
		5.74														
		17.656	23.896	30.136	36.376	42.616	48.856	55.096	61.336	67.576	73.816	80.056	86.296	92.536	98.776	105.016
		18.341	24.824	31.306	37.789	44.271	50.754	57.236	63.719	70.201	76.684	83.166	89.649	96.132	102.614	109.097
		5.96														
		18.342	24.825	31.307	37.790	44.272	50.755	57.237	63.720	70.202	76.685	83.167	89.650	96.133	102.615	109.098
		19.027	25.752	32.477	39.203	45.928	52.653	59.378	66.103	72.828	79.553	86.278	93.003	99.728	106.453	113.178
		6.16														
		19.028	25.753	32.478	39.204	45.929	52.654	59.379	66.104	72.829	79.554	86.279	93.004	99.729	106.454	113.179
		19.714	26.681	33.649	40.616	47.584	54.551	61.519	68.487	75.454	82.422	89.389	96.357	103.325	110.292	117.260
		6.38														
		19.715	26.682	33.650	40.617	47.585	54.552	61.520	68.488	75.455	82.423	89.390	96.358	103.326	110.293	117.261
		20.400	27.610	34.820	42.030	49.240	56.450	63.660	70.871	78.081	85.291	92.501	99.711	106.921	114.131	121.341
		6.60														
		20.401	27.611	34.821	42.031	49.241	56.451	63.661	70.872	78.082	85.292	92.502	99.712	106.922	114.132	121.342
		21.086	28.539	35.991	43.444	50.897	58.349	65.802	73.254	80.707	88.160	95.612	103.065	110.518	117.970	125.423
		6.82														
		21.087	28.540	35.992	43.445	50.898	58.350	65.803	73.255	80.708	88.161	95.613	103.066	110.519	117.971	125.424
		185%FPL														
		21.775	29.471	37.167	44.863	52.559	60.255	67.951	75.647	83.343	91.039	98.735	106.431	114.127	121.823	129.519
		21.776	29.472	37.168	44.864	52.560	60.256	67.952	75.648	83.344	91.040	98.736	106.432	114.128	121.824	129.520
		22.657	30.665	38.673	46.681	54.689	62.697	70.705	78.713	86.721	94.729	102.737	110.745	118.753	126.761	134.769
		7.10														
		22.658	30.666	38.674	46.682	54.690	62.698	70.706	78.714	86.722	94.730	102.738	110.746	118.754	126.762	134.770
		200%FPL														
		23.540	31.860	40.180	48.500	56.820	65.140	73.460	81.780	90.100	98.420	106.740	115.060	123.380	131.700	140.020

Parents receiving hourly care pay up to the part time fee.
Note: 10% Parent Fee was calculated using 260 days.

Refer to 6M-4.400, F.A.C.

Please answer the following questions:

- (1) Is there a sibling discount? If so, describe how it is calculated. Yes, in accordance with OEL, if the coalition offers a sibling discount the highest fee is applied to the youngest child. All siblings should receive a discount if declared by the coalition for full-time care. Part-time care could be discounted further. For example, children who have a half-time discount for siblings - when these siblings are in part-time care the discount would be 1/2 of 1/2.
- (2) If any family pays more than 10% of their gross income for child care, please complete the attached justification form that explains how the fees will not limit parent access to services. N/A (3) Describe at what points during the year school and schedules are adjusted. For example, beginning of summer and of summer spring break etc. The school and fee change is completed in June when the school year ends and in

2014 Poverty Level (FPL) effective January 22, 2014

ISSUE:	Coalition Anti-Fraud Plan
FISCAL IMPACT:	N/A
FUNDING SOURCE:	N/A
RECOMMENDED ACTION:	Approval of the Coalition Anti-Fraud Plan.

BACKGROUND: Florida Statute 1002.91 requires that each coalition shall adopt an anti-fraud plan addressing the detection and prevention of overpayments, abuse, and fraud relating to the provision of and payment for School Readiness Program and Voluntary Prekindergarten Education Program services and submit the plan to the Office of Early Learning for approval. The Office of Early Learning shall adopt rules establishing criteria for the anti-fraud plan, including appropriate due process provisions. The anti-fraud plan must include, at a minimum:

- (a) A written description or chart outlining the organizational structure of the plan's personnel who are responsible for the investigation and reporting of possible overpayment, abuse, or fraud.
- (b) A description of the plan's procedures for detecting and investigating possible acts of fraud, abuse, or overpayment.
- (c) A description of the plan's procedures for the mandatory reporting of possible overpayment, abuse, or fraud to the Office of Inspector General within the office.
- (d) A description of the plan's program and procedures for educating and training personnel on how to detect and prevent fraud, abuse, and overpayment.
- (e) A description of the plan's procedures, including the appropriate due process provisions adopted by the office for suspending or terminating from the school readiness program or the Voluntary Prekindergarten Education Program a recipient or provider who the early learning coalition believes has committed fraud.
- (9) A person who commits an act of fraud as defined in this section is subject to the penalties provided in s. 414.39(5)(a) and (b).

History.—s. 17, ch. 2013-252.

The Coalition Anti-fraud plan was submitted to the Florida Office of Early Learning (OEL) on March 5, 2015 and was approved by OEL on the same day. The OEL requires local coalition Boards to approve their plan. Staff recommends approval of the Coalition's Anti-fraud plan.

(A copy of the plan is attached.)



ANTI-FRAUD PLAN
(2nd Revision 1/27/2015)

Fiscal Year 2014 - 2015

ANTI-FRAUD POLICY & PROCEDURES

Policy Statement: The Early Learning Coalition of Hillsborough County, (Coalition) will ensure systematic detection and prevention of suspected fraud and has established reporting procedures for suspected fraud referrals so as to comply with the law, rules and regulations of the program. Nancy Metsker, Database Administrator, Early Learning Coalition of Hillsborough County (813)515-0804 is the designated coalition administrator for the Office of Early Learning Fraud Referral System.

Reason: The Early Learning Coalition of Hillsborough County has an established system which addresses the need to identify, detect and recover improperly issued benefits and prosecute individuals who willfully and fraudulently obtain benefits to which they were not legally entitled. To ensure compliance according to reimbursement requirements established in statute and rule, 6M-4.4(4)(d)(2), F.A.C., and Rule 6M-4.503, F.A.C.

Document Related Information:

- School Readiness Client Warning Notice- Attachment 1
- School Readiness Client Sanction Policy – Attachment 2
- School Readiness Request for Investigation – Attachment 3

State Laws, Rules and Statutes: 1002.91 F.S., 6M-9.400 F.A.C, 414.39 F.S., 414.41 F.S., 414.411 F.S.

The legal basis for fraud and overpayment recovery is established by 1002.91(8) F.S. and Rule 6M-9.400 F.A.C. (pending promulgation). Florida Statute 1002.91(8) states that each early learning coalition shall adopt an anti-fraud plan addressing the detection and prevention of overpayments, abuse, and fraud relating to the provision of and payment for school readiness program and Voluntary Prekindergarten Education Program services and submit the plan to the office for approval. The office shall adopt rules establishing criteria for the anti-fraud plan, including appropriate due process provisions.

According to Florida Statute 414.39, Any person who knowingly fails by false statement, misrepresentation, impersonation, or other fraudulent means, to disclose a material fact used in making a determination as to such person's qualification to receive aid or benefits under any state or federally funded assistance program, or fails to disclose a change in circumstances in order to obtain or continue to receive under such program aid or benefits to which he is not entitled, or who knowingly aids and abets another person in the commission of any such act is guilty of a crime and will be punished as provided in Subsection (5).

Additionally, in accordance with law, Florida Statute 414.41 states that whenever it becomes apparent that any person has received any assistance or benefits under this chapter to which he is not entitled, through either simple mistake or fraud, all necessary steps will be taken to recover the overpayment.

An overpayment exists when an individual receives benefits in an amount greater than the amount the individual was eligible to receive.

An overpayment may be the result of:

- 1) Coalition or subcontractor (agency) error,
- 2) Client error, provider error or inadvertent (household or provider) error,
- 3) Fraud, or intentional program violation, or
- 4) Any combination of the above.

Coalition or Service Provider (Agency) Error (AE):

Coalition or Service Provider (Agency) error occurs when an incorrect benefit is received by or paid on behalf of an individual due to an error made on the part of the agency.

Coalition or Service Provider (Agency) error overpayment can occur as a result of:

- 1) Policy misapplication
- 2) Calculation error
- 3) Computer error
- 4) Failure to act upon available information
- 5) Other error not within the Coalitions' or subcontractor's control

Inadvertent Household Error (IHE):

Inadvertent error (also known as client or provider error) is an overpayment caused by a misunderstanding or an unintended error on the part of the individual.

Inadvertent client error overpayment can occur as a result of individual:

- Failure to provide correct or complete information
- Failure to report changes in the household composition

Suspected Fraud and Intentional Program Violation (IPV):

Fraud exists if:

- Overpayment was caused by an intentional action on the part of the household or individual in an attempt to receive additional benefits for which they are not entitled, or
- Overpayment was caused by an intentional act on the part of the provider in an attempt to receive additional payments or reimbursement to which they were not entitled, or
- There was an intent to defraud that may not result in an overpayment.

Fraud overpayment can occur as a result of the individual or household:

1. Misrepresenting information
2. Concealing information
3. Withholding information pertinent to determining eligibility including untimely reporting
4. Failing to report a change in order to continue to receive benefits for which they are not entitled, or
5. Intentionally alter or change documents to obtain benefits to which the assistance group was not entitled.

Samples of evidence used to substantiate Client fraud:

- Written verification of the unreported income received by the household or individual may be used to substantiate intent.
- Verification that the family member understood their responsibility for reporting the information in question may be used to substantiate intent. This verification could include:
 1. Signed Client Application
 2. The acknowledgement of Terms and Conditions
 3. Previously submitted Request to Change Status
 4. Recorded and/or verified instances of other changes reported by the family or individual which could or did affect the benefits received.

A signed Client Application or Request to Change Status submitted during the period fraud is suspected which omits the information that resulted in the overpayment may be used to substantiate intent.

Recorded instances which indicate that the family or individual visited or contacted the office during the period fraud is suspected and did not report the change which resulted in overpayment may be used to substantiate intent. Such an instance might include a record of Request to Change Status but not the adverse change. These examples are not all inclusive; other types of evidence may also be used.

RESPONSIBILITIES

Coalition and/or Subcontractor Responsibilities:

The Early Learning Coalition of Hillsborough County contracts with Hillsborough County Public Schools, who serves as the contracted Service Provider for the provision of the following services:

- School Readiness (SR) program eligibility
- Voluntary Prekindergarten (VPK) program eligibility
- SR provider eligibility
- VPK provider eligibility
- SR provider reimbursements
- VPK provider reimbursements

Hillsborough County Public Schools screen for suspected fraud cases at application/redetermination, and prior to authorization. Trigger points are identified such as employment where pay advices are not issued (either hard copy or electronically); client lists mailing address in another county; client reports little income for a significant amount of time with no other form of public assistance; client's income is insufficient to cover expenses that are being paid are identified. These examples are not all inclusive; each case is reviewed on an individual basis.

Hillsborough County Public Schools Program Manager Compliance and Fraud is responsible for referring appropriate cases of suspected fraud directly to Florida Office of Early Learning through the fraud referral process.

Responsibilities for the investigation and reporting of possible overpayment, abuse, or fraud:

Hillsborough County Public Schools staff has direct contact with the families and providers and serve as the first line of fraud prevention. Hillsborough County Public Schools has policies and procedures in place that address fraud and fraud prevention.

1) Initial Reporting: Any potential overpayment, fraud or abuse that is uncovered or suspected by management, an employee, or an affiliated third party shall immediately report to Kathy Kaaa, Program Manager Compliance and Fraud who can be reached at (813) 744-8941 ext.380. Program Manager shall be responsible for coordinating further investigations into the alleged fraud and for contacting and coordinating with OEL Eligibility and Fraud Prevention Unit, the Department of Financial Services (DFS) Public Assistance Fraud Unit. DFS has primary responsibility for the investigation of all suspected fraud cases presented to them, unless otherwise noted by OEL

2) Confidentiality: All information provided by management, employees, or affiliated third parties relating to any new or pending fraud claim will be treated as confidential and only shared with parties directly related to the ongoing fraud investigation.

3) Preliminary Investigations: Upon becoming aware of any suspected fraud or misrepresentation, Program Manager Compliance and Fraud shall, in cooperation with other employees of Hillsborough County Public Schools conduct a preliminary investigation in order to determine the likelihood that a fraudulent act has occurred. Program Manager Compliance and Fraud or designee shall ensure adequate documentation is placed in the file documenting allegations and findings of the preliminary investigation.

4) Further Investigations: If it is determined that further investigation is warranted the Program Manager Compliance and Fraud or designee shall immediately report cases of possible fraud or abuse to Florida Office of Early Learning Fraud via electronic means for review.

Penalties:

Any person who commits an act of fraud is subject to the penalties provided in Section 414.39(5) (a), FS. The recipient is also eligible for suspension or termination.

- Suspension is a temporary situation that means that the recipient would not have to go on the waiting list when the suspension is complete
- Termination means that the recipient would have to go back on the waiting list when the termination expires.
- Suspension or termination is effective on the date given on the initial notice or the date of the Executive Director or Board designee's decision, whichever is later.
- If the appeals committee overturns the decision of the Program Manager Compliance and Fraud and determines that no fraud occurred, the suspension or termination is removed. If the recipient is still eligible for services, they will be offered services again.
- Penalties:
 - First determination of fraud - eligibility is terminated for six months and restitution of overpaid benefits
 - Second determination - eligibility is terminated for one year and restitution of overpaid benefits.
 - Third and subsequent determinations - eligibility is terminated for five years and restitution of overpaid benefits.

A suspension or termination is not applied against recipients with a valid at-risk referral.

Due Process for suspending or terminating from the school readiness program or the Voluntary Prekindergarten Education Program a recipient who is suspected of committing fraud:

Following a determination that there is reasonable belief and supporting evidence that the recipient knowingly or intentionally committed any act as identified above and at the discretion of the Early Learning Coalition of Hillsborough the following actions are taken:

Hillsborough County Public Schools provide written advance notice of intended action to suspend or terminate benefits to the recipient to be affected and clearly advises of possible allegations and the intended action and date the action will be imposed. The notice is sent fourteen (14) calendar days prior to the intended action. The written advance notice is translated in the recipient's native language if the coalition's other communications with the recipient have been translated. The written notice includes the following:

- The procedure for the recipient to file an appeal
- A statement, in bold print, that the failure to file an appeal in a timely manner waives the right to an appeal.
- Notice of the potential for repayment of improper benefits if the conclusion of fraud is upheld, including any benefits received after the receipt of the written advance notice.
- The procedure for the recipient to obtain a copy of his/her file.
- The amount of overpayment to be recovered if applicable.
- The length of time for which the recipient's benefits are suspended or the date of the termination of benefits, if applicable.

Recipient Right to Challenge Decision

Pre-appeal Resolution Procedure

If recipient believes that the conclusion of fraud was made in error, the recipient should seek first to resolve the matter by contacting in writing, Hillsborough County Public Schools and provide necessary documentation to resolve the issue. Marina Harkness, Supervisor Early Childhood, School Readiness Programs will consider all statements and review all documents and may request any additional evidence or information that is necessary and relevant to the review. The recipient is notified in writing of the determination within ten (10) days. The Executive Director of the coalition is not involved in the pre-appeal process.

Appeal Procedure

If the recipient believes the issue was not resolved by Hillsborough County Public Schools, the recipient may file a formal written appeal for review by the Executive Director of the coalition, using the following procedure:

- Submit a written appeal to the Executive Director or other executive staff person as designated by the coalition board.
- The appeal must fully describe the nature of the error the recipient believes has been made and shall contain any supporting documentation which supports the recipient's claim.
- The appeal shall be postmarked or emailed before the date of the intended action. Any recipient who fails to file an appeal in a timely manner waives the right of appeal.
- If the recipient files a timely appeal, he or she will not be suspended or terminated from the program until the written decision of the executive director or the original date of the intended action, whichever is later.
- The executive director of the coalition or other executive staff person designated by the coalition board must respond to the recipient, in writing, within thirty (30) days of receiving the appeal with a decision as to whether the suspension or termination will be upheld or modified.
- The recipient who wishes to appeal the decision of the executive director of the coalition or other executive staff person designated by the coalition board may request further review by an appeals committee in accordance with subsection (e) of this rule. 6M-9.400 (4)(e)
- The request for further review by an appeals committee must be submitted to the coalition in writing within ten (10) calendar days of the date of the executive director or other executive staff person designated by the coalition board's written response to the recipient's formal written appeal
- The recipient shall be given the opportunity to defend his or her position in an orderly proceeding of the appeals committee.
- The recipient shall be notified of the date of the appeals committee, informed that it is a public meeting, and informed that any information may be used by other state agencies.

Appeals Committee Procedure

1. The appeals committee shall be selected by the Chairman of the Board of the coalition and a chair of the appeals committee shall be named.
2. The appeals committee shall convene within forty five (45) calendar days of the receipt of the recipient's request for an appeal.
3. The recipient shall be provided up to thirty (30) minutes to present their position and any information they wish the appeals committee to consider.
4. The recipient may represent themselves or appoint another to plead his/her case.
5. The recipient has the right to request the committee to base decision on the merits of the appeal documents presented.
6. The coalition staff, excluding the Executive Director or other executive staff person designated by the coalition board, shall be available to provide any information requested by the committee.
7. The appeals committee will consider all statements, review all documents and may request any additional evidence or information from the parties if an appeals committee member believes it is necessary and relevant to the decision making.
8. The appeals committee shall select or appoint a member of the coalition, excluding the Executive Director of the coalition, to memorialize the events of the appeals committee proceeding and the final determination including the basis for the decision.
9. The recipient shall be notified in writing of the appeals committee's determination within ten (10) days of the date of the meeting.
10. The determination of the appeals committee shall be final.

Persons Responsible for Repayment:

All individual family members who were adult members (18 years of age or older) of the household unit at the time the overpayment occurred will be jointly and individually liable for the value of any overpayment of benefits, other than those caused by Coalition or Service Provider (Agency) error.

Ensuring Access to Information and Compliance with Anti-Fraud Policy and required protocols

The Coalition and Hillsborough County Public Schools will publicly display information on website to ensure parents, providers, employees and stakeholders are informed on how to report suspected fraud and abuse along with steps on how to file a grievance.

Educating and training personnel on how to detect and prevent fraud, abuse, and overpayment:

During eligibility training, Client Service Specialists receive training on interviewing techniques and resources that help identify possible fraud. The training includes high risk areas, such a receipt of cash payments and the reporting of no income for a significant period. Staff also receives training on identifying altered or falsified documentation and proper procedure for mandatory reporting of fraud and forwarding information to School Readiness Office Administrator. Additionally, available resources are provided for detecting possible fraud, such as Sunbiz and the Clerk of the Circuit Court website.

Identifying, detecting and investigating possible acts of fraud, abuse, or overpayment:

All staff, including eligibility, fiscal and administrative, has the responsibility of reporting evidence or suspicion of fraudulent activity in any capacity and at any level. Additionally, all staff receives an overview on what to be aware of to determine if fraudulent activity may be occurring. Areas identified for the overview include:

- The definition of fraud
- What constitutes fraud
- Interviewing techniques
- Request for Investigation

Eligibility training includes an anti-fraud component. Areas addressed include ways to identify potential fraud and specific areas that may indicate potential fraud. Such areas include:

- Continuous receipt of cash payments
- Reporting no income for a significant period
- Making minimum wage and reporting no other public assistance
- Mailing or working address out of county
- Reporting making minimum wages working minimal hours
- Altered or falsified documentation

Client Services Specialists receive training on interview techniques and how to ask open ended questions.

Federal Finance follows generally accepted accounting procedures and conduct post audit attendance and other monitoring of transaction activities to identify potential fraud.

Hillsborough County Public Schools staff reviews data quality reports generated from the Office of Early Learning, and document verification of child care referrals from other organizations. Additionally, Hillsborough County Public Schools will report monthly, via electronic means, recipients and providers terminated for fraud.

Mandatory reporting of possible overpayment, abuse, or fraud to the Office of Inspector General (IG) within the office:

All Hillsborough County Public School staff is required to report all possible fraudulent activity within the office to the School Readiness Supervisor who can be reached at 813-744-8941 ext. 225, upon discovery of possible discrepancy. Should there be a reason that the issue cannot be brought forth to the School Readiness Supervisor, staff have been advised to go to the School Readiness Program Director. In all cases, the case record is documented and forwarded to Manager of Compliance and Fraud and if warranted, a fraud referral is submitted to Florida Office of Early Learning Fraud via electronic means for review.

Client Service Specialist Responsibilities:

The Client Service Specialist establishes that a possible discrepancy has occurred and records the following facts in EFS history notes and in the hard copy case file:

1. The date of discovery
2. Name of Client Service Specialist receiving the Request to Change Status
3. Date the income or change started and/or stopped
4. Any explanation given for failure to provide information accurately or in a timely manner and
5. Corrective action such as Client Warning Notice (attachment 1) or Sanction Penalty (attachment 2) and the date such action occurred.

The Client Service Specialist take necessary action to ensure that services are correctly authorized for the current situation or that cancellation of services is effective in accordance with policy.

School Readiness Office Administrator Responsibilities:

1. Monitor Client Service Specialists for errors
2. Review possible discrepancy in client applications and pay documents submitted for eligibility purposes
3. Forward possible discrepancies to Compliance and Fraud Program Manager in the form of Request for Investigation (attachment 3)

Compliance and Fraud Program Manager Responsibilities:

1. Initiate Internal Data Match
2. Receive Requests for Investigation
3. Interview client and give the opportunity to provide any documentation that would negate possible allegations.
4. Follow –up with written notification concerning allegations and give fourteen (14) days to provide documents.
5. Investigate all allegations and review documents provided.
6. Determine if there was overpayment as result of provider audit and forward to Federal Finance.
7. Determine if client is/was eligible if all information was accurately reported.
8. Determine the timeframe in which possible fraud occurred.
9. Determine amount of overpayment.
10. Forward potential fraud to Florida Office of Early Learning via electronic means.

ISSUE:	Board Chair's Request to Attend the National Smart Start Conference
FISCAL IMPACT:	Approximately \$1,675
FUNDING SOURCE:	School Readiness and Voluntary Prekindergarten
RECOMMENDED ACTION:	Consider the Board Chair's request to attend the National Smart Start Conference at a cost of \$1,659.

BACKGROUND: The Board Chair is requesting approval to attend the National Smart Start Conference in Greensboro, North Carolina. The National Smart Start Conference is the nation's largest conference devoted to early education systems and strategies. The conference provides advanced professional development for early education leaders committed to improving the quality of and access to early childhood services for all children ages birth to five. The conference offers over sixty (60) workshops including these focus areas:

- Early Childhood System Development
- Early Care and Education
- Early Childhood Development and Health
- Family Support and Leadership
- Public Engagement and Literacy
- Early Childhood System Development

The anticipated cost of the Chair's attendance is \$1,659 and is distributed as follows:

- Airfare - \$332
- Registration - \$395
- Car Rental - \$175
- Meals - \$144
- Hotel - \$613

Based on conversations with OEL, the Board must approve the Board Chair's request to attend conferences since there is currently no Board policy in place authorizing Board member to incur costs associated with conferences attendance.

ACTION**ITEM IV.I.**

04/13/15 Regular Board Meeting

ISSUE:	Allocation request for Executive Roundtable Sponsorship
FISCAL IMPACT:	\$4,500
FUNDING SOURCE:	Cash Reserves
RECOMMENDED ACTION:	Approve request to allocate \$4,500 for Executive Roundtable Sponsorship.

BACKGROUND: The Board Chair is requesting the Coalition sponsor the Tampa Bay Business Journal Executive Roundtable in the amount of \$4,500 for a Quarter Page sponsorship, which includes:

- A quarter-page, 4-color advertisement in the section
- Front page logo placement
- Allowance of 1 attendee present at proceedings

The Tampa Bay Business Journal will host a series of Executive Roundtable events. Each roundtable will concentrate on an industry and feature approximately 10 business leaders in each of the given industries. The panelists will answer questions, moderated by the Editor and Publisher, regarding their area of business and successes and challenges they are facing.

Details of the sponsorship are attached. The Coalition would use cash reserves to avoid any potential disallowance from OEL monitors.

(Attachment – 1.)

Industry Illumination

THE EXECUTIVE ROUNDTABLE SERIES

Be a part of
a 'meeting
of the minds'
regarding your
industry.



The Tampa Bay Business Journal will host a series of Executive Roundtable events. Each roundtable will concentrate on an industry and feature approximately 10 business leaders in each of the given industries. The panelists will answer questions, moderated by the Editor and Publisher, regarding their area of business and successes and challenges they are facing.

As these sessions **will not be open to the public**, only a select group of sponsors will have the opportunity to attend the proceedings, to both hear the information in its full content and network with these business leaders. The information gathered from these executives will then be compiled into a top 10 format for an upcoming, related Focus section to publish approximately 2-4 weeks after the roundtable.

Topic	Event Date	In-paper Date*
CRE/Construction	12/8/2014	1/9/2015
Politics/Legislative Preview	1/27/2015	2/27/2015
Healthcare	2/9/2015	3/13/2015
Legal	2/23/2015	3/27/2015
Banking & Finance	3/9/2015	4/10/2015
Education	4/13/2015	5/15/2015
Residential Real Estate	5/11/2015	6/12/2015
Economic Development	6/8/2015	7/10/2015
Restaurants	7/13/2015	8/14/2015
Growing Florida Business	8/10/2015	9/11/2015
Technology	9/14/2015	10/9/2015
Hospitality & Tourism	10/12/2015	11/13/2015
Real Estate Forecast	11/9/2015	12/11/2015
CRE/Construction	12/7/2015	1/8/2016

*In-paper date subject to change

Sponsor Benefits:

Event presence:

- Sponsors can have up to 3 attendees present at the proceedings. These guests can include your staff, clients, or anyone else you feel would benefit from meeting these business leaders.
- Limited to three sponsors per roundtable.
- Industry exclusivity is reserved for full & half page sponsors only.
- Each sponsor will have the opportunity to introduce themselves and their company. One person per sponsor will do brief remarks regarding their sponsorship.

Printed content:

- The content from the event will appear in the Focus section in the TBBJ. Sponsor logos will appear on the opening page of the section.
- An advertisement provided by each sponsor will appear in the section. (Ad size based on investment.)

Sponsorships:

Full page sponsor: \$7,500

- Full page, 4-color advertisement in the section
- Front page logo placement
- 3 attendees

Quarter page sponsor: \$4,500

- Quarter page, 4-color advertisement in the section
- Front page logo placement
- 1 attendee

Half page sponsor: \$5,500

- Half page, 4-color advertisement in the section
- Front page logo placement
- 2 attendees

Sponsor: \$2,500

- Logo only, no ad
- Front page logo placement
- 2 attendees

4/13/2015 Regular Board Meeting

ISSUE: FINANCE REPORT as of **February 28, 2015**

School Readiness

School Readiness (SR) expenditures for July 2014 through February 2015 were \$30,921,886. This is a total of OEL SR (\$30,016,229) and CBHC SR Match (\$905,657). CCEP for 2015, which impacts CBHC SR Match, has not yet been released. The expected release date is May 2015. The direct services (slots) portion is \$25,336,242. Due to continued high enrollment, current year child care slots expenditures are approximately 4.51% higher than budgeted. In order to contain costs, and reduce the projected deficit, a freeze on enrollment of BG8 children, rollovers, as well as TCC referrals, remains in place. Administrative costs were \$768,654, or 3.06% of total OEL SR expenditures which is below the mandated cap of 5%. Quality expenditures were \$2,324,342. Total operating costs, which include administrative, program support, and quality expenditures, were \$4,679,987, or 15.59% of total OEL SR expenditures. The mandated cap for operating costs is 22%.

Voluntary Pre-kindergarten

Voluntary Pre-kindergarten expenditures for July 2014 through February 2015 totaled \$19,244,081. The direct services (slots) portion is \$18,555,834. Due to the normally low enrollment in July, this is approximately 4.13% 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 4.06% 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 February 2015 totaled \$1,446,955 while revenue was \$1,460,431, resulting in a YTD surplus of \$13,476. 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 February 2015 totaled \$101,894 while revenue was \$104,274. The coalition currently has a surplus in this category of \$2,380. 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 02/28/15

(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	30,016,229	28,562,200	42,851,625	70.05%	66.65%
OEL Voluntary Pre-K	19,244,081	20,506,159	28,779,274	66.87%	71.25%
CBHC Quality Counts for Kids	1,460,431	1,466,667	2,233,000	65.40%	65.68%
CBHC School Readiness Match	905,657	1,597,112	1,733,239	52.25%	92.15%
Hillsborough County	0	0	500,000	0.00%	0.00%
Other Community Programs	104,274	115,835	173,753	60.01%	66.67%
Total Revenue	<u>51,730,673</u>	<u>52,247,972</u>	<u>76,270,891</u>	67.82%	68.50%
Program Expenditures					
OEL School Readiness	29,200,984	27,566,366	41,361,924	70.60%	66.65%
CBHC School Readiness Match	905,657	0	1,733,239	52.25%	0.00%
OEL Voluntary Pre-K	18,941,220	20,099,915	28,185,358	67.20%	71.31%
CBHC Quality Counts for Kids	679,455	768,155	1,152,233	58.97%	66.67%
Other Program	0	0	500,000	0.00%	0.00%
Total Program Expenditures	<u>49,727,315</u>	<u>48,434,436</u>	<u>72,932,754</u>	68.18%	66.41%
Coalition Operating Expenditures					
Personnel	1,345,473	1,468,057	2,202,382	61.09%	66.66%
Occupancy	118,909	115,292	175,145	67.89%	65.83%
Professional Fees	60,756	102,219	151,529	40.10%	67.46%
Travel & Training	28,590	38,432	52,698	54.25%	72.93%
Quality Action Grants	200,917	190,941	286,412	70.15%	66.67%
Insurance	17,113	15,194	15,194	112.63%	100.00%
Technology	75,984	109,580	164,371	46.23%	66.67%
Educational Supplies	36,081	39,517	48,775	73.97%	81.02%
Office Supplies	28,327	17,538	26,307	107.68%	66.67%
Advertising and Outreach	10,644	61,848	92,772	11.47%	66.67%
Printing/Binding	21,154	24,984	29,976	70.57%	83.35%
Other Operating	43,554	37,439	50,609	86.06%	73.98%
Total Coalition Operating Expenditures	<u>1,987,501</u>	<u>2,221,042</u>	<u>3,296,170</u>	60.30%	67.38%
Total Expenditures	<u>51,714,816</u>	<u>50,655,478</u>	<u>76,228,924</u>		
Net Revenue Over Expenditures	15,856				

Early Learning Coalition of Hillsborough County

School Readiness

Statement of Revenues and Expenditures

From 7/1/2014 Through 02/28/15

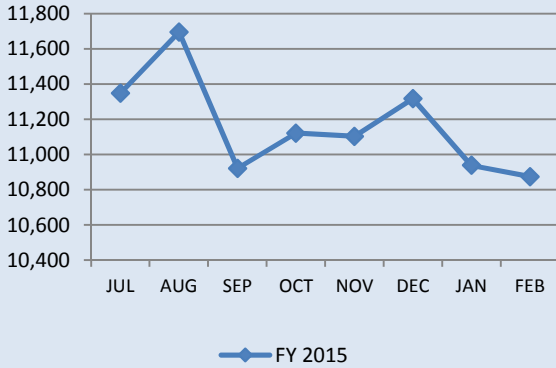
(In Whole Numbers)

	Current Year	YTD Budget -	Total Budget -	Percentage	Budget
	Actual	Revised	Revised	of Budget	Projected
				used to Date	Percentage to
					date
Revenue					
OEL School Readiness	30,016,229	28,562,200	42,851,625	70.05%	66.65%
CBHC School Readiness Match	905,657	1,597,112	1,733,239	52.25%	90.58%
Total Revenue	<u>30,921,886</u>	<u>30,159,312</u>	<u>44,584,864</u>	69.36%	67.71%
Program Expenditures					
<i>School Board of Hillsborough County</i>					
Operations	3,315,375	3,766,000	5,649,000	58.69%	66.67%
Direct Services (child care slots)	25,336,242	23,069,680	34,604,520	73.22%	66.67%
<i>Subtotal School Board of Hills County</i>	<i>28,651,617</i>	<i>26,835,680</i>	<i>40,253,520</i>	<i>71.18%</i>	<i>66.67%</i>
BOCC Child Care Licensing	516,186	705,936	1,058,904	48.75%	66.67%
Early Childhood Council	33,180	24,750	49,500	67.03%	50.00%
CBHC School Readiness Match	905,657	1,597,112	1,733,239	52.25%	92.15%
Total Program Expenditures	<u>30,106,641</u>	<u>29,163,478</u>	<u>43,095,163</u>	69.86%	67.67%
Coalition Operating Expenditures					
Personnel	676,797	798,415	1,197,623	56.51%	66.67%
Occupancy	24,610	29,009	43,513	56.56%	66.67%
Professional Fees	16,337	27,411	41,117	39.73%	66.67%
Travel & Training	6,047	18,410	27,615	21.90%	66.67%
Insurance	8,374	8,100	8,100	103.38%	100.00%
Technology	19,006	43,681	65,522	29.01%	66.67%
Educational Supplies	29,587	10,000	15,000	197.25%	66.67%
Office Supplies	8,383	5,603	8,404	99.76%	66.67%
Advertising and Outreach	5,422	39,667	59,500	9.11%	66.67%
Printing/Binding	2,666	600	900	296.22%	66.67%
Other Operating	18,016	14,938	22,407	80.40%	66.67%
Total Coalition Operating Expenditures	<u>815,246</u>	<u>995,834</u>	<u>1,489,701</u>	54.73%	66.85%
Total Expenditures	<u>30,921,886</u>	<u>30,159,312</u>	<u>44,584,864</u>	69.36%	67.64%
Net Revenue Over Expenditures	0				

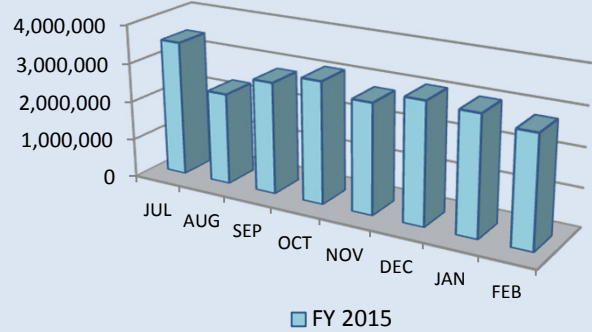
INFORMATION PERFORMANCE REPORT - FEBRUARY 2014

SR SERVICE INFORMATION & SLOT EXPENDITURES

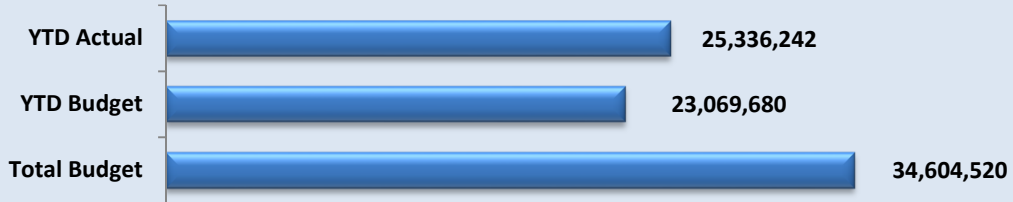
Children Served - School Readiness



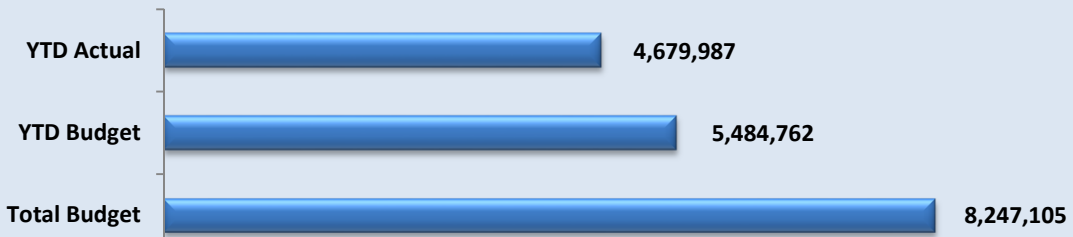
School Readiness Slot Expenditures



School Readiness Year-to-Date Slot Expenditures
73.22% Expended

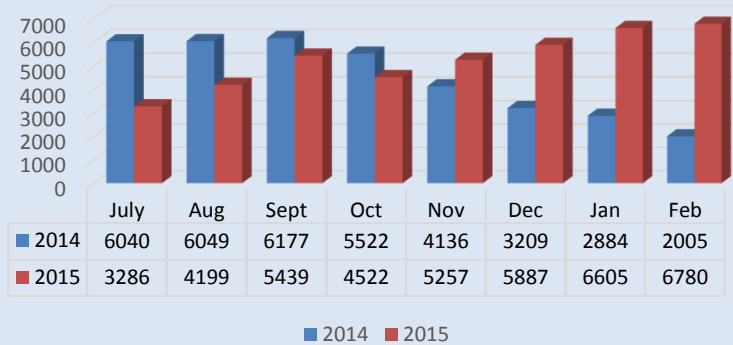


School Readiness Year-to-Date Operating Expenditures
Operating Cap - 22% Year-to-Date Operating Expenditures - 16%



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 02/28/15

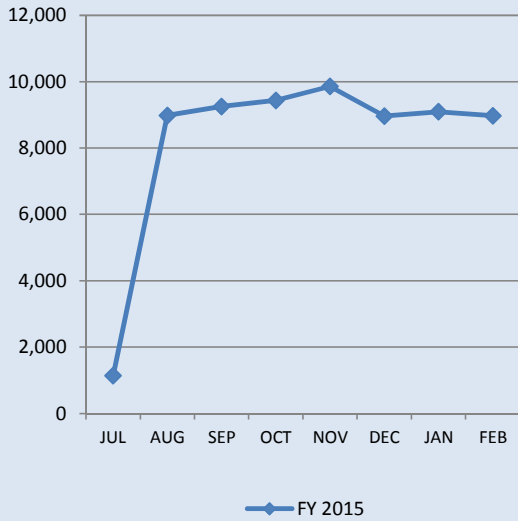
(In Whole Numbers)

	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	19,244,081	20,506,159	28,779,274	66.87%	71.25%
Total Revenue	<u>19,244,081</u>	<u>20,506,159</u>	<u>28,779,274</u>	66.87%	71.25%
Program Expenditures					
<i>School Board of Hillsborough County</i>					
Operations	379,102	394,287	591,431	64.10%	66.67%
Direct Services	18,555,834	19,694,627	27,571,927	67.30%	71.43%
<i>Subtotal School Board of Hills County</i>	<i>18,934,936</i>	<i>20,088,915</i>	<i>28,163,358</i>	<i>67.23%</i>	<i>71.33%</i>
Early Childhood Council	6,284	11,000	22,000	28.57%	50.00%
Total Program Expenditures	<u>18,941,220</u>	<u>20,099,915</u>	<u>28,185,358</u>	67.20%	71.31%
Coalition Operating Expenditures		0			
Personnel	209,413	277,651	416,477	50.28%	66.67%
Occupancy	17,221	17,031	25,546	67.41%	66.67%
Professional Fees	24,644	26,371	39,556	62.30%	66.67%
Travel & Training	7,283	6,283	9,425	77.28%	66.67%
Insurance	5,055	4,800	4,800	105.31%	100.00%
Technology	7,763	31,426	47,139	16.47%	66.67%
Educational Supplies	143	433	650	22.06%	66.67%
Office Supplies	5,276	3,773	5,660	93.21%	66.67%
Advertising and Outreach	3,559	6,997	10,495	33.91%	66.67%
Printing/Binding	13,851	20,400	23,100	59.96%	88.31%
Other Operating	8,652	11,079	11,068	78.17%	100.10%
Total Coalition Operating Expenditures	<u>302,861</u>	<u>406,244</u>	<u>593,916</u>	50.99%	68.40%
Total Expenditures	<u>19,244,081</u>	<u>20,506,159</u>	<u>28,779,274</u>	66.87%	71.25%
Net Revenue Over Expenditures	0				

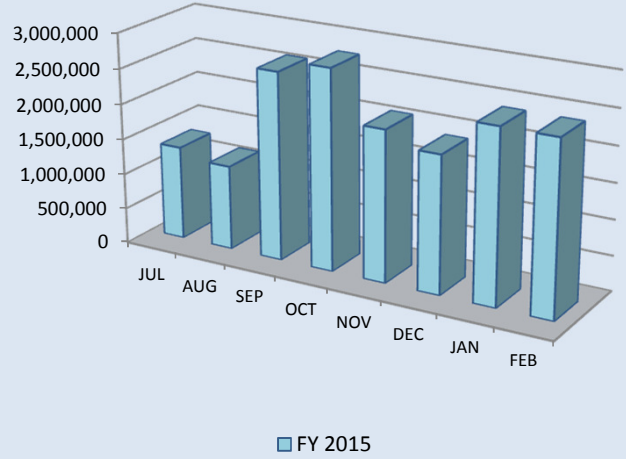
INFORMATION PERFORMANCE REPORT - FEBRUARY 2015

VPK SERVICE INFORMATION & SLOT EXPENDITURES

Children Served - VPK



Voluntary Prekindergarten Slot Expenditures



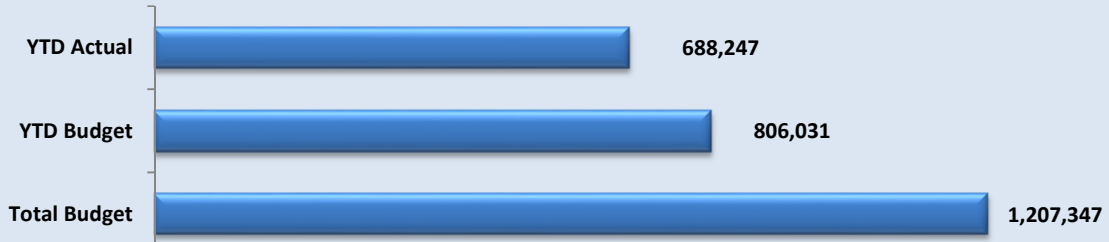
VPK Year-to-Date Slot Expenditures

67.3% Expended



VPK Year-to-Date Administrative Expenditures

Cap - 4% YTD 4.06%



VPK ADMINISTRATIVE EXPENDITURES

Early Learning Coalition of Hillsborough County

CBHC Quality Counts for Kids

Statement of Revenues and Expenditures

From 7/1/2014 Through 02/28/15

(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	1,460,431	1,466,667	2,233,000	65.40%	65.68%
Total Revenue	<u>1,460,431</u>	<u>1,466,667</u>	<u>2,233,000</u>	65.40%	65.68%
Program Expenditures					
Champions for Children	100,032	112,665	168,998	59.19%	66.67%
Early Childhood Council	121,195	140,877	211,315	57.35%	66.67%
Hillsborough Community College	263,275	290,046	435,070	60.51%	66.67%
University of South Florida	194,953	224,567	336,851	57.88%	66.67%
Total Program Expenditures	<u>679,455</u>	<u>768,155</u>	<u>1,152,233</u>	58.97%	70.68%
Coalition Operating Expenditures					
Personnel	408,005	360,141	540,211	75.53%	66.67%
Occupancy	70,674	69,252	103,877	68.04%	66.67%
Professional Fees	6,443	6,647	8,171	78.86%	81.35%
Travel & Training	11,586	10,073	12,859	90.10%	78.33%
Quality Action Grants	200,917	190,941	286,412	70.15%	66.67%
Insurance	3,061	2,044	2,044	149.78%	100.00%
Technology	47,944	34,058	51,088	93.85%	66.67%
Educational Supplies	1,915	29,083	33,125	5.78%	87.80%
Office Supplies	7,751	6,017	9,025	85.88%	66.67%
Advertising and Outreach	1,016	14,565	21,848	4.65%	66.67%
Printing/Binding	3,992	3,750	5,625	70.97%	66.67%
Other Operating	4,196	5,597	8,396	49.98%	66.67%
Total Coalition Operating Expenditures	<u>767,501</u>	<u>732,169</u>	<u>1,082,681</u>	70.89%	67.63%
Total Expenditures	<u>1,446,955</u>	<u>1,500,324</u>	<u>2,234,914</u>	64.74%	67.13%
Net Revenue Over Expenditures	13,476				

Early Learning Coalition of Hillsborough County

Community Projects

Statement of Revenues and Expenditures

From 7/1/2014 Through 02/28/15

(In Whole Numbers)

	Current Year	YTD Budget -	Total Budget -	Percentage	Budget
	Actual	Original	Original	of Budget	Projected
				used to Date	Percentage to
					date
Revenue					
Hillsborough County BOCC	0	0	500,000	0.00%	0.00%
Other Community Programs	104,274	115,835	173,753	60.01%	66.67%
Total Revenue	<u>104,274</u>	<u>115,835</u>	<u>673,753</u>	15.48%	17.19%
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	51,258	31,850	47,775	107.29%	66.67%
Occupancy	6,404	1	2,209	289.91%	0.03%
Professional Fees	13,331	41,790	62,685	21.27%	66.67%
Travel & Training	3,673	3,666	2,799	131.23%	130.98%
Insurance	623	250	250	249.20%	100.00%
Technology	1,271	415	622	204.34%	66.67%
Educational Supplies	4,435	0	0	0.00%	0.00%
Office Supplies	6,917	2,145	3,218	214.94%	66.67%
Advertising and Outreach	647	619	929	69.64%	66.67%
Printing/Binding	645	234	351	183.82%	66.67%
Other Operating	12,691	5,825	8,738	145.24%	66.67%
Total Coalition Operating Expenditures	<u>101,894</u>	<u>86,795</u>	<u>129,576</u>	78.64%	66.98%
Total Expenditures	<u>101,894</u>	<u>86,795</u>	<u>629,576</u>	16.18%	13.79%
Net Revenue Over Expenditures	2,380				

ISSUE: Communications & Outreach Update

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. Most recently staff has gathered feedback from Board members regarding the plan and, as directed, will be incorporating that feedback into the plan as warranted.

Ready Rosie

Communications staff has been working to develop an integrated communication's plan for the launch of the newly approved Ready Rosie initiative for approval at the 4/13 ELCHC Board of Director's meeting. In that a significant portion of the launch plan includes collaboration with community partners to help 'spread the word' about Ready Rosie, staff has begun to reach out to community partners to have preliminary discussions about the initiative and how they might become involved in making certain that all of Hillsborough families know about and use this fantastic parenting tool. At this writing, conversations have been held with The Glazer Children's Museum, The Children's Board of Hillsborough County, some staff of United Way assigned to neighborhood and community initiatives.

Preschool Palooza with the Glazer Children's Museum

ELCHC staff worked with Kerry Falwell, Director of Education & Community Partnerships at the Glazer Children's Museum in development of a collaborative event. The event, for which ELCHC was also a sponsor, was entitled **Preschool Palooza**. The Palooza was targeted toward families with children 2 to 6 years of age and was held on Sat., March 14, 2015 from 10:00 am to 3:00 pm at the Glazer Children's Museum. The event's theme was quality early childhood education and featured activities led by 19 early childhood programs identified as gold seal accredited and/or participating in the Coalition's Quality Counts for Kids with a star rating. The event allowed providers to counsel parents on what to look for when shopping for quality child care as well as highlight their own programs.

Highlights of the event were short parent seminars about identifying and choosing quality child care, early childhood health, and early childhood mental health. The Coalition's sponsorship allowed for a 50% discount on all admission categories for the day. As a result, the event reported an attendance of 970 families. ELCHC staff also secured the sponsorship of Staywell Kids (*a division of Staywell Health Care, which is a Well Care Company*) who donated 500 bags that were gifted to the first 500 families entering the *Preschool Palooza*. ELCHC included two books with parent tip sheets and the Glazer included a dominos game and one other gift for families. Tampa Bay Parenting Magazine also included free copies of their magazine in the bags as well. Considering the Palooza competed with the Mayor's Green River event, both the Glazer and the Coalition considered the event a success.

The Coalition's sponsorship agreement with the Museum included the following benefits:

- Billing that acknowledged that 50% off admission was made possible by the Hillsborough ELC in all marketing materials
 - ELCHC logo on the Museum's lobby donor AV for one year
 - ELCHC logo on e-Education newsletter sent to 900 educators and administrators for one year
 - Space for an editorial about the Coalition in the Museum's *Play Times* print newsletter sent to 4,000 homes (*Copy of editorial is included as an attachment to this memo*)
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- 100 tickets with no expiration date to distribute at the ELC's discretion (*will be used for provider and family prizes and incentives at future ELCHC community events*)

A few photos of the event are included as an attachment to this board memo.

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!

The ELCHC spearheaded the collection effort and sent Hillsborough's contribution to the Hands display to Tallahassee the week of March 23.

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. Staff is currently building a page for the website highlighting the program.

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.

United Way Early Literacy Summit Workgroups

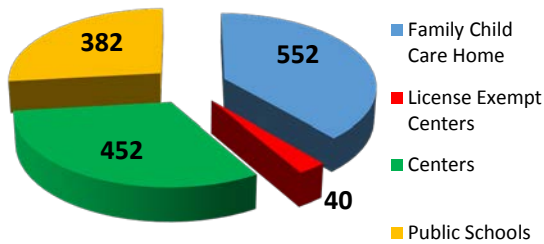
Toward the end of 2014, The United Way of the Suncoast initiated a countywide Early Literacy Summit. They continue their efforts via various community-staffed workgroups formed address the issues brought forth during the daylong Early Literacy Summit. ELCHC Communications and Operations staff has participated in a number of the workgroups and will continue to assist as the United Way moves toward a Summit follow-up event in May. The next meeting is currently scheduled for Friday April 17, 2015 at 10:30 am at the United Way of the Suncoast.

First Annual Hillsborough County Div. of Children's Services Community Fair

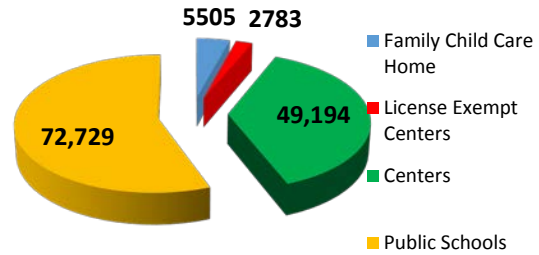
The Coalition retained a booth at this inaugural event hosted by the BOCC's Division of Children's Services held on Sat., April 21, 2015 from 10:00 am – 2:00 pm. The event, which was held at the CINS/FINS residential location, hosted approximately 17 vendors with a very light community attendance.

County-Wide Demographics as of April 1, 2015

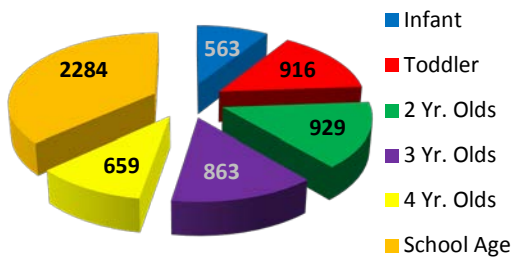
Number of Programs by Type of Facility
Total Number as of 4/1/2015 : 1426



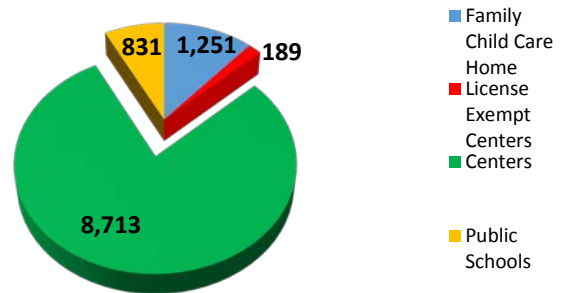
Capacity by Program Type
Total Capacity as of 4/1/2015: 130,211



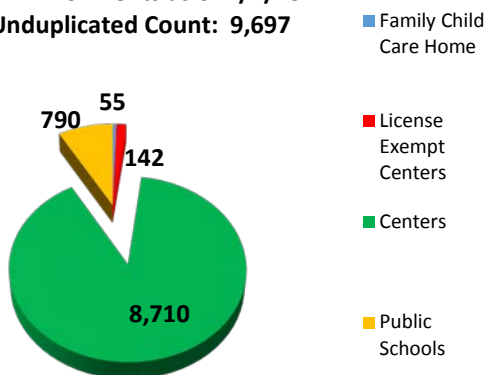
6214 SR Wait List as of 4-1-2015



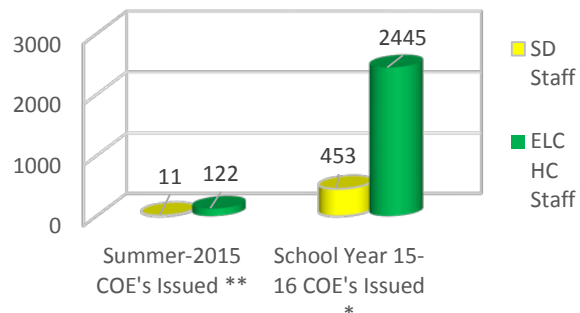
SR Enrollments as of 4/1/15 Unduplicated Count: 10,707



VPK Enrollments as of 4/1/15 Unduplicated Count: 9,697



Online VPK Certificates of Eligibility (COE)
3031 COE's from 3/1/15 - 4/1/15

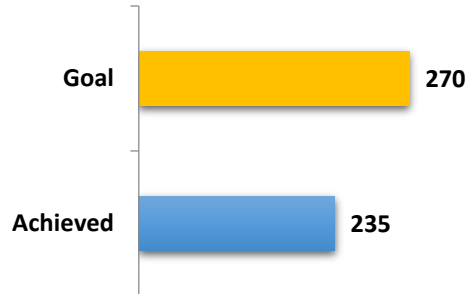


OEL mandated that all VPK applications for 2015-2016 must be completed online. ELCHC set up computer workstations for the families that do not have access to the technology needed to complete the online VPK application process. ELCHC site went live on 4/1/14 to give parents of Hillsborough County. At this time, ELCHC staff are responsible for completing the approval process for the VPK online applications for both summer of 2015 and the 2015-2016 funding year as of 3/1/2015. ELCHC staff has received over 4,000 online VPK applications since 4/1/2014.

Quality Count for Kids (QCFK) Programmatic Goals FY14-15
 October 2014 – March 2015 (2nd Quarter)

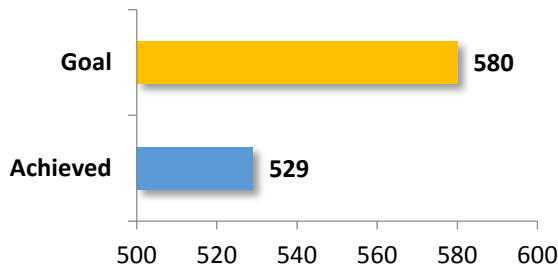
Provider Goal: At least 270 early childhood education (ECE) programs will actively participate in continuous quality improvement efforts to enhance the quality of care available to children birth to 5 in Hillsborough County.

Provider Participation : 87%

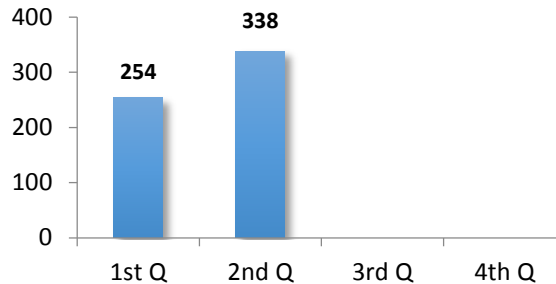


Training Goal: Provide support, resources, and professional development to at least 580 unduplicated early care and education (ECE) practitioners to increase their knowledge of developmentally appropriate practices (DAP). These trainings are provided by ELCHC, Early Childhood Council Inclusion Services (ECC), USF Program Wide Positive Behavior Support, and Champions for Children Family Involvement Connection.

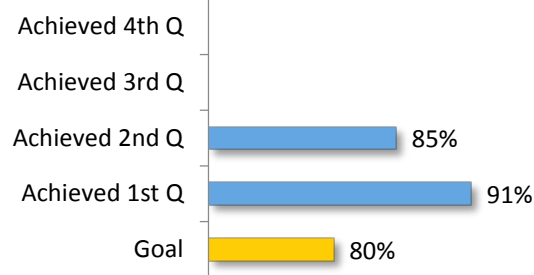
Training Service Levels: 91%
 # of ECE Practitioners



ECE Practitioners Trained by Quarter
 (Duplicated between quarters)



**Percentage of ECE Practitioners
 Demonstrating Increased Knowledge by
 Quarter**



Staff resources: N. Metsker References: EFS database, Atlas VPK Online Database, SPE and Apricot Database.

