



ELCHC Board of Director's Meeting

Monday, August 23, 2021 at 3:00 pm

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

Zoom Meeting

<https://us06web.zoom.us/j/93270734748?pwd=dHZFdkRGS2d3RW4rTDRXMXdhcEx4UT09>

Meeting ID: 932 7073 4748

Passcode: 295226



ELCHC Board of Director's Meeting Agenda

Monday, August 23, 2021

I. WELCOME & INTRODUCTIONS

A. Patel

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

II. PUBLIC COMMENT I

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

III. CHAIRMAN'S REPORT

A. Patel

- A. Mission Moment

IV. CONSENT AGENDA

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

- A. August 23, 2021 Board of Director's Meeting Agenda
- B. June 21, 2021 Board of Directors Regular Meeting Minutes - 4
- C. June 21, 2021 Budget & Facilities Overview Meeting Minutes - 9
- D. July 15, 2021 Provider Review Hearing (Great Hope Preschool - Lake Magdalene vs. ELCHC) Minutes - 12

V. ACTION ITEMS

- A. Execute School Readiness Funding Match Contract with Children's Board of Hillsborough County - 17 G. Gillette
- B. Execute contract with Hillsborough County Board of County Commissioners (BOCC) - 18 G. Gillette
- C. Execute Community Development Block Grant (CDBG) contract with City of Tampa - 19 G. Gillette

VI. COMMITTEE REPORTS

- A. Governance Committee - 20 S. Robinson
- B. Finance Committee - 28 L. Buzard
- C. Executive Committee - 29 A. Patel

VII. FINANCIAL REPORT

G. Meyer

- A. Actuals through May 31, 2021 and Full Year Forecast including updates through June 30, 2021 - 30

VIII. CEO REPORT

G. Gillette

IX. DISCUSSION ITEMS

X. PUBLIC COMMENT II

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

XI. INFORMATION ITEMS

XII. ADJOURNMENT

Monday, June 21, 2021, at 3:00 pm
Zoom

MEETING ATTENDANCE

Facilitator: Aakash Patel, Chair

Board Members Present:

Lee Bowers*, Luke Buzard*, Cynthia Chipp*, Dr. Ginger Clark*, Dr. Lise Fox*, Dr. Stephe Holmquist Johnson*, Amanda Jae*, Dianne Jacob*, Dr. Jacquelyn Jenkins*, Commissioner Gwen Myers*, Candy Olson*, Beth Pasek*, Carl Harness, Kelley Parris*, Sheila Rios*, John Flanagan* Aakash Patel*, and Dr. Shawn Robinson*

Board Members Absent:

Tracye Brown, Adam Giery, Dr. Daphne Fudge, and Dustin Portillo

ELCHC Staff:

Lorinda Gamson*, Gordon Gillette*, Hannah Goble*, Megan Folts*, Alison Fraga*, Gary Meyer*, Rick Rampersad*, Kelley Minney*, Kiyana Scott*, Abby Perez*, and Helen Sovich*

Other Attendees:

Renee Dabbs*, Jescia D'Avanza*, and Tonia Williams*

**Indicates attendance via Zoom meeting platform.*

CALL TO ORDER

Quorum Verification

Noting a quorum had been established, Chair Patel called the meeting to order at 3:04 pm.

The Board and those in attendance recited the Pledge of Allegiance.

PUBLIC COMMENT

There was no Public Comment.

Chairman's Report

Chair Patel highlighted the following items in his chairman's report:

- FY 2021-2022 Committee appointments
- A Day of Preschool
- Teacher's Night Out/Early Childhood Conference
- Reminded the Board of Directors to complete the Board of Directors Diversity Matrix survey

Beth Pasek provided a mission moment.

Chair Patel made the following Committee appointments:

Executive Committee

Aakash Patel, Chair
Dr. Shawn Robinson, Vice-Chair
Luke Buzard, Treasurer
Dr. Stephie Holmquist Johnson, Secretary
Dr. Daphne Fudge

Finance Committee

Luke Buzard, Chair
Lee Bowers, Vice-Chair
Carl Harness
Candy Olson
Dr. Shawn Robinson

Governance Committee

Dr. Shawn Robinson, Chair
Dr. Stephie Holmquist Johnson, Vice-Chair
Aakash Patel
Luke Buzard
Dr. Leslene Gordon
Tracye Brown

Service Delivery and Efficiency Committee

Dr. Daphne Fudge, Chair
Dr. Lise Fox, Vice-Chair
Dr. Jacquelyn Jenkins
Dianne Jacob
Cynthia Chipp
Dustin Portillo
Amanda Jae

Legislative Affairs Committee

Adam Giery, Chair
Amanda Jae, Vice-Chair
Dianne Jacob
Sheila Rios
Lee Bowers
Aakash Patel
Gwen Myers
John Flanagan

Provider Review Hearing Committee

Dr. Jacquelyn Jenkins, Chair
Beth Pasek, Vice-Chair
Cynthia Chipp
Dr. Leslene Gordon
Amanda Jae
Candy Olson (Sub)

CONSENT AGENDA

The following items were included under the Consent Agenda:

- A. June 21, 2021, Board of Directors Meeting Agenda
- B. April 19, 2021, Board of Directors Regular Meeting Minutes
- C. April 2, 2021, Strategic Focus Area Workgroup – Provide Best Practice Programs & Services Meeting Minutes
- D. May 4, 2021, Brand Development Committee Meeting Minutes
- E. FY 21-22 Executive Committee/Board of Directors Meeting Schedule

Chair Patel called for a motion to approve the Consent Agenda. Dr. Stephie Holmquist Johnson made a motion to approve the Consent Agenda. Gwen Myers made a second. The motion carried unanimously.

ACTION ITEMS

A. ELCHC Vision Statement and Pillars

Gordon Gillette, CEO, presented to the Board of Directors the revised language of the Early Learning Coalition's (ELCHC) vision statement and the new pillars:

Revised Vision

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

Pillars

- ACCESS: Increase access to early learning experiences from day one, regardless of a family's income or life circumstances
- QUALITY: Empower teachers with skills and support to prepare children for school and life
- EDUCATION: Collaborate with families, educators and our community to raise awareness that learning starts at birth and rally action to improve educational outcomes for children.

Chair Patel called for a motion to approve the revised language of the vision statement and the new pillars. Dr. Lise Fox made a motion. Sheila Rios made a second. The motion carried unanimously.

B. Allocation of funds to amend lease of Interstate Corporate Center

On behalf of the Finance Committee, Luke Buzard presented the proposal to amend the lease at the Coalition's primary office location – Interstate corporate Center- for additional space.

Mr. Gillette informed the Board of Directors that there was a preliminary discussion with John Flanagan, CEO, CareerSource, regarding the North Florida office lease renewal after its expiration date of January 1, 2023.

Chair Patel called for a motion to approve the allocations of funds to amend the lease of Interstate Corporate Center. Dr. Shawn Robinson made a motion. Dr. Lise Fox made a second. The motion carried unanimously.

C. Proposed FY 2021-2022 Budget

Reporting on behalf of the Finance committee, Luke Buzard reviewed the proposed FY 2021-2022 budget.

Chair Patel called for a motion to approve the proposed FY 2021-2022 budget. Dr. Lise Fox made a motion. Candy Olson made a second. The motion carried unanimously.

D. Allocation of funds to the School Board of Hillsborough County – Early Intervention and Evaluation Services

Mr. Gillette stated that the allocation of funds in the amount of \$196,000 would be used to evaluate School Readiness children and provide a pathway for Individualized Education Plans.

Chair Patel called for a motion to approve the allocation of funds in the amount of \$196,000. Dr. Stephie Holmquist Johnson made a motion. Dr. Leslene Gordon made a second. The motion carried unanimously.

E. Allocation for INCENTIVE\$ Program

Mr. Gillette reported that the INCENTIVE\$ program provided teachers and directors education-based salary supplements to continue their education.

Chair Patel called for a motion to approve the allocation for the INCENTIVE\$ program. Gwen Myers made a motion. Dr. Leslene Gordon made a second. The motion carried unanimously.

F. Execute contract with Hillsborough County-Affordable Housing Services Dept. for Community Development Block Grant Funds

The funds total up to \$175,000 and must be expended from October 1, 2021, to September 30, 2022. The funding will be used to provide access to quality childcare, and early learning experiences to families identified ALICE (Asset, Limited, Income, Constrained, Employed) 150%-200% FPL in zip code 33619 (Palm River, Clair-Mel, Progress Village). In addition, a portion of the CDBG funding will allow ELCHC to focus on ensuring that families with children 2-3 years old have access to enhanced early learning experiences that will promote their development and prepare them for preschool/Kindergarten.

Candy Olson made a motion to authorize staff to enter into a contract with the Hillsborough County - Affordable Housing Services Department for the period of October 1, 2021, to September 30, 2022. Carl Harness made a second. The motion carried unanimously.

G. Election of Board Officer

Dr. Shawn Robinson stated that the following slate of officers was recommended for FY 2021-2022:

Aakash Patel, Chair (appointed)
Dr. Shawn Robinson, Vice-Chair
Dr. Stephe Holmquist Johnson, Secretary
Luke Buzard, Treasurer

Chair Patel called for a motion to approve the slate of officers. Lee Bowers made a motion. Sheila Rios made a second. The motion carried unanimously.

H. Hire a Research and Evaluation Company for i Spy Tampa Bay (3-5 Initiative)

Alison Fraga, Chief Development Officer, requested approval to hire a research and evaluation company for iSpy Tampa Bay to determine if classrooms participating in the iSpy Tampa Bay program develop stronger language skills and if the children participating have a higher vocabulary. Mrs. Fraga stated that the request for proposal (RFP) deadline was June 20, 2021, and there was only one (1) RFP submitted to the Coalition by RMC Research Corporation.

There was further discussion and question on the number of RFPs and the creditability of RMC Research Corporation.

Dr. Shawn Robinson made a motion to authorize staff to hire a research and evaluation company for i Spy Tampa Bay. Dr. Lise Fox made a second. The motion carried unanimously.

COMMITTEE REPORTS

Governance Committee

Dr. Shawn Robinson informed the Board of Directors that the Governance Committee met on June 14, 2021, to review and discuss the following items:

- FY 2021-2022 Governance Committee Meeting schedule
- Election of Board Officers
- CEO Report
 - Legislative Update- House Bill 419
 - Chief Information Officer
- Board of Directors Annual Forms
- Board of Directors Matrix

Finance Committee

Luke Buzard acknowledged the work of the Finance Committee.

FINANCE REPORT

Gary Meyer, Chief Financial Officer, reviewed the financial statements as of April 30, 2021.

CEO DASHBOARD

Mr. Gillette discussed and highlighted the following:

- FY 2021-2022 match commitments
 - Mr. Gillette thanked the Children’s Board of Hillsborough County, Hillsborough County Board of County Commissioners, United Way Suncoast for their commitments towards direct childcare slots.
- Legislative update- House Bill 419
- ELCHC Events
 - A Day of Preschool and Teacher’s Night Out
- Leadership Development Training Program
- New Chief Information Officer – Rick Rampersad
- Aakash Patel’s Gubernational appoint to HCC Board of Trustees

DISCUSSION ITEMS

There were no Discussion Items.

ADJOURNMENT

Citing no further business, Luke Buzard made a motion to adjourn the meeting at 4:07 pm. Candy Olson made a second. The motion carried unanimously.

Read and approved by: _____
Dr. Stephe Holmquist Johnson, Secretary **Date**

MEETING ATTENDANCE

Facilitator: Gary Meyer, Facilitator

Board Members Present:

Lee Bowers*, Dr. Lise Fox*, Amanda Jae*, Cynthia Chipp*, Beth Pasek*, and Sheila Rios*

Board Members Absent:

Luke Buzard, Dr. Jacquelyn Jenkins, Dr. Leslene Gordon, Dr. Stephe Holmquist Johnson, Aakash Patel, Dr. Shawn Robinson, Adam Giery, Candy Olson, Carl Harness, Dustin Portillo, Tracye Brown, John Flanagan, Dr. Daphne Fudge, Kelley Parris, Joseph McElroy, and Gwen Meyers

ELCHC Staff:

Lorinda Gamson*, Gordon Gillette*, Helen Sovich*, Gary Meyer*, Kelley Minney*, Kiyana Scott*, Abigail Perez*, Alison Fraga*, Hannah Goble*, Megan Folts* Rick Rampersad*, and Kimbra Bradley*

Other Attendees:

Tonia Williams*

**Indicates attendance via Zoom platform.*

CALL TO ORDER

The Budget Workshop began at 2:05 pm. The workshop was held to allow Board members an opportunity to review the FY 21-22 proposed budget before being presented to the full Board for approval at the annual Board of Directors meeting on June 21, 2021.

Budget Overview

Gary Meyer, Chief Financial Officer, gave an overview of the FY 21-22 budget narrative. Mr. Meyer informed the Board members that the budget narrative aligned with the Early Learning Coalition of Hillsborough County's (ELCHC) three pillars:

1. Access
2. Quality
3. Education

Environmental Scan

Members of the ELCHC leadership team reported on the existing early education environment and FY 21-22 budget-focused areas:

Family Services

Hannah Goble, Director, Family Services, spoke to the Board members on the current environment of Family Services. Ms. Goble noted that there is a high demand for childcare services and an increase in social-emotional supports in Hillsborough County; it was reported that there is a strong



need for screening and assessment for children. Ms. Goble stated that the Family Services team would continue to focus on increasing VPK child participation.

Provider Relations

Megan Folts, Director, Provider Relations, reported that there is a shortage of early childhood educators, and that training and additional supports are needed. Ms. Folts stated that the Provider Relations team plans to continue supporting School Readiness and VPK providers to maintain CLASS scores.

Resource Development and Community Relations

Alison Fraga, Chief Development Officer, informed the Board members that ELCHC is expanding outreach and communication using Childcare Resource and Referral (CCRR) for families and providers. Ms. Fraga indicated that ELCHC would launch an awareness campaign for VPK. This campaign will include an opportunity for ELCHC to learn and understand the needs and challenges of the Hillsborough County community. Additionally, Ms. Fraga stated that one of the focus areas of the budget would encompass a redesign of the ELCHC website.

Finance/IT, Process Improvement and Facilities

Mr. Meyer reported that ELCHC is assisting childcare providers with the disbursement of funding from the Coronavirus Response and Relief Supplemental Appropriations Act (CRSSA) and American Rescue Plan (ARP) grants.

Rick Rampersad, Chief Information Officer, informed the Board members that ELCHC would be developing holistic technology systems and data. In addition, Mr. Rampersad noted that ELCHC would be expanding the capacity of their current facilities location at Interstate Corporate Center.

Human Resources

Helen Sovich, Manager, Human Resources, announced the ELCHC's first leadership development program for ELCHC staff. The areas of training include:

- Management
- Finance
- Diversity
- Strategic Planning
- Marketing
- Governance

Ms. Sovich stated there are 17 staff members enrolled, and the leadership development program will begin in September 2021.

Revenue/Expenses

Mr. Meyer gave a summary of the revenue and expenses for FY 21-22.

Facilities Overview

Mr. Meyer presented to the Board members in attendance the ELCHC's facility needs. The proposal to amend the lease at the Coalition's primary office location at Interstate Corporate Center for additional space will be presented to the full Board of Directors at the annual meeting on June 21, 2021.

Adjournment

The meeting concluded at 2:50 pm.

Read and approved by: _____
Dr. Stephe Holmquist Johnson, Secretary **Date**

MEETING ATTENDANCE

Facilitator: Dr. Jacquelyn Jenkins, Chair

Committee Members Present:

Dr. Jacquelyn Jenkins, Aakash Patel, Amanda Jae, Dr. Daphne Fudge, and Beth Pasek

Committee Members Absent:

Cynthia Chipp

ELCHC Staff:

Megan Folts, Lorinda Gamson, Gordon Gillette, Kelley Minney, Kiyana Scott, and Hannah Goble

Other Attendees:

Attorney Steve Lee, Heidi Honea, Vance Honea, Kevin Eggman, Sharron Randall, and Deirdra Williams

CALL TO ORDER

Quorum Verification

Noting a quorum had been established, Dr. Jacquelyn Jenkins, Committee Chair, called the hearing to order at 3:03 pm.

Chair Jenkins explained the review hearing procedure as follows:

- I. Introductions
- II. The Committee Chair will read the Coalition's reason for termination of the contract and offer the provider or legal representative an opportunity to defend his or her position.
- III. The provider or legal representative will be given 20 minutes to make their case.
- IV. The Board will be given 20 minutes for questions to the provider or other attendees.
- V. The Board will cast their ballots to:
 1. Uphold the staff's decision to terminate the contract
 - a. *The Coalition's determination was correct*
 2. Reject staff's decision to terminate the contract
 - a. *The Coalition's determination was incorrect. The provider is not required to take further action. If the provider's contract was terminated, it is reinstated.*
 3. Modify or adjust the decision to address any concerns
 - a. *The Coalition's determination was correct in part, specifically regarding....*

The Board's decision will be announced at the hearing and sent to the provider in writing within three (3) business days.

Chair Jenkins went on to introduce the Coalition's reason for refusal to contract with Great Hope Preschool – Lake Magdalene for the School Readiness (SR) contract based on an incident in June 2020 resulting in a Class 1 Violation:



- The provider received a Class 1 violation on June 20, 2020, for failing to provide adequate direct supervision in that no staff was observed with a child. A four-year-old walked out the site's front door and was found by a Hillsborough County School officer within the same plaza as the facility. The officer brought the child back to the facility.

Chair Jenkins stated the Coalition's reason for terminating Great Hope Preschool – Lake Magdalene's Voluntary Prekindergarten (VPK) contract on June 30, 2021, for failing to meet the requirements of the VPK contract.

PROVIDER APPEAL

Heidi Honea was given twenty (20) minutes to appeal the Coalition's decision of terminating Great Hope Preschool – Lake Magdalene's VPK contract.

Ms. Honea addressed the following:

VPK assessment

Ms. Honea explained that due to a COVID-19 exposure on April 23, 2021, the childcare provider experienced challenges in getting the VPK students assessed by the end of the VPK program. Ms. Honea stated that one of the children in the VPK program was terminated due to the child's parent's behavior and actions, and because of this, the VPK assessment and the required AP3 booklet were not completed. Ms. Honea reported that the VPK program was extended for another week to assess the remaining VPK students.

Ms. Honea and Deirdra Williams addressed why Ms. Williams' name was listed on the AP3 booklets. Ms. Williams' explained that she and Ms. Sharron Randall conducted the assessments together because the children were comfortable with Ms. Williams based on her time as a substitute teacher.

Ms. Honea explained that one student's VPK assessment was not completed because the child was terminated from the program in April.

Suspected Fraud and Failure to implement Improvement Plan

Ms. Honea stated that she was notified via email by an ELCHC employee on September 10, 2020, that there was no Creative Curriculum training available until the Summer of 2021. Ms. Honea explained that she needed to have her staff trained due to the upcoming implementation of a new curriculum. Therefore, Ms. Honea developed a training consisting of Great Hope Preschool's policy and procedure, curriculum training, and training from Teaching Strategies. Ms. Honea stated that she did not represent herself as a Creative Curriculum Trainer.

Ms. Honea explained that the provider improvement plan was submitted to the ELCHC. Ms. Honea stated that in addition to submitting the provider improvement plan, further discussion and questions asked by Ms. Honea related to Florida Statutes and VPK regulations were not resolved by the ELCHC. Ms. Honea noted that she is in contact with the Office of Early Learning (OEL) for their assistance in finding a resolution.

Q & A

Megan Folts, Provider Relations Director, provided further clarification as asked by Committee Chair Jenkins on the certification of a VPK assessor. Ms. Folts explained that to be a qualified assessor for the VPK assessment, in addition to viewing the training videos, an individual must meet the minimum requirements to be a VPK teacher. Ms. Folts informed the Committee that when the VPK assessments were administered, Ms. Deirdra Williams did not meet the requirements until May 28, 2021, to become a VPK teacher.

The Committee asked Ms. Folts if a list of published Creative Curriculum training was made available for providers. Ms. Folts stated that an ELCHC employee directed Ms. Honea to contact the publisher for a list of trainings.

The Committee inquired if there were checklists given to the childcare providers informing them of what trainings were available. Ms. Folts stated that due to several different curricula that can be used in the provider improvement plans, OEL had designated the publisher to offer training guidance to the providers. Ms. Honea stated that she was not provided a list of trainings by the publisher. Instead, the publisher informed her what trainings were accessible with the current membership Great Hope Preschool had; from there, Ms. Honea decided what trainings would be appropriate. Chair Jenkins asked Ms. Honea if she spoke with an ELCHC employee to confirm the publisher's trainings. Ms. Honea stated that she did not confirm with an ELCHC staff member. The only confirmation she requested was the dates of ELCHC's upcoming trainings for Teaching Strategies.

Regarding the two VPK assessment booklets that were not submitted, the Committee asked Ms. Honea if the children that needed to be assessed were enrolled. Ms. Honea stated that the two children were not enrolled. Ms. Folts informed the Committee that the termination of the two children was not recorded in the OEL Provider Portal.

The Committee asked Ms. Folts if there is a specific timeframe of when a termination should be recorded in the OEL Provider Portal after a child is terminated. Ms. Folts shared that there is no defined timeframe; however, it should be reported when the provider submits attendance.

The Committee asked Ms. Honea if COVID-19 is referenced in the provider's attendance policy. Ms. Honea stated that due to the incidents that transpired because of COVID-19, the provider's attendance policy now references absences due to COVID-19.

The Committee asked Ms. Folts if there is an option to zero out the VPK assessment scores for a child that did not attend. Ms. Folts stated that if the reasoning of why the VPK assessment was not completed, there is an option to zero out the score of an incomplete evaluation; however, the individual who administers the VPK assessment was not qualified to do so.

There was further discussion on why there was a delay in submitting two children's attendance records. Ms. Honea explained that different factors caused the delay, including internet connection, training, and managing another childcare center.

The Committee inquired on Ms. Sharron Randall's length of employment. Ms. Randall informed the Committee that she began working for Great Hope Preschool – Lake Magdalene in March 2021.

The Committee asked Ms. Honea about the assigned VPK teacher and if that teacher was present during the VPK assessments. Ms. Honea provided the teacher's name and informed the Committee that the teacher was not present.

There was further discussion on the communication and relationship between ELCHC and Great Hope Preschool – Lake Magdalene and detailed recounts of an incident with an ELCHC employee visiting the preschool's location.

PROVIDER APPEAL – School Readiness Contract (SR)

Heidi Honea was given twenty (20) minutes to appeal the Coalition's decision of refusal to contract with Hope Preschool – Lake Magdalene for School Readiness.

Ms. Deirdra Williams described to the Committee the incident that occurred in June 2020 that resulted in Great Hope Preschool being sited with a Class 1 Violation. Ms. Williams explained that a child was relocated from one VPK classroom to a toddler classroom due to the child's behavior. Ms. Williams stated that when the child was instructed to wash their hands in the bathroom, the child left the preschool premises. Ms. Honea and Ms. Williams informed the Committee that after viewing the recording from the preschool's camera, it shown the child bypassed a safety gate to open the front door. Ms. Honea reported several enhancements to the preschool's safety measures and training after the incident occurred.

The Committee allotted guests in attendance time to speak on Ms. Honea's behalf.

Ms. Honea concluded her appeal by recommending to the Committee to overturn the decision made by the ELCHC to terminate the SR contract. Ms. Honea expressed that if the provider's SR contract is terminated, the provider's partnership with Early Head Start will be terminated as a result.

Q & A

The Committee inquired about Ms. Honea's background in early childhood. Ms. Honea noted that she has her bachelor's degree in Business Management as well numerous certifications attained.

ACTION

The Committee discussed the cause and termination of the SR and VPK contracts to either:

1. Uphold the Coalition's decision to terminate the SR and VPK contracts.
2. Overturn the Coalition's decision to terminate the SR and VPK contracts.
3. Modify the Coalition's decision.

The Committee decided by a unanimous vote by ballot and verbally to overturn the decision made by ELCHC staff members on June 21, 2021, to refuse to contract with Great Hope Preschool–Lake Magdalene. The Committee members referenced giving the provider another chance as a reason to uphold the decision during the hearing. The Committee decided by a unanimous vote by ballot and verbally to uphold OEL's decision to terminate Great Hope Preschool – Lake Magdalene's VPK contract and eligibility revoked for a period of 5 years effective June 30, 2021.

ADJOURNMENT

Citing no further business, Dr. Jacquelyn Jenkins adjourned the meeting at 4:44 pm.

Read and approved by: _____
Dr. Stephe Holmquist Johnson, Secretary **Date**

ELCHC BOARD OF DIRECTOR'S MEETING – August 23, 2021

ACTION ITEM

V.A.

ISSUE:	Execute School Readiness Funding Match Contract with Children's Board of Hillsborough County
FISCAL IMPACT:	Up to \$775,770 (includes \$75,000 for Metropolitan Ministries)
FUNDING SOURCE:	Children's Board of Hillsborough County
RECOMMENDED ACTION:	Authorize staff to execute a contract with the Children's Board of Hillsborough County in the amount of up to \$775,770 from October 1, 2021, to June 30, 2022.

NARRATIVE: The CBHC School Readiness Match contract supports childcare to serve low-to-moderate income working families. In addition, the CBHC has allocated funds for afterschool and summer programs for children whose families receive services through Metropolitan Ministries.

The Coalition has submitted the CBHC contract materials and anticipates executing the contract effectively on October 1, 2021. Once the contract with CBHC is executed, funds will be available for the period October 1, 2021, to June 30, 2022. All the funds mentioned are used solely to provide direct childcare services.

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ACTION ITEM

V.B.

ISSUE:	Execute contract with Hillsborough County Board of County Commissioners (BOCC)
FISCAL IMPACT:	Up to \$276,000
FUNDING SOURCE:	Hillsborough County BOCC
RECOMMENDED ACTION:	Authorize staff to enter into a contract with Hillsborough County BOCC from October 1, 2021, to September 30, 2022.

NARRATIVE: The Hillsborough County BOCC contract renewal for funds up to \$276,000 for childcare assistance will be expended from October 1, 2021, to September 30, 2022. The funding has the potential to be partially matched dollar for dollar through the FL Office of Early Learning Local Match program. In addition, a portion of these funds may be used to support the ALICE >150 Initiative.

ELCHC BOARD OF DIRECTOR'S MEETING – August 23, 2021

ACTION ITEM

V.C.

ISSUE:	Execute Community Development Block Grant (CDBG) contract with City of Tampa
FISCAL IMPACT:	Up to \$100,000
FUNDING SOURCE:	City of Tampa Community Development Block Grant (CDBG)
RECOMMENDED ACTION:	Authorize staff to enter into a contract with City of Tampa for the period October 1, 2021, to September 30, 2022.

NARRATIVE: The City of Tampa awards Community Development Block Grant (CDBG) funds annually through a competitive process. These funds are required to benefit low-to-moderate income families living within the City of Tampa. The Coalition applied for these funds in June 2021 and received notification in July 2021 that the Coalition's proposal was recommended for funding. The funds total up to \$100,000 and must be expended from October 1, 2021, to September 30, 2022.

ELCHC BOARD OF DIRECTOR'S MEETING – August 23, 2021

COMMITTEE REPORTS

VI. A.

ISSUE: **Governance Committee Report**

NARRATIVE: The Governance Committee met on August 2, 2021, to review and discuss:

- Legal Services RFP Committee
- FY 20-21 Division of Early Learning Accountability Monitoring
- Gubernatorial Appointments
- Board of Directors Annual Forms
- Board of Directors Diversity Matrix/Board Terms

(1 attachment – Board Roster)

Early Learning Coalition of Hillsborough County

Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
1	Chair, appointed by the Governor	Yes	Aakash M. Patel 4202 West Carmen Street, Unit 5 Tampa, FL 33609 (813) 364-4769 Work (850) 591-0208 Cell (813) 343-4324 Fax Aakash@elevate-inc.com Assistant: Julie Connolly (813) 412-2620 Julie@elevate-inc.com	Elevate, Inc. President	N/A	Appointed 06.23.14 Reappointed 8.30.18	1 st term 04.30.2017 (3 years) 2 nd term ends 4.30.202(3 years)	2
2	Private sector appointed by the Governor	Yes	Open		N/A	Appointed		1
3	Private sector appointed by the Governor Treasurer	Yes	Luke A. Buzard, CPA, CIA 702 N. Franklin St., Tampa, FL 33602 (813) 228-4733 Work (813) 228-4508 Fax labuzard@tecoenergy.com Assistant: Camille Ovaitte CMOvaitte@tecoenergy.com 813-228-4173	TECO Peoples Gas VP Pipeline Safety and Regulatory Affairs	N/A	Appointed 10.29.15 Reappointed 03.31.17	Term end 4.30.2016 (6 months) Term End 04.30.20 (3 years)	1

Early Learning Coalition of Hillsborough County

Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
4	Department of Children & Family Services Regional Administrator or permanent designee	Yes	Beth Pasek 9393 North Florida Avenue, Suite 900 Tampa, Florida 33612 (813)337-5806 Work (813) 460-6131- Cell Beth.pasek@myflfamilies.com	Department of Children and Families Community Development Administrator, Circuit 13	N/A	Legislative Began 11.18.19	N/A	N/A
5	District superintendent of schools or permanent designee	Yes	Tracye H. Brown 901 E. Kennedy Boulevard Tampa, FL 33602 (813) 272-4879 Work tbrown@sdhc.us Administrative Secretary: Teresa Wilkinson Teresa.Wilkinson@sdhc.k12.fl.us	Hillsborough County Public Schools Chief of Climate & Culture	N/A	Legislative Began 06.06.16	N/A	N/A
6	Regional workforce board executive director or designee	Yes	John Flanagan 4902 Eisenhower Blvd., Suite 250 Tampa, FL 33634 (813) 397-2024 Work (813) 373-9011 Cell Flanaganj@careersourcetampabay.com	CareerSource Tampa Bay CEO	N/A	Legislative Began 5.11.2020	N/A	N/A
7	County health department director or designee	Yes	Dr. Leslene Gordon P.O. Box 5135 Tampa, FL 33675-5135 (813) 307-8015 ext. 7101 Work leslene.gordon@flhealth.gov	Hillsborough County Health Department Community Health Director	N/A	Legislative Began 11.13.18	N/A	N/A

Early Learning Coalition of Hillsborough County

Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
8	President of a Florida College System institution or permanent designee	Yes	Dean Sheila Rios Ybor City Campus 2115 N. 15th Street Tampa, Florida 33606 W: (813) 253-7718 srios17@hccfl.edu	Hillsborough Community College Dean, Associate of Science Programs	N/A	Legislative Began 1.7.21	N/A	N/A
9	Member appointed by Board of County Commissioners or the governing board of a municipality	Yes	Gwen Myers 601 E. Kennedy Blvd. 2 nd Floor Tampa, FL 33602 myersg@hillsboroughcounty.org Assistant: Wanda West P: (813) 272-5720 M: (813) 860-7075 westw@hillsboroughcounty.org	District 3 Commissioner	N/A	Legislative Began 11.17.20	N/A	N/A
10	Head Start Director	Yes	Dr. Jacquelyn Jenkins Lee Davis Community Resource Center 3402 N. 2 2 nd Street Tampa, FL 33605 (813) 272-5140 , Ext. 52711 Work jenkinsja@hillsboroughcounty.org Assistant: Belinda Elkins (813) 272-5140 , Ext. 52754 elkinsb@hillsboroughcounty.org	Hillsborough County Head Start/Early Head Start Department Director	N/A	Legislative Began 01.13.14	N/A	N/A
11	Representative of private for-profit child care providers	Yes	Cynthia Chipp 1502 Heather Avenue Tampa, Florida 33612 (813) 632-3229 (813) 493-0909 cyntchipp@yahoo.com	Cynthia Chipp Family Childcare Owner	N/A	Began 11.18.19	4 Years 11.18.2023	1

Early Learning Coalition of Hillsborough County

Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
12	Representative of faith based child care providers	Yes	Amanda Jae Palma Ceia United Methodist Day School 3723 W. Bay to Bay Blvd. Tampa, Florida 33629 813-837-9580 Amanda.jae@palmaceaumc.org		N/A	Began 2.10.20	4 Years 2.10.24	1
13	Representative of programs for children with disabilities under federal Individuals with Disabilities Education Act	Yes	Lise Fox, Ph.D. 13301 Bruce B. Downs Blvd. Tampa, Florida 33612-3807 (813) 974-6100 work (813) 974-6115 fax lisefox@usf.edu	USF Florida Center for Inclusive Communities-Dept. of Child & Family Studies-College of Behavioral & Community Studies Professor & Co-Director	N/A	Legislative Began 9.17.18	N/A	N/A
14	Children services council or juvenile welfare board chair or executive director	Yes, if applicable	Kelley Parris 1002 East Palm Avenue Tampa, FL 33605 (813) 204-1723 Work (813) 228-8122 Fax (334) 215-0150 Cell parrisk@childrensboard.org Executive Secretary: Kristina Austin (813) 204-1705 austink@childrensboard.org	Children's Board of Hillsborough County Executive Director	N/A	Legislative Began 07.2013	N/A	N/A

Early Learning Coalition of Hillsborough County

Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
15	An agency head of a local licensing agency	Yes, if applicable	Carl Harness 601 E. Kennedy Blvd Tampa, Florida 33602 P: (813) 272-1153 M: (813) 545-4478 harnessc@hillsboroughcounty.org Admin Assistant Aletta Keplinger-Rodriguez	Hillsborough County, Office of County Administrator Chief Human Services Administrator	N/A	Legislative Began 2.15.2021	N/A	N/A
16	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Whittington Lee Bowers 17611 Archland Pass Road Lutz, Florida 33558 (813) 391-5690 Lee.Bowers@WellCare.com	Sunshine Health Senior Vice President	N/A	Began 9.16.19	4 years 9.16.2023	1
17	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Open		N/A	Began	4 years	0
18	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Dianne Jacob 201 N. Franklin Street, Ste. 1500 Tampa, FL 33602 (813) 637-7159 (813) 679-4973 Dianne.jacob@pnc.com	PNC Bank Senior Vice President and Director Client and Community Relations	N/A	Began 04.13.15	4 Years 04.15.19 2 nd term 4.15.2023	2
19	Private Sector Business	Yes, if needed to meet private sector	Dr. Daphne Fudge 19240 Wood SAGE Tampa, FL 33647	Your1resource Training	N/A	06.13.16	4 years 06.13.20	2

Early Learning Coalition of Hillsborough County

Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
		percentage or multi-county representation	(813) 340-5382 Work (813) 644-4505 Fax (813) 482-4838 Cell Your1resource@yahoo.com	Executive Director of Training			2 nd term ends 6.15.24	
20	Private Sector Business Secretary	Yes, if needed to meet private sector percentage or multi-county representation	Stephie Holmquist Johnson, Ph.D. P.O. Box 3546 Plant City, Florida 33563-0010 (813) 759-6500 Ext. 1 (813) 334-3734 cell stephie@hecedu.com	Holmquist Educational Consultants, Inc. President	N/A	9.17.18	4 years 9.17.22	1
21	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Candy Olson 610 S. Rome Avenue Tampa, Florida 33606 (813) 259-1487 Home (813) 293-4688 cell Candy.olson@gmail.com	Retired- Private Sector	N/A	11.13.18	4 years 11.13.22	1
22	Private Sector Business Vice Chair	Yes, if needed to meet private sector percentage or multi-county representation	Dr. Shawn Robinson, Esq (813) 523-3594 Cell shrobinson@hccfl.edu	Law Office of Shawn H. Robinson. Esq.	N/A	2.11.19	4 years 2.11.2023	1
23	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Adam Giery 4320 W. Kennedy Blvd. Tampa, Florida 33601 (813) 321-1400 Work (407) 462-2767 cell agiery@strategosgroup.com	Strategos Group Managing Partner	N/A	9.16.19	4 years 9.16.2023	

Early Learning Coalition of Hillsborough County

Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
24	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Dustin Portillo 4908 W. Nassau Street Tampa, FL 33607 813-769-4934 Office 813-417-6232 Cell dportillo@casperscompany.com	Caspers Company McDonald's Community Relations	N/A	10.19.20	4 years 10.19.2024	

Early Coalition of Hillsborough County Membership Management

Approved as of [date added when approved by OEL]

I.	TOTAL MEMBERSHIP : 22
II.	TOTAL PRIVATE SECTOR MEMBERSHIP: 11 PRIVATE SECTOR PERCENTAGE: 50%
III.	TOTAL NON-VOTING EX OFFICIO MEMBERSHIP: XXXX
IV.	NUMBER OF VACANCIES IN REQUIRED POSITIONS: 1

ELCHC BOARD OF DIRECTOR'S MEETING – August 23, 2021

COMMITTEE REPORTS

VI.B.

ISSUE: **Finance Committee Report**

NARRATIVE: The Finance Committee will meet on August 23, 2021, to review and discuss:

- Financial Statements
- FY 21 Balanced Scorecard Results
- RFP for Research & Evaluation Company updates
- Facilities updates
- Recommendation of the execution of three (3) contracts to go before the Board of Directors for full Board approval
 - Children's Board of Hillsborough County
 - Hillsborough County Board of County Commissioners
 - City of Tampa - Community Development Block Grant

ELCHC BOARD OF DIRECTOR'S MEETING – August 23, 2021

COMMITTEE REPORTS

VI.C.

ISSUE: Executive Committee Report

NARRATIVE: The Executive Committee met on August 16, 2021, to review and discuss:

- August 23, 2021, Board of Directors Meeting Agenda
- Governance Report
- CEO Report
 - Division of Early Learning Leadership updates
 - Cybersecurity updates
 - COVID -19 updates

ELCHC BOARD OF DIRECTOR'S MEETING – August 23, 2021

FINANCIAL REPORT

VII.A.

ISSUE: Financial Report

NARRATIVE: Actuals through May 31, 2021, and Full-Year Forecast including updates through June 30, 2021.

(1 attachment)



Budget to Actual May 31, 2021								
	Actual	Budget	Difference		Actual	Budget	Difference	
	YTD	YTD	YTD favorable /(unfavorable)	%	2021 YTD Actual/Forecast	2021 Budget	YTD favorable /(unfavorable)	%
Program Revenue								
School Readiness	58,732,145	53,440,591	5,291,554	9.9%	63,292,762	59,610,395	3,682,367	6.2%
School Readiness - CARES	7,665,302	4,162,334	3,502,968	84.2%	7,665,302	4,162,334	3,502,968	84.2%
School Readiness - CRRSA for Phase V grants	-	-	-	0.0%	7,839,027	-	7,839,027	100.0%
School Readiness Match - DEL	1,239,417	1,415,855	(176,437)	-12.5%	1,551,647	1,551,647	-	0.0%
School Readiness - Local Funders:								
Children's Board HC	568,810	467,180	101,630	21.8%	697,416	700,770	(3,354)	-0.5%
Metro Ministries (Children's Board)	13,325	137,500	(124,175)	-90.3%	15,808	150,000	(134,192)	-89.5%
Hillsborough County BOCC	276,000	276,000	-	0.0%	276,000	276,000	-	0.0%
HC Childcare -Licensing & Fees(CF)	482,788	362,091	120,697	33.3%	482,788	482,788	-	0.0%
HC Childcare -Licensing & Fees(CY)	373,975	322,500	51,475	16.0%	430,000	430,000	-	0.0%
City of Tampa	-	210,000	(210,000)	-100.0%	-	210,000	(210,000)	-100.0%
Robles Park	37,292	25,000	12,292	49.2%	37,292	25,000	12,292	49.2%
United Way	57,593	57,593	-	0.0%	62,829	62,829	-	0.0%
Caspers	50,000	50,000	-	0.0%	52,756	50,000	2,756	5.5%
St John	10,689	-	10,689	100.0%	10,689	-	10,689	100.0%
School Readiness - Local Funders	1,870,472	1,907,864	(37,392)	-2.0%	2,065,578	2,387,387	(321,809)	-13.5%
Total School Readiness Revenue	69,507,336	60,926,644	8,580,692	14.1%	82,414,316	67,711,763	14,702,553	21.7%
Other Local Funders:								
Hillsborough Infant/Toddler Initiative	36,763	145,750	(108,987)	-74.8%	95,000	159,000	(64,000)	-40.3%
Conn Foundation	70,500	45,500	25,000	54.9%	70,500	45,500	25,000	54.9%
Spurlino Foundation	60,000	50,000	10,000	20.0%	60,739	50,000	10,739	21.5%
ELCHC Program Income SRPI	19,117	-	19,117	100.0%	19,117	-	19,117	100.0%
Lastinger Project	195,067	194,333	734	0.4%	212,800	212,000	800	0.4%
HELN	5,537	-	5,537	100.0%	5,537	-	5,537	100.0%
ELFL	82,645	15,000	67,645	451.0%	82,645	15,000	67,645	451.0%
Misc	-	275,000	(275,000)	-100.0%	63,768	300,000	(236,232)	-78.7%
Total School Readiness Revenue and Local Revenue	70,063,197	61,652,227	8,410,970	13.6%	83,110,654	68,493,263	14,617,391	21.3%
Program Expenses								
School Readiness								
Direct Services - SR	50,510,336	46,400,931	4,109,405	8.9%	53,208,991	51,860,856	1,348,135	2.6%
School Readiness - CARES	7,665,302	4,005,334	3,659,968	91.4%	7,665,302	2,700,001	4,965,301	183.9%
School Readiness - CRRSA for Phase V grants	-	-	-	0.0%	7,839,027	-	7,839,027	100.0%
School Readiness Match - DEL	1,239,417	1,415,855	(176,437)	-12.5%	1,551,647	1,551,647	-	0.0%
School Readiness - Local Funders	1,328,936	1,428,773	(99,838)	-7.0%	2,121,918	1,909,501	212,417	11.1%
General Contributions and Gifts	351,342	201,614	149,728	74.3%	459,576	781,500	(321,924)	-41.2%
Total Direct Services	61,095,333	53,452,507	7,642,826	14.3%	72,846,461	58,803,505	14,042,956	23.9%
ELCHC Operating	7,573,100	6,842,243	(730,858)	-10.7%	8,794,145	8,094,258	(699,887)	-8.6%
CCL/ECC	953,532	943,854	(9,678)	-1.0%	1,159,178	1,149,500	(9,678)	-0.8%
Inclusion Cost	183,750	288,624	104,874	36.3%	212,126	317,000	104,874	33.1%
Scholarships and Other	94,744	125,000	30,256	24.2%	98,744	129,000	30,256	23.5%
Total School Readiness & Other Expenses	69,900,460	61,652,227	(8,248,232)	-13.4%	83,110,655	68,493,263	(14,617,392)	-21.3%
SR Change in Net Assets	162,737	-	162,737	100.0%	(0)	-	(0)	100.0%

GOALS								
< 5.00 % School Readiness - Admin	2.88%	3.82%	0.94%	24.51%	3.05%	3.88%	0.83%	21.34%
> 4.00 % School Readiness - Quality	6.96%	6.38%	0.58%	9.07%	7.28%	6.73%	0.55%	8.15%
< 22.00% School Readiness - Non-Direct	14.98%	13.25%	-1.73%	-13.07%	15.55%	13.94%	-1.61%	-11.57%
> 78.00 % School Readiness - Direct	85.02%	86.75%	-1.73%	-2.00%	84.45%	86.06%	-1.61%	-1.87%



Budget to Actual May 31, 2021								
	Actual	Budget	Difference		Actual	Budget	Difference	
	YTD	YTD	YTD favorable /(unfavorable)	%	2021 YTD Actual/Forecast	2021 Budget	YTD favorable /(unfavorable)	%
Other Revenue(Information Only)								
CARES- Rising Kindergarten Summer Program	1,245,600	1,245,600	-	0.0%	1,245,600	1,245,600	-	0.0%
Preschool Development Grant Services	517,785	4,233	513,552	12131.6%	513,523	359,000	154,523	43.0%
Other Expenses								
CARES- Rising Kindergarten Summer Program	1,245,600	1,245,600	-	0.0%	1,245,000	1,245,000	-	0.0%
Preschool Development Grant Services	517,785	4,233	513,552	12131.6%	513,523	359,000	154,523	43.0%
PDG Change in Net Assets	-	-	-	-	-	-	-	0.0%
VPK Revenue								
Voluntary Pre-Kindergarten	20,437,894	30,373,792	(9,935,898)	-32.7%	21,457,271	31,469,824	(10,012,553)	-31.8%
Total VPK Revenue	20,437,894	30,373,792	(9,935,898)	-32.7%	21,457,271	31,469,824	(10,012,553)	-31.8%
Voluntary Pre-Kindergarten								
Direct Services	19,489,284	29,110,305	(9,621,021)	-33.1%	20,371,204	30,092,151	(9,720,947)	-32.3%
ELCHC Operating	930,659	1,245,154	314,495	25.3%	1,074,149	1,357,673	283,525	20.9%
ECC	10,252	18,333	8,081	44.1%	11,919	20,000	8,081	40.4%
Total Voluntary Pre-Kindergarten	20,430,195	30,373,792	9,943,597	32.7%	21,457,271	31,469,823	10,012,552	31.8%
VPK Change in Net Assets	7,699	-	7,699	100.0%	(0)	(0)	0	-100.0%
Total Revenue	90,501,091	92,026,019	(1,524,928)	-1.7%	104,567,925	99,963,087	4,604,838	4.6%
Total Expenses	90,330,655	92,026,019	1,695,365	1.8%	104,567,926	99,963,086	(4,604,839)	-4.6%
Change in Net Assets	170,436	-	170,436	100.0%	(1)	0	(1)	100.0%
GOALS								
4.00 % VPK - Admin	4.49%	3.87%	-0.63%	-16.18%	4.82%	4.10%	-0.72%	-17.55%
ELCHC Expenditure Categories:								
Personnel	6,438,711	6,242,099	(196,611)	-3.1%	7,502,055	7,305,444	(196,611)	-2.7%
Staff Development	13,690	52,287	38,597	73.8%	20,082	58,679	38,597	65.8%
Professional Services	321,711	461,881	140,170	30.3%	420,536	560,706	140,170	25.0%
Occupancy	394,081	462,917	68,836	14.9%	436,164	505,000	68,836	13.6%
Postage, Freight and Delivery	6,408	2,600	(3,808)	-146.5%	6,608	2,800	(3,808)	-136.0%
Rentals	5,828	22,000	16,172	73.5%	7,828	24,000	16,172	67.4%
Supplies	95,529	112,750	17,221	15.3%	104,179	121,400	17,221	14.2%
Communications	29,850	14,631	(15,219)	-104.0%	31,276	16,057	(15,219)	-94.8%
Insurance	52,885	59,000	6,115	10.4%	52,885	59,000	6,115	10.4%
Tangible Personal Property	46,272	61,050	14,778	24.2%	51,822	66,600	14,778	22.2%
Quality	1,025,923	492,285	(533,638)	-108.4%	1,150,923	617,285	(533,638)	-86.4%
Travel	4,544	38,064	33,520	88.1%	13,141	46,661	33,520	71.8%
Depreciation	-	-	-	0.0%	-	-	-	0.0%
Other Operating Exp(Excludes Personnel)	2,065,049	1,845,297	(219,751)	-11.9%	2,366,239	2,146,487	(219,751)	-10.2%
Total ELCHC Operating Expenses	8,503,759	8,087,397	(416,363)	-5.1%	9,868,294	9,451,931	(416,363)	-4.4%