



ELCHC Governance Committee Meeting

Monday, September 27, 2021 at 3:00 pm

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

Join Zoom Meeting

<https://zoom.us/j/93384169388?pwd=STBWd0llamdjL1pYKzNURlgwNjFHQT09>

Meeting ID: 933 8416 9388

Passcode: 560877



ELCHC Governance Committee Meeting

Monday, September 27, 2021

I. CALL TO ORDER

S. Robinson

- A. Roll call/Quorum Verification
- B. Approval of Minutes for August 2, 2021 Governance Committee Regular Meeting - 3

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. ACTION ITEMS

- A. Approval of Revised ELCHC Bylaws - 6 G. Gillette
- B. Approval of RFP for Governance Related Legal Services - 23 G. Gillette
- C. Board Recruitment - 31 G. Gillette

IV. CEO REPORT

G. Gillette

- A. Revised FY 2021-2022 CEO Strategic Objectives - 38
- B. Gubernatorial Applications Update - 43
- C. Meet & Greet with Division of Early Learning Chancellor Matt Mears
- D. Childcare Provider Site Visit with FL Representative Andrew Learned

V. DISCUSSION ITEMS

- A. FY 2021-2022 Annual Forms/Board of Directors Diversity Matrix K. Minney

VI. ADJOURNMENT

MEETING ATTENDANCE

Facilitator: Dr. Shawn Robinson, Chair

Committee Members Present:

Aakash Patel*, Dr. Stephie Holmquist Johnson*, Dr. Leslene Gordon*, Tracye Brown, and Dr. Shawn Robinson*

Committee Members Absent:

Luke Buzard

ELCHC Staff:

Gordon Gillette, Kelley Minney, Alison Fraga, Abigail Perez, Lorinda Gamson*, Gary Meyer*, Kiyana Scott, and Helen Sovich

Other Attendees:

**Indicates attendance by Zoom platform.*

CALL TO ORDER

Quorum Verification

Noting a quorum was present, Committee Chair Dr. Shawn Robinson called the meeting to order at 3:03 pm.

Approval of June 14, 2021, Governance Committee regular meeting minutes

Dr. Leslene Gordon made a motion to approve the June 14, 2021, Governance Committee regular meeting minutes. Aakash Patel made a second. The motion carried unanimously.

PUBLIC COMMENT

There was no Public Comment.

ACTION ITEMS

There were no Action Items.

CEO REPORT

Legal Services RFP

Mr. Gordon Gillette, Chief Executive Officer, informed the Governance Committee that the Early Learning Coalition of Hillsborough County's (ELCHC) attorney Stephen Lee, ESQ., will be moving out of the state of Florida. As a result, Mr. Gillette recommended forming a special committee of the Board that would review and evaluate proposals for legal services. The following Governance



Committee members expressed their interest in joining the RFP (Request for Proposal) Legal Services Committee:

- Dr. Shawn Robinson
- Tracye Brown
- Aakash Patel
- Dr. Stephie Holmquist Johnson

FY 20-21 DEL Accountability Monitoring

Mr. Gillette reported on the FY 21-22 Accountability Monitoring conducted by the Division of Early Learning (DEL). The accountability monitoring is a full desk review of activities and transactions performed by the ELCHC. Mr. Gillette stated minor errors were recorded for two programs, Voluntary Prekindergarten (VPK) and School Readiness (SR). DEL provided the Coalition with ten (10) days to mitigate the errors. As part of the monitoring, a childcare provider survey was conducted. Mr. Gillette informed the Committee that the Coalition received a 91% favorable to somewhat favorable customer service level.

COVID-19 Update

Mr. Gillette provided an update on COVID-19 cases that occurred in childcare provider facilities. It was reported there were twenty-eight (28) COVID-19 cases in June and one-hundred and sixty-four (164) cases in July. In addition, ten (10) centers were closed in late September due to a low number of available teachers.

Lorinda Gamson, Chief Operations Officer, answered a question asked by a committee member if COVID-19 was impacting payments to childcare providers. Mrs. Gamson explained that School Readiness providers would receive payments if they reported a closure as a health emergency. For VPK providers, there is a five (5) day disaster rule; after the five (5) days, providers will have to mark the days missed.

Mr. Gillette informed the Committee that the Coalition continues to follow the COVID-19 procedures and that two ELCHC staff members contracted the Coronavirus after attending a conference.

There was further discussion on whether the Board of Directors would be meeting in person or virtually for future meetings.

Additional Updates

Mr. Gillette reported the Division of Early Learning is in the development process of designing a standardized CEO/ED performance review and evaluation form for FY 2022-2023. Mr. Gillette is working on his CEO 2021-2022 strategic objectives to provide to the Governance Committee for review.

There was a discussion on whether the development of the new performance review and evaluation form created by DEL would preclude the local Coalition's Board of Directors form.

Additionally, the Committee engaged in a brief discussion if the Florida Department of Education required School Board's to submit performance reviews and evaluations of K-12 Superintendents.

It was later confirmed that K-12 Superintendents are not required to submit performance reviews.

The Committee requested a short form of the new legislation changes for House Bill 419. The short form was sent later Mr. Gillette to the Committee.

Mr. Gillette announced that Shan Goff, Executive Director, Division of Early Learning, is transitioning from DEL as of August 2, 2021. Senior Chancellor, Department of Education, will be acting as an interim until DEL fulfills the vacant position.

DISCUSSION ITEMS

Board Membership Applications Update & Board Terms

Kelley Minney, Manager, Donor Relations, highlighted the following discussion items:

- Fourteen (14) Gubernatorial applications were submitted to the Governor's appointment office as of July 28, 2021.
- Out of the 14 applications, four (4) applicants applied for Chair.
- Joseph McElroy's term ended on June 12, 2021.

The Committee recommended that the full Board identify and solicit potential candidates to apply for Gubernatorial appointments. Aakash Patel and Dr. Shawn Robinson asked Mr. Gillette and ELCHC staff to develop a standardized document that could be used by the Board of Directors as a template when communicating to individuals in their network about the open Board positions, especially Gubernatorial.

Board of Directors Diversity Matrix & Board of Directors Annual Forms

Ms. Minney reported on the Board of Directors Diversity Matrix and reminded the Governance Committee to submit their completed survey and FY 2021-2022 annual forms if they had not done so.

ADJOURNMENT

Dr. Stephie Holmquist Johnson made a motion to adjourn the meeting at 3:44 pm. Aakash Patel made a second. The motion carried unanimously.

Read and approved by _____ Date _____
Dr. Stephie Holmquist Johnson, Secretary

ELCHC GOVERNANCE COMMITTEE MEETING – September 27, 2021

ACTION

ITEM III.A.

ISSUE: Approval of Revised ELCHC Bylaws

RECOMMENDED ACTION: Recommend the revised Bylaws to the Board of Directors for full Board approval.

NARRATIVE:

The following revisions were made to the Bylaws to align with the new provisions of Florida Statute 1002.83 – Early Learning Coalitions.

- Article II, Section 2:
 - Section 2 (a) - updated language according to F.S. 1002.83 (4)
 - Section 2 (b) – updated language according to F.S. 1002.83 (12)
 - Section 2 (c) – updated language according to F.S. 1002.83 (3)
 - Section 2 (e) – updated language according to F.S. 1002.83 (2)
- Article III, Section 8:
 - Updated language to add a reference to F.S. 112.313, 112.3135 and 112.3143
- Article IV, Section 7:
 - Added a statement about electronic copies of minutes to record actions taken at all meetings.
- Article V, Sections 1, 2, 3 & 5:
 - Section 2 - Redefined Standing Committees of the Board to include the Service Delivery and Efficiency Committee.
 - Section 2 (b) – Updated language on the role of the Finance Committee and membership.
 - Section 3 – Added Special Committees, removed Advisory Committees.
 - Section 5 – Added that members who attend Committee meetings by phone or other electronic means could be counted towards a quorum.
- The “Office of Early Learning” was updated to the “Florida Department of Education Division of Early Learning” throughout the Bylaws.

(1 attachment)

BYLAWS

OF

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION,

INC.

D/B/A

Early Learning Coalition of Hillsborough County, Inc.

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

ARTICLE I

Organization

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

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

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

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

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

ARTICLE II

BOARD OF DIRECTORS

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

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

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

- (a) Membership, Number and Classes: The Board of Directors shall number least fifteen (15) but not more than thirty (30) and shall be divided into three (3) classes: Appointed Directors, Designated Directors, and Elected Directors.
- (b) Selection and Terms of Office:
- Appointed Directors shall serve as directors as long as they hold the offices so designated. Appointed Directors may serve a maximum of two consecutive terms
 - Designated Directors shall serve as directors as long as they hold the offices so designated.
 - Elected Directors shall serve four (4) year terms. Elected Directors are eligible for re-election. However, no elected Director may serve more than two consecutive four-year terms.
- (c) Appointed Director Class: The authorized number of Appointed Directors shall be three (3). All vacancies in the class of Appointed Directors, including, without limitation, vacancies caused by expiration of term, resignation or removal, shall be filled by the Governor of the State of Florida as follows:
- 1) Chair appointed by the Governor
 - 2) Two (2) private sector business members appointed by the Governor
- In the absence of a governor-appointed chair, the Commissioner of Education may appoint an interim chair from the current early learning coalition board membership. (F.S. 1002.83). In the absence of an appointed interim, the Vice-Chair shall serve as interim Chair.
- (d) Designated Director Class: Designated Directors shall number twelve (12) and shall include the following:

1. Department of Children and Families child care regulation representative or an agency head of a local licensing agency as defined in s. 402.302, where applicable.
2. District superintendent of schools or his or her permanent designee who is authorized to make decisions on behalf of the district.
3. A local workforce development board executive director or his or her permanent designee.
4. County health department director or his or her designee.
5. A children's services council or juvenile welfare board chair or executive director, if applicable.
6. An agency head of a local licensing agency as defined in s. 402.302, where applicable.
7. A president of a Florida College System institution or his or her permanent designee.
8. One Member appointed by the board of county commissioners or the governing board of a municipality.
9. A Head Start director.
10. A representative of private for-profit child care providers, including private for-profit family day care homes.
11. Representative of faith-based child care providers.
12. Representative of programs for children with disabilities under the Federal Individuals with Disabilities Education Act.

(e) Elected Director Class: Elected Directors shall not exceed fifteen (15). All vacancies in this class of Elected Directors, including, without limitation, vacancies caused by expiration of term, resignation or removal, shall be elected by a majority of the Board then in office. The Elected Directors shall at all times be representatives of private sector business, either for-profit or nonprofit, who do not have, nor whose relatives as defined in s.112.3143 have, a substantial financial interest in the design or delivery of Voluntary Prekindergarten Education programs, School Readiness programs, or out-of-school-time programs.

Section 3. Vacancies.

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

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

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

ARTICLE III

Meetings of the Board of Directors

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

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

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

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

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

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

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

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

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

ARTICLE IV

Officers

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

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

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

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

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

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

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

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

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

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

ARTICLE V

Committees

Section 1. Committees.

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

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

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

Executive Committee: The Executive Committee is made up of the Officers of the Board, Chairs of the Standing Committees of the Board. The Executive Committee may act on behalf of the Board between regular Board meetings except they are not permitted to do the following: amend the articles or bylaws; dissolve the corporation; dismiss or elect new Board members or officers; hire or fire the chief executive; enter into major contracts or sue another entity; change a board approved budget in excess of their existing authority; or adopt or eliminate major programs.

Finance Committee: The role of the Finance Committee is to recommend policies that protect the organization's assets, review the annual budget, monitor financial reports prepared by staff, oversee the annual audit(s), govern the management of investments, make recommendations to the full Board for approval, and work to make sure the organization is in good financial health. Membership shall consist of board members appointed by the Board Chair with at least one (1) member being a financial expert (CPA or related certification, current/former CEO or CFO).

Governance Committee: The Governance Committee has the responsibility of recommending action items to the full Board that relate to: Board By-Laws, Board policies, Board meeting procedures and protocols, Board member nominations, Board officer nominations, Board leadership structure, the Chief Executive Officer evaluation process-each early learning coalition shall complete an annual evaluation of the early learning coalition's executive director or chief executive office on forms adopted by DEL, and Chief Executive Officer communication with Board and Florida Department of Education Division of Early Learning (DEL). Membership shall consist of board members appointed by the Board Chair.

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

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

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

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

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

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

ARTICLE VI

Indemnification and Insurance

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

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

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

ARTICLE VII

General Provisions

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

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

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

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

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

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

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

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

ARTICLE VIII
Amendments

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

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

CERTIFICATION OF SECRETARY

I the undersigned do hereby certify:

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

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

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

Dr. Stephie Holmquist Johnson, Secretary

Record of Amendments:

Amended 09-08-2008

Amended 03-07-2016

Amended 8-8-2016

Amended 11-19-2012

Amended 06-09-2014

Amended: 6-12-17

Amended: 2-12-18

Amended 11-13-2018

Amended 6-17-2019

ELCHC GOVERNANCE COMMITTEE MEETING – September 27, 2021

ACTION

ITEM III.B.

ISSUE: **Approval of RFP for Governance Related Legal Services**

RECOMMENDED ACTION: Approve the recommendation for staff to issue an RFP for governance-related legal services.

NARRATIVE:

The Coalition has regularly sought legal services related to Board Governance from qualified entities through a Request for Proposal (RFP) process. At the August 2, 2021, Governance Committee meeting, staff informed the Governance Committee of Attorney Steve Lee's semi-retirement and recommended drafting an RFP for legal services related to Board governance.

Staff is requesting that the Governance Committee approve the recommendation for staff to issue an RFP for governance-related legal services.

(1 attachment)

**REQUEST FOR PROPOSAL FOR GOVERNANCE RELATED
LEGAL SERVICES**

INQUIRIES AND PROPOSALS SHOULD BE DIRECTED TO:

**Kelley Minney
Manager, Donor Relations**

EARLY LEARNING COALITION OF HILLSBOROUGH COUNTY

6302 E. Dr. Martin Luther King Jr. Blvd. Ste. 100

TAMPA, FL 33605

813-515-2340

kminney@elchc.org

I. GENERAL INFORMATION

- A. **Purpose.** This request for proposal (RFP) is to contract for legal services to be provided for the Early Learning Coalition of Hillsborough County
- B. **Who May Respond.** Only attorneys who are currently licensed to practice law in Florida and maintain an office in the Tampa Bay area or law firms including such attorneys, may respond to this RFP.
- C. **Instructions on Proposal Submission.**
1. **Closing Submission Date.** Proposals must be submitted no later than 3:00 pm EST on November 30, 2021.
 2. **Inquiries.** Inquiries concerning this RFP should be emailed to:

Kelley Minney
Manager, Donor Relations
kminney@elchc.org
 3. **Conditions of Proposal.** All costs incurred in the preparation of a proposal responding to this RFP will be the responsibility of the Offeror and will not be reimbursed by the Early Learning Coalition of Hillsborough County, (hereinafter referred to as "Coalition").
 4. **Instructions to prospective Contractors.** Your proposal should be emailed to kminney@elchc.org.

It is important that the Offeror's proposal include a cover letter with the following information:

*To: Early Learning Coalition of Hillsborough County
Request for Proposal for Governance Related Legal Services
(Date)*

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

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

5. Right to Reject. The Coalition reserves the right to reject any and all proposals received in response to this RFP. A contract for the accepted proposal will be drafted based upon the factors described in the RFP.

6. Minority-Owned Businesses. Efforts will be made by the Early Learning Coalition to utilize woman, minority and/or service-disabled veteran owned businesses.

7. Notification of Award. It is expected that a decision selecting the successful Firm will be made within four (4) weeks of the closing date for the receipt of proposals. Upon conclusion of final negotiations with the successful Firm, all Offerors submitting proposals to this Request for Proposal will be informed, in writing, of the name of the successful Firm. Renewal of the appointment/contract will require reauthorization by the Coalition's Board of Directors. If both parties cannot agree on prices for a contract extension, the existing contract will be allowed to expire and the contract work will be rebid.

II. Description of Entity. The Early Learning Coalition of Hillsborough County was created in response to the School Readiness Act (s. 411.01, Florida Statutes (FS)) in 2000 and is dedicated to ensuring quality early care and education for children in Hillsborough County. The Coalition is a nonprofit corporation which has been determined to be exempt from Federal income tax under Section 501 (c)(3) of the Internal Revenue Code. The Coalition has an annual budget of approximately \$100M and is governed by a twenty- four (24) member Board of Directors, which meets approximately five (5) times per year. The Coalition employs a staff of one hundred fifteen (115). Administrative offices are located at 6302 E. Dr. Martin Luther King Jr. Blvd., Ste. 100, Tampa, Florida, 33619.

The Coalition mission is to ensure all our community's youngest children grow up to achieve anything they can imagine by providing the best possible early learning experiences and supporting the families and teachers who care for them. Working together with families, educators and community partners to prepare every child for kindergarten, we're creating a brighter future for Hillsborough County and all who live and work here.

SCOPE OF SERVICES. Under the proposed agreement, Corporate Counsel will provide the following services on a fee for service arrangement:

1. Provide guidance and legal advice on the Sunshine Law, the Freedom of Information Act, Robert's Rules of Order, and Board rules and procedures;
2. Assists Board of Directors and employees to understand the legal roles and duties of their respective offices and interrelationships with others;
3. Assists the Board of Directors to maintain awareness of ethical standards and appearance of fairness standards, and to avoid potential conflicts of interest, prohibited transactions and the appearance of prohibited transactions;
4. Appears before courts and administrative agencies to represent the Coalition's interests;
5. Works cooperatively with any special legal counsel retained by the Coalition for special projects. Coordinates with other special counsel, as needed, to assure proper management of legal issues, and proper coordination and transition of legal information among special counsel;
6. Attends Board and Committee meetings as required. Attends all Provider review hearings;
7. Answers requests for legal opinions, in writing and verbally. Prepares written legal opinions at the request of the CEO or the Board of Directors. Availability to answer staff questions by telephone, cell phone, email, or other electronic means;
8. Performs other legal services and tasks, as requested.

III. GENERAL SPECIFICATIONS

The following provisions will also apply.

1. Timeliness of response and accessibility to Corporate Counsel is an important aspect of this service. Accessibility includes the ability to be generally available to attend meetings in person on short notice and the ability to be reached promptly by telephone, cell phone, e-mail, or other electronic means.
2. Corporate attorneys must be available by phone, cell phone, e-mail, or other electronic means.
3. Service response is also of high importance. When the Coalition requests legal services, Corporate Counsel should provide some estimated time of completion and keep the requesting party apprised of any delays or special considerations.
4. Describe malpractice insurance coverage: carrier, limits, and exemptions.

5. The service provider shall provide detailed itemized statements on a monthly basis.

IV. CONTRACT ETHICS

1. No employee of the Coalition who exercises any responsibilities in the review, approval, or implementation of the proposal or contract shall participate in any decisions, which affects his or her direct or indirect personal or financial interest.
2. It is a breach of ethical standards for any person to offer, give or agree to give any Coalition employee, Board of Director, or for any Coalition employee, or Board of Director to solicit, demand, accept, or agree to accept from another person or firm, a gratuity or an offer of employment whenever a reasonably prudent person would conclude that such consideration was motivated by an individual, group or corporate desire to obtain special, preferential, or more favorable treatment than is normally accorded to the general public.
3. The firm shall not assign any interest in this contract and shall not transfer any interest in the same without the prior written consent of the Coalition.
4. The firm shall not accept any client or project that places it in a conflict of interest with its representation of the Early Learning Coalition of Hillsborough County. If such a conflict of interest is subsequently discovered, the Coalition shall be promptly notified.

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

Interested firms shall submit a fee for service price for identified legal services. The fee for service price shall include all labor, material, and equipment necessary for the performance of this contract.

The Coalition expects all submitting firms to consent to the Scope of Work and General Specifications. Exceptions desired must be clearly noted in the proposal submittal.

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

All interested firms should provide one electronic proposal, responding to each inquiry in the order below.

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

Proposal Contents. The Offeror, in its proposal, shall at a minimum include the following:

- 1. Legal Experience.** The Offeror should describe its legal experience, including the names, addresses, contact persons, and telephone numbers of at least three clients, preferably including clients similar to the Coalition. Experience should include the following categories:
 - A. Experience advising nonprofit organizations;
 - B. Experience advising clients conducting similar programs and government-funded services
- 2. Organization, Size, Structure, and Areas of Practice.** If the Offeror is a firm, it should describe its organization, size, structure, areas of practice, and office locations. Indicate, if appropriate, if the firm is a small or minority owned business.
- 3. Attorney Qualifications.** The Offeror should have experience in the following areas: nonprofit and tax exempt organizations, governance, and general business operations. The Offeror should describe the qualifications of attorneys to be assigned to the representations. Descriptions should include:
 - A. Professional and educational background of each attorney
 - B. Overall supervision to be exercised.
 - C. Prior experience of the individual attorneys with respect to the required experience listed above. Only include resumes of attorneys likely to be assigned to the representation. Education, position in firm, years and types of experience and continuing professional educations will be considered.
- 4. Price.** The Offeror's proposed price should include information on the hourly billing rates of each attorney or other legal staff who are expected to work on this representation and charges for expenses, if any, such as legal research copies. Also include a monthly flat fee that would be charged to advise on routine matters that could be handled over the phone or otherwise without extensive research or other legal work. The Coalition reserves the right to negotiate with the Offeror on the structure of the billing and/or retainer fee.
- 5. Evaluation Procedure and Criteria.** The Coalition's CEO and a minimum of four (4) Board Members will review proposals and make recommendation to the Board of Directors for final approval. The CEO and Board of Directors may request a meeting with some qualified Offeror's prior to final selection. Proposals will be reviewed in accordance with the following:

EVALUATION CRITERIA	MAXIMUM RATING POINTS
Geographic Location and Accessibility	10
Past Performance on Similar Assignments	20
Management Plan and/or Approach	15
Evidence of respondent's expertise and experience with nonprofits and state funded organizations	15
Key Personnel	15
Cost	20
MBE/WBE/Veteran	5

DRAFT

ELCHC GOVERNANCE COMMITTEE MEETING – September 27, 2021

ACTION ITEM

ITEM III.C.

ISSUE: Board Recruitment

RECOMMENDED ACTION: Recommend Jodi Marshall for membership to the ELCHC Board of Directors.

NARRATIVE:

Elected Directors shall at all times be representatives of private-sector businesses who do not have, nor whose relatives have, a substantial financial interest in the design or delivery of Voluntary Prekindergarten Education programs, School Readiness programs, or out-of-school-time programs.

The enclosed Board membership application for Jodi Marshall would serve to fill the vacancy for a private sector business “Elected Director” position.

(1 attachment)



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Board Membership Application

Please type or print clearly

PERSONAL INFORMATION

Marshall

Last Name

Jodi

First Name

Crum

Middle

Stride, Inc (Formerly K12, Inc)

DOB: mm/dd/yyyy

11/12/1969

Employer/Affiliation

SVP/6M, Learning Solutions

Title

Street Address

Tampa, FL 33606

City/State/Zip Code

Phone

Mobile

Fax

Email Address:

Are you a parent?

☒ Y

☐ N

If yes, ages of Children

16 and 15

Is your employer

☐

a private, for-profit enterprise, ☐ a community based non-profit organization

☒

Other (please specify):

publicly for-profit
graded

COMMUNITY/CIVIC INVOLVEMENT

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

Organization Name

Dates of Membership

Position(s) Held

Florida Reading Association

2008-2011

Board of Directors

Leadership Tampa Bay

2014

class member/graduate

IMS Board of Directors

2015-2017

Secretary

Hyde Park United Methodist

2008-2010

New member facilitator

FLU School of Business

2018-2020

Mentor

USDLA Board of Directors

2020-present

Nominating Committee Chair

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

What is your educational background?

I have a BA in English from The University of Florida, an MA in English Education from UCF, and a PhD in Curriculum & Instruction (specialization in reading) from the University of Miami. I also have an EdS in Educational Leadership and most recently earned an MBA with specialization in Innovation and Entrepreneurship.

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

I have previously taught grades 6-10 in brick and mortar schools and online. I have also worked as a reading specialist with middle school students reading below grade level. In addition, I have volunteered at preschools and church. I am in administration now, but still work with families.

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

I have a passion for children and for education. I believe it is critical for all children to have a great start before entering school. I have vast experience in education (traditional and virtual) - especially in how to find ways to personalize and meet students/families where they are.

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

☒ No ☐ Yes If yes, please explain:

On which committees would you be interested in serving?

☐ Governance ☐ Finance ☐ Legislative Affairs
☒ Service Delivery & Efficiency ☒ Provider Review Hearing

Please list three (3) references:

Name	Phone Number	Email	Professional/Personal
Dr. Shaun McAlmont	813-877-1111	[REDACTED]	professional
Ronald Blocker	[REDACTED]	[REDACTED]	professional
Shari Quackenbush	[REDACTED]	[REDACTED]	personal

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

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

COMMITMENT AND OPERATIONAL STATEMENTS

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

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

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

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

Jodi Crum Marshall

Visionary Strategic Leader

Dynamic, passionate, mission-driven visionary leader with broad organizational experience and strong knowledge of education, content development, innovative teaching and learning models, technology, and research.

Leadership Competencies and Capabilities

- Goal oriented, results-driven educational leader and practitioner
- Expertise with rapid growth while maintaining quality
- Successful leader of cutting-edge, outcome-based ed tech curriculum
- Champion of growth mindset pedagogy
- Increased diversity of team (staff/leaders)
- Commissioned efficacy studies to move organization to data-driven outcomes
- Inclusive, authentic, inspirational leader
- Stellar at creating and executing strategic plans

Formal Education

- **Master of Business Administration; MBA Innovation & Entrepreneurship**, Florida International University | Miami, FL.
- **Ed.S in Educational Leadership**, Nova Southeastern University | Ft. Lauderdale, FL.
- **Ph. D in Curriculum and Instruction**, Specialization in Reading, University of Miami Coral | Gables, FL
- **Master of Arts in English Education**, University of Central Florida | Orlando, FL
- **Bachelor of Arts in English**, University of Florida | Gainesville, FL; Minor: Latin

Professional Experience

Senior Vice President, Learning Solutions, Stride/K12, Inc.

Feb 2021- present

Responsible for leading all aspects of B2B Sales of virtual learning solutions (products and services) for state, district, and school partners, both domestic and international.

GM, School Services, K12, Inc.

Feb 2019 – Feb 2021

Responsible for academics, retention, and P & L for all schools in the South region of the United States. Accountable for leading all aspects of full-time fully online and blended virtual schools. Operating budget of approximately \$250M.

President, Online Education Solutions, LLC

Oct 2018 – Feb 2019

Started consulting company to help those interested in or already working in K12 or Higher Ed virtual education. Services included leadership training, strategic planning, assessing and building culture, increasing enrollment and improving completion rates, content development and reviews, as well as support and solutions for growth and quality scalability.

President & CEO, Florida Virtual

FLVS | May 2017 - Dec 2018

Top Executive responsible for all functions of the company, annual operating budget of \$210M and staff of 2,500 (approx. 2/3 remote)

- Led team in creation of new company values focused on jumpstarting and reimagining our culture of innovation
- Increased school grade in full-time school as well as increased graduation rates for targeted populations
- Commissioned Growth Mindset Study with Dweck/Stanford University team to measure effectiveness of feedback in math course
- Reinstated FLVS Foundation focused on fundraising for hardware and Internet needs for students
- Exceeded target metrics in all areas in 2017-18 school year, including increased school completions and student retention, improved instructional and support staff retention; outperformed state and nation on all AP and EOC exams
- Exceeded Global sales goal by 30% and exceeded all profit targets
- Invested final \$5 million in elementary content, successfully deploying 48 new online courses in K-5 and adding K-8 Spanish

Executive Vice President, Business and School Solutions, Florida Virtual

FLVS | November 2014 - May 2017

- Evolved partnerships with Mawi Learning, eDynamics, and Knewton Learning
- The Chief Academic Officer role and the Chief Business Development Officer role were combined into one role - EVP of Business and School Solutions., which has oversight of 1808 of our 1982 staff. Responsible for all school programs, content development, teacher professional development, state and national sales, marketing and communications, franchises, and district relations
- Led negotiations for elementary curriculum development (\$10M investment over two years).
- Led team responsible for acquisition of LMS and launched opening of FLVS FT Middle School for 16-17 year

Chief Academic Officer, Florida Virtual

FLVS | May 2014 - November 2014

- VP of Instruction role evolved into CAO; primary responsibility on academic performance, pedagogy, and content development
- Commissioned efficacy studies in critical math and language arts courses
- One of four-member Senior Executive team reporting directly to the CEO (only female)
- Created data-driven goals and accountability measures for all teams

Vice President of Instruction, Florida Virtual

FLVS | March 2012-May 2014

- Member of the FLVS Executive Team; supports the Chief Officer of Educational Transformation in providing vision and strategic model for instructional delivery.
- Led merging of content development and instructional leadership work teams; led research efforts and pilot programs

Senior Director of Instruction, Florida Virtual, 2011-2012**Director of Student Learning, Florida Virtual, 2010-22****Instructional Leader/Principal, Florida Virtual, 2009-2010****Literacy Team Manager, Florida Virtual**

FLVS | March 2008 – August 2009

- Brought action-research to Florida Virtual School, utilizing talent on Reading Leadership Team
- Served on State Textbook Adoption Committee for ELA
- Lead literacy team and acted as the liaison for FLVS and the DOE.
- Created, implemented, and monitored the first K-12 Reading Plan for FLVS
- Created online Reading Endorsement course (SOLVE), FLVS wiki, and first FLVS online library
- Commissioned research with President of International Reading Association to conduct efficacy study on our reading course
- Led team in creating game-based intensive reading course (CCIR - Conspiracy Code Mindbender)
<https://www.youtube.com/watch?v=ZFxK4kU9-so>

Literacy Coach, FLVS, 2006-2008**Online English/language Arts Instructor, FLVS, 2002- 2006****Online Adjunct English Instructor, FLVS 2001-2003****Literacy Specialist, Will Rogers Middle School**

Lawndale Unified School District – Los Angeles, CA | August 1998 - December 2002

- Improved reading scores of 7 and 8 grade students by 2 or more grade levels when teaching them two consecutive years

Literacy Project Specialist. Ocoee Middle School

Orange County Public Schools, OCPS – Ocoee, FL | August 1995 - June 1998

- Improved reading scores of 6, 7, and 8 graders through use computer-based reading program and writing workshop format
- One of two classroom teachers who worked with Vanderbilt University to perfect Peabody Learning Lab program which was eventually acquired by Scholastic as Read-180

Publications

- *Online Education Solutions, Website creation and blog postings*, 2018-present
- *Virtual Voice* - regular postings on **FLVS blog series**, 2015 - 2018
- *Alternative Accreditation for Teachers; Encyclopedia of the Social and Cultural Foundations in Education*; edited by Dr. E Provenzo; SAGE Publications, 2008
- *Donald Schon; Encyclopedia of the Social and Cultural Foundations in Education*; edited by Dr. Eugene Provenzo; SAGE Publications, 2008
- *Cooperative Learning; Encyclopedia of the Social and Cultural Foundations in Education*; edited by Dr. Eugene Provenzo; SAGE Publications, 2008
- *Creating a Successful Reading Leadership Team*; Florida Council **FCTE Of Teachers of English** Newsletter. Dec 2007
- *Practice Makes Permanent: Working Toward Fluency*, chapter 7; **Reading Assessment and the Instruction for all Learners: Solving Problems in Teaching literacy**, edited by Dr. Jeanne Schumm, Nov 2006
- **Are They Really Reading? Expanding SSR in the Middle Grades**; by Jodi Crum Marshall; Stenhouse Publications, April 2002

Awards and Honors

- **USDLA Board of Directors**; Nominating Committee Chair, August 2020 - Present
- **K12, Inc. Executive Mentor**, Jan 2020 – Present
- **K12, Inc. Future of Learning Advisory Board**, July 2019-Present
- **FIU School of Business Mentor**, Oct 2018 – May 2020
- **Florida Diversity Council Leadership Award**, Apr 2017
- **Florida Diversity Council Glass Ceiling Award**, Dec 2016
- **IMS Board of Directors (Secretary)**, Nov 2015 - 2017
- **Leadership Tampa Bay**, Class of 2014
- **Blackboard, Inc. Advisory Committee**, Nov 2014 - 2016
- **State Textbook Adoption Committee for ELA**, 2008 - 2009
- **Florida Reading Association Board of Directors**, 2008 - 2011
- **Principal of the Year Finalist**, FLVS, 2010
- **Teacher of the Year Finalist**, FLVS, 2003, 2004, 2005 Ocoee Middle School, 1996, 97, and 98.

ELCHC GOVERNANCE COMMITTEE MEETING – September 27, 2021

CEO REPORT

ITEM IV.A.

ISSUE: Revised FY 2021-2022 CEO Strategic Objectives

NARRATIVE:

Gordon Gillette's revised FY 2021-2022 CEO Strategic Objectives are attached.

(1 attachment)



Strategic Objectives for the CEO of the ELCHC

8/11/21

The CEO will be reviewed annually by the Board in two general areas:

1. Performance Dimensions (separate attachment)
2. Performance on Strategic Objectives (see below)

The forgoing will be used as a mechanism for providing feedback to the CEO and for the purpose of objectively determining future compensation.

The CEO will strive to incorporate ELCHC's Core Values of Integrity, Accountability, Benevolence, Collaboration, Consistency, Transparency, Equity and Innovation into his/her strategic objectives.

The CEO will submit proposed strategic objectives at the beginning of each fiscal year to be modified and added to by the Board and the Executive and Governance Committees. At the end of the fiscal year, the CEO will submit a one-page summary of his/her accomplishments, write-ups on/lists of his/her accomplishments towards performance of the strategic objectives and how they relate to our Core Values, and summaries of completed projects/accomplishments that demonstrate behaviors within the performance related dimensions.

Strategic Objectives for Fiscal 21-22

1. Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low-risk environment for our team and clients. Improve our IT and facilities infrastructure. (continue Incident Command System calls through the pandemic, complete distribution of CARES, CRRSA (approximately \$ 47 M), and ARPA funding (ARPA will be a large funding source (approximately \$ 164 M to be utilized over 6 quarters starting 1/22) – work to maximize its effectiveness in our community and statewide), continue in-person and virtual customer service and CLASS monitoring safely and efficiently, complete other customer service (develop interim tools for measuring provider/family satisfaction and target 70% satisfaction or greater), operational, funding, and provider communication tasks in a resilient manner, surmounting the challenges of the pandemic and other operating challenges. Complete facilities build out, increase IT systems and data security, and improve data analytics processes).

Introduction to Goals 2-4: Lead the ELCHC in execution of its strategic plan as articulated in its Community Impact Report and Branding work and as required in the new HB 419 legislation (Specifically, continue work on programmatic priorities in the Three Strategic Pillars – Access, Quality, and Educational Outcomes (**Access** - ALICE>150%, VPK, School Readiness, **Quality** -Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH, CLASS and **Educational Outcomes** – CCR&R, Hillsborough Early Learning Network (HELN), 3T's and the new 3-5 Initiative).

2. **Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).
3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms).
4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education).
5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.
 - Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
 - Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families.

(This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission, branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).
6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations (see attached Balanced Scorecard for the Coalition for 21/22 with detailed metrics).

ELCHC 21-22 BALANCED SCORECARD																			FX	FX	FX
Area	Subarea	Metric	Reporter	FY2021 22 Year End Baseline	21 22 Target (Year End)	Stretch Goal (Year End)	1st Quarter Result	YTD % Completed	Q1 Weighted Result	2nd Quarter Result	YTD % Completed	Q2 Weighted Result	3rd Quarter Result	YTD % Completed	Q3 Weighted Result	4th Quarter Result	YTD % Completed	Q4 Weighted Result	Weight		
Compliance	Providers Contract Compliance	Tier 1 Monitoring/% of providers that have completed all components (see notes)	Provider Relations	70%	90%	95%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	15%		
		Tier II Monitoring/% providers in good standing (8 or less non-compliance/no disallowed cost)	Provider Relations	95%	90%	95%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	15%		
		% of VPK providers in good standing (3 or less non compliances/ no disallowed cost)	Provider Relations	98%	90%	95%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	15%		
		% of providers meeting improvement plans (POP, QIP, VPK &SR)	Provider Relations	100%	75%	80%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	15%		
	Program Compliance	% of CCR web intake forms completed within 48 hours. YTD (informational)	Family Services	97%	90%	95%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0%	
		% of CCR phone calls answered	Family Services	93%	90%	95%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	15%	
		% of providers monitored for attendance (reimbursement) (informational)	Family Services	92%	90%	95%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%		
		Number of OEL Fiscal Monitoring Findings	Finance	9	7	5	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	15%		
		Adherence to OEL IT compliance	MIS & Process	N/A	100%	100%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	15%		
		% Eligibility Verification submitted queue under 10 days	Family Services	N/A	70%	80%	94%	134%	0.15	94%	134%	0.15	94%	134%	0.15	94%	134%	0.11	15%		
		% referral action taken within 10 days	Family Services	N/A	70%	80%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	15%		
		warm line request responded 48 hours	Family Services	N/A	70%	80%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	15%		
									#DIV/0!					#DIV/0!					#DIV/0!		
Employees	Professional Development	Employees have a PDP	Human Resources	100%	100%	100%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	9.57%		
		% of PDP reviewed with Supervisor annually	Human Resources	100%	100%	100%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	9.57%		
	Retention	Average Stay Interview Score (45 day) 36 points possible	Human Resources	35.7	28	32	0	0%	0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	9.57%		
	Recruitment	Consensus on job related dimensions for Manager, Director and Officer candidates must be reached prior to extending an offer	Human Resources	N/A	100%	100%	0%	0%	0.00										9.57%		
	Health & Safety	# of health & safety trainings/seminars provided (Total in the year)	Human Resources	3	3	4	0	0%	0.00	0	0%	0.00	0	0%	0.00	0	0%	0.00	9.57%		
		% of active (for more than 90 days) employees that completed the Cyber Security training	Human Resources	N/A	100%	100%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	9.57%		
	Trauma Certification	% of active (for more than 90 days) employees that completed Trauma Informed certification	ELCHC	N/A	90%	100%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	9.57%		
									0.00					#DIV/0!					#DIV/0!		
Customer	Providers	Practitioners trained or participating in information sessions	Provider Relations	5603	700	800	0	0%	0.00	0	0%	0.00	0	0%	0.000	0	0%	0.00	12.5%		
		In-service and/or CEU hours issued	Provider Relations	N/A	450	500	0	0%	0.00	0	0%	0.00	0	0%	0.00	0	0%	0.00	12.5%		
		# of coaching hours provided	Provider Relations	1920.02	600	750	0	0%	0.00	0	0%	0.00	0	0%	0.000	0	0%	0.00	12.5%		
		# of providers participating in Quality initiatives where post class score shows gains and meets minimum threshold (Annual) (HELN, Infant Toddler, QIP, etc.)	Provider Relations	47	20	30	0	0%	0.00	0	0%	0.00	0	0%	0.00	0	0%	0.00	12.5%		
	Families	# of practitioners participating in INCENTIVES and/or TEACH	Provider Relations	542	600	650	0	0%	0.00	0	0%	0.00	0	0%	0.00	0	0%	0.00	12.5%		
		average # of children on the waiting list	Family Services	2192	1700	1500	0	0%	0.00	0	0%	0.00	0	0%	0.000	0	0%	0.00	12.5%		
	Customer Experience	# of children receiving an intervention strategy within 60 days of a flagged ASQ (informational only)	Family Services	1812	500	700	0	0%	0.00	0	0%	0.00	0	0%	0.000	0	0%	0.00	0.0%		
		% of calls answered in 5 minutes or less (CRC)	MIS & Process	80.0%	90%	95%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	12.5%		
		% of Lobby Wait Time under 10 minutes (ICC & N. Tampa) - post COVID-19	MIS & Process	N/A	80%	90%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	N/A	#VALUE!	0.13	12.5%		
		% of abandoned calls (CRC)	MIS & Process	6.0%	7%	5%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	12.5%		
		% of providers with a satisfaction level of "somewhat satisfied" or above	Provider Relations	N/A	70%	80%	0%	0%	0.00												
	Process Improvements and Internal customer experience	% of clients with a satisfaction level of "somewhat satisfied" or above	Family Services	N/A	70%	80%	0%	0%	0.00	0.0%	0%	0.00	0.0%	0%	0.00	0%	0%	0.00	12.5%		
		Saved labor hours	MIS & Process	N/A	1500	2000	0	0%	0.00	0	0%	0.00	0	0%	0.000	0	0%	0.00	12.5%		
Tickets closed within 24 business hours (technology & software).		MIS & Process	77%	80%	90%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	12.5%			
									#DIV/0!					#DIV/0!					#DIV/0!		
Finance	Return on Investment (ROI)	VPK Children Served (cumulative)	MIS	9280	10000	10500	0	0%	0.00	0	0%	0.00	0	0%	0.00	0	0%	0.00	8.34%		
		SR Children Served 0-13 years (cumulative)	MIS	17508	14500	16000	0	0%	0.08	0	0%	0.00	0	0%	0.08	0	0%	0.00	8.34%		
		Total number children served by local funding (cumulative) (informational)	MIS	1413	1400	1600	0	0%	0.00	0	0%	0.00	0	0%	0.00	0	0%	0.00	0%		
		Total number of children served by match funding (cumulative) (informational)	MIS	4975	4800	5000	0	0%	0.00	0	0%	0.00	0	0%	0.00	0	0%	0.00	0%		
	Quality Utilization	Average Number of SR FTE's (cumulative)	MIS	N/A	9508	10459	0	0%	0.08	0	0%	0.00	0	0%	0.08	0	0%	0.00	8.34%		
		% of Direct Services (% towards slots -School Readiness (78% is required by OEL))	Finance	85%	83%	84%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	8.34%		
		Quality % (% of total expenses; OEL req. min of 4%)	Finance	6.7%	7.50%	8.5%	0%	0%	0.00	0%	0%	0.00	0.00%	0%	0.00	0.00%	0%	0.00	8.34%		
		VPK admin costs less than 4% met	Finance	4.60%	4%	3.75%	0.00%	#DIV/0!	0.08	0.00%	#DIV/0!	0.08	0%	#DIV/0!	0.08	0.00%	0%	0.08	8.34%		
		SR admin costs less than 5% met	Finance	2.90%	5%	4.50%	0.00%	#DIV/0!	0.08	0.00%	#DIV/0!	0.08	0.00%	#DIV/0!	0.08	0.00%	#DIV/0!	0.08	8.34%		
		Zero School Readiness (under utilized OEL Grant Award)	Finance	0.00%	3%	-0.75%	0.00%	100%	0.08	0.00%	100%	0.08	0	100%	0.08	0.00%	100%	0.06	8.34%		
Resource Development	Tactical Initiatives	Donor growth (new ind- corp donors that haven't given before)	CR & RD	40	30	45	0	0%	0.00	0	0%	0.00	0	0%	0.00	0	0%	0.00	16.75%		
		Donor retention (# of ind donors who repeated a gift)	CR & RD	N/A	15	25	0	0%	0.00	0	0%	0.00	0	0%	0.00	0	0%	0.00	16.75%		
	Strategic Initiatives	Total fundraising from local donors (not including match)	CR & RD	\$1,836,918.00	\$2,100,000.00	\$2,300,000.00	\$0.00	0%	0.00	\$0.00	0%	0.00	\$0.00	0%	0.00	\$0.00	0%	0.00	16.75%		
		Percentage of fundraising not allocated to slots	CR & RD	9%	10%	15%	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	0%	0%	0.00	16.75%		
									0.00					0.00					0.00		
Weight definition: .75 x met target, 1.0 x met stretch			YTD weighted average					#DIV/0!					#DIV/0!					#DIV/0!			

ELCHC GOVERNANCE COMMITTEE MEETING – September 27, 2021

CEO REPORT

ITEM IV.B.

ISSUE: Gubernatorial Applications

NARRATIVE:

There are 15 Gubernatorial applications on file at the Governor's Appointments Office as of September 21, 2021:

Gubernatorial Applicants
Aakash Patel (applied for seat 1)
Sandra Murman (applied for seat 1)
Dipa Shah (applied for seat 1)
Amy McGuire (applied for seat 1)
Suzanne Costanza (applied for seat 2)
Luke Buzard (applied for reappointment seat 3)
Kim Thresher
Roshaun Gendrett
Kathleen McQuarrie
Brandy Williams
Sabrina Darville
Clarice Shillingford
Deborah Lundberg
Craig Minsky
Joy Smith McCormick