



ELCHC Board of Directors Meeting Agenda

Monday, October 18, 2021 @ 3:00 pm

Hybrid Meeting

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

<https://zoom.us/j/97144674203?pwd=VVZPZTRrYVhrZ1dVMnhYdFFLenVXdz09>

Meeting ID: 971 4467 4203

Passcode: 276307



ELCHC Board of Directors Meeting Agenda

October 18, 2021

I. WELCOME & INTRODUCTIONS

A. Patel

- A. Roll call/Quorum Verification
- 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. October 18, 2021 Board of Directors Meeting Agenda
- B. August 23, 2021 Board of Directors Regular Meeting Minutes - 4

V. ACTION ITEMS

- A. Approval of Revised ELCHC Bylaws - 9
- B. New Board Member Nomination - 26
- C. Approval of RFP for Governance Related Legal Services - 33
- D. Approval of Revised ELCHC Holiday Schedule - 41
- E. Approval of Provider Rate Increases - 42

S. Robinson

S. Robinson

S.
Robinson/G.
Gillette
G. Gillette/H.
Sovich
L. Buzard/G.
Meyer

VI. COMMITTEE REPORTS

- A. Governance Committee - 46
- B. Finance Committee - 47
- C. Executive Committee - 48

S. Robinson

L. Buzard

A. Patel

VII. FINANCIAL REPORT

G. Meyer

- A. Financial Statements as of August 31, 2021 - 49

VIII. CEO REPORT

G. Gillette

IX. DISCUSSION ITEMS

A. Public Comment Process

B. Trains, Toys, & Tidings – 2nd Annual Family Holiday Event

G. Gillette/K.
Minney
A. Fraga

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

A. FY 2020-2021 Annual Report - 52

XII. ADJOURNMENT

Monday, August 23, 2021, at 3:00 pm
6302 E. Dr. Martin Luther King Jr. Blvd. Suite 100
Tampa, Florida 33619
Hybrid Meeting

MEETING ATTENDANCE

Facilitator: Aakash Patel, Chair

Board Members Present:

Candy Olson*, Cynthia Chipp*, Dianne Jacob*, Dr. Daphne Fudge*, Commissioner Gwen Myers*, Carl Harness*, Dr. Jacquelyn Jenkins*, Dr. Leslene Gordon*, Dr. Lise Fox*, Luke Buzard*, Aakash Patel, Sheila Rios*, Kelley Parris*, Dustin Portillo*, Amanda Jae*, Dr. Stephie Holmquist Johnson, Adam Giery*, Lee Bowers* and Dr. Shawn Robinson

Board Members Absent:

Tracye Brown, Beth Pasek, and John Flanagan

ELCHC Staff:

Lorinda Gamson*, Gordon Gillette, Megan Folts, Alison Fraga, Gary Meyer, Rick Rampersad, Kelley Minney, Kiyana Scott, Abigail Perez, Helen Sovich, Nancy Metsker*, Tiffany Skals*, and Tracey Knight*

Other Attendees:

Tonia Williams*, Heidi Honea*, Jenna Mullen*, Jennifer Biles*, Kristina Reyes*, Terri Fernandez*, Amy McLane*, Amanda Flowers*, Angela Chowning*, Amber Dunne*, Marie Hammond*, and Dr. Demetria Waddell*

**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 3:09 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:

- Gubernatorial Applications
- Reminded the Board of Directors to complete their FY 21-22 Annual Forms

Dr. Daphne Fudge provided a mission moment.

CONSENT AGENDA

The following items were included under the Consent Agenda:

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

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

ACTION ITEMS

A. Execute School Readiness Funding Match Contract with Children’s Board of Hillsborough County (CBHC)

Mr. Gordon Gillette requested full Board approval of executing the contract with CBHC. The CBHC School Readiness Match contract supports childcare to serve low-to-moderate income working families.

Chair Patel called for a motion to authorize staff to execute a contract with the Children’s Board of Hillsborough County in the amount of up to \$775,770. Dr. Shawn Robinson made a motion. Dustin Portillo made a second. The motion carried unanimously. Kelley Parris abstained due to a conflict of interest.

B. Execute Contract with Hillsborough County Board of County Commissioners (BOCC)

Mr. Gillette requested full Board approval to execute the renewal contract with BOCC.

Chair Patel called for a motion to authorize staff to enter into a contract with Hillsborough County BOCC in the amount of up to \$276,000. Dr. Shawn Robinson made a motion. Candy Olson made a second. The motion carried unanimously. Gwen Myers abstained due to a conflict of interest.

C. Execute Community Development Block Grant (CDBG) contract with City of Tampa

Mr. Gillette requested full Board approval to execute a contract with the City of Tampa. The funds will be used to benefit low-to-moderate income families.

Chair Patel called for a motion to authorize staff to enter into a contract with the City of Tampa in the amount of up to \$100,000. Dr. Stephie Holmquist Johnson made a motion. Candy Olson made a second. The motion carried unanimously.

D. Approve allocation of funds to Discount Office Furniture

Gary Meyer, Chief Financial Officer, reported that the allocation of \$140,000 will be used to purchase infant and toddler materials and furnishing, servicing up to 12 School Readiness Program centers and Family Child Care Homes.

Chair Patel called for a motion to approve the allocation of funds in the amount of up to \$140,000 to Discount Officer Furniture. Dr. Shawn Robinson made a motion. Dr. Lise Fox made a second. The motion carried unanimously.

COMMITTEE REPORTS

Governance Committee

Dr. Shawn Robinson reported that the Governance Committee met on August 2, 2021, to review and discuss the following items:

- Legal Services Request for Proposal Committee
- FY 20-21 Division of Early Learning Accountability Monitoring
- Gubernatorial Appointments
- Board of Directors Annual Forms
- Board of Directors Diversity Matrix and Board Terms

Finance Committee

Luke Buzard reported that the Finance Committee met on August 23, 2021, to review and discuss the following items:

- Financial Statements
- FY 21 Balanced Scorecard results
- Request for proposal – Research & Evaluation Company updates
- Facilities Updates

Executive Committee

Chair Patel reported that the Executive Committee met on August 16, 2021, to review and discuss the following items:

- Committee Reports
- CEO Report

FINANCE REPORT

Gary Meyer, Chief Financial Officer, reviewed the financial statements updates through May 31, 2021, and full-year forecast, including updates through June 30, 2021.

CEO REPORT

Revised FY 21-22 CEO Strategic Objectives

Mr. Gillette informed the Board that the FY 21-22 CEO Strategic Objectives were revised to align with the Coalition's Access, Education, and Quality pillars.

Candy Olson requested to include quantifiable measurements to the CEO Strategic Objectives.

COVID-19 Impact on Childcare and Funding

Mr. Gillette reported three hundred and thirty-five (335) positive cases of COVID-19 in childcare provider sites in August. Fifty-three (53) childcare provider sites were closed due to COVID-19.

Division of Early Learning Leadership Updates

Mr. Gillette reported that DEL announced former Department of Education General Counsel Matt Mears as the Chancellor of DEL.

Division of Early Learning 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. As part of the monitoring, a childcare provider survey was released. Mr. Gillette informed the Board that the Coalition received a 91% favorable to somewhat favorable customer service level.

There was further discussion on the provider survey.

CLASS Observations

Mr. Gillette reported that the Coalition completed five hundred and eighty-five (585) CLASS Observations in FY 20-21.

Professional Development

Mr. Gillette provided an update on the new hire stipends and INCENTIVE\$.

Hillsborough Early Learning Network Partnership

Mr. Gillette provided an update on the partnership with the University of Florida Lastinger Center for Learning.

3-5 Initiative

Mr. Gillette provided an update on the 3-5 Initiative.

Early Childhood Task Force

Mr. Gillette announced that the Coalition, in partnership with the Hillsborough County Public Schools, will focus on increasing early childhood education in public schools.

Ransomware Attack

Mr. Gillette reported that on July 30, 2021, the Coalition informed the full Board of Directors of technology challenges that started on July 29, 2021. After further investigation, it was identified that a ransomware attack had occurred. The MIP Fund Accounting System was affected; the system is used to pay childcare providers. Mr. Gillette noted that the Coalition is working with the Federal Bureau of Investigation (FBI), legal counsel, MIP, and Roebuck. Mr. Gillette stated that there were no delays in payment to childcare providers.

Mr. Gillette stated that on August 26, 2021, an official press release addressing the ransomware attack would be made public. The Coalition will formally disclose the information to any affected parties (excluding families- as no family data was impacted).

There was further discussion on the Coalition's communication efforts to affected parties.

DISCUSSION ITEMS

Alison Fraga, Chief Development Officer, informed the Board of the upcoming 2nd Annual Family Holiday Event – Trains, Toys & Tidings that will take place on December 4, 2021, at the Coalition's

central office location. In addition, Mrs. Fraga announced two sponsors as of August 23, 2021, Publix Charites, and Florida Blue.

PUBLIC COMMENT II

Heidi Honea made a public comment regarding the termination of Great Hope Preschool – Lake Magdalene’s Voluntary Pre-Kindergarten contract.

Dr. Demetria Waddell made a public comment regarding the Division of Early Learning’s provider survey and the ransomware communication efforts.

ADJOURNMENT

Citing no further business, Dr. Shawn Robinson made a motion to adjourn the meeting at 4:17 pm. Dr. Stephie Holmquist Johnson made a second. The motion carried unanimously.

Read and approved by: _____
Stephie Holmquist Johnson, Secretary ***Date***

ELCHC BOARD OF DIRECTORS MEETING – OCTOBER 18, 2021

ACTION ITEM

V.A.

ISSUE: Approval of Revised ELCHC Bylaws

RECOMMENDED ACTION: Approve the revised ELCHC Bylaws.

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 BOARD OF DIRECTORS MEETING – OCTOBER 18, 2021

ACTION ITEM

V.B.

ISSUE: New Board Member Nomination

RECOMMENDED ACTION: Review and approve the Board Membership Application of Jodi Marshall for membership on the ELCHC Board of Directors, with full voting rights, for a 4-year term beginning October 18, 2021, and ending October 18, 2025.

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) Employer/Affiliation SVP/6M, Learning Solutions Title

DOB: mm/dd/yyyy 11/12/1969

[Redacted] Street Address

Tampa, FL 33606 City/State/Zip Code

[Redacted] Phone [Redacted] Mobile n/a Fax

Email Address: [Redacted]

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
<u>Florida Reading Association</u>	<u>2008-2011</u>	<u>Board of Directors</u>
<u>Leadership Tampa Bay</u>	<u>2014</u>	<u>class member/graduate</u>
<u>IMS Board of Directors</u>	<u>2015-2017</u>	<u>Secretary</u>
<u>Hyde Park United Methodist</u>	<u>2008-2010</u>	<u>new member facilitator</u>
<u>FIU School of Business</u>	<u>2008-present</u>	<u>member</u>
<u>FLU School of Business</u>	<u>2018-2020</u>	<u>mentor</u>
<u>USDLA Board of Directors</u>	<u>2020-present</u>	<u>Nominating Committee Chair</u>

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 BOARD OF DIRECTORS MEETING – OCTOBER 18, 2021

ACTION ITEM

V.C.

ISSUE: **Approval of RFP for Governance Related Legal Services**
FUNDING SOURCE: Florida Department of Education Division of Early Learning, School Readiness
RECOMMENDED ACTION: Authorize 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. Staff informed the Governance Committee of Attorney Steve Lee's semi-retirement on August 2, 2021.

The Governance Committee is recommending full Board approval on the attached 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 BOARD OF DIRECTORS MEETING – OCTOBER 18, 2021

ACTION ITEM

V.D.

ISSUE:	Approval of Revised ELCHC Holiday Schedule
FUNDING SOURCE:	Florida Department of Education Division of Early Learning, School Readiness, Voluntary Prekindergarten, and Local Funding
RECOMMENDED ACTION:	Approve the revised ELCHC Holiday schedule.

NARRATIVE:

Earlier this year, the Division of Early Learning (DEL) reviewed the workweek hours across all Coalitions and discovered inconsistencies. As a result, all Coalitions were required to have a 40-hour workweek. During this same analysis, DEL discovered additional inconsistencies regarding observed holidays.

In order for employees to be paid for observed holidays with approved funding, Coalitions must follow the State Approved Holidays:

1. New Year's Day
2. Dr. Martin Luther King Jr. Birthday
3. Memorial Day
4. July 4th
5. Labor Day
6. Veterans Day
7. Thanksgiving Day
8. Day after Thanksgiving
9. Christmas Day
10. Floating Holiday (employee choice)

The ELCHC will continue to observe ten (10) holidays. The impact is we gain Veterans' Day and a Floating Holiday while Christmas Eve Day and New Year's Eve Day are no longer observed.

ELCHC BOARD OF DIRECTORS MEETING – October 18, 2021

ACTION ITEM

V.E

ISSUE:	Approval of Provider Rate Increases
FISCAL IMPACT:	\$5.8M per year (Pending the Finance Committee’s recommendation for approval at the special meeting of the Finance Committee on October 18, 2021)
FUNDING SOURCE:	Florida Department of Education Division of Early Learning, School Readiness
RECOMMENDED ACTION:	Approve the provider rates increases of \$5.8M per year.

NARRATIVE:

Current SR-approved rates are below private pay rates for several care levels. To make SR providers more economically sustainable, ELCHC recommends, for Board approval, provider rate increases. These increases target the toddler, 3, 4, and 5-year-old care classes totaling a cost of \$5.8 M annualized if fully adopted by all providers.

(1 attachment)

Updated on October 13, 2021

Executive Summary

On October 4, 2021, the Finance Committee reviewed and approved recommending to the full Board a provider rate increase for toddlers, 3, 4, and 5-year olds to the 66% percentile, costing approximately \$4.1 million for a full year.

Since then, we have two updates. First, ELCHC received a large \$14.2 million wait list Notice of Award for FY22, 3.5 times the amount received in FY21. This allocation was based on the ELCHC's relative wait list as of 6/30/2021 compared to the other coalitions but was overestimated. We will under spend this allocation by a few million dollars.

Second, DEL strongly advised each coalition to not underspend their SR funding, as DEL unfortunately had to deobligate \$30 million in total back to the feds in FY21. They also confirmed that SR funding is fungible, and that coalitions should make spending plans that encompass the entirety of their base funding, provider rate increase funding, and wait list funding.

As a result, ELCHC leadership is revising its recommendation for a larger provider rate increase to 100% of the 75% percentile calculated by DEL in 2019 for toddlers and 90% of 75th percentile of the 3, 4, and 5-year olds. This larger rate increase costs approximately \$5.8 million for a full year. We had a preliminary conversation with DEL on October 13, 2021 confirming the soundness of our approach and are working with DEL on their formal process for their review and approval, to be submitted after the ELCHC Board review.

What does the provider rate increase cost by care level?

					ORIGINAL PROPOSAL	REVISED PROPOSAL			
	SR Max Rate		Cost to Raise to Higher Percentile						
	Center Percentile	FCCH Percentile	50%	65%	66%	68%	70%	75%	Immediate Impact of 68%
Infant	35%	50%							
Toddler	25%	40%	\$ 346,604	\$ 960,068	\$ 1,573,754	\$ 1,459,949	\$ 1,577,715	\$ 1,609,010	\$ 534,261
2 Yr Old	25%	40%							
3 Yr Old	25%	40%	\$ 401,989	\$ 680,096	\$ 861,562	\$ 1,864,027	\$ 1,875,529	\$ 1,903,512	\$ 742,616
4 Yr Old	25%	40%	\$ 386,784	\$ 624,151	\$ 1,123,976	\$ 1,708,672	\$ 1,728,288	\$ 1,751,247	\$ 694,375
5 Yr Old	25%	25%	\$ 160,701	\$ 275,658	\$ 503,856	\$ 754,898	\$ 769,507	\$ 784,199	\$ 291,530
School Age	30%	35%							
Total			\$ 1,296,078	\$ 2,539,973	\$ 4,063,148	\$ 5,787,546	\$ 5,951,040	\$ 6,047,968	\$ 2,262,782
Pro rated for FY22 Impact, 11/1/2021 to 6/30/2022					\$ 2,708,765	\$ 3,858,364			\$ 1,508,521

(Note that the Toddler rate for the Revised Proposal for the 68th Percentile is capped at the maximum of 100% of the 75% Percentile from the 2019 DEL Market Study. This is why it is lower than the Original Proposal that was not capped.)

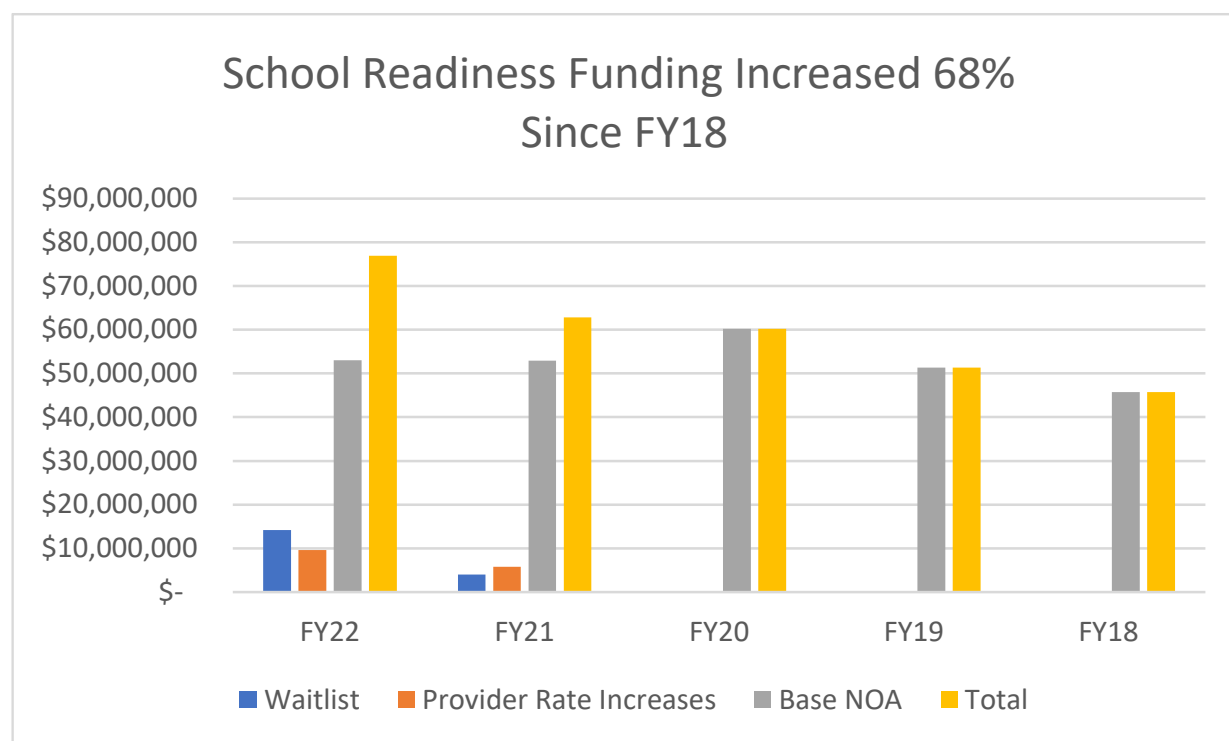
How do the new proposed rates increase over the current SR-approved rates?

	Current SR-Approved Rate - FT		50% Percentile Rate - FT		65% Percentile Rate - FT		66% Percentile Rate - FT		68% Percentile Rate - FT	
	Center	FCCH	Center	FCCH	Center	FCCH	Center	FCCH	Center	FCCH
Toddler	\$ 31.28	\$ 27.20	\$ 32.53	\$ 28.29	\$ 35.03	\$ 28.29	\$ 37.54	\$ 28.29	\$ 36.80	\$ 30.00
% Increase Over Current			4%	3%	12%	3%	20%	3%	18%	9%
2 Yr Old	\$ 28.73	\$ 25.50	\$ 29.88	\$ 26.52	\$ 30.74	\$ 26.52	\$ 34.48	\$ 26.52	\$ 34.48	\$ 26.52
% Increase Over Current			4%	4%	7%	4%	20%	4%	20%	4%
3 Yr Old	\$ 23.25	\$ 21.75	\$ 24.18	\$ 22.62	\$ 24.88	\$ 22.62	\$ 25.34	\$ 22.62	\$ 27.90	\$ 22.62
% Increase Over Current			4%	4%	7%	4%	9%	4%	20%	4%
4 Yr Old	\$ 22.50	\$ 21.00	\$ 23.40	\$ 21.84	\$ 24.08	\$ 21.84	\$ 25.34	\$ 22.62	\$ 27.00	\$ 21.84
% Increase Over Current			4%	4%	7%	4%	13%	7%	20%	4%
5 Yr Old	\$ 22.50	\$ 20.25	\$ 23.40	\$ 21.06	\$ 24.08	\$ 21.06	\$ 25.34	\$ 22.62	\$ 27.00	\$ 21.06
% Increase Over Current			4%	4%	7%	4%	13%	11%	20%	4%

How do the new proposed rates compare to the DEL market rates calculated in 2019?

	Center			FCCH		
	Proposed Rate	Hillsborough 75th %	% of Hillsborough Rate	Proposed Rate	Hillsborough 75th %	% of Hillsborough Rate
Infant	\$ 42.00	\$ 42.00	100%	\$ 34.00	\$ 34.00	100%
Toddler	\$ 36.80	\$ 36.80	100%	\$ 30.00	\$ 30.00	100%
2 Yr Old	\$ 28.73	\$ 33.80	85%	\$ 25.50	\$ 30.00	85%
3 Yr Old	\$ 27.90	\$ 31.00	90%	\$ 22.62	\$ 29.00	78%
4 Yr Old	\$ 27.00	\$ 30.00	90%	\$ 21.84	\$ 28.00	78%
5 Yr Old	\$ 27.00	\$ 30.00	90%	\$ 21.06	\$ 27.00	78%
School Age	\$ 16.00	\$ 24.00	67%	\$ 16.40	\$ 25.00	66%

How can ELCHC afford to fund this increase?



ELCHC BOARD OF DIRECTORS MEETING – OCTOBER 18, 2021

COMMITTEE REPORTS

VI.A.

ISSUE: **Governance Committee Report**

NARRATIVE: The Governance Committee met on September 27, 2021, to review and discuss:

- Revised ELCHC Bylaws
- RFP for Governance Related Services
- Board Recruitment
- Gubernatorial Appointments
- CEO Strategic Objectives
- Meet & Greet with DEL Chancellor Matt Mears
- Childcare Site Visit with FL Representative Andrew Learned
- Board of Directors Annual Forms/Board of Directors Diversity Matrix

ELCHC BOARD OF DIRECTORS MEETING – OCTOBER 18, 2021

COMMITTEE REPORTS

VI.B.

ISSUE: **Finance Committee Report**

NARRATIVE: The Finance Committee met on October 4, 2021, to review and discuss:

- FY21 Full Year Financial Statements as of June 30, 2021
- YTD Financials through August 31, 2021
- FY22 Notice of Award
- Provider Rate Increase Proposal
- American Rescue Plan Act Spending Process (ARPA)
- Facilities Update

ELCHC BOARD OF DIRECTORS MEETING – OCTOBER 18, 2021

COMMITTEE REPORTS

VI.C.

ISSUE: Executive Committee Report

NARRATIVE: The Executive Committee met on October 11, 2021, to review and discuss:

- October 18, 2021, Draft Board of Directors meeting agenda
- Committee Reports (Governance & Finance)
- CEO Report
- Public Comment Process

ELCHC BOARD OF DIRECTORS MEETING – OCTOBER 18, 2021

FINANCIAL REPORT

VII.A.

ISSUE:	Financial Statements as of August 31, 2021
FISCAL IMPACT:	Full Year
FUNDING SOURCE:	Florida Department of Education Division of Early Learning, School Readiness, Voluntary Prekindergarten, and Local Funding

NARRATIVE:

Attached are the Financial Statements as of August 31, 2021.

(1 attachment)



Budget to Actual August 31, 2021								
	Actual	Budget	Difference		Actual	Budget	Difference	
	YTD	YTD	YTD favorable /(unfavorable)	%	2022 YTD Actual/Forecast	2022 Budget	YTD favorable /(unfavorable)	%
Program Revenue								
School Readiness	9,747,219	11,219,318	(1,472,099)	-13.1%	65,843,807	67,315,906	(1,472,099)	-2.2%
School Readiness Match - DEL	-	162,519	(162,519)	-100.0%	1,363,363	1,525,882	(162,519)	-10.7%
School Readiness - Local Funders:								
Children's Board HC	-	-	-		700,770	700,770	-	0.0%
Metro Ministries(Children Board)	2,355	25,000	(22,645)	-90.6%	150,000	150,000	-	0.0%
Hillsborough County BOCC	-	46,000	(46,000)	-100.0%	276,000	276,000	-	0.0%
HC Childcare -Licensing & Fees	-	71,667	(71,667)	-100.0%	430,000	430,000	-	0.0%
United Way	-	11,519	(11,519)	0.0%	69,112	69,112	-	0.0%
Caspers	-	8,333	(8,333)	-100.0%	50,000	50,000	-	0.0%
School Readiness - Local Funders	2,355	162,519	(160,164)	-98.6%	1,675,882	1,675,882	-	0.0%
Total School Readiness Revenue	9,749,574	11,544,355	(1,794,781)	-15.5%	68,883,052	70,517,670	(1,472,099)	-2.1%
Other Local Funders:								
HC Community Development, incl. ALICE>150	-	-	-	0.0%	175,000	175,000	-	0.0%
Hillsborough Infant/Toddler Initiative	-	-	-	0.0%	64,000	64,000	-	0.0%
Conn Foundation	-	10,667	(10,667)	0.0%	45,500	45,500	-	0.0%
Spurlino Foundation	-	-	-	0.0%	50,000	50,000	-	0.0%
SR Program Income (training, IECF memberships)	-	-	-	0.0%	20,000	20,000	-	0.0%
HELN (Hillsborough Early Learning Network)	-	-	-	0.0%	6,000	6,000	-	0.0%
ELFL (Early Learning Florida)	-	-	-	0.0%	82,000	82,000	-	0.0%
Lastinger Project	-	10,000	(10,000)	-100.0%	212,000	212,000	-	0.0%
Misc. Donations	-	35,333	(35,333)	-100.0%	300,000	300,000	-	0.0%
Total Local Funders, Contributions and Gifts	-	56,000	(56,000)	-100.0%	954,500	954,500	-	0.0%
Total School Readiness Revenue and Local Revenue	9,749,574	11,600,355	(1,850,781)	-16.0%	69,837,552	71,472,170	(1,472,099)	-2.1%
Program Expenses								
School Readiness								
Direct Services	8,573,187	9,565,448	992,262	10.4%	55,263,768	56,256,030	(992,262)	-1.8%
School Readiness Match - DEL	-	162,519	162,519	100.0%	1,389,128	1,551,647	(162,519)	-10.5%
School Readiness - Local Funders	-	-	-	0.0%	1,675,881	1,675,881	-	0.0%
General Contributions and Gifts	-	-	-	0.0%	686,500	686,500	-	0.0%
Total Direct Services	8,573,187	9,727,967	1,154,780	11.9%	59,015,278	60,170,058	(1,154,780)	-1.9%
ELCHC Operating	1,081,996	1,602,269	520,272	32.5%	9,613,612	9,613,612	-	0.0%
CCL/ECC	47,701	192,679	144,978	75.2%	1,149,500	1,149,500	-	0.0%
Inclusion Cost	-	46,518	46,518	100.0%	317,000	317,000	-	0.0%
Scholarships and Other	3,600	25,500	21,900	85.9%	222,000	222,000	-	0.0%
Total School Readiness & Other Expenses	9,706,484	11,594,933	1,888,449	16.3%	70,317,390	71,472,170	(1,154,780)	-1.6%
SR Change in Net Assets	43,090	5,422	(37,668)	-694.7%	(479,837)	0	(479,837)	-100.0%
GOALS								
< 5.00 % School Readiness - Admin	4.20%	4.50%	-0.30%	-6.58%	4.52%	4.22%	0.30%	7.21%
> 4.00 % School Readiness - Quality	1.97%	8.25%	-6.29%	-76.15%	8.74%	8.82%	-0.09%	-1.00%
< 22.00% School Readiness - Non-Direct	7.64%	18.59%	-10.96%	-58.94%	10.90%	10.38%	0.51%	4.92%
> 78.00 % School Readiness - Direct	92.36%	81.41%	10.96%	13.46%	89.10%	89.62%	-0.51%	-0.57%



EARLY LEARNING

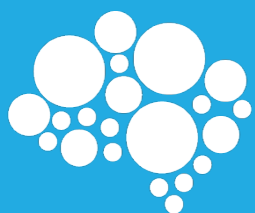
COALITION OF HILLSBOROUGH COUNTY

	Budget to Actual August 31, 2021							
	Actual	Budget	Difference		Actual	Budget	Difference	
	YTD	YTD	YTD favorable /(unfavorable)	%	2022 YTD Actual/Forecast	2022 Budget	YTD favorable /(unfavorable)	%
VPK Revenue								
Voluntary Pre-Kindergarten	2,019,996	3,324,831	(1,304,835)	-39.2%	29,753,768	31,058,603	(1,304,835)	-4.2%
Total VPK Revenue	2,019,996	3,324,831	(1,304,835)	-39.2%	29,753,768	31,058,603	(1,304,835)	-4.2%
Voluntary Pre-Kindergarten								
Direct Services	1,875,649	3,134,011	1,258,363	40.2%	28,537,283	29,797,058	(1,259,775)	-4.2%
ELCHC Operating	140,429	190,820	50,391	26.4%	469,882	1,241,545	(771,663)	-62.2%
CCL/ECC	-	3,333	3,333	100.0%	16,667	20,000	(3,333)	-16.7%
Total Voluntary Pre-Kindergarten	2,016,077	3,328,164	1,312,087	39.4%	29,023,831	31,058,603	(2,034,772)	-6.6%
VPK Change in Net Assets	3,919	(3,333)	(7,252)	217.6%	729,937	-	729,937	-100.0%
Preschool Development Grant (PDG) Revenues								
PDG FY21 Carryover Revenues	-	-	-	0.0%	204,792	-	204,792	100.0%
PDG FY22 New Revenues	-	-	-	0.0%	412,094	-	412,094	100.0%
Total PDG Revenues	-	-	-	0.0%	616,886	-	616,886	100.0%
Preschool Development Grant (PDG) Expenses								
PDG FY21 Carryover Expenses	-	-	-	0.0%	204,792	-	(204,792)	0.0%
PDG FY22 New Expenses	-	-	-	0.0%	412,094	-	(412,094)	0.0%
Total PDG Expenses	-	-	-	0.0%	616,886	-	(616,886)	0.0%
Preschool Development Grant Change in Net Assets	-	-	-	0.0%	-	-	-	0.0%
Total Revenue	11,769,570	14,925,186	3,155,616	21.1%	100,208,207	102,530,773	(2,322,566)	-2.3%
Total Expenses	11,722,561	14,923,097	3,200,536	21.4%	99,958,107	102,530,773	(2,572,666)	-2.5%
Change in Net Assets	47,009	2,089	(44,920)	-2150.2%	250,100	0	250,100	-100.0%
GOALS								
4.00 % VPK - Admin	7.31%	5.32%	1.99%	37.46%	3.98%	3.80%	0.18%	4.76%



ANNUAL 2020-2021 REPORT

The Early Learning Coalition of Hillsborough County provides children, birth to 5 years, high quality, equitable and inclusive early learning experiences preparing them for success in school and life through the collaboration of families, educators and the community.



EARLY LEARNING
COALITION OF HILLSBOROUGH COUNTY

ELCHC BOARD OF DIRECTORS

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Elevate, Inc.

DR. SHAWN H. ROBINSON, ESQ., (VICE CHAIR)

Law Office of Shawn H. Robinson, Esq.

DR. STEPHIE HOLMQUIST JOHNSON (SECRETARY)

Holmquist Educational Consultants (HEC), Inc

LUKE A. BUZARD, CPA, CIA (TREASURER)

TECO Energy

WHITTINGTON LEE BOWERS

Sunshine Health

DUSTIN PORTILLO

Casper's Company

CYNTHIA CHIPP

Cynthia Chipp Family Childcare

SHIELA RIOS

Hillsborough Community College - Ybor Campus

DR. LISE FOX

USF Florida Center for Inclusive Communities

TRACYE H. BROWN

Hillsborough County Public Schools

ADAM GIERY

Strategos Group

JOHN FLANAGAN

CareerSource Tampa Bay

CARL HARNESS

Hillsborough County

DR. DAPHNE FUDGE

Your 1 Resource Training

DIANNE JACOB

PNC Bank

DR. LESLENE GORDON

Hillsborough County Health Department

DR. JACQUELINE JENKINS

Hillsborough County Head Start/Early Head Start

AMANDA JAE

Palma Ceia United Methodist Day School

GWEN MYERS

County Commissioner - District 3

CANDY OLSON

Retired, Hillsborough County Public Schools

KELLEY PARRIS

Children's Board of Hillsborough County

BETH PASEK

Department of Children and Families

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EVALUATION OF DIRECT ENHANCEMENT SERVICES

COVID-19 Impacts & Response

COVID-19 continued to challenge the state and our area throughout 2020 and 2021. The majority of the Coalition's 100+ employees continued to participate in work from home without a disruption of services to families and providers.

Professional development continued in a virtual format and the ELCHC conducted live webinars monthly to support the provider community as the CARES funding applications rolled out. CARES funding was designed to support providers experiencing a loss of income due to low enrollment and rising costs of goods during the pandemic. Phase 1-5 grants were paid to providers per the requirements established by the Division of Early Learning.

The Coalition received more than 2,117 applications for phased grant funding to contracted and non-contracted providers and distributed more than \$10.9M to providers in fiscal 20-21. This phased grant funding was on top of \$3.6M in phased grant funding to providers in fiscal 19-20.

	# Of Providers	Dollars
Phase 1	110	\$ 435,200
Phase 2	108	\$ 822,766
Phase 3	203	\$ 780,674
Phase 4	772	\$ 1,132,500
Phase 5	924	\$ 7,812,000
Total	2,117	\$ 10,983,140

Comprehensive Consumer Education

Parents who want or need child care are faced with the challenging task of searching for quality services within a program that is also convenient, affordable, and aligns with their goals for their child's educational attainment. In response, Early Learning Coalition of Hillsborough County's (ELCHC) Family Services team has developed a holistic approach to delivering a variety of strategies and resources to support parents seeking the right place for their child. The ELCHC's Family Services Specialists are trained as Child Care Resource and Referral (CCR&R) Specialists and offer unbiased information and guidance to families about child care options, information to help families identify quality early learning programs, financial assistance strategies and referrals to other community programs and resources as needed. CCR&R is a free service for all families in Hillsborough County.

In fiscal year 2020-2021, the majority of ELCHC Family Services team was successfully working from home to ensure families have the technical assistance needed to complete the online School Readiness (SR) and/or Voluntary Prekindergarten (VPK) application process. In addition, the ELCHC has partnered with seven Children's Board of Hillsborough County Family Resource Centers, which remained open during COVID-19, to ensure families in all areas of Hillsborough County can easily access technology.

In addition to supporting the School Readiness and VPK application processes, the ELCHC maintains a comprehensive database of child care providers throughout Hillsborough County, including licensed child care centers and family child care homes as well as license-exempt facilities. CCR&R Specialists use this data to create customized lists of facilities for families seeking child care.

During FY 20-21, the ELCHC:

- Responded to more than 85,045 phone calls from Hillsborough County families interested in School Readiness, VPK and/or additional resources for young children.

The 2020-2021 fiscal year proved an opportunity for the ELCHC to leverage one of its Core Values, innovation, as nearly all in person events were cancelled due to the COVID-19 pandemic, providing parents of young children with information about CCR&R and child care financial assistance programs, how to locate quality early learning environments, the importance of early literacy programs and age-appropriate milestones was still a priority. To promote awareness for services, ELCHC team members pivoted to virtual or drive through distribution of materials for families. In November 2020, the ELCHC partnered with Feeding Tampa Bay to bring a mobile pantry to the centrally located ELCHC offices and distributed books and other consumer education materials to families. ELCHC staff also conducted monthly parent engagement sessions in a series called Five For Five, which shares at home activities to develop the five stages of development in children before age 5. In December 2020, the ELCHC hosted a community outreach event sponsored by local funding to distribute developmentally age appropriate quality toys and learning resources to families during the holidays. In February 2021, Tampa Bay hosted Super Bowl LV (55). The ELCHC played a role in representing the importance of early learning as a pillar of the community impact from the Super Bowl. By May 2021, smaller, outdoor events had returned despite COVID-19 vaccination availability, the ELCHC returned to in person events, partnering with Hillsborough County School District Board Member, Stacy Hahn in her Early Literacy Campaign by distributing materials to families in a drive through event and sharing quality literacy opportunities virtually.



Provider Financial Supports

The ELCHC continues to incentivize and motivate School Readiness providers to successfully adhere to School Readiness state requirements for child care performance standards, implement developmentally- appropriate curricula and related classroom resources that support curricula, provide literacy supports and professional development opportunities which improve the overall consistency and quality of School Readiness programs throughout Hillsborough County.

Fiscal year 2020-2021 presented a new opportunity for the ELCHC to support providers facing new challenges in early learning classrooms in our community. Early in the fiscal year, broken supply chains prevented many programs from obtaining the necessary supplies required to operate their programs during the COVID-19 pandemic. Led by the ELCHC Board of Directors, a supply drive to get medical grade infrared thermometers, hand sanitizer, cleaning spray, face masks and other essential items was conducted. More than \$89,000 was raised and in early August 2020, 600 programs in Hillsborough County received necessary supplies in a drive through event designed to celebrate the work of early learning professionals and program owners.

During the 2020-2021 fiscal year, the Hillsborough Infant & Toddler Initiative provided support to school readiness program providers to expand both the offering and quality of infant and toddler slots in their programs. This was accomplished by delivering developmentally appropriate classroom resource and materials to create and enhance classroom environments and provide professional development, stipends and reimbursements of training to early education teacher in classrooms for children birth to 36 months. The total investment in this program was \$99,456.

T.E.A.C.H. (Teacher Education and Compensation Helps) provides scholarships for early childhood teachers and facility/family home directors to work toward earning an Associate, Bachelor's or Master's degree in early childhood education, a Florida Staff Credential, a Director Credential, a National CDA Assessment, or credential renewals. The ELCHC supports T.E.A.C.H. scholar participants with technology to overcome barriers to pursuing advanced education. In FY 2020-2021, 133 participated in the program.

The Child Care INCENTIVE\$® FLORIDA Project is designed to increase stability and improve child care quality by reducing turnover and encouraging continued education of early childhood educators working in child care centers or family child care homes. This program provides education based salary supplements for low to moderate wage earners who work with young children, ages birth to 5, in School Readiness contracted sites. FY 2020-2021 marked the third year of participating in the program. During this fiscal year, 696 teachers participated, with \$471,006 distributed. Early childhood educators working directly with children for at least 20 hours per week, earning less than \$25 per hour, may be eligible for a salary supplement if they have some formal child care training and/or education beyond a high school diploma. The Children's Forum is the licensee for Child Care INCENTIVE\$ Florida and administers this program in participating counties in partnership with local funders.

Training

During the course of the program year, 5603 practitioners were trained or participated in informational sessions. This resulted in many School Readiness providers achieving significant quality improvement. The ELCHC added Frameworks to our collective training partners, to offer an extensive list of learning events available to our School Readiness and VPK programs. Together with Champions for Children, Early Childhood Council of Hillsborough County, University of South Florida Program-Wide Behavioral Support, and WEDU, there were 86 virtual training and learning events available to our provider community.

ELCHC hosted our 2nd Early Childhood Conference on May 21, 2021, called “Teacher’s Night Out”. Teacher’s Night Out was specifically designed to reinvigorate and reward early educators for their dedication to the field. Early childhood professionals had an opportunity to gather with others safely and carefully, listen to hand-selected, informational speakers and spend an evening networking. Selected developmentally appropriate materials were given to providers to support learning in the classroom, and QR codes with links directly to lesson plans were available to connect those materials to resources. There were approximately 300 in attendance including, teachers, directors, staff, community partners and ELCHC board members.

Coaching and Technical Assistance

Coalition staff provided technical assistance and coaching through several initiatives including School Readiness Quality Improvement Plans, the Hillsborough Early Learning Network (HELN) in partnership with the University of Florida Lastinger Center, and the Hillsborough Infant Toddler Initiative. Much of the coaching remained virtual throughout 2020-2021 as the COVID-19 pandemic persisted. Hillsborough County providers on a Quality Improvement Plan received a total of 1,396 hours of coaching and 120 hours of Technical Assistance during the 2020-2021 fiscal year. Through HELN, staff of the ELCHC provided 353 hours of coaching and 9 hours of Technical Assistance to participants of the program. Early care providers participating in the Hillsborough Infant Toddler Initiative received 8 hours of coaching and 3 hours of Technical Assistance.

Monitoring

The ELCHC Provider Relations team conducts monitoring of contracted School Readiness and Voluntary Prekindergarten (VPK) programs to ensure contract compliance. Consequences for noncompliance are determined in accordance with state rule and law, and the ELCHC’s Progressive Enforcement Procedures.

Due to the COVID-19 pandemic, the team conducted the 2020-2021 monitoring remotely instead of at child care providers’ physical location. For Voluntary Prekindergarten Program (VPK): ELCHC staff monitored 130 VPK Programs to ensure each provider’s program met the terms and conditions of the State of Florida Statewide Voluntary Prekindergarten Provider Contract. ELCHC staff monitored private providers; Hillsborough County Public Schools (HCPS) conducted the monitoring of HCPS Voluntary Prekindergarten schools. School Readiness Program (SR): ELCHC staff performed desk reviews (Tier 1) of 745 School Readiness Program providers in accordance with state requirements. The desk review analyzes if providers have met the several components of the School Readiness Provider Contract. In addition, staff remotely monitored a sample of 129 contracted School Readiness program providers using the Statewide Provider Monitoring Tool for Tier 2 compliance. These providers were both randomly selected and providers who were considered high risk due to the results of a previous monitoring.



Inclusion

The Early Childhood Council of Hillsborough County (ECC) provides inclusion support services to providers and families in Hillsborough County. The local Warm Line is available to all child care centers, family child care homes and parents who request assistance regarding child care arrangements or concerns for their children with special needs.

The goals of the Inclusion Initiative at the ELCHC are:

1. To increase the number of providers who offer quality inclusive programs for children with disabilities and special health care needs.
2. To enhance the confidence, ability level, and education of caregivers who care for children with disabilities and special health care needs.
 - Training workshops provided: 8
 - Trainings offered through the Early Learning Coalition: 3
3. To assess the developmental progress of children and communicate this information to their caregivers to ensure all children receive quality services and referrals to additional services as needed.
 - Number of children screened using the Ages and Stages Questionnaire: 10076
 - Number of Developmental Activities issued: 2,135
 - Number of Level II Developmental Screening: 135
 - Number of referrals to Early Steps: 136
 - Number of Developmental Evaluations through HCPS: 108
4. To assist providers and the families they serve in understanding and accessing the community resources and services available for children with disabilities and special health care needs.
5. To increase community awareness of the need for requirements of, and benefits associated with inclusive child care for children with disabilities and special health care needs.
6. ECC Inclusion Services Program offers trainings on a variety of issues, including health, child development, environmental adaptations, curriculum, and laws and regulations. During FY 20-21, ECC reports the following activities:
 - Number of trainings offered: 11
 - Number of training hours: 32
 - Number of practitioners trained: 170
 - Number of Warm Line calls: 66
 - Number of early learning settings that received technical assistance and consultation: 41
 - Number of technical assistance and consultation hours provided: 489



Quality Activities for Infant & Toddler Care

The Hillsborough Infant & Toddler Initiative, an ELCHC led program, provides resources to strengthen the quality of infant and toddler care in Hillsborough County. Participating childcare programs have access to coaching, technical assistance, professional development, and classroom materials. The focus of the Initiative is to encourage providers to serve more infant and toddlers while enhancing the quality of care within these programs. During the 2020-2021 fiscal year the Hillsborough Infant & Toddler Initiative was comprised of two sub-programs one solely sponsored by ELC School Readiness funds to target high-needs zip codes located predominately in the city of Tampa and a second funded by a grant from Hillsborough County Affordable Housing Services that targeted unincorporated Hillsborough County which included zip codes outside of the City of Tampa.

The 2020-2021 fiscal year marked the second year of the Initiative's focus on providing coaching, technical assistance, program improvements, professional development opportunities for teachers and directors, classroom materials for indoor and outdoor experiences for infants and toddlers, increase families access to quality infant/toddler care by creating more slots within those programs for children birth to 36 months and increase family knowledge of infant/toddler development by conducting family engagement activities and the opportunity to participate in the "Anytime is 3T's Time", a project supported by PNC Bank, to improve parents awareness of strategies to foster their child's learning through ordinary daily interactions at home.

DATA SUMMARY

The following information is based on data collected from July 1, 2020- June 30, 2021.

Number of children served in the School Readiness program, by provider type, enumerated by age and eligibility priority category, reported as the number of children served during the month, the average participation throughout the month.

Below is a table illustrating a summary of the above information. Detailed information can be found in **Attachment B, page 23.**

Billing Group Category	Licensed Private Centers	Licensed Exempt Centers	Licensed Large FCCH	Licensed FCCH	Private Schools	Public Schools
TCA (TANF-Cash Assistance)	81	1	0	4	-	8
At-Risk < Age 9	1,839	34	32	108	1	56
Econ Disadvantage<SCH Age	4,937	64	160	348	2	-
Transitional Child Care < SCH Age	47	1	1	5	-	-
At-Risk Age 9-12	97	7	0	10	1	21
Econ Disadvantage - SCH Age	2,596	90	40	162	17	476
Transitional Child Care SCH Age	19	2	1	1	-	2
Head Start and VPK	19	-	2	0	-	-
Child Care Executive Partnership (CCEP)	0	-	-	-	-	-
Monthly Average of Children Served	9,635	198	236	637	20	564

Total number of children disenrolled during the year and reasons for disenrollment.

During FY 20-21 a total of 6,329 children were disenrolled. The total number of children disenrolled by reason are listed on the next page.

**Data is from the EFS Modernization Database as of August 25, 2021*

Reason for Disenrollment	Number of Children Disenrolled
Child care provider dismissed child due to child's behavior	20
Child care provider does not meet parent's or guardian's expectations.	10
Child care provider has closed for economic or other business reasons.	69
Child care setting not challenging enough for child	3
Child deceased.	2
Child has a duplicate record.	2
Child has exceeded the age-limit for services.	72
Child is no longer residing with the guardian who completed the initial application. New paperwork must be completed by new guardian.	47
Child poses safety risk to other children at program.	9
Child was determined eligible for services but never enrolled with a child care provider.	65
Child was enrolled in a program that changed provider types. Only used if new provider ID is assigned in EFS.	1
Client does not show up for redetermination.	464
Client failed to comply with program requirements.	6
Client failed to provide required documentation to maintain eligibility.	48
Client is no longer eligible for services because the family income exceeds the allowable amount for eligibility.	60
Client moved out of the county in which funding is currently provided.	43
Client no longer has a valid purpose for care.	144
Client's contact information is no longer valid and fails to provide updated information by a specified date.	7
Custodian is involved in seasonal work (such as migrant or school district employees) and the child's enrollment is temporarily suspended while custodian is not working.	355
No Funding available to continue enrollment.	1
Parent declined Terms and Conditions	11
Parent or guardian lacks resources necessary to keep child in care.	12
Parent/guardian withdrew child from the program.	1,289
Physical limitations of child care provider	1
Provider dismissed child for noncompliance with the provider's attendance policy.	328
Provider dropped child from the provider's program.	342
Provider no longer receiving SR or VPK funds due to noncompliance or low performance	74
Provider remains open, but no longer provides VPK or SR services.	4
Referral from referring agency has expired.	767
Referring agency has terminated the referral.	7
Suspected Fraud Case.	22
The enrollment record was updated.	1,900
The next authorization period was approved.	20
The program where the child was receiving services changed ownership. The new owner has a new provider record.	37
Transfer from one SR funding source to another (i.e. BG3 to BG8).	29
Transfer to another provider record (even if the second record is owned by the same provider).	58
Total	6,329

Data is from the EFS Modernization Database as of August 25, 2021

Total number of providers by provider type.

Provider Type	Total Providers	Offered SR Only	Offered VPK Only	Both
Licensed Private Centers	393	95	84	214
License-Exempt Centers	35	31	2	2
Large Family Child Care Home	54	46	1	7
Licensed Family Child Care Home	174	172	1	1
Private School	23	2	20	1
Public School	160	53	34	73

Data is from the EFS Modernization Database as of August 25, 2021

The following list consists of School Readiness Program providers, by type, whose eligibility to deliver School Readiness program has been revoked. List includes a brief description of the state or federal violation that resulted in the revocation.

The Early Learning Coalition of Hillsborough County had 8 School Readiness programs whose eligibility to deliver the school readiness program was revoked during FY 20-21.

Provider Name	Provider Type	Reason(s) for Revocation
AMIGO NAZCO, MARLENE	Licensed Family Child Care Home	Failure to comply with contract - lapse of insurance.
BREATH OF LIFE ACADEMY	License-Exempt Centers	DCF or licensing agent has revoked license or registration.
CROSSROADS BAPTIST CHURCH OF LITHIA INC	Licensed Private Centers	Notification by the Department of Children and Families or local licensing agency that actions or inactions of the provider pose an immediate and serious danger to the health and safety or welfare of children.
FOREST HILLS LEARNING CENTER	Licensed Private Centers	Failure to comply with contract - general.
MACFARLANE ACHIEVEMENT CENTER INC	Licensed Private Centers	Failure to comply with pre and post assessment requirements.
MOYA, MARITZA	Licensed Family Child Care Home	Failure to comply with contract - general.
NEW JERUSALEM CHRISTIAN ACADEMY	License-Exempt Centers	Failure to comply with contract - general.
ORIENT ROAD CHILD DEVELOPMENT CTR	Licensed Private Centers	Action or lack of action which threatens the health and safety or welfare of children

Data is from the EFS Modernization Database as of August 25, 2021

The following list consists of VPK providers, by type, whose eligibility to deliver VPK program has been revoked. List includes a brief description of the state violation that resulted in the revocation.

The Early Learning Coalition of Hillsborough County had 3 VPK programs whose eligibility to deliver the VPK program was revoked during FY 20-21.

Provider Name	Provider Type	Reason(s) for Revocation
BREATH OF LIFE ACADEMY	License-Exempt Centers	DCF or licensing agent has revoked license or registration.
CROSSROADS BAPTIST CHURCH OF LITHIA INC	Licensed Private Centers	Notification by the Department of Children and Families or local licensing agency that actions or inactions of the provider pose an immediate and serious danger to the health and safety or welfare of children.
ORIENT ROAD CHILD DEVELOPMENT CTR	Licensed Private Centers	Action or lack of action which threatens the health and safety or welfare of children.

Data is from the EFS Modernization Database as of August 25, 2021

Total number of children served in each provider facility.

The Early Learning Coalition of Hillsborough County had 839 early childhood programs and 27,434 unduplicated children served in FY 20-21. For a complete list of the total number of children served at each provider facility, see [Attachment C, pages 24-44](#).





FISCAL SUMMARY

Segregation of School Readiness Program funds, Voluntary Prekindergarten Education Program funds, Coronavirus Aid, Relief, and Economic Security Act funds, Coronavirus Response and Relief Supplemental Appropriations Act funds, Preschool Development Grant funds and other local revenues available to the coalition.

During FY 2020-2021 the Coalition's total operating budget was **\$101,082,437**. The table below illustrates the budget by program. The chart on the following page illustrates percentage of budget.

Program Funds	Amount
School Readiness (SR) Funds	\$ 58,661,558
SR Local Match funds	\$ 1,375,665
Voluntary Prekindergarten Education (VPK) Program funds	\$ 21,503,447
Coronavirus Aid, Relief, and Economic Security (CARES) Act funds	\$ 8,539,396
Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act funds	\$ 7,839,027
Preschool Development Grant (PDG) funds	\$ 545,917
Other Local Revenues (including In-kind)	\$ 2,617,427
Total	\$ 101,082,437

Details of expenditures by fund source, including total expenditures for administrative activities, quality activities, nondirect services, and direct services for children.

	Administrative Activities	Quality Services	Nondirect Services	Direct Services For Children	Total
SR	\$1,898,046	\$5,380,066	\$3,370,917	\$48,661,365	\$59,310,394
SR Local Match Funders	\$0	\$0	\$0	\$1,513,672	\$1,513,672
CARES	\$94,679	\$0	\$0	\$8,444,717	\$8,539,396
CCRSA	\$30,027	\$0	\$0	\$7,809,000	\$7,839,027
VPK	\$1,091,447	\$0	\$0	\$20,356,576	\$21,448,023
PDG	\$12,766	\$0	\$0	\$532,709	\$545,475
Other Local Revenues	\$0	\$0	\$0	\$1,593,926	\$1,593,926
Total	\$3,126,965	\$5,380,066	\$3,370,917	\$88,911,965	\$100,789,913

* Expenditures include Coalition and subcontractor costs

Total number of coalition staff and the related expenditures for salaries and benefits. For any subcontracts, the total number of contracted staff and the related expenditures for salaries and benefits.

At the beginning of FY 20-21, the ELCHC had 107 staff, and the subrecipient staff number was 8. Hillsborough County Public Schools provides inclusion services and changed status from subrecipient to independent contractor for FY 20-21.

At the conclusion of FY 20-21, the ELCHC had 109 staff with no subrecipient staff. ELCHC staffs the Customer Relations Call Center, Family Services, Provider Relations, Community Relations and Resource Development, Finance, Information Technology, Human Resources, and Administrative departments.

	Number of Staff	Expenditures For Salary & Benefits
Early Learning Coalition Staff	109	\$8,073,763
Subrecipient Staff	0	\$0
Total	109	\$8,073,763





ATTACHMENTS

ATTACHMENT A
Trainings by Topic Area

Page 17

ATTACHMENT B
Number of School Readiness children by provider type, enumerated by eligibility priority category, reported as the number of children served during the month, the average participation throughout the month, and the number of children served during the month.

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ATTACHMENT C
Total number of children served in each provider facility.

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ATTACHMENT A - Trainings By Topic Area

Technical Assistance

Early Learning Standards

Integrating the Standards: Phonological Awareness

This 2-hour instructor-led training is designed for VPK instructors and directors. With a focus on the key elements of early language and literacy development, participants will gain an understanding of what phonological awareness is and how it connects to reading and writing. Through demonstration and experiencing activities and materials that can be used in the classroom, learners will move through the step-by-step progression of how children acquire phonological awareness and gain practical information about how to plan activities and implement phonological awareness in the preschool classroom.

Math 1: Making Sense of Sets and Numbers

This 3-hour instructor-led training is designed for VPK instructors and directors but is suitable for teachers of preschool-age children. Participants will gain early math knowledge and practical information about how to structure the classroom environment and plan activities to integrate math concepts and skills throughout the learning day. The training focuses on using attributes to sort and compare sets, as well as exploring quantities, numerosity, subitizing and cardinal numbers.

Math 2: Counting and Operating with Numbers

This 3-hour instructor-led training is designed for VPK instructors and directors but is also suitable for teachers of preschool-age children. Participants will gain early math knowledge and practical information about how to structure the classroom environment and plan activities to integrate math concepts and skills throughout the learning day. The training focuses on the big ideas of counting and number operations such as the principles of counting, common counting errors and strategies for helping children rectify these errors, adding, subtracting, and subitizing.

Math 3: Patterns, Measurement and Data

This 3-hour instructor-led training is designed for VPK instructors and directors but is suitable for teachers of Preschool-age children. Participants will gain early math knowledge and practical information about how to structure the classroom environment and plan activities to integrate math concepts and skills throughout the learning day. The training focuses on using the classroom to explore patterning, using different attributes in measurement (such as length, capacity, circumference, quantifying and direct & indirect comparisons), and answering authentic questions through representing, collecting and interpreting data.

Math 4: Shapes and Spatial Relationships

This 3-hour instructor-led training is designed for VPK instructors and directors but is suitable for teachers of Preschool-age children. Participants will gain early math knowledge and practical information about how to structure the classroom environment and plan activities to integrate math concepts and skills throughout the learning day. The training focuses on developmentally appropriate experiences for exploring geometry and spatial relationships with young children, such as defining and analyzing 1-, 2- and 3-dimensional shapes and symmetry, and perspective-taking and visualizing space.

VPK Assessment Instructional Implications

This professional development is appropriate for VPK directors, administrators, and teachers who have administered the VPK Assessment. Participants will review the VPK Assessment Online Reporting System score types, reports, and instructional resources for planning instruction based on VPK Assessment data.

Child Screening and Assessment

Child Assessment Orientation: What Now?

This orientation is for those who are currently participating in child assessment and will discuss expectations connected to child assessment. The expectations include roster information, assessment tool reliability, benchmark dates, how to document completion and technical assistance. This training will look at curriculum for infants and toddlers and the importance of individualized programming. Practitioners will explore curriculum within the context of relationships and the importance of observing children for individualization.

Ages and Stages Questionnaire 3rd edition (ASQ-3)

This learning event is designed for teachers, directors and childcare providers who are implementing early care and education for Infant, Toddler and Preschool children. This event will assist with understanding the background and development of the ASQ-3 and it will provide the most recently designed training in administering, scoring and discussing the results of the questionnaire with families and appropriate agencies. Participants will leave this learning event ready to accurately administer, score and sensitively discuss the results of the ASQ-3.

Ages and Stages Questionnaire Social Emotional 2nd Edition

This learning event is designed for teachers and directors who are providing early care and education for preschool children, particularly those with social emotional concerns. This learning event will help you administer, score and discuss results of the questionnaire with families. This event will also address effective strategies that promote positive social and emotional development. The ASQ SE 2 training supports the CLASS Domains by providing insight into the social emotional needs of young children. The assessment and follow-up knowledge addressed in this training support the provision of emotional support that is a key in being able to function in a classroom environment.

Observation, Documentation and Assessment in Early Childhood Classrooms

This learning event will provide information on writing purposeful, objective observations of children. Participants will have many opportunities to distinguish between subjective and objective observations and writing factual, purposeful observations. We will explore a variety of strategies for recording, organizing and documenting observations to inform planning, assessment and communication with families. These activities will benefit early childhood teachers using any curriculum or assessment of learning.

Introduction to Teaching Strategies Gold

Teaching Strategies Gold is an authentic, ongoing, observation-based assessment system that helps teachers and administrators focus on what matters most for children's success. This training will explore the basic Gold platform which allows documentation to be added and used to track a child's educational progress.

Developmentally Appropriate Curricula and Character Development

Creative Curriculum for Infants, Toddlers & Twos 3rd Edition Refresher

This is a refresher for teachers/staff who have taken the full Creative Curriculum training previously. You should have all volumes and already be familiar with (The Foundation, Routines and Experiences, The Objectives for Development and Learning) and the supplemental materials (Mighty Minutes, Intentional Teaching Cards, Book Discussion Cards) included in the curriculum kit

*Creative Curriculum for Infants, Toddlers & Twos, 3rd Edition Refresher *Español**

Este es un repaso para los maestros / personal que han tomado el curso completo del Creative Curriculum anteriormente. Debes tener todos los volúmenes y ya estar familiarizado con (The Foundation, Routines and Experiences, The Objectives for Development and Learning) y los materiales complementarios (Mighty Minutes, Intentional Teaching Cards, Book Discussion Cards) incluidos en el paquete del currículo.

Creative Curriculum for Preschool 3rd Edition Refresher

This is a refresher for teachers/staff who have taken the full Creative Curriculum training previously. You should have all volumes and already be familiar with (The Foundation, Routines and Experiences, The Objectives for Development and Learning) and the supplemental materials (Mighty Minutes, Intentional Teaching Cards, Book Discussion Cards) included in the curriculum kit

Creative Curriculum for Preschool 3rd Edition Refresher *Español*

Este es un repaso para los maestros / personal que han tomado el curso completo del Creative Curriculum anteriormente. Debes tener todos los volúmenes y ya estar familiarizado con (The Foundation, Routines and Experiences, The Objectives for Development and Learning) y los materiales complementarios (Mighty Minutes, Intentional Teaching Cards, Book Discussion Cards) incluidos en el paquete del currículo.

Frog Street Curriculum- Infant/Toddler

Frog Street is a comprehensive, research-based curriculum that integrates instruction across developmental domains and early learning disciplines. Make sure you're ready for the new school year.

Frog Street Curriculum- PreK

Frog Street is a comprehensive, research-based curriculum that integrates instruction across developmental domains and early learning disciplines. Make sure you're ready for the new school year.

Frog Street Curriculum- PreK *ESPANOL*

Frog Street es un currículo integral basado en la investigación que integra la instrucción en todos los dominios del desarrollo y disciplinas de aprendizaje temprano. Asegúrese de estar listo para el nuevo año escolar!

Hook Them with Books

This learning event is designed for new and veteran preschool teachers. Learners will learn how to create a literacy-rich environment preparing preschoolers for kindergarten. Learners will also have an opportunity to create developmentally appropriate literacy activities and materials.

Teacher-Child Interactions

Talk Read Sing Trusted Messenger Training

TALK READ SING is a community-wide initiative that aims to push the message that learning begins at birth and that early positive brain stimulation and development changes the trajectory of a child's life! The folks who deliver this message (like you!) are called Trusted Messengers.

Supporting Social and Emotional Learning (SEL) in the Preschool Years

Calling all directors, owners and program leaders! An exciting opportunity to incorporate social emotional learning in your program! Through a partnership with Frameworks we are excited to offer Social Emotional Trainings that will help you integrate Second Step curriculum. In this training, the SEL competencies will be introduced along with the Second Step® curriculum as a tool for including SEL throughout an early childhood program day. Videos will be shared, and participants will have an opportunity to discuss best practices for facilitation into their programs.

Traumatic Experiences

The training will focus on traumatic experiences that students may bring to learning centers and preschools. We will use PBS online resources to identify different traumas that children may experience, the behaviors that may be present after or during trauma, and how to help these children cope. We will also discuss ways to work with families experiencing trauma. There will be a segment of the training that will focus on Covid 19 and its potential impact on our communities, along with ways to help.

CLASS Group Coaching (MMCI) Infant Toddler

Making the Most of CLASSroom Interactions (MMCI) helps early childhood professionals engage with the Classroom Assessment Scoring System (CLASS) as they identify and understand the interactions that increase children's learning and development. Participants will learn how to use the CLASS observation tool for considering teaching practices and guiding observations of classroom videos and real-life interactions.

CLASS Group Coaching (MMCI) Infant Toddler *Español*

Making the Most of CLASSroom Interactions (MMCI) ayuda a los profesionales de la primera infancia a involucrarse con el Sistema de puntuación de evaluación en el aula (CLASS) a medida que identifican y comprenden las interacciones que aumentan el aprendizaje y el desarrollo de los niños. Los participantes aprenderán a usar la herramienta de observación CLASS para considerar las prácticas de enseñanza y las observaciones de los videos del aula y las interacciones de la vida real.

CLASS Group Coaching (MMCI) PreK

CLASS group Coaching (MMCI) helps early childhood professionals engage with the Classroom Assessment Scoring System (CLASS) as they identify and understand the interactions that increase children's learning and development. Participants will learn how to use the CLASS observation tool for considering teaching practices and guiding observations of classroom videos and real-life interactions.

Active and Responsive Care-Giving

Responsive caregiving helps infants and toddlers begin to understand and regulate their emotions, and provides predictability, safety, and security. Responsive caregivers take cues from each child and know when to expand on their initiative, when to guide, and when to intervene. They respond to signs of stress in children and provide comfort and security as needed. Caregivers promote the child's emerging sense of self and relationships with others and show acceptance and respect for all children. This training will provide strategies to support children's relationships with adults, support for transitions, how to nurture young children during routines and provide responsive guidance.

Infant Planning and Exploration

Come learn more about how you can incorporate the CLASS tool in your own classroom! This highly interactive course is designed to introduce learners to strategies they can use to be prepared for learning and child interactions in the classroom. Learners will explore how to adapt their current classroom planning practices to make the most of their time with children while increasing the effectiveness of the interactions they have with children.

FSU 10 Components of Quality Care for Infant & Toddlers-Emerging Language & Literacy

The path to language and literacy begins with interactions between adults and young children. In quality programs, teachers build language experiences within daily routines. When possible, teachers speak the primary or home language of the children. They respond to the sounds made by infants and toddlers and use words to give meaning to what children are expressing. Teachers maintain a balance between listening to and talking with each child. Books and other print materials are available throughout the classroom. Shared reading is enjoyed daily, and families are encouraged to read with their children at home. Songs, nursery rhymes, finger plays, and pre-writing materials promote the development of language and literacy. This training will provide strategies to promote these early language and literacy for children birth to 36 months.

Master CLASS- Toddler CLASS and Supporting Independence

Come learn more about how you can incorporate the Toddler CLASS tool in your own classroom! This highly interactive course is designed to introduce learners to strategies they can use in the classroom to facilitate toddlers' competency in navigating their world. Toddlers need many meaningful opportunities to make decisions, develop responsibility, practice self-care skills and engage with other toddlers. Learners will explore how to adapt their current classroom practices and increase the intentionality of their interactions with children to effectively promote toddlers' autonomy and independence. This learning event will be conducted on Zoom format.

Master CLASS Planning for Instruction

Now that you are writing objective observations on the children, what's next? Observations are a way for teachers to plan for instruction. Understanding the interest and needs of your children is key to planning activities and meaningful experiences that will enrich their learning. In this training we will use your observations to create lesson plans that will be intentionally created to meet the needs of the children in your classroom.

Master CLASS Toddlers and Centers

Please join us to learn how center time can be the most productive instructional time in your day. We will discuss how to set up, equip and use your classroom centers to engage Toddlers in play-based instruction and effective interactions.

Master CLASS Language, Literacy, Communication with Planning for I/T

Join us for a closer look at the CLASS tool, as well as the requirements for the School Readiness Program Assessment. Now that you have had your CLASS observation, what should your next step be? There will be two sessions to provide Infant and Toddler Language, Literacy and Communication strategies as well as Planning and Exploration designed to help you improve your CLASS score.

Master CLASS Lenguaje, alfabetización, comunicación con planificación para infantes/ninos

Únase a nosotros para ver más de cerca la herramienta CLASS, así como los requisitos para la Evaluación del Programa de Preparación Escolar. Ahora que ha tenido su observación CLASS, ¿cuál debería ser su próximo paso? Habrá dos sesiones para proporcionar estrategias de lenguaje, alfabetización y comunicación para bebés y niños pequeños, así como planificación y exploración diseñadas para ayudarlo a mejorar su puntaje de CLASS.

Master CLASS PRE-K Language/Literacy with STEM

Come learn more about how you can incorporate the PRE-K CLASS tool in your own classroom! This highly interactive course is designed to introduce learners to strategies they can use in the classroom to incorporate literacy and language as well as STEM. Learners will explore how to adapt their current classroom practices to make the most of their time with children while increasing the effectiveness of the interactions they have with children

Master CLASS PRE-K Idioma/Literatura con STEM

¡Venga a aprender más sobre cómo puede incorporar la herramienta PRE-K CLASS en su propio salón de clases! Este curso altamente interactivo está diseñado para presentar a los alumnos estrategias que pueden usar en el aula para incorporar la alfabetización y el lenguaje, así como STEM. Los alumnos explorarán cómo adaptar sus prácticas actuales en el aula para aprovechar al máximo su tiempo con los niños y, al mismo tiempo, aumentar la eficacia de las interacciones que tienen con los niños.

Master CLASS Infant CLASS & Routines

Routines occur throughout the Infants' Day ... arrival, play, meals, changing diapers, napping. Through routines, we introduce the infant to the world of safety, and knowledge of their surrounding environment. How can you make the most of routine times with the children while increasing the effectiveness of your interactions? We invite you to participate and learn more about how to incorporate the CLASS tool into your own classroom! This highly interactive virtual course is designed to introduce students to strategies they can use to make the most of routine times in the classroom! We will be using the ZOOM platform.

Master CLASS- Toddler CLASS Language and Literacy

Come learn more about how you can incorporate the Toddler CLASS tool in your own classroom! Opportunities to develop language and literacy skills happen all through the toddler's busy day ... from listening to stories, to participating in songs and finger plays, to conversations during play, lunch and diapering! This highly interactive course is designed to introduce learners to strategies they can use in the classroom and explore how to adapt current classroom practices to make the most of their time with children while increasing the effectiveness of their interactions.

Master CLASS- Toddler CLASS and Routines

Routines happen all through the toddler's day ... arrival, play, meals, diapering/toileting, napping ... how can you make the most of your time with children while increasing the effectiveness of your interactions during these seemingly 'mundane' times? Come learn more about how to incorporate the CLASS tool in your own classroom! This highly interactive course is designed to introduce learners to strategies they can use to make the most out of routine times in the classroom!

Master CLASS - Prek CLASS and Routines

Come learn more about how you can incorporate the CLASS tool in your own classroom! This highly interactive course is designed to introduce learners to strategies they can use with their everyday classroom routines. Learners will explore how to adapt their current classroom practices to make the most of their time with children while increasing the effectiveness of the interactions they have with children.

Master CLASS PreK CLASS & Group Time: "Let's Talk Groups"

Come learn more about how you can incorporate the CLASS tool in your own classroom! This highly interactive course is designed to introduce learners to strategies they can use to be prepared for learning and child interactions in the classroom. Learners will explore how to adapt their current classroom planning practices to make the most of their time with children while increasing the effectiveness of the interactions they have with children.

Age Appropriate Discipline Practices

Understanding Sensory Processing & Behavior

This learning event is designed for teachers and directors who are providing early care and education for children with special needs and/or developmental differences. This learning event will help learners understand how some children process sensory information differently than others and how their behavior may reflect either an over sensitivity or an under sensitivity to sensory information. Strategies for helping all children develop their sensory systems will be included in this interactive event.

Effectively Communicating with Families

This learning event is designed for preschool teachers and directors, particularly those with developmental differences. This learning event will assist you in developing effective communication skills with families in order to successfully support inclusion for all children.

Staff Trainings

FSU Professional Certification Trauma and Resilience – Level One

Certification on Trauma and Resilience Series that provides a comprehensive foundation of knowledge of the effect of trauma and the elements of resilience. This series of courses will prepare professionals to provide culturally competent, trauma-informed services, and build resilience in themselves and the people they serve.

ATTACHMENT B - NUMBER OF SCHOOL READINESS CHILDREN BY PROVIDER TYPE

Category	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Monthly Average
Licensed Private Centers	11,248	11,278	10,031	8,299	9,726	9,588	9,163	8,942	9,225	9,180	9,259	9,678	9,635
01 TCA	124	114	68	67	79	85	83	72	74	71	69	63	81
02 At Risk < 9	2,464	2,503	2,134	2,057	2,065	1,959	1,807	1,574	1,451	1,349	1,323	1,378	1,829
03 Econ Disadvantage < SCH Age	5,774	5,768	4,434	3,616	4,535	4,664	4,608	4,695	5,044	5,199	5,344	5,563	4,937
04 TCC < SCH Age	69	69	56	54	47	39	42	39	37	41	36	36	47
05 At Risk Age 9-12	156	134	104	105	87	84	79	72	81	73	86	103	97
06 Econ Disadvantage - SCH Age	2,627	2,643	3,188	2,359	2,865	2,714	2,504	2,455	2,501	2,411	2,376	2,511	2,596
07 TCC SCH Age	34	37	22	17	19	17	16	13	13	12	10	16	19
09 Head Start and VPK	0	10	25	24	29	26	24	22	24	24	15	8	19
Large Family Child Care Home	275	271	249	190	255	249	226	214	226	226	222	231	236
01 TCA	0	0	0	0	0	0	0	3	0	0	0	0	0
02 At Risk < 9	50	47	40	36	35	34	32	24	24	22	20	22	32
03 Econ Disadvantage < SCH Age	171	173	152	117	164	164	154	149	161	168	170	173	160
04 TCC < SCH Age	4	3	3	3	3	1	0	0	0	0	0	0	1
05 At Risk Age 9-12	1	0	0	0	0	0	0	0	0	0	0	0	0
06 Econ Disadvantage - SCH Age	47	44	50	30	49	47	38	36	39	34	31	36	40
07 TCC SCH Age	2	1	1	1	1	1	0	0	0	0	0	0	40
09 Head Start and VPK	0	3	3	3	3	2	2	2	2	2	1	0	2
Licensed Family Child Care Home	693	730	704	564	663	652	614	592	620	598	603	614	637
01 TCA	8	6	5	6	6	6	2	2	2	2	2	3	4
02 At Risk < 9	127	139	130	123	128	124	106	90	99	69	74	82	108
03 Econ Disadvantage < SCH Age	368	387	350	264	345	344	336	338	345	363	362	368	348
04 TCC < SCH Age	10	9	8	5	5	5	5	5	4	3	2	2	5
05 At Risk Age 9-12	14	14	14	15	13	11	9	5	9	5	6	6	10
06 Econ Disadvantage - SCH Age	165	174	195	148	165	161	155	151	161	156	157	153	162
07 TCC SCH Age	1	1	1	1	1	1	1	1	0	0	0	0	1
09 Head Start and VPK	0	0	1	2	0	0	0	0	0	0	0	0	0
Public School	71	158	492	606	653	634	729	719	713	775	757	456	564
01 TCA	3	3	3	8	7	8	16	16	14	10	11	2	8
02 At Risk < 9	8	19	57	64	70	65	67	69	64	70	67	51	56
05 At Risk Age 9-12	0	3	21	24	22	25	27	24	23	28	27	22	21
06 Econ Disadvantage - SCH Age	60	133	408	506	552	534	617	607	609	662	647	381	476
07 TCC SCH Age	0	0	3	4	2	2	2	3	3	5	5	0	2
License-Exempt Centers	115	136	176	196	214	220	243	263	263	242	224	86	198
01 TCA	2	2	1	1	2	1	0	0	0	0	0	1	1
02 At Risk < 9	21	22	29	34	36	46	41	53	46	34	31	13	34
03 Econ Disadvantage < SCH Age	69	75	68	65	68	66	69	66	65	61	48	51	64
04 TCC < SCH Age	0	0	1	1	1	1	1	1	1	1	1	0	1
05 At Risk Age 9-12	1	1	3	4	5	7	9	13	12	13	14	1	7
06 Econ Disadvantage - SCH Age	22	36	72	89	100	97	121	128	137	131	128	20	90
07 TCC SCH Age	0	0	2	2	2	2	2	2	2	2	2	0	2
Private School	6	24	22	26	25	24	24	22	23	22	16	8	20
02 At Risk < 9	0	1	1	1	1	1	1	0	0	0	0	0	1
03 Econ Disadvantage < SCH Age	0	4	2	2	1	1	1	1	2	2	2	0	2
05 At Risk Age 9-12	1	2	2	2	2	1	1	0	0	0	0	0	1
06 Econ Disadvantage - SCH Age	5	17	17	21	21	21	21	21	21	20	14	8	17
Grand Total	12,408	12,597	11,674	9,881	11,536	11,367	10,999	10,752	11,070	11,043	11,081	11,073	11,290

ATTACHMENT C - Total number of children served in each provider facility

Provider Name	City	Total	School Readiness	VPK
3 LETTERS LEARNING CENTER	TAMPA	19	19	0
A + LEARNING CENTER	PLANT CITY	130	130	0
A BRIDGE OF LEARNING	TAMPA	79	68	15
A BRIGHTER COMMUNITY, INC.	TAMPA	25	18	11
A CHILDREN'S KASTLE ELC INC. AT WINTHROP	RIVERVIEW	24	24	0
A CHILD'S HAVEN PRIVATE PRESCHOOL	VALRICO	67	25	45
A CHILD'S WORLD LEARNING ACADEMY	TAMPA	251	235	38
A CHILD'S WORLD LEARNING ACADEMY II	TAMPA	164	155	21
A FIRST STEP FOR EARLY LEARNING INC	TAMPA	29	29	0
A LITTLE KIDS ACADEMY	SEFFNER	82	75	10
A PERFECT START EARLY LRNG CHILDCARE CTR	TAMPA	74	74	0
A READINESS LEARNING ACADEMY INC	APOLLO BEACH	90	69	29
A TODAY'S CHILD	TAMPA	84	76	11
A.J.'S ANGELS II	RUSKIN	150	140	16
ABRAHANTES, DANIA	TAMPA	1	1	0
ACADEMY FOR LITTLE SCHOLARS	TAMPA	42	42	0
ACADEMY KIDS LEARNING CENTER	TAMPA	4	0	4
ACADEMY OF ACHIEVERS	TAMPA	49	45	13
ACADEMY OF ACTIVE EDUCATION	TAMPA	68	68	0
ACADEMY OF BRANDON	BRANDON	30	21	10
ACADEMY OF MONTESSORI INTERNATIONAL INC	THONOTOSASSA	11	0	11
ACADEMY OF TAMPA DBA VILLAGE CCC	TAMPA	116	112	8
ACADEMY OF TAMPA DBA KIDS CORNER	TAMPA	195	189	12
ACADEMY OF TAMPA DBA UNIVERSITY CCC	TAMPA	175	166	14
ACADEMY OF TAMPA DBA WEE CARE	TAMPA	154	150	9
ACADEMY OF TAMPA INC.D/B/A CHILDREN'S DISCOVERY	TAMPA	276	270	15
ACADEMY TO SUCCESS	TAMPA	11	11	0
ACHIEVEMENT CENTER	TAMPA	187	175	17
ACHIEVEMENT CENTER DALE MABRY	TAMPA	189	174	25
AGA SCHOLARS PRESCHOOL	TAMPA	30	3	28
ALEXIS, MAUREEN V	TAMPA	3	3	0
ALFONSO ALVAREZ, LIZET	TAMPA	2	2	0
ALFORD AND ASHE ACADEMY LLC	GIBSONTOWN	103	90	21
ALL 4 KIDS LEARNING CENTER	BRANDON	12	12	0
ALL GOD KIDS ACADEMY	TAMPA	118	118	0
ALL NATIONS PRESCHOOL	RIVERVIEW	19	0	19
ALMOST HOME AFTERSCHOOL CENTER INC.	LUTZ	22	0	22
ALPHABET LEARNING CENTER INC.	TAMPA	65	59	11
ALVAREZ VAZQUEZ, JUANA DBA FCCH FANTASIAS	TAMPA	7	7	0
ALVAREZ-VAZQUEZ, JUANA FAMILY CHILD CARE HOME DBA FCCH FANTASIAS	TAMPA	2	2	0

Provider Name	City	Total	School Readiness	VPK
AMERICAN YOUTH ACADEMY	TAMPA	15	0	15
ANDERSON, JENNIFER C.	TAMPA	27	22	6
ANDES SMART ACADEMY LLC	LUTZ	15	8	8
ANDES SMART SCHOOLS	LUTZ	18	18	0
APOLLO BEACH CHRISTIAN PRESCHOOL	APOLLO BEACH	56	0	56
APOSTLES LUTHERAN CHURCH PRESCHOOL	BRANDON	7	0	7
ARAGON TORRIJOS, AYSIS	RIVERVIEW	4	4	0
ARENAS, FACUNDA U	TAMPA	12	12	0
ARISE ACADEMY	BRANDON	14	0	14
ATELONIE, LISA L DBA LOTS OF LOVE FAMILY DAYCARE	TAMPA	2	2	0
AUTUMN LEAF ACADEMY	PLANT CITY	74	59	19
B & G DAY CARE AND KINDERGARTEN INC.	DOVER	36	27	11
BABY STEPS EARLY STEPS	TAMPA	60	60	0
BACKYARD BEARS DAY SCHOOLS	TAMPA	144	112	44
BAKANANSA, FARIDAH	TAMPA	6	6	0
BAMBOO BAMBINO LEARNING ACADEMY	TAMPA	41	41	0
BARR, RHONDA F DBA NURTURED SPROUTS CC	TAMPA	10	10	0
BARRERO ANDRIA I	TAMPA	9	9	0
BAY HOPE DAY SCHOOL	LUTZ	113	0	113
BAYAAN ACADEMY INC	TEMPLE TERRACE	11	0	11
BAYCREST ACADEMY AT BRANDON	BRANDON	92	84	9
BAYCREST ACADEMY CHILD CARE CENTER I	TAMPA	190	190	0
BELL SHOALS BAPTIST ACADEMY	BRANDON	66	0	66
BELLO-ESTRADA, BELKIS Y.	TAMPA	14	14	0
BEST FRIENDS FOR KIDZ LEARNING LABORATORY	BRANDON	93	71	27
BETHUNE, ANGELENA M	RUSKIN	8	8	0
BIBLE TRUTH MINISTRIES ACADEMY	TAMPA	31	23	12
BIBLE TRUTH MINISTRIES ACADEMY SA	TAMPA	12	12	0
BIBLE-BASED FELLOWSHIP CHILD CARE CENTER	TEMPLE TERRACE	109	96	18
BLAIR, MARGARET DIANE	TAMPA	2	2	0
BLANCO RAMOS, CARMEN	TAMPA	12	12	0
BLOOMINGDALE ACADEMY	RIVERVIEW	53	44	10
BLOOMINGDALE CHILDREN'S HOUSE	BRANDON	10	0	10
BOCC DELORIS MCCLOUD HEAD START	TAMPA	19	0	19
BOCC NYE PARK HEAD START	LUTZ	9	0	9
BOCC SOUTH COUNTY HEAD START CENTER	RUSKIN	23	0	23
BOCC TOWN AND COUNTRY COMMONS HDST	TAMPA	17	0	17
BONNEBAL, KATIA DBA KATY'S KID CAVE	TAMPA	3	3	0
BRADLEY, ROSALIND (LISA) DBA BRADLEY'S LITTLE ANGEL	PLANT CITY	8	8	0
BREATH OF LIFE ACADEMY	TAMPA	60	55	6
BRIDGES AT WESLEY EARLY LEARNING CENTER	TAMPA	26	0	26
BRIGHT ACHIEVERS PRESCHOOL	TAMPA	66	66	0

Provider Name	City	Total	School Readiness	VPK
BRIGHT ACHIEVERS PRESCHOOL II L.L.C.	TAMPA	73	73	0
BRIGHT HORIZONS AT TAMPA GENERAL	TAMPA	66	64	11
BRIGHT HORIZONS CHILDREN'S CENTER, LLC	TAMPA	19	0	19
BRIGHT HORIZONS CHILDREN'S CENTERS - TAMPA PALMS	TAMPA	27	0	27
BRIGHTER DAYS LLC D/B/A STEPPING STONE	TAMPA	239	231	18
BRIGHTER DAYS-HWY 92	SEFFNER	164	152	23
BRIGHTER DAYS-LAKEWOOD	BRANDON	180	165	24
BRIGHTER DAYS-PARSONS	BRANDON	143	137	13
BROOKINS, STEPHANIE Y.	TAMPA	8	8	0
BROOKWOOD ACADEMY	TAMPA	36	28	10
BROWN, CYNTHIA E DBA PALM RIVER EARLY CDFCC	TAMPA	22	22	0
BROWN, KRISTINA E	VALRICO	4	4	0
BRUCE, DESIREE A.	TAMPA	4	4	0
CABRERA, MARIA J.	TAMPA	4	4	0
CAMPBELL, CATHERINE ANN	TAMPA	12	7	7
CAMPBELL, LATONYA S.	TAMPA	19	19	0
CARDONA-CAPELLA, KEILA DBA TIME 4 KIDS CHILDCARE LLC	TAMPA	3	3	0
CARE BEARS LEARNING ACADEMY LLC	BRANDON	33	33	0
CARE-A-LOT CHILD CARE CENTER, INC.	TAMPA	21	21	0
CARLTON ACADEMY DAY SCHOOL	TAMPA	21	0	21
CARR, GWENDOLYN M. DBA INFINITY HOUSE OF LOVE	TAMPA	21	21	0
CARRERO, ANA R. DBA SWEET DREAMS F.C.C.	TAMPA	8	8	0
CARRILLO, MARIA E.	RIVERVIEW	16	11	6
CARRILLO-OCHOA, ANTONIA	TAMPA	5	5	0
CARROLLWOOD VILLAGE KIND. & DAY NURSERY INC.	TAMPA	23	23	0
CASTANO, SANDY	TAMPA	10	10	0
CASTILLO, SANDRA DBA SANDRA'S FAMILY CC INC	TAMPA	7	7	0
CASTILLO-ALFONSO, MAITE	TAMPA	4	4	0
CASTLES OF IMAGINATION	BRANDON	57	57	0
CATHERINE'S EARLY LEARNING ACADEMY	BRANDON	45	45	0
CELEBRITY KIDS CLUB DBA PRECIOUS BUNDLE	TAMPA	95	95	0
CENTRAL BAPTIST CHRISTIAN SCHOOL	BRANDON	36	0	36
CFM-ROSA VALDEZ CENTER	TAMPA	56	50	11
CHARLES, MARQUILA J.	TAMPA	4	4	0
CHECA VALDIVIA, WENDY L. DBA SMILE HOME DAY CARE	TAMPA	5	5	0
CHILD KARE SOLUTIONS	SEFFNER	78	56	29
CHILDCARE OF BRANDON	BRANDON	122	79	55
CHILDCARE OF BRANDON BIG BEND	GIBSONTON	40	0	40
CHILDCARE OF BRANDON BLOOMINGDALE HILLS	RIVERVIEW	20	0	20
CHILDCARE OF BRANDON BROADWAY	SEFFNER	30	30	0
CHILDCARE OF BRANDON LITHIA	VALRICO	83	62	24

Provider Name	City	Total	School Readiness	VPK
CHILDCARE OF BRANDON MISSOURI	RIVERVIEW	24	0	24
CHILDLIFE PRESCHOOL (LYNN ROAD)	TAMPA	98	52	49
CHILDLIFE PRESCHOOL (WATERS AVENUE)	TAMPA	45	23	24
CHILDREN'S ACADEMY	BRANDON	129	75	57
CHILDREN'S ACADEMY FISHHAWK	LITHIA	80	40	40
CHILDREN'S ARK EARLY LEARNING	VALRICO	121	97	32
CHILDREN'S LAND OF IMAGINATION ACADEMY	ODESSA	63	47	17
CHILDREN'S NEST DAY SCHOOL - 62ND ST	TEMPLE TERRACE	117	101	23
CHILDREN'S NEST DAY SCHOOL - BRYAN	BRANDON	93	71	32
CHILDREN'S NEST DAY SCHOOL - DELEON	TAMPA	43	23	22
CHILDREN'S NEST DAY SCHOOL - JACKSON SPRINGS	TAMPA	59	47	16
CHILDREN'S NEST DAY SCHOOL - MAPLEDALE	TAMPA	70	46	30
CHILDREN'S NEST DAY SCHOOL - MENDONSA	PLANT CITY	120	84	44
CHIPP, CYNTHIA A	TAMPA	26	26	0
CHIRINO, LILLIAM R DBA LILY'S DAYCARE	TAMPA	11	11	0
CIRCA LRNG CTR/DBA KIDS R KIDS #15	LITHIA	54	10	44
CIRCLE C RANCH ACADEMY	TAMPA	150	0	150
CITRUS PARK DAY SCHOOL	TAMPA	127	85	47
CLARK, SHANNON L	TAMPA	10	10	0
CLAVIJO, ROSSANA C.	TAMPA	1	1	0
COGIC DEVELOPMENTAL CHILD CARE CENTER, INC. DBA COLLEGE HILL COGIC PRESCHOOL	TAMPA	85	73	19
COLLAZO, YIGSYS DBA WORLD OF COLORS	TAMPA	6	6	0
COLLINS, CAROLYN J.	TAMPA	12	12	0
COPELAND, CHEMETRIA Y.	TAMPA	11	11	0
CORDERO, KIRENIA DBA MENIQUE CHILD CARE LLC	TAMPA	5	5	0
COUNTRY WAY VILLAGE CHILD CARE, INC	TAMPA	57	57	0
CREATIVE KIDZ LEARNING ACADEMY	GIBSONTOWN	86	84	10
CREATIVE LEARNING ACADEMY	TAMPA	79	68	16
CREATIVE WORLD CAUSEWAY	TAMPA	173	102	79
CREATIVE WORLD FISHHAWK	LITHIA	58	19	40
CREATIVE WORLD RIVERVIEW	RIVERVIEW	116	28	92
CREATIVE WORLD SCHOOL APOLLO BEACH	APOLLO BEACH	172	100	79
CREATIVE WORLD SCHOOL CROSS CREEK	TAMPA	44	0	44
CREATIVE WORLD SCHOOL TAMPA PALMS	TAMPA	32	0	32
CRILLY, KELLY J DBA MILES OF SMILES HOME DAYCARE	BRANDON	1	1	0
CROSSROADS BAPTIST CHURCH OF LITHIA INC	LITHIA	33	33	0
CURBELO, YDELSA	TAMPA	14	14	0
CURRY, DAYNA W	TAMPA	25	25	0
DAVIS, EVELYN A.	TAMPA	2	2	0
DAVIS, PRECIOUS Y.	TAMPA	9	8	5
DE LA ROSA DE LA ROSA, NELIA	TAMPA	4	4	0
DE LA ROSA, BARBARA J.	TAMPA	11	11	0

Provider Name	City	Total	School Readiness	VPK
DE LA ROSA, DIUSMARI	TAMPA	2	2	0
DEAN, ROBIN DBA NANA'S LEARNING POST	VALRICO	9	5	7
DEL VALLE-MORENO, YURITZA DBA MY CARROUSELL FCCH	TAMPA	13	13	0
DIAZ, YUSIMI	TAMPA	1	1	0
DIAZ-DELGADO, MIRTHA	TAMPA	3	3	0
DIAZ-ESPINOSA, YAIMA	TAMPA	5	5	0
DISCOVERY POINT #54	VALRICO	78	48	31
DISCOVERY POINT #60	RIVERVIEW	32	0	32
DISCOVERY POINT #70	RIVERVIEW	48	0	48
DISCOVERY POINT DEVELOPMENT CENTER 34	LUTZ	104	39	66
DISCOVERY WORLD ACADEMY	RIVERVIEW	19	0	19
DOMINION LIFE CHRISTIAN ACADEMY, INC.	TAMPA	62	58	6
DREAM CHASERS ACADEMY	TAMPA	54	49	7
DRUMMER, MAGGIE L.	TAMPA	2	2	0
EARLY SCHOLARS LEARNING ACADEMY	TAMPA	27	14	15
EARLY STEPS MONTESSORI ACADEMY	TAMPA	11	0	11
EARTH ANGEL'S LEARNING ACADEMY	TAMPA	77	72	7
EAST TAMPA ACADEMY	TAMPA	36	36	36
EASTER SEALS CHILD DEVELOPMENT CENTER	TAMPA	57	57	0
EBERHART, ANNETTE C DBA KIDD'S R US FCC	TAMPA	24	24	0
ECHO LEARNING CENTER INC	TAMPA	40	32	10
ECOPIA DAY SCHOOL	LUTZ	15	0	15
EDUCATED MINDS ACADEMY	TAMPA	55	33	27
ELLIE'S SMALL WORLD LLC	TAMPA	35	28	10
ELSA KIDS DAYCARE CENTER LLC	TAMPA	53	40	15
ENGLISH, ZANDRA E.	RIVERVIEW	7	7	0
ERVIN-ROBINSON, RAMONA	TAMPA	6	6	0
ESPAILLAT, GUADALUPE G. DBA MORNINGSTAR JOY CC	TAMPA	4	4	0
ESTEVEZ, SANDRA	TAMPA	9	9	0
EVANS, SARAH K DBA LITTLE LEARNERS OF SOUTHSORE	APOLLO BEACH	3	3	0
EVERETT, LASHAN D.	TAMPA	9	9	0
FAITH CHRISTIAN ACADEMY PRESCHOOL	PLANT CITY	23	23	0
FAITH OUTREACH ACADEMY	TAMPA	17	13	6
FAJARDO, TAIMY E DBA HAPPY PLACE CC, LLC	TAMPA	10	10	0
FAMILY LEARNING CENTER	TAMPA	8	8	0
FAMILY LOVING DAYCARE INC	TAMPA	62	62	0
FAMILY OF CHRIST LUTHERAN CHILD DEV CTR	TAMPA	47	0	47
FANTASY ACADEMY	TAMPA	61	46	22
FAT ALBERT'S DAY CARE	TAMPA	30	30	0
FERNANDEZ VENEREO, YUMILA	TAMPA	3	3	0
FERNANDEZ, CHERYL LYNN	TAMPA	2	2	0
FERRER, LAIMA	TAMPA	5	5	0

Provider Name	City	Total	School Readiness	VPK
FIGUEREDO, MISLEISY	TAMPA	2	2	0
FINLEY, JOYCE ANNE	TAMPA	6	6	0
FIRST BAPTIST BRANDON CHRISTIAN ACADEMY	BRANDON	36	0	36
FIRST BAPTIST CHURCH TEMPLE TERRACE WEE WORLD	TEMPLE TERRACE	43	0	43
FIRST BAPTIST LEARNING CENTER	PLANT CITY	57	0	57
FIRST DISCOVERIES	TAMPA	14	2	12
FIRST DISCOVERIES ACADEMY	BRANDON	27	13	16
FIRST DISCOVERIES CHLD DEV CTR	TAMPA	7	7	0
FIRST PRESB PRESCHOOL OF BRANDON INC	BRANDON	10	0	10
FISH HAWK EARLY LEARNING CENTER	LITHIA	50	0	50
FISH HAWK EARLY LEARNING CENTER II	LITHIA	81	0	81
FISHER, AGNES V.	PLANT CITY	3	3	0
FLORES NUNEZ, CLARITZA	TAMPA	3	3	0
FLYNN, LINDA DBA KIDDIE KOLLEGE 4 U, LLC	TAMPA	7	7	0
FORD, ALETA J.	TAMPA	36	36	0
FOREST HILLS PRESBYTERIAN LEARNING CTR	TAMPA	40	32	11
FOSTER, THUMBELINA	TAMPA	6	6	0
FOUNDATION CHRISTIAN ACADEMY	VALRICO	9	0	9
FRANQUI, MARIA C. DBA NANA'S DAYCARE	TAMPA	9	9	0
FREDDIE JEAN LEARNING ACADEMY #3	TAMPA	128	120	11
FUTURE ACHIEVERS PRESCHOOL	TAMPA	84	84	0
FUTURE LEADERS ACHIEVEMENT LLC	TAMPA	124	124	0
FUTURE LEADERS ACHIEVEMENT LLC II	TAMPA	105	105	0
FUTURE LEADERS ACHIEVEMENT LLC III	TAMPA	71	71	0
GALILEO MONTESSORI ACADEMY	TAMPA	39	17	23
GALLARDO, MARISOL	TAMPA	2	2	0
GARCIA GARCÍA, MERKIS DBA BRIGHT FUTURES OF MERKIS	TAMPA	1	1	0
GARCIA-RIVERO, ANAIRSY DBA THE LITTLE ANG	TAMPA	2	2	0
GOD'S GARDEN PRESCHOOL	DOVER	29	0	29
GOLDEN RULE CHILD CARE CENTER RULE LANE	PLANT CITY	193	193	0
GONZALEZ HERNANDEZ, JERIANNE	TAMPA	2	2	0
GONZALEZ, CARMEN	TAMPA	11	11	0
GONZALEZ, JANEY Y	TAMPA	11	11	0
GONZALEZ-SANJURJO, MABEL	TAMPA	5	5	0
GOOD SHEPHERD DAY SCHOOL	TAMPA	38	0	38
GOODWIN, JOHN JR.	BRANDON	8	8	0
GORT APONTE, YENELIS DBA FUTURE STARS DAY CARE	TAMPA	2	2	0
GRAHAM, RENEE	TAMPA	9	9	0
GRANT PARK CHRISTIAN ACADEMY	TAMPA	5	1	4
GREAT HOPE PRESCHOOL - LAKE MAGDALENE	TAMPA	46	38	12
GREEN HOUSE LEARNING ACADEMY OF TAMPA	TAMPA	35	25	15

Provider Name	City	Total	School Readiness	VPK
GUERRA, MICHELLE A	TAMPA	6	6	0
GUIO, MIRIELA	TAMPA	1	1	0
GUZMAN, SHAUNTANE M. DBA LITTLE WONDERS FCC CTR	TAMPA	7	7	0
HAMMOND, TONIA F DBA MIRACLE ACAD. FCCH	TAMPA	3	3	0
HAPPY DAY SCHOOL HOUSE	BRANDON	87	74	18
HCPS ALAFIA ELEM	VALRICO	9	0	9
HCPS ALEXANDER ELEM	TAMPA	18	9	9
HCPS APOLLO BEACH ELEM	APOLLO BEACH	6	6	0
HCPS BAILEY ELEM	DOVER	20	10	10
HCPS BALLAST POINT ELEM	TAMPA	13	3	10
HCPS BAY CREST ELEM	TAMPA	28	6	22
HCPS BELLAMY ELEM	TAMPA	28	6	22
HCPS BELMONT ELEM	SUN CITY CENTER	13	0	13
HCPS BENITO MIDDLE	TAMPA	3	3	0
HCPS BING ELEM	TAMPA	12	7	5
HCPS BOYETTE SPRINGS ELEM	RIVERVIEW	55	12	43
HCPS BROWARD ELEM	TAMPA	27	17	10
HCPS BRYAN ELEM	PLANT CITY	81	32	49
HCPS BRYANT ELEM	TAMPA	11	2	9
HCPS BUCHANAN MIDDLE	TAMPA	2	2	0
HCPS BUCKHORN ELEM	VALRICO	23	14	9
HCPS BURNETT MIDDLE	SEFFNER	3	3	0
HCPS BURNEY ELEM	PLANT CITY	9	9	0
HCPS BURNS MIDDLE	BRANDON	4	4	0
HCPS CANNELLA ELEM	TAMPA	17	8	9
HCPS CARROLLWOOD ELEM	TAMPA	9	0	9
HCPS CHIARAMONTE ELEM	TAMPA	36	9	27
HCPS CHILES ELEM	TAMPA	15	15	0
HCPS CIMINO ELEM	VALRICO	9	0	9
HCPS CITRUS PARK ELEM	TAMPA	9	0	9
HCPS CLAIR MEL ELEM	TAMPA	26	13	13
HCPS CLARK ELEM	TAMPA	21	12	9
HCPS CLAYWELL ELEM	TAMPA	27	8	19
HCPS CLEVELAND ELEM	TAMPA	13	13	0
HCPS COLLINS ELEM	RIVERVIEW	26	21	5
HCPS COLSON ELEM	SEFFNER	15	5	10
HCPS CORK ELEM	PLANT CITY	11	2	9
HCPS CORR ELEM	GIBSONTOWN	30	10	20
HCPS CRESTWOOD ELEM	TAMPA	22	22	0
HCPS CYPRESS CREEK ELEM	RUSKIN	28	19	9
HCPS DAVIDSEN MIDDLE	TAMPA	1	1	0
HCPS DAVIS ELEM	TAMPA	22	4	18

Provider Name	City	Total	School Readiness	VPK
HCPS DEER PARK ELEM	TAMPA	14	4	10
HCPS DICKENSON ELEM	TAMPA	14	14	0
HCPS DOBY ELEM	APOLLO BEACH	60	10	50
HCPS DOVER ELEM	DOVER	39	5	34
HCPS DR CARTER G WOODSON K-8 SCHOOL	TAMPA	25	15	10
HCPS DUNBAR ELEM	TAMPA	19	19	0
HCPS EDISON ELEM	TAMPA	56	33	24
HCPS EGYPT LAKE ELEM	TAMPA	20	20	0
HCPS EISENHOWER MIDDLE	GIBSONTON	2	2	0
HCPS ESSRIG ELEM	TAMPA	26	0	26
HCPS FERRELL MIDDLE	TAMPA	3	3	0
HCPS FOLSOM ELEM	THONOTOSASSA	15	7	8
HCPS FOREST HILLS ELEM	TAMPA	17	0	17
HCPS FOSTER ELEM	TAMPA	10	0	10
HCPS FRANKLIN MIDDLE	TAMPA	1	1	0
HCPS FROST ELEM	RIVERVIEW	11	0	11
HCPS GIBSONTON ELEM	GIBSONTON	14	3	11
HCPS GRADY ELEM	TAMPA	30	0	30
HCPS GRAHAM ELEM	TAMPA	6	6	0
HCPS HAMMOND ELEM	ODESSA	41	18	23
HCPS HERITAGE ELEM	TAMPA	70	29	41
HCPS HILL MIDDLE	TAMPA	7	7	0
HCPS HUNTER'S GREEN ELEM	TAMPA	34	16	18
HCPS IPPOLITO ELEM	RIVERVIEW	10	0	10
HCPS JACKSON ELEM	PLANT CITY	13	4	9
HCPS JAMES ELEM	TAMPA	13	13	0
HCPS JUST ELEM	TAMPA	8	8	0
HCPS KENLY ELEM	TAMPA	41	30	11
HCPS KIMBELL ELEM	TAMPA	34	11	23
HCPS KINGSWOOD ELEM	BRANDON	9	0	9
HCPS KNIGHTS ELEM	PLANT CITY	33	20	13
HCPS LAKE MAGDALENE ELEM	TAMPA	18	0	18
HCPS LAMB ELEM	TAMPA	18	18	0
HCPS LANIER ELEM	TAMPA	14	5	9
HCPS LEWIS ELEM	TEMPLE TERRACE	26	17	9
HCPS LIBERTY MIDDLE	TAMPA	3	3	0
HCPS LINCOLN ELEM	PLANT CITY	4	4	0
HCPS LOCKHART ELEM.	TAMPA	23	23	0
HCPS LOMAX ELEM	TAMPA	21	21	0
HCPS LOPEZ ELEM	SEFFNER	39	21	18
HCPS LOWRY ELEM	TAMPA	47	14	33
HCPS LUTZ ELEM	LUTZ	31	22	9
HCPS MABRY ELEM	TAMPA	10	1	9

Provider Name	City	Total	School Readiness	VPK
HCPS MACFARLANE ELEM	TAMPA	6	6	0
HCPS MANGO ELEM	SEFFNER	14	14	0
HCPS MANISCALCO ELEM	LUTZ	21	12	9
HCPS MARTINEZ MIDDLE	LUTZ	1	1	0
HCPS MCDONALD ELEM	SEFFNER	16	7	9
HCPS MCKITRICK ELEM	LUTZ	6	6	0
HCPS MENDENHALL ELEM	TAMPA	22	12	10
HCPS MILES ELEM	TAMPA	20	10	10
HCPS MINTZ ELEM	BRANDON	17	0	17
HCPS MITCHELL ELEM	TAMPA	74	0	74
HCPS MONROE MIDDLE	TAMPA	1	1	0
HCPS MORGAN WOODS ELEM	TAMPA	18	0	18
HCPS MORT ELEM	TAMPA	54	23	31
HCPS MULLER ELEM	TAMPA	13	13	0
HCPS NELSON ELEM	DOVER	9	0	9
HCPS NORTHWEST ELEM	TAMPA	13	3	10
HCPS OAK GROVE ELEM	TAMPA	60	16	44
HCPS OAK PARK ELEM	TAMPA	10	10	0
HCPS ORANGE GROVE MIDDLE	TAMPA	6	6	0
HCPS PALM RIVER ELEM	TAMPA	19	12	8
HCPS PINECREST ELEM	LITHIA	32	0	32
HCPS PIZZO ELEM	TAMPA	9	0	9
HCPS PLANT CITY HIGH LITTLE SCHOOL	PLANT CITY	4	0	4
HCPS POTTER ELEM	TAMPA	48	28	20
HCPS PRIDE ELEM	TAMPA	15	6	9
HCPS RAMPELLO DOWNTOWN K-8TH	TAMPA	23	23	0
HCPS REDDICK ELEM	WIMAUMA	48	14	34
HCPS RIVERHILLS ELEMENTARY MAGNET SCHOOL	TEMPLE TERRACE	19	0	19
HCPS RIVERVIEW ELEM	RIVERVIEW	36	18	18
HCPS ROBINSON ELEM	PLANT CITY	22	10	12
HCPS ROBLES ELEM	TAMPA	49	25	24
HCPS RODGERS MIDDLE	RIVERVIEW	2	2	0
HCPS ROLAND PARK ELEM	TAMPA	7	7	0
HCPS ROOSEVELT ELEM	TAMPA	9	0	9
HCPS RUSKIN ELEM	RUSKIN	20	11	10
HCPS SCHMIDT ELEM	BRANDON	29	20	9
HCPS SCHWARZKOPF ELEM	LUTZ	19	9	10
HCPS SEFFNER ELEM	SEFFNER	9	0	9
HCPS SEMINOLE ELEM	TAMPA	32	23	9
HCPS SERGEANT PAUL R SMITH MIDDLE SCHOOL	TAMPA	2	2	0
HCPS SESSUMS ELEM	RIVERVIEW	8	0	8
HCPS SHAW ELEM	TAMPA	12	3	9

Provider Name	City	Total	School Readiness	VPK
HCPS SHEEHY ELEM	TAMPA	20	20	0
HCPS SHORE ELEM	TAMPA	37	17	20
HCPS SPRINGHEAD ELEM	PLANT CITY	6	6	0
HCPS STEWART MIDDLE	TAMPA	5	5	0
HCPS STOWERS ELEM	LITHIA	9	0	9
HCPS SUMMERFIELD CROSSINGS ELEM	RIVERVIEW	9	0	9
HCPS SUMMERFIELD ELEM	RIVERVIEW	9	0	9
HCPS SUMNER HIGH SCHOOL	RIVERVIEW	1	1	0
HCPS SYMMES ELEM	RIVERVIEW	10	0	10
HCPS TAMPA BAY BLVD ELEM	TAMPA	16	8	8
HCPS TAMPA HEIGHTS ELEM	TAMPA	14	14	0
HCPS TAMPA PALMS ELEM	TAMPA	9	0	9
HCPS TEMPLE TERRACE ELEM	TEMPLE TERRACE	29	20	9
HCPS THOMPSON ELEM	RUSKIN	52	20	32
HCPS THONOTOSASSA ELEM	THONOTOSASSA	34	20	14
HCPS TINKER ELEM	MACDILL AFB	9	0	9
HCPS TOMLIN MIDDLE	PLANT CITY	4	4	0
HCPS TOWN AND COUNTRY ELEM	TAMPA	16	0	16
HCPS TRAPNELL ELEM	PLANT CITY	15	15	0
HCPS TURKEY CREEK MIDDLE	PLANT CITY	4	4	0
HCPS TURNER-BARTELS K-8	TAMPA	28	19	9
HCPS TWIN LAKES ELEM	TAMPA	18	0	18
HCPS VALRICO ELEM	VALRICO	9	0	9
HCPS WALDEN LAKE ELEM	PLANT CITY	6	6	0
HCPS WALKER MIDDLE	ODESSA	3	3	0
HCPS WARREN HOPE DAWSON ELEM	RIVERVIEW	18	0	18
HCPS WASHINGTON ELEM	TAMPA	4	4	0
HCPS WEST SHORE ELEM	TAMPA	10	2	8
HCPS WEST TAMPA ELEM	TAMPA	48	21	27
HCPS WESTCHASE ELEM	TAMPA	1	1	0
HCPS WILLIAMS MIDDLE	TAMPA	8	8	0
HCPS WILSON ELEM	PLANT CITY	2	2	0
HCPS WIMAUMA ELEM	WIMAUMA	15	8	7
HCPS WITTER ELEM	TAMPA	13	5	8
HCPS WOODBRIDGE ELEM	TAMPA	24	8	16
HCPS YATES ELEM	BRANDON	39	22	18
HCPS YOUNG MIDDLE	TAMPA	3	3	0
HEAVEN SENT DAYCARE OF BRANDON, INC.	BRANDON	41	36	12
HEBREW ACADEMY	TAMPA	20	20	0
HECK, VALDINE T. DBA LITTLE HEARTS HAPPY FEET CC	TAMPA	16	10	7
HELPING HAND DAY NURSERY INC. II	TAMPA	82	77	14
HELPING HAND DAY NURSERY IV	TAMPA	38	28	10
HENDERSON, EUGENIA JONES	TAMPA	40	40	0

Provider Name	City	Total	School Readiness	VPK
HERE WE GROW LEARNING CENTER	TAMPA	54	54	0
HERNANDEZ, MARIA	TAMPA	1	1	0
HERNANDEZ-SILVA, MIRIAN R	TAMPA	4	4	0
HICKMAN, SHEILA L	TAMPA	13	13	0
HIGH 5 INC AT BROOKER	BRANDON	15	15	0
HIGH 5 INC AT CIMINO	VALRICO	3	3	0
HIGH 5 INC AT KINGSWOOD	BRANDON	10	10	0
HIGH 5 INC AT LITHIA SPRINGS	VALRICO	5	5	0
HIGH 5 INC AT MINTZ	BRANDON	44	44	0
HIGH 5 INC AT STOWERS	LITHIA	1	1	0
HIGH 5 INC.	BRANDON	47	47	0
HIGHER CALLING LEARNING ACADEMY	TAMPA	15	7	9
HILLEL ACADEMY	TAMPA	9	0	9
HILLSBOROUGH BAPTIST SCHOOL	SEFFNER	67	56	17
HILLSBOROUGH COMMUNITY COLLEGE YBOR CHILD DEV. CTR	TAMPA	16	9	10
HILLSDALE PRESCHOOL & ACADEMY	TAMPA	31	0	31
HOLMES, MARIAN F	TAMPA	25	25	0
HOLY TRINITY LUTHERAN SCHOOL	TAMPA	56	0	56
HOME AWAY FROM HOME LEARNING CENTER 1	TAMPA	36	36	0
HUDGINS, SHEILA C	TAMPA	3	3	0
HUNDLEY, KENDRA T	RIVERVIEW	9	9	0
INCARNATION CATHOLIC SCHOOL	TAMPA	25	0	25
INDA, DAYAMI DBA DAYAMI HAPPY GROW LLC	TAMPA	10	10	0
ISTABA PEACE ACADEMY	TAMPA	57	19	40
IT'S KIDZ TIME OF RIVERVIEW INC	RIVERVIEW	82	55	34
J.E. BRANHAM CHRISTIAN ACADEMY	TAMPA	1	1	0
JACKSON, HARRIETTE D	TAMPA	10	10	0
JACKSON, MARIE	TAMPA	12	12	0
JACKSON, MICHELLE	TAMPA	15	15	0
JACKSON, REBECCA E.	TAMPA	8	8	0
JAMES, CHARMYNE L. DBA CHARMYNE JAMES FAMILY HOMEDAYCARE	TAMPA	8	8	0
JEFFERY, AKILA I. DBA LITTLE BLESSINGS HOME DC	BRANDON	13	13	0
JEWISH COMMUNITY CENTER OF TAMPA	TAMPA	16	0	16
JEWISH COMMUNITY CENTER OF TAMPA	TAMPA	20	0	20
JIMENEZ-ESPONDA, DAISY	TAMPA	10	10	0
JIMENEZ-PARYLAK, KLAUDIA	TAMPA	14	14	0
JOLON, ALISON E	TAMPA	4	4	0
JONES, ETHEL L	TAMPA	24	24	0
JONES, JUNE L	TAMPA	12	9	4
JONES, LATOYA	SUN CITY CTR	30	30	0
JONES, OLETHA L	TAMPA	5	5	0

Provider Name	City	Total	School Readiness	VPK
JONES, YVONNE M	TAMPA	1	1	0
JUNCO-CRUZ, BENITA C	TAMPA	4	4	0
JUST FOR TOTS ACADEMY	TAMPA	111	77	39
KENDRICK, MARY G. DBA FRESH BEGINNINGS AND BEYOND	TAMPA	12	12	0
KEYSTONE CHILDREN'S ACADEMY	ODESSA	52	33	25
KEYSTONE CHRISTIAN PRSCH AND PMO PROGRAM	ODESSA	31	0	31
KID LIFE PRESCHOOL	TAMPA	89	77	22
KIDDIE ACADEMY OF BLOOMINGDALE	VALRICO	92	57	37
KIDDIE ACADEMY OF CARROLLWOOD	TAMPA	107	88	24
KIDDIE ACADEMY OF WESTCHASE	TAMPA	39	0	39
KIDDIE CAMPUS UNIVERSITY	LUTZ	196	173	34
KIDDIE COUNTRY	TAMPA	11	0	11
KIDDIE KOLLEGE DAY CARE	TAMPA	34	0	34
KIDS CLUB EARLY LEARNING CENTER LLC	PLANT CITY	99	92	11
KID'S COMMUNITY COLLEGE	RIVERVIEW	81	68	17
KID'S COMMUNITY COLLEGE RIVERVIEW SOUTH	RIVERVIEW	88	40	55
KID'S COMMUNITY COLLEGE SOUTHEAST	RIVERVIEW	47	0	47
KIDS CORNER ACADEMY	TAMPA	52	42	14
KIDS COVE LEARNING ACADEMY, LLC	RIVERVIEW	128	101	35
KIDS R KIDS #6 FL	TAMPA	62	0	62
KIDS R KIDS SOUTHSORE	GIBSONTOWN	82	8	75
KIDS R KIDS WATERSET	APOLLO BEACH	87	15	73
KIDS R TOPS	BRANDON	126	111	24
KIDS' RAINBOW LEARNING CENTER	TAMPA	52	52	0
KIDS WORLD 9 LLC	PLANT CITY	33	30	9
KIDS ZONE LEARNING CENTER	TAMPA	49	40	11
KIDZ CARE ACADEMY	TAMPA	13	5	8
KIDZ IN PLAY CHILDCARE CENTER 2	TAMPA	72	72	0
KINDERCARE LEARNING CENTER #1138	TAMPA	98	83	20
KINDERCARE LEARNING CENTER #1139	VALRICO	123	114	18
KINDERCARE LEARNING CENTER #1254	TEMPLE TERR	199	184	28
KINDERCARE LEARNING CENTER #1264	PLANT CITY	120	104	24
KINDERCARE LEARNING CENTER #1290	SEFFNER	154	138	27
KINDERCARE LEARNING CENTER #300887	TAMPA	100	91	16
KINDERCARE LEARNING CENTER #342	TAMPA	86	75	15
KINGDOM KIDS LEARNING CENTER OF TAMPA LLC	TAMPA	30	27	4
KINGS AVENUE CHRISTIAN SCHOOL	BRANDON	31	31	0
KING'S KIDS CHRISTIAN ACADEMY OF TPA INC	TAMPA	49	42	8
KOUASSI, BETTY NICOLAS	TAMPA	10	10	0
KRESTVIEW KID'S ACADEMY LLC	RIVERVIEW	42	31	13
L,G LEARNING EXPRESS LLC	TAMPA	37	37	0
LA PETITE ACADEMY 7395	BRANDON	75	66	21

Provider Name	City	Total	School Readiness	VPK
LA PETITE ACADEMY 7397	VALRICO	102	86	21
LA PETITE ACADEMY 7400	BRANDON	112	102	18
LA PETITE ACADEMY 7405	RIVERVIEW	235	217	31
LA PETITE ACADEMY 7406	TAMPA	120	110	19
LA PETITE ACADEMY 7407	TAMPA	87	71	22
LA PETITE ACADEMY 7408	TAMPA	167	147	33
LA PETITE ACADEMY 7409	TAMPA	143	131	22
LA PETITE ACADEMY 7410	TAMPA	75	56	21
LA ROCA CHRISTIAN ACADEMY	TAMPA	17	17	0
LADYBIRD ACADEMY OF FISHHAWK	LITHIA	25	0	25
LAKE MAGDALENE ACADEMY	TAMPA	22	22	0
LAKE MAGDALENE CHRISTIAN SCHOOL	TAMPA	56	0	56
LAND OF LEARNING ACADEMY	TAMPA	151	113	41
LARA-RODRIGUEZ, MARIA R DBA MARIA'S LEARNING SUCCESS FAMILY CHILD CARE HOME	TAMPA	9	4	7
LAVETI INC. DBA THE GODDARD SCHOOL	LITHIA	41	0	41
LEARN & GROW PRE-SCHOOL CORP.	VALRICO	8	0	8
LEARNING GATE INC	LUTZ	20	0	20
LIBERTY CHRISTIAN SCHOOL	PLANT CITY	5	0	5
LIC SUSAN F SCANNON CHRISTIAN LEARNING CENTER	TAMPA	3	3	0
LIL EXPLORERS CHRISTIAN ACADEMY INC.	PLANT CITY	201	201	0
LIL MUNCHKINS LEARNING CENTER INC	PLANT CITY	96	96	0
LIL PALS	TAMPA	89	83	12
LIL TOTS' LEARNING CENTER LLC	TAMPA	75	75	0
LIMONA VILLAGE CHAPEL CHILDREN'S CENTER	BRANDON	48	0	48
LINDA'S DAY CARE CENTER	TAMPA	41	41	0
LINDA'S LITTLE PEOPLE, INC.	PLANT CITY	57	57	0
LITHIA LEARNING CENTER D/B/A KIDS R KIDS FL #8	VALRICO	96	17	80
LITTLE EAGLES CHRISTIAN PRESCHOOL	TAMPA	52	52	0
LITTLE GIANTS LEARNING ACADEMY SOUTH	RIVERVIEW	204	140	74
LITTLE GIANTS LEARNING ACADEMY, LLC	RIVERVIEW	158	126	43
LITTLE HOUSE KINDER LEARNING CENTER	TAMPA	39	26	18
LITTLE STARS LEARNING ACADEMY INC.	BRANDON	57	45	16
LITTLE STEPS LEARNING ACADEMY	TAMPA	104	97	11
LITTLE TEAM LEARNING ACADEMY	TAMPA	89	76	19
LITTLE TOTS BUILDING BLOCKS ACADEMY	TAMPA	33	33	0
LITTLE WONDERS LEARNING CENTER	TAMPA	35	25	11
LIVINGSTON, CECILIA W	TAMPA	2	2	0
LOLA'S CHILD CARE	TAMPA	70	65	8
LOVE & GLORY LEARNING CENTER INC.	TAMPA	76	72	11
LOVING ARMS KIDZ ACADEMY	TAMPA	140	140	0
LUIS, MIDIALA V. DBA RAYITO DE SOL	TAMPA	2	2	0
LUTZ LEARNING CENTER INC	LUTZ	27	0	27

Provider Name	City	Total	School Readiness	VPK
LUTZ PRE-PREP	LUTZ	93	0	93
MACFARLANE ACHIEVEMENT CENTER INC	TAMPA	15	15	0
MACHADO-CORREA, ELIZABETH	TAMPA	6	6	0
MAGIC KINDER DAYCARE LLC	LITHIA	7	7	0
MAGIC KINDER PRESCHOOL	LITHIA	30	20	11
MANIFESTATIONS EARLY CHILDCARE CENTER	TAMPA	135	125	17
MANN-WILLIAMS, EILEEN	TAMPA	5	5	0
MARI LEDESMA, MAYELIN DBA SWEETHARTS HOME DAYCARE INC	TAMPA	2	2	0
MARTINEZ, MABEL	TAMPA	3	3	0
MARTINEZ-PEREZ, MARIBEL DBA LOVE FOR CHILDREN	TAMPA	1	1	0
MARTIN-SANTOS, IDARME MARIA DBA CAMPANITAS DE	TAMPA	5	5	0
MARY GO ROUND CHILD CARE CENTER	RIVERVIEW	47	26	24
MARY GO ROUND SOUTH POINTE	RIVERVIEW	79	27	55
MARY'S LITTLE LAMB PRESCHOOL INC	TAMPA	29	23	7
MAYEA ARTEAGA, YAIMET	BRANDON	8	8	0
MAYNARD, QUEEN E. DBA WHERE'S MY BLANKET	TAMPA	6	6	0
MCCALISTER, LISHIA C	TAMPA	4	4	0
MCCOY, TRINA V	BRANDON	6	6	0
MCDUFFIE, VANESSA N	VALRICO	17	17	0
MCGHIE, VERONICA E	BRANDON	5	5	0
MCLEAN, LAVERN ANN-MARIE DBA GENTLE HANDS ACADEMY	WIMAUMA	1	1	0
MCMILLAN, ARNEATRA T.	TAMPA	1	1	0
MCMILLAN, ARNEATRA T.	TAMPA	2	2	0
MEDEROS-HERNANDEZ, IDAIVI	TAMPA	2	2	0
MENENDEZ, ILEANA M	TAMPA	2	2	0
MENENDEZ, ODALIS	TAMPA	8	8	0
MESSIAH LUTHERAN CHURCH PRESCHOOL	TAMPA	16	0	16
METROPOLITAN MINISTRIES DBA PROMISE LAND	TAMPA	260	260	0
MILESTONE ACADEMY	TEMPLE TERR	166	154	18
MOFFITT CHILD DEVELOPMENT CENTER OPERATED BY BRIGHT HORIZONS	TAMPA	13	0	13
MONTESSORI EARLY LEARNING CENTER	TAMPA	64	0	64
MONTESSORI HOUSE DAY SCHOOL	TAMPA	10	0	10
MONTESSORI HOUSE DAY SCHOOL - HANLEY	TAMPA	5	0	5
MONTESSORI KIDS UNIVERSE BRANDON	BRANDON	12	0	12
MONTGOMERY, ARETRINA T. DBA ARETRINA'S FCCH LLC	TAMPA	7	7	0
MORNING GLORY ACADEMY	RIVERVIEW	115	102	22
MORRIS, JUDY J.	TAMPA	21	21	0
MOTHER GOOSE PRESCHOOL	TAMPA	54	54	0
MOUNT CALVARY SEVENTH DAY ADVENTIST SCH	TAMPA	27	27	0

Provider Name	City	Total	School Readiness	VPK
MOYA, MARITZA	TAMPA	10	10	0
MURDOCK, JAMESENA	TAMPA	7	7	0
MURPHY, G. DBA MURPHY'S CHILD DEV CENTER	TAMPA	4	4	0
MY LITTLE CHAMPIONS LEARNING CENTER	TAMPA	17	17	0
MY LITTLE GIANTS DAY SCHOOL	TAMPA	11	11	0
NELSIE'S DAY CARE LEARNING CENTER	TAMPA	22	22	0
NEW FRIENDSHIP EDUCATION & CULTURE CTR	TAMPA	115	115	0
NEW HEAVEN LEARNING CENTER	TAMPA	18	14	6
NEW HOPE EARLY LEARNING	BRANDON	11	0	11
NEW JERUSALEM CHRISTIAN ACADEMY	SEFFNER	14	14	0
NEW JERUSALEM CHRISTIAN ACADEMY VPK	SEFFNER	23	0	23
NEWTON, CAROLYN D	TAMPA	16	16	0
NEXT GENERATION KIDZ #3	TAMPA	57	57	0
NEXT GENERATION KIDZ EARLY CDHD LRNG INC	TAMPA	43	43	0
NEXT GENERATION KIDZ EARLY CHD LRN CT 4	PLANT CITY	35	35	0
NEXT GENERATION KIDZ ECL CENTER 2 INC	TAMPA	22	22	0
NEXT JEN'ERATION KIDS ACADEMY	PLANT CITY	68	63	7
NIXON, ESTERZIE N	TAMPA	5	5	0
NORTH TAMPA CHRISTIAN ACADEMY EXPLORERS, INC	WESLEY CHAPEL	48	16	36
NORTHDALIE CHRISTIAN ACADEMY	TAMPA	11	0	11
NUNEZ LOPEZ, ANGELA M. DBA ANGELA M. NUNEZ	TAMPA	3	3	0
NUNEZ, MARIA	TAMPA	4	4	0
O2B KIDS RIVERVIEW	RIVERVIEW	13	13	0
O2B KIDS SOUTH TAMPA	TAMPA	2	2	0
OLIVERA-CARABALLOSO, YENICE	TAMPA	2	2	0
ORIENT ROAD CHILD DEVELOPMENT CTR	TAMPA	118	115	10
ORTEGA SANTISTEBAN, ROSAURA M.	TAMPA	2	2	0
ORTIZ, BEVERLY D	TAMPA	13	13	0
PAEZ-HERNANDEZ,IVONNE	TAMPA	1	1	0
PALMA CEIA ACADEMY INC	TAMPA	41	28	18
PALMA CEIA UNITED METHODIST DAY SCHOOL	TAMPA	25	0	25
PANDA HUGS ACADEMY	TAMPA	131	116	29
PANDA HUGS LEARNING CENTER	TAMPA	138	126	25
PARADISE LEARNING CENTER	TAMPA	63	49	18
PARADISE LEARNING CENTER II	TAMPA	71	66	10
PARADISE LEARNING CENTER III	TAMPA	54	46	12
PARADISE LEARNING CENTER IV	TAMPA	48	36	14
PARADISE LEARNING CENTER V	TAMPA	91	70	22
PARDO-LEON, ONIDIA	TAMPA	2	2	0
PARDUE CC LITHIA LLC DBA THE LEARNING EXPERIENCE	LITHIA	35	2	33
PARDUE CC SERVICES LLC DBA THE LEARNING EXPERIENCE	TAMPA	62	0	62

Provider Name	City	Total	School Readiness	VPK
PARK A TOT DAY CARE CENTER, INC.	TAMPA	98	98	0
PEGUERO SANTOS, YINET DBA KIDDIE CITY DAYCARE	TAMPA	6	6	0
PERDOMO QUESADA, REGLA M. DBA HAPPY PEQUES	TAMPA	8	8	0
PERDOMO-QUESADA, REGLA M.	TAMPA	7	7	0
PEREZ GOMEZ, YANNERIS DBA YANNERIS PEREZ-GOMEZ DAYCARE LLC	TAMPA	2	2	0
PEREZ TORRES, YAIMA DBA LITTLE BUILDERS OF THE FUTURE LLC	TAMPA	2	2	0
PEREZ-GOMEZ, YANNERIS DBA YANNERIS PEREZ-GOMEZ DAYCARE LLC	TAMPA	3	3	0
PEREZ-GONZALEZ, ALBERTINA	TAMPA	6	6	0
PEREZ-LEAL, ANGELA M	BRANDON	8	8	0
PEREZ-VALDES, DAYAMIT M.	TAMPA	1	1	0
PEREZ-VALDES, DAYAMIT M.	TAMPA	4	4	0
PEREZ-VALDES, MARIA E	TAMPA	2	2	0
PINECREST MIRNIA'S ACADEMY	TAMPA	73	67	10
PINOCCHIO LEARNING CENTER, INC	TAMPA	40	27	17
PITSTOP 4 KIDS AFTERSCHOOL INC.	RIVERVIEW	50	50	0
PLANT CITY LEARNING CENTER INC	PLANT CITY	136	136	0
PLATO ACADEMY PRESCHOOL TAMPA	TAMPA	16	0	16
PLAY 'N' LEARN CHILDREN'S DEVELOPMENT CT	TAMPA	95	84	20
PLAYTIME LEARNING ACADEMY	TAMPA	119	51	72
PLAYWORLD ACADEMY LLC	TAMPA	40	40	0
PORTER, FRANKIE C DBA FRANKIE'S FCCH INC	BRANDON	12	12	0
POST SUNSHINE RANCH	BRANDON	28	11	18
POTRILLE, ADA	TAMPA	20	20	0
POUS, ANELEY	TAMPA	15	15	0
PRECIOUS GEMS ACADEMY	SEFFNER	95	88	14
PRECIOUS ONES LEARNING CENTER	TAMPA	21	21	0
PRIMAVERA PRESCHOOL, INC	TAMPA	34	0	34
PRIMROSE SCHOOL OF BLOOMINGDALE	VALRICO	16	0	16
PRIMROSE SCHOOL OF CARROLLWOOD	TAMPA	38	0	38
PRIMROSE SCHOOL OF CROSS CREEK	TAMPA	80	32	49
PRIMROSE SCHOOL OF LUTZ 2	LUTZ	37	0	37
PRIMROSE SCHOOL OF SOUTH TAMPA	TAMPA	140	62	80
PRIMROSE SCHOOL OF TAMPA PALMS - 3	TAMPA	57	12	46
PRIMROSE SCHOOL OF WESTCHASE	TAMPA	64	0	64
PRODIGY EARLY LEARNING AT CREEKSIDE	RIVERVIEW	24	0	24
PROGRESS VILLAGE ACADEMY	TAMPA	48	36	18
QUINTANA-GARCIA, YANELA	TAMPA	1	1	0
QUINTERO-GARCELL, ODALYS	TAMPA	10	10	0
R CLUB EARLY LEARNING ACADEMY TELECOM	TEMPLE TERR	54	50	11
RAINBOW OF KIDS ACADEMY	TAMPA	61	56	8
REDDISH, TAMMY D	TAMPA	2	2	0

Provider Name	City	Total	School Readiness	VPK
REINA, MIRIAM DBA KID'S PARADISE	TAMPA	1	1	0
REY-ALVAREZ, MADELAYNE	TAMPA	2	2	0
REYES OSORIO, DALVIS S. DBA ABUELA'S HOUSE CC, LLC	TAMPA	3	3	0
REYES, OLGA M	TAMPA	8	8	0
REYNOLDS, TIARA S. DBA LAUGH & PLAY FAMILY CHILD CARE HOME	TAMPA	14	14	0
RICARDO, MARILIN	TAMPA	8	8	0
RICARDO-NAPOLES, YANET A. DBA YANI PLAYLAND	TAMPA	5	5	0
RICARDO-PROENZA, YULEIDIS DBA CARE DREAM CASTLE LL	TAMPA	4	4	0
RICHARDSON, SHANNON N. DBA A HEAD START FCCH	TAMPA	12	12	0
ROBINSON, KELENE D DBA KAYS KUDDLE KORNER	TAMPA	12	12	0
RODRIGUEZ TABOADA, YEILYN DBA LANY'S PLAYGROUND	TEMPLE TERRACE	6	6	0
RODRIGUEZ, MARILIN DBA KIDS WONDERLAND	TAMPA	7	7	0
RODRIGUEZ, TAHUMARA	TAMPA	5	5	0
RODRIGUEZ-PADRON, YOSLAYNE C. DBA YOSLAYNE FCCH	TAMPA	4	4	0
RODRIGUEZ-REGALADO, OLGA	TAMPA	7	7	0
RODRIGUEZ-SERRANO, FRANCES DBA YASELYS LNG CTR INC	TAMPA	1	1	0
ROIG, YAMILKA	TAMPA	1	1	0
RONDON, TAMARA DBA KIDS FOREVER CHILD CARE	TAMPA	9	9	0
ROSALES, MADELINE	TAMPA	1	1	0
ROSALES-GOODWIN, MICHELLE C	BRANDON	10	10	0
ROSE ACADEMY OF ACHIEVERS LLC	TAMPA	41	41	0
RUIZ, DIANELIS	SEFFNER	7	7	0
RUSKIN CHRISTIAN SCHOOL	RUSKIN	31	0	31
RUSKIN U M CHURCH DAY CARE CENTER	RUSKIN	92	72	33
S & K ACADEMY OF EXCELLENCE INC	RUSKIN	29	29	0
SAFE AND SOUND LEARNING CENTER LLC	TAMPA	13	13	0
SAFETYLAND DAY NURSERY & KINDERGARTEN	TAMPA	166	166	0
SALVADOR CIFUENTES, ODALYS	TAMPA	8	8	0
SANCHEZ AGUIAR, ODALIS	TAMPA	3	3	0
SANCHEZ REDONDO, YOLENYN	TAMPA	4	4	0
SANCHEZ, JENNIFER DBA JENNIS FCCH LLC	TAMPA	2	2	0
SANCHEZ, JENNIFER DBA JENNIS FCCH LLC	TAMPA	3	3	2
SANDRA THOMAS FAMILY ENRICHMENT CENTER INC.	TAMPA	17	17	0
SANDY'S LEARNING CENTER	LUTZ	48	44	5
SANTOS GUTIERREZ, KATIANA	TAMPA	3	3	0
SEBASCO-GONZALEZ, DANAY	TAMPA	2	2	0
SEE SAW JUNCTION LEARNING CENTER	TAMPA	78	78	0
SEE SAW JUNCTION LEARNING CTR II	TAMPA	63	63	0

Provider Name	City	Total	School Readiness	VPK
SEFFNER EARLY CHILDHOOD DEVELOPMENT CENTER	SEFFNER	60	53	10
SEKIRIME, SHIRA	TAMPA	3	3	0
SEMINOLE HEIGHTS UNITED METHODIST PRESCH	TAMPA	17	0	17
SHEPHERD, NICOLE DENISE	SEFFNER	22	22	0
SHINING STARS PRESCHOOL ACADEMY, INC.	BRANDON	59	42	22
SIMMONS CHILD WORLD	BRANDON	189	180	20
SKY HIGH LEARNING ACADEMY LLC	TAMPA	41	41	0
SMART KIDS ACADEMY LLC	PLANT CITY	64	55	14
SMART START PRE-PREP	TAMPA	68	35	34
SMART STEPS LLC	TAMPA	51	42	14
SMITH, AISHA L	PLANT CITY	2	2	0
SMITH, MARKITA DBA KIDS R IN US	TAMPA	16	16	0
SOTTO-FUENTES, LLILIANA	TAMPA	5	5	0
SOUTHSHORE MONTESSORI	APOLLO BEACH	37	0	37
ST. ANDREWS UNITED METHODIST PRESCHOOL	BRANDON	37	0	37
ST. JAMES UNITED METHODIST PRESCHOOL	TAMPA	38	0	38
ST. JOSEPH CATHOLIC SCHOOL	TAMPA	20	0	20
ST. JOSEPH'S CHILD CARE CENTER	TAMPA	33	22	13
ST. PAUL CATHOLIC PRESCHOOL	TAMPA	34	0	34
ST. PETER CLAVER CATHOLIC SCHOOL	TAMPA	62	55	10
ST. TIMOTHY CATHOLIC EARLY CHILDHOOD LEARNING CTR	LUTZ	34	0	34
STAR GATE ACADEMY	TAMPA	14	14	0
STEAM PRESCHOOL ACADEMY AT NETPARK TAMPA BAY	TAMPA	269	251	40
STEAM PRESCHOOL ACADEMY OF PLANT CITY	PLANT CITY	46	46	0
STEP AHEAD ACADEMY	TAMPA	126	121	10
STEP ONE SCHOOL, INCORPORATED	TAMPA	48	42	13
STEPS TO MATURITY LEARNING CENTER	TAMPA	143	143	0
STORYBOOK RANCH PRESCHOOL INC	TAMPA	20	0	20
STRAWBERRY CREST EARLY CHILDHOOD DEV CENTER INC	PLANT CITY	33	33	0
SUNCOAST ACADEMY INFANT AND TODDLER CENTER	TAMPA	7	7	0
SUNCOAST ACADEMY PRESCHOOL	TAMPA	20	7	14
SUNRISE CHILDREN'S SERVICES, INC	TAMPA	50	50	6
SUNSHINE CHILDREN'S LEARNING CENTER LLC - BAY	TAMPA	79	66	21
SUNSHINE CHILDREN'S LEARNING CENTER LLC - KELLY	TAMPA	66	60	11
SUTTON, JAIMELYNN E. DBA LIVE-N-LEARN PRESCHOOL LLC	RIVERVIEW	3	3	0
TAMAYO, IRMA Y	TAMPA	1	1	0
TAMPA BAY ACADEMY	TAMPA	8	8	0
TAMPA BAY ACADEMY VPK	TAMPA	7	0	7
TAMPA BAY CHRISTIAN ACADEMY OF FL. INC	TAMPA	55	35	26
TAMPA DAYCARE CENTER	TAMPA	51	47	4

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TAMPA ELITE SPORTS ACADEMY	TAMPA	81	71	10
TATE GREENE, SHAKEYBA L. DBA CHILDRENS GARDEN NURSERY & PRESCHOOL	TAMPA	5	5	0
TAYLOR, CAROL D	TAMPA	13	13	0
TAYLOR, CAROL DENISE	RIVERVIEW	12	12	0
TAYLOR, DEBORA DBA KIDDY KORNER FAM CC	TAMPA	8	8	0
TAYLOR, ELIZABETH D.	TAMPA	23	23	0
TEMPLE TERRACE PRESBYTERIAN WEEKDAY SCHOOL	TEMPLE TERRACE	90	64	34
THARPE, EDVENA S	TAMPA	6	6	0
THE ACADEMY AT TRUE SANCTUARY OF PRAISE	RIVERVIEW	58	51	12
THE BRANDON MONTESSORI SCHL AT RIVERHILL	VALRICO	35	0	35
THE GODDARD SCHOOL	TEMPLE TERR	64	39	32
THE GODDARD SCHOOL BRICK PLACE	TAMPA	33	0	33
THE GROWING TREE ACADEMY	TAMPA	75	54	24
THE LEARNING CENTER AT LAKE CARROLL	TAMPA	59	36	23
THE LEARNING CENTER AT ST. JOHN	TAMPA	35	18	18
THE LEARNING EXPERIENCE AT RIVERCREST	RIVERVIEW	47	0	47
THE LEARNING EXPERIENCE BRANDON	BRANDON	135	64	77
THE LEARNING EXPERIENCE RIVERVIEW	RIVERVIEW	56	0	56
THE LEARNING STATION, LLC	RIVERVIEW	27	0	27
THE PEACOCK'S PLUME COMPANY	VALRICO	112	88	27
THE RIVERVIEW MONTESSORI SCHOOL AT RIVERCREST, LLC	RIVERVIEW		0	43
THE VILLAGE EARLY LEARNING CENTER	BRANDON	43	0	125
THOMAS, SANDRA J	TAMPA	125	11	0
THOMPSON, NEOMI R. DBA TAMPA BAY'S BRIGHT FUTURE	TAMPA	11	35	0
TIME OF WONDER ACADEMY	TAMPA	35	38	15
TIMS PRESCHOOL INC.	LUTZ	53	0	51
TINY FEET LEARNING ACADEMY	TAMPA	51	25	14
TOGETHER TIME	TAMPA	38	49	11
TOP KIDS BILINGUAL PRESCHOOL	TAMPA	57	64	34
TOP KIDS BILINGUAL PRESCHOOL RIVERVIEW	RIVERVIEW	94	104	44
TOP KIDS PRESCHOOL 5	TAMPA	138	68	8
TORIKADE INC, VALRICO CHILD CARE	VALRICO	74	7	0
TORRES, ILEANA	TAMPA	7	8	0
TURNES, SILVIA R.	TAMPA	2	2	0
TWEETY LEARNING CENTER	TAMPA	22	15	10
TWINKLE TOES ACADEMY PRESCHOOL	BRANDON	34	31	4
UNIVERSAL ACADEMY OF FLORIDA	TAMPA	12	0	12
USAA CHILD DEVELOPMENT CENTER	TAMPA	17	0	17
USF PRESCHOOL FOR CREATIVE LEARNING	TAMPA	31	5	27
V I P CHILD CARE CENTER	TAMPA	9	2	7
VALDES, ZORANGEL	TAMPA	5	5	0

Provider Name	City	Total	School Readiness	VPK
VALDES-FERNANDEZ, NIURKA DBA MY BLUE STAR CORP	TAMPA	8	8	0
VALVERDE, MAGDA	TAMPA	8	0	8
VANGUARD KIDS	DOVER	9	9	0
VARGAS, LAURA M DBA LITTLE SEASHELL HOME DAY CARE	TAMPA	1	1	0
VEITIA CHAVIANO, LIURIS	TAMPA	2	2	0
VEITIA-CHAVIANO, LIURIS	TAMPA	6	6	0
WALDEN LAKE EARLY LEARNING CENTER	PLANT CITY	55	0	55
WALDEN LAKE EARLY LEARNING CENTER	PLANT CITY	60	0	60
WALKER, SONYA J	TAMPA	18	18	0
WALTON ACADEMY BEFORE & AFTERSCHOOL ENRICHMENT	TAMPA	26	26	0
WARD, IVORY A FAMILY CHILD CARE HOME DBA KIDZ 1ST CHOICE DAYCARE	TAMPA	15	15	0
WE ARE THE WORLD LEARNING CENTER	TAMPA	76	69	12
WE ARE THE WORLD LEARNING CENTER II	TAMPA	151	123	36
WE ARE THE WORLD LEARNING CENTER III LLC	TAMPA	99	76	31
WEST TAMPA EARLY LEARNING CENTER	TAMPA	65	65	0
WESTMINSTER ACADEMY PRESCHOOL	BRANDON	29	0	29
WESTTOWN CHRISTIAN ACADEMY	TAMPA	50	0	50
WHITEHEAD, RAE LYN	BRANDON	4	4	0
WILLIAMS, MARILYN L	TAMPA	13	13	0
WILLIAMS, PAMELA DIANE	PLANT CITY	6	6	0
WINDSOR LEARNING ACADEMY	TAMPA	31	26	5
WONDER KIDZ ACADEMY II LLC	TAMPA	66	53	15
WOODARD, ANGELIC R. DBA SUCCESSFUL HANDS LEARNING CENTER	TAMPA	8	0	8
WORLDS OF IMAGINATION INC	PLANT CITY	64	28	40
WRIGHT-CASTILLO, SYLVIA ELIZABETH	TAMPA	13	13	0
YANES, ALINA	BRANDON	12	12	0
YBOR EARLY CHILDHOOD LEARNING CENTER	TAMPA	108	106	4
YMCA BOB SIERRA YOUTH AND FAMILY CENTER	TAMPA	10	10	0
YMCA CAMP CRISTINA	RIVERVIEW	31	10	0
YMCA NORTHWEST HILLSBOROUGH FAMILY	TAMPA	15	31	0
YMCA SUCCESS AFTERSCHOOL ALAFIA	VALRICO	1	15	0
YMCA SUCCESS AFTERSCHOOL ANDERSON	TAMPA	1	1	0
YMCA SUCCESS AFTERSCHOOL BELMONT ELEMENTARY	SUN CITY CENTER	13	13	0
YMCA SUCCESS AFTERSCHOOL CARROLLWOOD	TAMPA	1	1	0
YMCA SUCCESS AFTERSCHOOL CITRUS PARK	TAMPA	6	6	0
YMCA SUCCESS AFTERSCHOOL ESSRIG	TAMPA	1	1	0
YMCA SUCCESS AFTERSCHOOL FOREST HILLS	TAMPA	3	3	0
YMCA SUCCESS AFTERSCHOOL FROST	RIVERVIEW	9	9	0

Provider Name	City	Total	School Readiness	VPK
YMCA SUCCESS AFTERSCHOOL IPPOLITO	RIVERVIEW	10	10	0
YMCA SUCCESS AFTERSCHOOL LAKE MAGDALENE	TAMPA	7	7	0
YMCA SUCCESS AFTERSCHOOL LIMONA	BRANDON	4	4	0
YMCA SUCCESS AFTERSCHOOL MITCHELL	TAMPA	1	1	0
YMCA SUCCESS AFTERSCHOOL NELSON	DOVER	2	2	0
YMCA SUCCESS AFTERSCHOOL PINECREST	LITHIA	2	2	0
YMCA SUCCESS AFTERSCHOOL PIZZO/MOSI	TAMPA	16	16	0
YMCA SUCCESS AFTERSCHOOL RIVERHILLS	TEMPLE TERRACE	15	15	0
YMCA SUCCESS AFTERSCHOOL ROOSEVELT	TAMPA	1	1	0
YMCA SUCCESS AFTERSCHOOL SEFFNER	SEFFNER	4	4	0
YMCA SUCCESS AFTERSCHOOL SESSUMS	RIVERVIEW	4	4	0
YMCA SUCCESS AFTERSCHOOL SUMMERFIELD	RIVERVIEW	7	7	0
YMCA SUCCESS AFTERSCHOOL SUMMERFIELD CROSSINGS	RIVERVIEW	16	16	0
YMCA SUCCESS AFTERSCHOOL TAMPA PALMS	TAMPA	9	9	0
YMCA SUCCESS AFTERSCHOOL TWIN LAKES	TAMPA	4	4	0
YMCA SUCCESS AFTERSCHOOL WARREN HOPE DAWSON ELEMENTARY	RIVERVIEW	3	3	0
YOUNGER YEARS LEARNING CENTER INC	SEFFNER	15	0	15



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