



ELCHC Governance Committee Meeting

Monday, January 31, 2022 at 3:00 pm

Hybrid Meeting

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

<https://zoom.us/j/96270833764?pwd=ZTV2WUczNVhZK1VVNGQ1VGdzUjd5UT09>

Meeting ID: 962 7083 3764

Passcode: 139291



ELCHC Governance Committee Meeting

Monday, January 31, 2022

I. CALL TO ORDER

S. Robinson

- A. Roll call/Quorum Verification
- B. Approval of Minutes for September 27, 2021 Regular Meeting - 3

II. PUBLIC COMMENT I

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

III. ACTION ITEMS

IV. CEO REPORT

G. Gillette

- A. Legislative Update - 5
- B. Gubernatorial Appointments Update - 8
- C. Diversity, Equity, and Inclusion Update - 9

K. Minney

H. Sovich/G.
Gillette

V. DISCUSSION ITEMS

- A. Board Member Survey - 21
- B. Sunshine Law Refresher
- C. Public Comment Process
- D. Public Notice Process
- E. Board Orientation Process
- F. Attendance Policy - 26

K. Scott

K. Minney

K. Minney

K. Scott

K. Minney

K. Scott

VI. INFORMATION ITEM

- A. Board Membership Roster - 28

VII. ADJOURNMENT

Monday, September 27, 2021, at 3 pm
6302 E. Dr. Martin Luther King Jr. Blvd. Ste 100
Tampa, Florida 33619

MEETING ATTENDANCE

Facilitator: Dr. Shawn Robinson

Committee Members Present:

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

Committee Members Absent:

Luke Buzard

ELCHC Staff:

Megan Folts*, Alison Fraga, Lorinda Gamson*, Gordon Gillette, Gay Meyers, Kelley Minney, Abby Perez*, Rick Rampersad*, & Erica Turchin

Other Attendees:

**Indicates attendance via Zoom platform*

CALL TO ORDER

Quorum Verification

Noting a quorum, Committee Chair, Dr. Shawn Robinson called the meeting to order at 3:02 pm.

Approval of August 2, 2021, Governance Committee regular meeting minutes

Dr. Stephie Holmquist Johnson made a motion to approve the August 2, 2021, Governance Committee regular meeting minutes. Aakash Patel made a second. The motion carried unanimously.

PUBLIC COMMENT

There was no Public Comment

ACTION ITEMS

Approval of Revised ELCHC Bylaws

Mr. Gordon Gillette, Chief Executive Officer, reported that the revisions to the Bylaws also included redefining the Service Delivery & Efficiency Committee as a Standing Committee.

Aakash Patel made a motion to approve the revisions to the Bylaws. Dr. Stephie Holmquist Johnson made a second. The motion carried unanimously.



Approval of Request for Proposal (RFP) for Governance Related Legal Services

Mr. Gillette reported that staff recommended releasing an RFP for governance-related legal services due to Attorney Steve Lee's move out of state.

Aakash Patel made a motion to approve the release of an RFP. Trayce Brown made a second. The motion carried unanimously.

Board Recruitment

Mr. Gillette reported that Jodi Marshall applied for membership to the ELCHC Board of Directors. Ms. Marshall has an extensive background in education. If approved for membership, Ms. Marshall would fill a private sector seat previously held by Joe McElroy.

Aakash Patel made a motion to approve the application for membership. Dr. Stephie Holmquist Johnson made a second. The motion carried unanimously.

CEO REPORT

Mr. Gillette highlighted the following items during his CEO report:

- Revised FY 21-22 CEO Strategic Objectives
 - revised objectives to include quantitative metrics.
- Gubernatorial Applications Update
 - There are fifteen (15) applications at the Governor Appointments Office for gubernatorial positions on the ELCHC Board of Directors. Four (4) of the fifteen (15) applicants applied for seat 1, Chair.
 - Mr. Gillette stated that before Aakash Patel resigns as ELCHC board chair, staff has done one final push to increase awareness about the Chair position by publishing it on LinkedIn, emails to Tampa Bay Chamber of Commerce, USF, Hillsborough Education Foundation, and advertising available gubernatorial appointments on the ELCHC website.
 - Aakash Patel recommended contacting elected officials about the Chair position.
- Meet & Greet with Division of Early Learning Chancellor Matt Mears
 - Mr. Gillette reported that staff met with Chancellor Matt Mears on Monday, September 14, 2021. Mr. Gillette stated they discussed the ELCHC's background and current situation, the work with DEL on provider rate increases, the American Rescue Plan Act (ARPA) funds approach, and several other projects.
- Child care provider site visit with Florida Representative Andrew Learned and Garret Van Lent from Children's Movement of Florida.

DISCUSSION ITEMS

FY 2021-2022 Annual Forms/Board of Directors Diversity Matrix

Kelley Minney reported that a few board members still need to submit their FY 21-22 Annual Forms and complete the diversity matrix survey.

ADJOURNMENT

Citing no further business, Dr. Stephie Holmquist Johnson made a motion to adjourn the meeting at 3:45 pm. Aakash Patel made a second. The motion carried unanimously.

ELCHC GOVERNANCE COMMITTEE MEETING – January 31, 2022

CEO REPORT

ITEM IV.A

ISSUE: Legislative Update

NARRATIVE:

The 2022 Association of Early Learning Coalitions (AELC) Advocacy Priorities is attached.

1 Attachment

Association of Early Learning Coalitions

Advocacy Agenda

2022

Support Florida's Workforce

- Support Florida's working families by aligning School Readiness (SR) Program entry requirements with Florida's growing economy.
- Support the workforce behind Florida's workforce - Florida's Early Childhood Educators.

Preserve Parental Choice

- Ensure parent choice by removing barriers to coalitions' flexibility to pay providers equitably across communities.

Increase Program Efficiency

- Reduce administrative burden on small business providers by aligning School Readiness and VPK provider standards and contractual requirements.

Support Educational Enhancements

- Increase VPK Base Student Allocation (BSA) to a level that will maintain FY21-22 VPK funding.
- SR Waitlist Funding - Set funding at levels sufficient for each community to sustain existing child enrollment and ensure no children are disenrolled from the program, while also maximizing the number of eligible children served.



AELC

Supporting Florida's Workforce

Access to child care is the #1 barrier for getting families to work - remove barriers

- Align School Readiness (SR) entry requirements to state median income (SMI). As workforce wages increase, alignment with SMI will ensure there is dynamic adjustment that allows requirements to maintain pace with Florida's growing economy, keep Floridians working and ensure coalitions are able to continue serving the vulnerable population of families currently being served.
- Increase income entry level for the School Readiness Program to serve ALICE population and keep Floridians working.
- Support the workforce behind Florida's workforce through increased salaries, benefits and other resources supported by SR reimbursement rates aligned with actual cost of care.

Preserving Parental Choice

- Allow coalitions to use variables such as cost of care, capacity needs and market demand to set rates that account for increased quality standards for Florida's early learning programs.
- Ensure all school readiness providers receive maximum reimbursement rate to support increased quality program standards.

Increase Program Efficiency

Align compliance for both SR and VPK program contracts to increase efficiencies and reduce duplication:

- Verification of Background Screening requirements.
- Entry level program assessment requirements.
- Provider quality improvement plans.

Support Educational Enhancements

- Increase VPK BSA to help support accountability and quality enhancements from HB 419; increase to a level that will keep existing funding level in VPK system (\$412 million).
- Examine VPK administrative funding to ensure sufficient resources for effective implementation of VPK accountability and monitoring.
 - Establish specific appropriation for implementation of VPK assessment and accountability requirements (program assessment, monitoring and quality standards)
 - Increase allowable administrative percentage from 4 to 5% to account for increased workload associated with new accountability standards
 - Calculate percentage of administrative funding based on the higher of allocation or appropriation, rather than child enrollment
- Ensure waitlist proviso allows for allocations based on enrollment of new children as well as continued funding for children who were previously enrolled off waitlist.
- ULTIMATE END GOAL - being able to serve ALL eligible children with no waitlist.



ELCHC GOVERNANCE COMMITTEE MEETING – January 31, 2022

CEO REPORT

ITEM IV.B.

ISSUE: Gubernatorial Appointments Update

NARRATIVE:

There are 16 Gubernatorial applications on file at the Governor's Appointments Office as of January 25, 2022:

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

ELCHC GOVERNANCE COMMITTEE MEETING – January 31, 2022

CEO REPORT

ITEM IV.C

ISSUE: Diversity, Equity, and Inclusion Update

NARRATIVE:

In our continued efforts to ensure the ELCHC supports diversity, equity, and inclusion in our workplace and to report on our progress, we are prepared to provide the following summaries:

- Non-Profit Leadership Center DEI Assessment Project Update
- Listening Tour Update
- ELCHC Demographics Update Presentation- a reflection of where we were in 2018 to current in terms of diversity
- Director, DEI Job Description – summary of responsibilities and objectives for the newly created senior leadership role

1 Attachment

ELCHC Demographics Update

Governance Committee Meeting

January 31, 2022

Presented by Helen Sovich & Gordon Gillette



Where We Were in 2018 and Where We Are Now

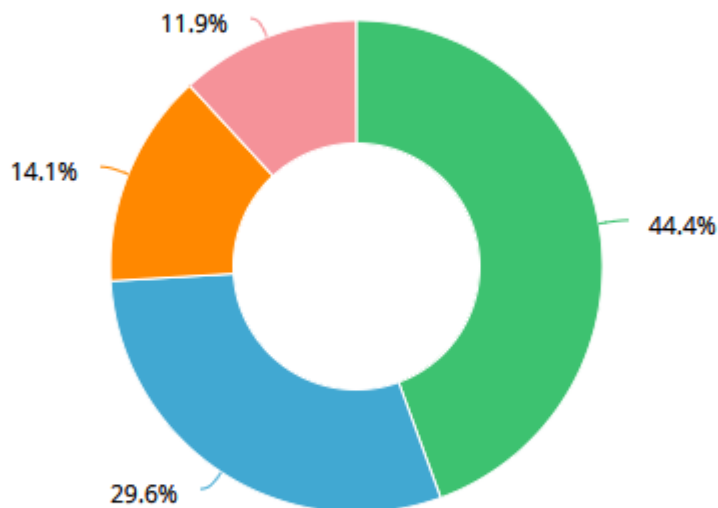
4.2018			1.2022		
Male	3	5%	Male	17	13%
Female	50	95%	Female	117	87%
Asian	0	0%	Asian	3	2%
Black	7	15%	Black	34	25%
Hispanic	23	44%	Hispanic	48	36%
White	21	38%	White	44	33%
Two or More Races	0	0%	Two or More Races	5	2%
53 employees			134 employees		

Generation



Current

Trends



Millennials

Generation X

Baby Boomers

Generation Z

- Baby Boomer Generation — born 1946-1964 (55-73 years old)
- Generation X — born 1965-1980 (39-54 years old)
- Millennials — born 1981-1996 (23-38 years old)
- Generation Z — born 1997-2012 (7-22 years old)

2017 – Average age was 46



January 2022 Employee Equal Employment Opportunity (EEO) Report by Job Title

Female Asian	2	
Female Black or African American	33	2 Manager & Above
Female Hispanic or Latino	40	9 Manager & Above
Female two or more races	4	1 Manager & Above
Female white	38	10 Manager & Above
Male Asian	1	1 Manager & Above
Male Black or African American	1	
Male Hispanic or Latino	8	
Male two or more races	1	1 Manager & Above
Male white	6	2 Manager & Above

ELCHC Demographics and Pay Ranges

Number of People

Ethnicity	Non-Exempt		Exempt			Manager			Director		Officer		Grand Total
	N1	N2	E1	E2	E3	M1	M2	M3	D1	D2	O1	O2	
Asian	1					1						1	3
Black / African American	26	1	1	4		2							34
Hispanic or Latino	23	5	8	8		3		1		1			49
Two or more Nationality	1		1			3							5
White/Caucasian	16	2	4	8	1	4	3		2		1	2	43
Grand Total	67	8	14	20	1	13	3	1	2	1	1	3	134
Avg. Salary	\$ 40,508	\$ 44,891	\$ 44,581	\$ 49,609	\$ 48,960	\$ 63,260	\$ 72,787	\$ 76,500	\$ 85,000	\$ 106,000	\$ 117,500	\$ 126,000	
Job Market Value	\$ 40,650	\$ 44,384	\$ 46,920	\$ 53,040	\$ 57,120	\$ 61,200	\$ 66,300	\$ 76,500	\$ 86,700	\$ 91,800	\$ 112,200	\$ 122,400	

*CEO not included in the above count

Percentage of People

Ethnicity	Non-Exempt		Exempt			Manager			Director		Officer		Grand Total
	N1	N2	E1	E2	E3	M1	M2	M3	D1	D2	O1	O2	
Asian	1	0	0	0	0	8	0	0	0	0	0	33	2%
Black / African American	39	13	7	20	0	15	0	0	0	0	0	0	25%
Hispanic or Latino	34	63	57	40	0	23	0	100	0	100	0	0	37%
Two or more Nationality	1	0	7	0	0	23	0	0	0	0	0	0	4%
White/Caucasian	24	25	29	40	100	31	100	0	100	0	100	67	32%
Grand Total	100	100	100	100	100	100	100	100	100	100	100	100	100%
Avg. Salary	\$ 40,508	\$ 44,891	\$ 44,581	\$ 49,609	\$ 48,960	\$ 63,260	\$ 72,787	\$ 76,500	\$ 85,000	\$ 106,000	\$ 117,500	\$ 126,000	
Job Market Value	\$ 40,650	\$ 44,384	\$ 46,920	\$ 53,040	\$ 57,120	\$ 61,200	\$ 66,300	\$ 76,500	\$ 86,700	\$ 91,800	\$ 112,200	\$ 122,400	

*CEO not included in the above count

Example of Non -Exempt Positions:

Training Support Specialist
Accounting Specialist
Intake Counselor
Eligibility Coordinator
Regional Support Specialist

Example of Exempt Positions:

Contract Administrator
Senior Accountant
Policy Coordinator
Data Analyst
HR Coordinator

Example of Manager Positions:

Manager, Screening & Assessment Manager,
Marketing & RD Manager, Fraud & OEL
Compliance Manager, Eligibility
Manager, Finance & Accounting

Example of Director Positions:

Director, Provider Relations
Director, Family Services

Example of Officer Positions:

Chief Information Officer
Chief Development Officer

Our First Leadership Development Program Kicked Off September 2021!

Topics

- Leading with Emotional Intelligence
- Crucial Conversations
- Self-Leadership
- Crucial Accountability
- Managing a Team 101
- Situational Leadership

Department Representation

- 4 Finance
- 8 Family Services
- 5 Provider Relations
- 1 Resource Development
- 1 IT

Race/Ethnicity Representation

- 4 Black or African American
- 10 Hispanic or Latino
- 1 Two or More Races
- 4 White

Position/Status

- 7 New/New to ELCHC Managers
- 3 New Coordinators
- 8 Exhibiting Leadership Potential

In Progress - Currently recruiting for a Director, Diversity, Equity & Inclusion to join Senior Leadership

Key Responsibilities:

- Develop DEI Strategic Plan
- Develop and project manage strategies, programs and initiatives
- Design specific coalition campaigns to drive awareness and engagement
- Collaborate across all ELCHC departments to develop internal and community programs and report on metrics to measure effectiveness
- Deploy DEI curriculum across the Coalition; create learning materials, toolkits and other resources to drive inclusive behaviors and reduce bias



JOB DESCRIPTION

POSITION TITLE: Director, Diversity, Equity & Inclusion

FLSA STATUS: Exempt

PAY RANGE: \$69,360 to \$104,040 per year

PAY GRADE: D1

DEPARTMENT: Diversity, Equity and Inclusion

DATE: January 10, 2022

POSITION SUMMARY

Reporting to the Chief Executive Officer, the **Director, Diversity, Equity & Inclusion (DEI)** partners across the Early Learning Coalition of Hillsborough County and its constituents to drive the further development, implementation and execution of DEI strategies. The individual in this position is part of the senior leadership team of the ELCHC and participates in executive decision making for the organization. This position is responsible for designing and delivering tailored programs in alignment with ELCHC's strategic framework to ensure DEI in our provider, family and team member communities. This work will be grounded in incorporating industry and community best practices in DEI and will also include analyzing and interpreting data and trends in order to recommend strategies, programs and initiatives that contribute to advancing DEI across the organization and the early learning community in Hillsborough County.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Work with senior leadership, project teams and Board Committees to develop a DEI Strategic Plan that meshes with the ELCHC's overall strategic plan
- Develop and project manage internal and external DEI strategies, programs and initiatives working in matrix fashion and in project teams across the functional areas of the ELCHC (with special emphasis on Human Resources, Family Services, Resource Development and Provider Relations)
- Develop project plans, deliverables and timelines for execution
- Develop and manage DEI internal and community programs and events ensuring alignment with DEI strategy; implement and report on metrics to measure effectiveness
- Communicate clearly data analysis, findings, conclusions, and recommendations through presentations and briefings to Leadership, Board of Directors and community partners
- Responsible for ad-hoc and quarterly DEI scorecards and annual reporting; track and update key industry benchmarks

- Design specific corporate campaigns to drive awareness and engagement on DEI strategy pillars; identify tools and build collateral materials to support
- Deploy DEI curriculum across the Coalition (including facilitating training sessions as needed) aligning with existing leadership and development programs; create learning materials, toolkits, and resources to drive inclusive behaviors and reduce bias
- Support the creation and maintenance of strategic, creative, and programmatic DEI communications; partner with Family Services, Provider Relations and Resource Development/Community Relations to consistently report and highlight DEI initiatives via intranet, website and community resource publications
- Prepare presentations, summarize talking points for key stakeholders and other materials about DEI efforts, including prep for spokespeople.
- Partner with department leaders to drive adoption and grow diversity recruiting programs for underrepresented groups and ensure an inclusive candidate experience.
- Stay current on research, best practices and regulatory updates summarizing findings and recommendations for enhancing current processes and practices
- Conduct internal and external benchmarking and network within the DEI practitioner community to obtain and consistently communicate relevant best practices, trends, and regulatory updates
- Perform other duties as assigned

SUPERVISORY RESPONSIBILITIES

None, however, there will be high leadership content in the role, coordinating project teams and interfacing with ELCHC departments and external constituents.

QUALIFICATIONS

- Bachelor's Degree in human resources, organizational development, business management, political science, or related degree from an accredited institution; Master's degree preferred
- Minimum 5 years of professional work experience and with experience in project management
- Minimum 2 years leadership experience and/or experience in project management, people analytics, and designing strategies, programs and initiatives; direct DEI and nonprofit experience preferred
- Knowledge of and experience with core diversity, equity and inclusion concepts, and ability to develop collaborative relationships with various stakeholders to co-create content and align on solutions
- Strong analytical skills, knowledge of the use of data analysis and metrics and the ability to translate data, research, and trends into actions
- Ability to communicate story and high-level themes based on data and build data visualizations in support of the communication
- Ability to work both strategically and tactically to deliver results
- Basic understanding of state, federal and country laws that may impact or regulate diversity, equity, and inclusion-related initiatives
- Ability to lead cross-functional teams and projects
- Ability to work independently with minimal direction, and comfort with ambiguity and leading in a changing environment
- Ability to handle complex and confidential information with discretion
- Strong influencing and negotiating skills with ability to motivate employees and peer groups, with ability to collaborate across multiple cultures

- Intermediate skills in Microsoft Office Products
- This position requires successful completion of the level 2 background screening standards as set forth in s. 435.04, F.S.
- Valid Florida Driver's License and the ability to drive a passenger vehicle

PHYSICAL ACTIVITY/WORK CONDITIONS

- **Work Conditions:** This job operates in a general office setting. This role routinely uses standard office equipment such as computers, phones, copiers/fax machines. While performing the duties of this job, the employee frequently interacts with team members, vendors, community partners and the public in person and via telephone and email. The employee will also have frequent occasion to be involved in high levels of physical activity in preparing for and working outreach events in indoor and outdoor settings.
- **Physical Demands:** While performing the duties of this job, the employee will be required to sit for prolonged periods of time, at a desk, utilizing a computer and reviewing online and paper documents. The employee may be required to lift and move up to 25 pounds.

The statements in this Job Description are intended to describe the general nature and minimum level of work required. The content should not be construed as a complete list of all duties, responsibilities and skills required to meet the criteria for this position. Upon request, reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Early Learning Coalition of Hillsborough County does not discriminate against employees or clients based on race, color, religion, gender identity or expression, sexual orientation, national origin, age, disability, marital status, familial status or any other characteristic protected by Federal and State law. The coalition will make reasonable accommodations in compliance with the Americans with Disabilities Act of 1990, as Amended (ADAAA). We recruit, employ, train, compensate, and promote without regard to race, religion, creed, color, national origin, age, gender, sexual orientation, marital status, disability, veteran status, or any other basis protected by applicable federal, state or local law.

This job description in no way states or implies that these are the only duties to be performed by the employee(s) incumbent in this position. Employee(s) will be required to follow any other job-related instructions and to perform any other job-related duties requested by any person authorized to give instructions or assignments. A review of this position has excluded the marginal functions of the position that are incidental to the performance of fundamental job duties. All duties and responsibilities are essential job functions and requirements and are subject to possible modification to reasonably accommodate individuals with disabilities. To perform this job successfully, the incumbent(s) will possess the skills, aptitudes, and abilities to perform each duty proficiently. Some requirements may exclude individuals who pose a direct threat or significant risk to the health or safety of themselves or others. The requirements listed in this document are the minimum levels of knowledge, skills or abilities. This document does not create an employment contract, implies or otherwise, other than an "at will" relationship.



Our Path to DEI is a journey, not a race.

We all have important lessons to learn.

Thank you for your continued support.



ELCHC GOVERNANCE COMMITTEE MEETING – January 31, 2022

DISCUSSION

ITEM V.A.

ISSUE: Board Member Survey

NARRATIVE:

Attached is a draft Board Member Survey packet.

1 Attachment



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

BOARD MEMBER SURVEY RESULTS

2021-2022



WHO IS AN ELCHC BOARD MEMBER?

DEMOGRAPHICS

Female
 White
 55-64 Years Old
 Lives in South County
 Is a parent to a child under the age of 15
 Not a Member of the Armed Forces
 Does Not Have a Disability

COMMUNITY CONNECTIONS

Education
 Community Service Organization
 Corporate

CORE COMPETENCIES

Visionary
 Strategic Thinking
 Understanding of mission, vision, values

TOP AREAS OF EXPERTISE

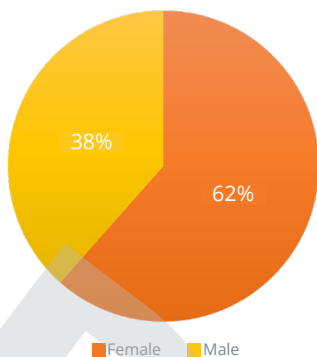
Education
 Community Development
 Community Volunteer

TOP RESOURCES

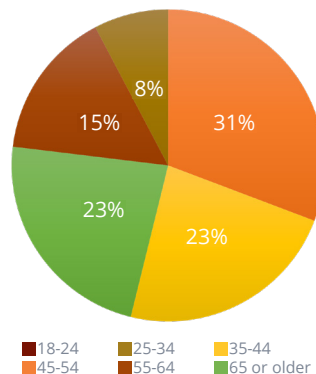
Availability for Active Participation
 Money to Give



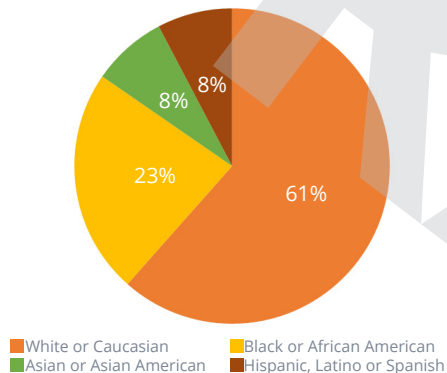
*13 out of 22 board members completed this survey.

Gender

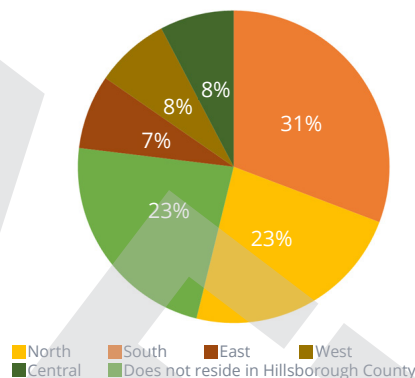
The majority of board members identify as female with no representation for transgender or non-binary individuals.

Age

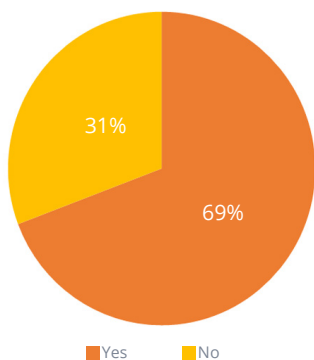
There is a fairly even distribution between 35-64 years of age with 55-64 being larger.

Race/Ethnicity

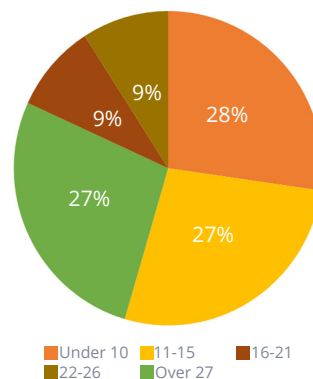
Board members are primarily White followed by Black with no representation for Native American individuals.

Residency

A large part of the board live in the North or South part of Hillsborough County.

Are you a Parent?

The greater part are parents.

Age of Child(ren)

Of those board members with children, the majority are under age 15.

ADDITIONAL QUESTIONS:

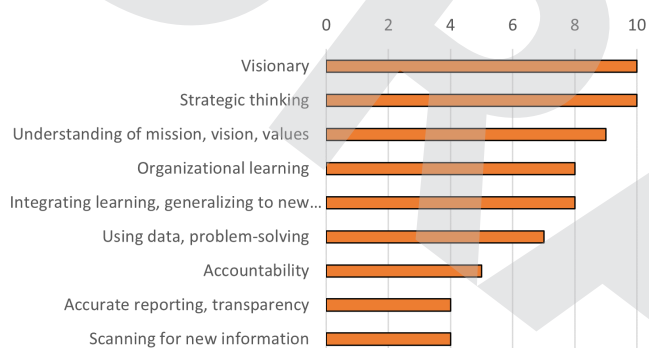
Respondants are not members of the Armed Forces nor do they have a known disability.

Areas of Expertise/Leadership Qualities



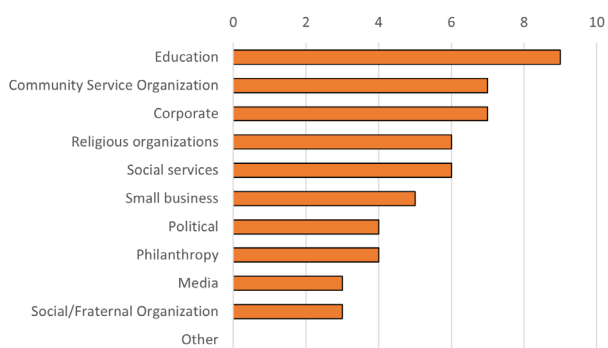
SHOWS: Our board has experience in education, community volunteering and government.

Core Competencies



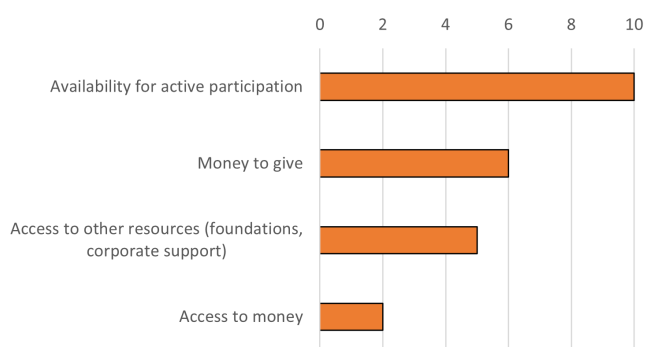
SHOWS: Our board members are visionaries and strategic thinkers.

Community Connections



SHOWS: Board members are connected to our community through education and community services.

Resources



SHOWS: Our board members have the ability to be an active participant in the organization.

ELCHC GOVERNANCE COMMITTEE MEETING – January 31, 2022

DISCUSSION

ITEM V.F.

ISSUE:

Attendance Policy

NARRATIVE:

During the 2021-2022 Accountability Monitoring, the Division of Early Learning noted the following observation:

- *One board member had excessive absences from board meetings during the review period. DEL did not receive documentation that the coalition has a policy in place for addressing excessive board meeting absences.*

Attached is the Board of Directors Attendance Policy.

1 Attachment

Policies, Procedures, & Forms

Board of Directors Attendance Policy

Scope: This policy applies to all members of the Board of Directors of the Early Learning Coalition of Hillsborough County.

Reason for Policy: To ensure that board members contribute their expertise and judgment to the business and affairs of the Early Learning Coalition of Hillsborough County by attending and participating in board meetings.

Policy Statement: Board members are expected to attend all board meetings. It is recognized that directors may be unable to attend some meetings due to conflicts with other commitments or other unforeseen circumstances. Members may attend meetings telephonically.

Process: If a board member fails to attend two meetings of the board in a 12-month period the chair shall discuss the reasons for the absences with the member. Upon the third absence the Chair may ask the individual to resign.

The member's response will promptly be shared by the Chair with the entire board at the next board meeting. At that meeting, the board will decide what actions to take regarding the board member's future membership on the board. If the board decides to terminate the board member's membership, termination will be conducted as specified in the Coalition's by-laws.

If the board member is an *ex-officio* member of the board, the chair may discuss the member's attendance with the organization the member is affiliated with, and such organization may be requested to remove the member and appoint a new *ex-officio* member to the board if a delegate member is permitted by statute.

Authorized by: Board of Directors
Maintained by: Governance Committee
Review Date: 10/2016
Review Date: 9/5/18
Review Date: 8/3/2020

Original Issue: 08/10/2015
Current Version: 08/10/2015

Early Learning Coalition of Hillsborough County

Approved as of [date added when approved by OEL]

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

Early Learning Coalition of Hillsborough County

Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
4	Department of Children & Family Services Regional Administrator or permanent designee	Yes	Beth Pasek 9393 North Florida Avenue, Suite 900 Tampa, Florida 33612 (813)337-5806 Work (813) 460-6131- Cell Beth.pasek@myflfamilies.com	Department of Children and Families Community Development Administrator, Circuit 13	N/A	Legislative Began 11.18.19	N/A	N/A
5	District superintendent of schools or permanent designee	Yes	Tracye H. Brown 901 E. Kennedy Boulevard Tampa, FL 33602 (813) 272-4879 Work tbrown@sdhc.us Administrative Secretary: Teresa Wilkinson Teresa.Wilkinson@sdhc.k12.fl.us	Hillsborough County Public Schools Chief of Climate & Culture	N/A	Legislative Began 06.06.16	N/A	N/A
6	Regional workforce board executive director or designee	Yes	John Flanagan 4902 Eisenhower Blvd., Suite 250 Tampa, FL 33634 (813) 397-2024 Work (813) 373-9011 Cell Flanaganj@careersourcetampabay.com	CareerSource Tampa Bay CEO	N/A	Legislative Began 5.11.20	N/A	N/A
7	County health department director or designee	Yes	Open		N/A		N/A	N/A

Early Learning Coalition of Hillsborough County

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

Early Learning Coalition of Hillsborough County

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

Early Learning Coalition of Hillsborough County

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15	An agency head of a local licensing agency	Yes, if applicable	Carl Harness 601 E. Kennedy Blvd Tampa, Florida 33602 P: (813) 272-1153 M: (813) 545-4478 harnessc@hillsboroughcounty.org Admin Assistant Aletta Keplinger-Rodriguez	Hillsborough County, Office of County Administrator Chief Human Services Administrator	N/A	Legislative Began 2.15.21	N/A	N/A
16	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Whittington Lee Bowers 17611 Archland Pass Road Lutz, Florida 33558 (813) 391-5690 Lee.Bowers@WellCare.com	Sunshine Health Senior Vice President	N/A	Began 9.16.19	4 years 9.16.2023	1
17	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Dr. Jodi Marshall 710 S Delaware Ave Tampa FL, 33606 (813) 892-7773 jodicmarshall@yahoo.com	Learning Solutions Senior Vice President	N/A	Began 10.18.21	4 years 10.18.2025	1
18	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Dianne Jacob 201 N. Franklin Street, Ste. 1500 Tampa, FL 33602 (813) 637-7159 (813) 679-4973 Dianne.jacob@pnc.com	PNC Bank Senior Vice President and Director Client and Community Relations	N/A	Began 04.13.15	4 Years 04.15.19 2 nd term 4.15.2023	2
19	Private Sector Business	Yes, if needed to meet private sector	Dr. Daphne Fudge 19240 Wood SAGE Tampa, FL 33647	Your1resource Training	N/A	06.13.16	4 years 06.13.20	2

Early Learning Coalition of Hillsborough County

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

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24	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Dustin Portillo 4908 W. Nassau Street Tampa, FL 33607 813-769-4934 Office 813-417-6232 Cell dportillo@casperscompany.com	Caspers Company McDonald's Community Relations	N/A	10.19.20	4 years 10.19.2024	

Early Coalition of Hillsborough County Membership Management

Approved as of [date added when approved by OEL]

I.	TOTAL MEMBERSHIP: 22
II.	TOTAL PRIVATE SECTOR MEMBERSHIP: 11 PRIVATE SECTOR PERCENTAGE: 46%
III.	TOTAL NON-VOTING EX OFFICIO MEMBERSHIP: XXXX
IV.	NUMBER OF VACANCIES IN REQUIRED POSITIONS: 2