



ELCHC Board of Directors Meeting Agenda Packet

April 18, 2022 at 3:00 pm

Hybrid Meeting

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

<https://us06web.zoom.us/j/91759842472?pwd=MmNKY05sdHZTOGtjTTkrdVVOanQ2Zz09>

Meeting ID: 917 5984 2472

Passcode: 713623



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

BOARD OF DIRECTORS MEETING AGENDA

Monday, April 18, 2022, at 3:00 pm
Hybrid Meeting
6302 E. Dr. Martin Luther King Jr. Blvd.
Suite 100
Tampa, FL 33619

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
- B. Special Guest Speaker – Chancellor Matthew Mears
- C. Board Member Bios and Headshots

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. April 18, 2022 Board of Directors Meeting Agenda
- B. February 21, 2022 Board of Directors Regular Meeting Minutes
- C. FY 2022-2023 Executive Committee/Board of Directors Meeting Schedule
- D. February 21, 2022 Service Delivery & Efficiency Committee Regular Meeting Minutes

V. ACTION ITEMS

- A. Approval of Governance Related Legal Services
- B. Approval of Audited Financial Statements – Years Ended June 30, 2021 and 2020
- C. Approval of the FY 2022-2023 Sliding Fee Schedule

S. Robinson

L. Buzard/G. Meyer
G. Gillette/H. Goble

VI. COMMITTEE REPORTS

- A. Governance Committee
- B. Finance Committee
- C. Executive Committee

S. Robinson
L. Buzard
A. Patel



D. Service Delivery & Efficiency Committee

D. Fudge

VII. CEO REPORT

G. Gillette

A. Legislative Updates

B. American Rescue Plan Act (ARPA) Updates

C. Kindergarten Readiness Initiative

VIII. FINANCE REPORT

G. Meyer

A. FY 2022 Financials through February 28, 2022, Budget to Actual

IX. DISCUSSION ITEMS

A. Splash into A Day of Preschool

A. Fraga

B. ReCharge at Teacher's Night Out & Early Learning Conference

S. Francois

C. In-Person Board Meetings

A. Patel

X. INFORMATION ITEMS

XI. 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.

XII. ADJOURNMENT

UPCOMING MEETINGS

Governance Committee Meeting- Monday, May 23, 2022 at 3:00 pm

Finance Committee Meeting- Monday, June 6, 2022 at 3:00 pm

Executive Committee Meeting- Monday, June 13, 2022 at 3:00 pm

Board of Directors Annual Meeting- Monday, June 20, 2022 at 3:00 pm

UPCOMING EVENTS

Feeding Tampa Bay Mobile Pantry Distribution- Tuesday, May 3, 2022 at 4:30 pm

A Day of Preschool- Thursday, May 12, 2022 at 11:30 am at Tampa River Center at Julian B. Lane Riverfront Park

ReCharge at Teacher's Night Out & Early Childhood Conference - Friday, May 6, 2021 at 6:00 pm at Tabella's at Delaney Creek

Monday, February 21, 2022, at 3:00 pm
Hybrid Meeting
6302 E. Martin Luther King Jr. Blvd., Suite 100
Tampa, FL 33619

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*, Allison Nguyen*, Dr. Lise Fox*, Luke Buzard*, Aakash Patel*, Kelley Parris*, Amanda Jae*, Dr. Stephie Holmquist Johnson*, Adam Giery*, Lee Bowers*, Dr. Shawn Robinson, and Tracye Brown*

Board Members Absent:

Dr. Jodi Marshall, Dustin Portillo, and Shelia Rios

ELCHC Staff:

Lorinda Gamson*, Gordon Gillette, Megan Folts, Alison Fraga*, Gary Meyer*, Rick Rampersad, Kelley Minney, Kiyana Scott, Abigail Perez*, Helen Sovich*, Nancy Metsker*, Hannah Goble*, Martha Aguiar*, Tiffany Skals*, Lissette Godwin, Gwyn Feldhake* and Tracy Knight*

Other Attendees:

John Flanagan*, Tonia Williams*, Danielle Flowers*, Angela Chowning*, Dr. Demetria Waddell*, Ellen Zinzeleta*, Andres Plaza*, Erin Smeltzer*, Molly Grant*, Steve Lee*, Marni Fuente*, Pam Chalfant*, Robyn Perlman*, Tammy Shamburger*, Amy Haile*, Meriel Martinez*, Michelle Zieziula* and Loreen (the last name not provided) *

**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 3:05 pm.

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

PUBLIC COMMENT I

There was no Public Comment.

Chairman's Report

A. Mission Moment

Chair Patel recognized Dr. Leslene Gordon for her service on the Board of Directors and introduced new Board member, Allison Nguyen, Program Manager, Office of Healthy Equity, Florida Department of Health – Hillsborough County.

Chair Patel recognized John Flanagan for his service on the Board of Directors. Mr. Flanagan introduced Michelle Zieziula. Ms. Zieziula will serve as John's permanent designee for the local workforce development board executive director member position.

Chair Patel recognized Steve Lee for representing the Board of Directors as the Board Attorney.

B. Child Care Provider Site Visits

Chair Patel informed the Board of Directors that Westminster Academy and The Learning Center at St. Johns had invited members of the Board to visit their centers any time after March 21, 2022. Chair Patel stated that if any member is interested to contact Kelley Minney and Kiyana Scott for more information.

Chair Patel requested Cynthia Chipp to confirm with providers in the community if they are available for a site visit. Ms. Chipp stated that she would contact Kiyana Scott with the names of the providers that will be open for a site visit.

C. Legislative Updates

Erin Smeltzer, Executive Director, and Molly Grant, Deputy Director of the Association of Early Learning Coalitions, provided updates on the 2022 Legislative Session.

CONSENT AGENDA

The following items were included under the Consent Agenda:

- A. February 21, 2022 Board of Directors Meeting Agenda
- B. September 2, 2021 Board of Directors Special Meeting Minutes
- C. October 18, 2021 Board of Directors Regular Meeting Minutes
- D. November 4, 2021, Special Committee Meeting Minutes
- E. December 7, 2021 Board of Directors Special Meeting Minutes
- F. December 16, 2021, Provider Review Hearing Minutes - Time of Wonder Academy vs. ELCHC
- G. January 18, 2022, Legislative Affairs Committee Regular Meeting Minutes
- H. January 26, 2022 Board of Directors Diversity, Equity, and Inclusion Focus Group Meeting Minutes
- I. February 9, 2022 Board of Directors Diversity, Equity, and Inclusion Focus Group Meeting Minutes

Board Member Candy Olson requested ELCHC staff to provide additional details when constructing the meeting minutes to be more informative for the Board of Directors. Ms. Olson referenced the December 7, 2021 Board of Directors Meeting Minutes. In addition, Ms. Olson suggested adding the Zoom meeting links to the public notices.

Candy Olson made a motion to approve the Consent Agenda. Commissioner Gwen Myers made a second. The motion carried unanimously.

ACTION ITEMS

- A. Execute Contract with The University of Florida Board of Trustees for the benefit of the Lastinger Center for Learning's Hillsborough Early Learning Network**

Mr. Gillette reported that the Coalition would assist in research, recruitment, and retention for the early learning professionals and educators in the Hillsborough Early Learning Network (HELN).

Mr. Gillette introduced Pam Chalfant, Assistant Director, Academics, at the Lastinger Center for Learning. In addition, Mr. Gillette announced that ELCHC staff member Roshaun Gendrett, Manager, Quality and Program Compliance, will be responsible for overseeing the Coalition's efforts with HELN.

Dr. Stephanie Holmquist Johnson made a motion to authorize staff to execute a contract with The University of Florida Board of Trustees for the benefit of the Lastinger Center for Learning in the amount up to \$225,000 for year 1 and up to \$200,000 for years 2 and 3. Candy Olson made a second. Adam Giery abstained. The motion carried.

B. Approve allocation of funds to Champions for Children

Mr. Gillette reported that the ELCHC received \$509,000 for Program Outreach and Awareness. The ELCHC released a request for proposals to solicit organizations to support family engagement.

There was a discussion regarding ELCHC staff informing the Board of Directors of any request for proposals (RFP) to eliminate the possible duplication of services in the community. Candy Olson made a motion for any RFP over \$100,000, ELCHC staff should email Board members to inform them that the RFP was being let. There was a second by Commissioner Myers, but after further discussion, Ms. Olson withdrew the motion, and Commissioner Myers withdrew the second.

Candy Olson made a motion to approve the allocation of funds to Champions for Children in the amount of \$174,433. Dr. Lise Fox made a second. Dianne Jacob recused. The motion carried.

C. Approve allocation of funds to Children's Forum VPK INCENTIVES

Gary Meyer, Chief Financial Officers, reported the increase of \$375,000 to the Children's Forum to support Voluntary Pre-Kindergarten (VPK) providers and educators with education-based salary supplements.

Dr. Shawn Robinson made a motion to approve the allocation of funds to Children's Forum in the amount of \$375,000 for VPK INCENTIVES for FY 2021-2022. Cynthia Chip made a second. The motion carried unanimously.

D. Approve allocation of funds to OneconnectionIT LLC

Mr. Meyer reported that OneconnectionIT LLC would provide 150 computers with added software for participants in the Business Leadership Training and 24/7/365 technical support.

Candy Olson made a motion to approve the allocation of funds to OneconnectionIT LLC in the amount of \$511,890 for FY 2021-2022. Luke Buzard made a second. The motion carried unanimously.

E. Approve allocation of funds to the Business Leadership Institute for Early Learning

Mr. Meyer and Marth Aguiar, Workforce Coordinator, presented a workforce initiative presentation to the Board of Directors, highlighting the following:

- After conducting a workforce survey of 1,100 child care providers to assess the needs of the child care provider community, there were 523 respondents.
- Child care providers need support with recruiting, training, and retaining staff.
- Child care providers expressed interest in business leadership and technology support.

Mr. Meyer reported that the ELCHC would be supporting the child care providers on how to strategically implement and spend the American Rescue Plan Act (ARPA) funding by providing:

- Business leadership training
- Technology and supports
- Coaching and technical assistance

There was further discussion on the ELCHC staff's capacity to conduct training and coaching to the child care providers in the business leadership training and how the child care providers would have an opportunity to participate in the training.

Dr. Jacquelyn Jenkins made a motion to approve the allocation of funds to the Business Leadership Institute for Early Learning in the amount of \$75,000 for FY 2021-2022. Luke Buzard made a second. The motion carried unanimously.

COMMITTEE REPORTS

Legislative Affairs Committee

Adam Giery waived the Legislative Affairs Committee report.

Governance Committee

Dr. Shawn Robinson informed the Board of Directors that the Governance Committee met on January 31, 2022, to review and discuss the following items:

- Gubernatorial Appointments updates
- Diversity, Equity, and Inclusion
- Sunshine Law Refresher
- Public Comment Process
- Public Notice Process
- Board Orientation Process
- Attendance Policy
- Board Matrix Survey Results

Dr. Shawn Robinson reported that the Governance Committee met on February 17, 2022, to review the submitted proposals for Governance Legal Services, but a quorum was not present.

Executive Committee

Chair Patel informed the Board of Directors that the Executive Committee met on February 14, 2022, to review and discuss the following items:

- Committee Reports
- CEO Report
- Splash into A Day of Preschool
- Teacher's Night Out
- Board Social Hour

Finance Committee

The Finance Committee met on February 7, 2022, to review and discuss the following:

- Approval of Allocation of funds to:
 - Brookes Publishing
 - Champions for Children
 - Learn & Play (Glazer Children's Museum)
 - Travelers Casualty and Surety Company of America Insurance
- Financials through December 31, 2021
- American Rescue Plan Act (ARPA) Stabilization Plan
- ELCHC Facilities Update

Service Delivery and Efficiency Committee

Dr. Daphne Fudge informed the Board of Directors that the Service Delivery and Efficiency Committee met on February 21, 2022, and the Committee plans to meet regularly.

FINANCIAL REPORT

Mr. Meyer reviewed the financials through December 31, 2021.

CEO REPORT

A. American Rescue Plan Act (ARPA) Stabilization Plan

Mr. Gillette provided an update on ARPA funding, highlighting the following:

- ELCHC would receive \$51 M to distribute over three (3) quarters to non-contracted and contracted child care providers.
- Funding would be based on child enrollment

B. Nonprofit Leadership Center – Focus Groups & Intercultural Development Inventory Report

Meriel Martinez, Program Director, Nonprofit Leadership Center, informed the Board of Directors of the final phases of the IDI Assessments, focus groups, and trainings.

C. ELCHC Employee Demographics

Helen Sovich, Human Resources, Manager, presented the ELCHC's Demographics to the Governance Committee, highlighting the Coalition's demographic growth amongst staff and pay ranges.

D. Listening Tour Update

Megan Folts, Director, Provider Relations, provided an update to the Board of Directors on the Listening Tours. Ms. Folts highlighted the following:

- A total of 42 child care providers attended the listening tours.

- The Listening Tours were lightly attended, and tours were canceled due to low attendance or rescheduled.
- Connection cards were available to each child care provider to request meetings or visits with ELCHC staff and Board members.

There was further discussion on how to engage with child care providers to increase the participation rates and what the ELCHC staff had learned from conducting the tours.

E. ALICE Population Study

Mr. Gillette informed the Board of Directors of the need to dive deeper into the Asset, Limited, Income Constrained, Employed (ALICE) population by conducting an ALICE study.

F. 3-5 Initiative Update

• Kindergarten Awareness

Alison Fraga, Chief Development Officer, reported that the ELCHC had launched a 4-month campaign occurring inside the HART buses. Mrs. Fraga stated that the Coalition expects half a million impressions from this campaign. Mrs. Fraga informed the Board of an upcoming radio ad campaign with Beasley Media Group. Ms. Fraga stated that the Coalition would launch a direct mail campaign in early March, approximately targeting 20,000 homes in Hillsborough County to bring awareness to School Readiness.

• iSpy Tampa Bay

Mrs. Fraga reported that the iSpy program enhances learning in 3,4-, and 5-year-old classrooms. Ms. Fraga highlighted the following:

- 45 classrooms/23 child care providers are participating in the program
- 513 children/400 families have applied for a membership with Zoo Tampa, Florida Aquarium, and the Glazer Children's Museum
- Classroom materials, books, and digital field trips would be provided to the child care providers in addition to home libraries for the families.

• Kindergarten Transition

- Lissette Godwin, Manager, Regional Area 1 & 2, reported that the Coalition actively sought funding from the Community Foundation Tampa Bay and United Way Suncoast Community Investment Grants. These grants focus on five (5) early childhood sites that provide equipment and literacy activities for teachers and children.

DISCUSSION ITEMS

A Day of Preschool

Ms. Fraga informed the Board of Directors of the upcoming fundraising event on May 12, 2022 – Splash into A Day of Preschool. Ms. Fraga asked the Board for their help and support in securing sponsorships and inviting guests.

Chair Patel requested that the additional discussion items be emailed to the Board of Directors.

PUBLIC COMMENT II

Dr. Demetria Waddell made a public comment on the low participation rate among child care providers during the Listening Tours.

Danielle Flowers made a public comment on the timing and location of the Listening Tours.

INFORMATION ITEM

An updated Board Membership Roster was provided to the full Board as an information item.

ADJOURNMENT

Citing no further business, Commissioner Gwen Meyers made a motion to adjourn the meeting at 5:02 pm. Candy Olson made a second. The motion carried unanimously.

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

FY 2022-2023 MEETING SCHEDULE

EXECUTIVE COMMITTEE MEETING SCHEDULE

Monday, August 15, 2022

Monday, October 10, 2022

Monday, February 13, 2023

Monday, April 10, 2023

Monday, June 12, 2023

All meetings of the Early Learning Coalition of Hillsborough County Executive Committee are held at **3:00 pm** until the conclusion of business at 6302 Martin Luther King Jr. Blvd. Bldg. 100, Suite 100, Tampa, FL 33619 unless otherwise publicly noticed and/or noted above.

BOARD OF DIRECTORS MEETING SCHEDULE

Monday, August 22, 2022

Monday, October 17, 2022

Monday, February 20, 2023

Monday, April 17, 2023

Monday, June 19, 2023 (Annual Board Meeting)

All meetings of the Early Learning Coalition of Hillsborough County Board of Directors are held at **3:00 pm** until the conclusion of business at 6302 Martin Luther King Jr. Blvd. Bldg. 100, Suite 100, Tampa, FL 33619 unless otherwise publicly noticed and/or noted above.

PLEASE NOTE: *This meeting schedule is posted on the ELCHC website located at <http://www.elchc.org>. Changes to any dates, times and locations of these meetings will be posted at all times. Members of the public may confirm by phone by calling (813) 515-2340.*



Monday, February 21, 2022, at 1:00 pm
Zoom Meeting

MEETING ATTENDANCE

Facilitator: Dr. Daphne Fudge, Chair

Committee Members Present:

Dr. Daphne Fudge*, Dr. Lise Fox*, Dr. Jacqueline Jenkins*

Committee Members Absent: Cynthia Chipp, Dianne Jacob, Amanda Jae, and Dustin Portillo

ELCHC Staff:

Megan Folts*, Alison Fraga*, Lorinda Gamson*, Gordon Gillette*, Lissette Godwin*, Abigail Perez*, Helen Sovich*, Roshawn Gendrett*, Hannah Goble*, Gary Meyer*, Lissette Godwin*, Kiyana Scott*, and Kelley Minney*

Other Attendees:

Kelley Parris*, Tonia Williams*, and Marni Fuente*

*Indicates attendance via Zoom Meeting

CALL TO ORDER

Quorum Verification

A quorum was not present. The meeting began at 1:03 pm

PUBLIC COMMENT

There was no Public Comment.

CEO REPORT

A. ELCHC Staff Update

Mrs. Lorinda Gamson, Chief Operating Officer, introduced the newest Provider Relations team member Roshawn Gendrett, Manager, Policy & Program Compliance.

B. Funding Increase for Voluntary Pre-Kindergarten (VPK) Program

Mr. Gordon Gillette, Chief Executive Officer, provided the Committee with an update on the funding increase for the VPK program, highlighting the following:

- The Florida Senate and the Senate Appropriations Committee had approved raising the Base Student Allotment (BSA) for VPK from \$2,486 to \$3,294/VPK student for the full year VPK program.
- Higher VPK teacher pay and VPK program enhancement
- New VPK compliance standards

C. American Rescue Plan Act (ARPA) Stabilization Plan



Mr. Gillette gave a brief update on the ARPA Stabilization Plan. Mr. Gillette noted the following:

- The State of Florida received \$1.5B in funds to provide stabilization grants to child care providers.
- The Division of Early Learning is working on the initial release of the ARPA stabilization grants to the Early Learning Coalitions.
- \$51M was awarded to the Early Learning Coalition of Hillsborough County (ELCHC)
- The funding would be provided to child care providers in three (3) quarters.

D. Workforce Grant Update

Mr. Gillette reported that the ELCHC was awarded \$3.5M for Workforce grants to assist child care providers with recruitment, retention, and staff training.

E. Funding for Voluntary Pre-Kindergarten (VPK) Technology Update

Mr. Gary Meyer, Chief Financial Officer, informed the Committee that the ELCHC would be providing technology to VPK child care providers to assist with VPK screening and monitoring compliance standards.

F. Listening Tours Update

Mrs. Lissette Godwin, Regional Area Manager 1 & 2, reported that 44 child care providers attended the listening tours to date.

There was further discussion on the listening tours attendance and how the ELCHC would address the concerns and feedback from child care providers.

DISCUSSION ITEMS

CLASS Observation Tool

There was further discussion on the CLASS Observation Tool and how observations are viewed from different perspectives in diverse settings.

Regulation and Compliance Updates

Mrs. Gamson provided an update on the recent changes within the Child Welfare System and child care referrals for the School Readiness (SR) program.

Ms. Megan Folts, Director, Provider Relations, reported on the fraud prevention efforts, highlighting the following:

- Additional trainings were provided for child care providers and ELCHC staff
- Communication efforts have increased to child care providers and families on how to complete sign-in and sign-out sheets correctly.

Mrs. Gamson provided an update on the termination of Time of Wonder's SR and VPK contract. Additionally, Mrs. Gamson reported that Time of Wonder was cited with four (4) Class 1 Violations for child abuse.

Mrs. Gamson provided updates on non-compliance issues that were recorded during onsite monitoring visits for the following child care providers:

- Bright Achievers II

- Future Leaders III

ADJOURNMENT

The meeting concluded at 1:58 pm.

Read and Approved By: _____
Dr. Stephie Holmquist Johnson, Secretary *Date*

ELCHC BOARD OF DIRECTORS MEETING – APRIL 18, 2022

ACTION

ITEM V.A.

ISSUE:	Approval of Governance Related Legal Services
FISCAL IMPACT:	No material fiscal impact
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning, School Readiness
RECOMMENDED ACTION:	Approve the recommendation to contract with Saxon Gilmore & Carraway, P.A. for Governance Related Legal Services.

NARRATIVE: On March 28, 2022, the Governance Committee along with the Chief Executive Officer, Gordon Gillette, met to review and discuss the submitted proposals for the RFP (request for proposal) for Governance Related Legal Services. The RFP was released to the public on January 10, 2022, with responses due to the Coalition by February 7, 2022. The RFP was published on the Florida Vendor Bid System and the Coalition's website. Five complete proposals were received by the deadline and were sent to the Governance Committee for scoring. The proposals received were from:

- Gray Robinson, P.A.
- Weiss Serota Helfman + Bierman, P.L.
- Hill Ward Henderson
- CivForge Law, P.A.
- Saxon Gilmore & Carraway, P.A.

Saxon Gilmore & Carraway, P.A. scored the highest with an overall score of 88.40.

On behalf of the Governance Committee, Dr. Shawn Robinson is presenting the recommendation of approval to contract with Saxon Gilmore & Carraway for Governance Related Legal Services.

(2 Attachments)

<u>Evaluation Criteria</u>	<u>Dr. S. Robinson</u>	<u>G. Gillette</u>	<u>Dr. S. Holmquist Johnson</u>	<u>T. Brown</u>	<u>A. Patel</u>
Geographic location and accessibility	10.00	10.00	10.00	10.00	10.00
Past performance on similar assignments	8.00	16.00	13.00	18.00	20.00
Management plan and/or approach	15.00	7.00	12.00	14.00	15.00
Evidence of respondent's expertise and experience with nonprofits and state funded organization	15.00	12.00	14.00	14.00	15.00
Key personnel	15.00	12.00	14.00	15.00	15.00
Cost	20.00	20.00	18.00	18.00	20.00
MBE/WBE/Veteran	5.00	0.00	2.00	5.00	5.00
Total	88.00	77.00	83.00	94.00	100.00

<u>Saxon Gilmore & Carraway, P.A.</u>
10.00
15.00
12.60
14.00
14.20
19.20
3.40
88.40

<u>Dr. S. Robinson</u>	<u>G. Gillette</u>	<u>Dr. S. Holmquist Johnson</u>	<u>T. Brown</u>	<u>A. Patel</u>
Geographic location and accessibility	10.00	10.00	10.00	10.00
Past performance on similar assignments	10.00	20.00	14.00	18.00
Management plan and/or approach	15.00	10.00	11.00	15.00
Evidence of respondent's expertise and experience with nonprofits and state funded organization	10.00	15.00	12.00	13.00
Key personnel	15.00	14.00	12.00	14.00
Cost	10.00	8.00	10.00	0.00
MBE/WBE/Veteran	0.00	2.00	1.00	0.00
Total	70.00	79.00	70.00	85.00

<u>Hill Ward Henderson</u>
10.00
16.40
13.20
13.00
14.00
8.60
1.60
76.80

<u>Dr. S. Robinson</u>	<u>G. Gillette</u>	<u>Dr. S. Holmquist Johnson</u>	<u>T. Brown</u>	<u>A. Patel</u>
Geographic location and accessibility	5.00	3.00	3.00	5.00
Past performance on similar assignments	10.00	12.00	10.00	12.00
Management plan and/or approach	10.00	7.00	7.00	10.00
Evidence of respondent's expertise and experience with nonprofits and state funded organization	10.00	10.00	11.00	10.00
Key personnel	12.00	8.00	10.00	7.00
Cost	10.00	12.00	10.00	16.00
MBE/WBE/Veteran	0.00	0.00	1.00	0.00
Total	57.00	52.00	52.00	60.00

<u>CivForge Law, P.A.</u>
5.20
12.80
9.80
11.20
10.40
9.60
1.20
60.20

<u>Dr. S. Robinson</u>	<u>G. Gillette</u>	<u>Dr. S. Holmquist Johnson</u>	<u>T. Brown</u>	<u>A. Patel</u>
Geographic location and accessibility	10.00	8.00	8.00	10.00
Past performance on similar assignments	20.00	15.00	16.00	17.00
Management plan and/or approach	13.00	7.00	10.00	14.00
Evidence of respondent's expertise and experience with nonprofits and state funded organization	15.00	8.00	11.00	14.00
Key personnel	15.00	6.00	10.00	14.00
Cost	10.00	10.00	10.00	17.00
MBE/WBE/Veteran	2.00	0.00	2.00	0.00
Total	85.00	54.00	67.00	86.00

<u>Gray Robinson, P.A.</u>
9.20
17.60
11.80
12.60
12.00
9.40
1.80
74.40

<u>Dr. S. Robinson</u>	<u>G. Gillette</u>	<u>Dr. S. Holmquist Johnson</u>	<u>T. Brown</u>	<u>A. Patel</u>
Geographic location and accessibility	10.00	6.00	7.00	10.00
Past performance on similar assignments	15.00	12.00	14.00	13.00
Management plan and/or approach	10.00	7.00	7.00	13.00
Evidence of respondent's expertise and experience with nonprofits and state funded organization	10.00	8.00	10.00	10.00
Key personnel	15.00	6.00	10.00	12.00
Cost	10.00	14.00	11.00	16.00
MBE/WBE/Veteran	4.00	0.00	2.00	0.00
Total	74.00	53.00	61.00	74.00

<u>Weiss Serota Helfman + Bierman, P.L.</u>
8.60
14.80
10.40
7.60
11.60
14.20
1.20
68.40



SAXON | GILMORE

SAXON GILMORE & CARRAWAY, P.A.
Attorneys and Counselors at Law

SENT VIA EMAIL



**RESPONSE TO
EARLY LEARNING COALITION OF HILLSBOROUGH COUNTY
REQUEST FOR PROPOSALS (RFP)
FOR GOVERNANCE RELATED
LEGAL SERVICES**

DUE: FEBRUARY 7, 2022 @ 3:00 pm (EST)

**J. Frazier Carraway, Esq.
Saxon Gilmore & Carraway, P.A.
201 E Kennedy Boulevard, Suite 600
Tampa, Florida 33602
Phone: 813.314.4500
Facsimile: 813.314.4555
Email: fcarraway@saxongilmore.com
www.saxongilmore.com**



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SAXON | GILMORE

SAXON GILMORE & CARRAWAY, P.A.
Attorneys and Counselors at Law

1. LETTER OF INTRODUCTION

Direct Dial: 813.314.4503

Email: fcarraway@saxongilmore.com

January 27, 2022

SENT VIA EMAIL to kminney@elchc.org

Kelley Minney
Manager, Donor Relations
Early Learning Coalition of Hillsborough County
6302 E Dr. Martin Luther King Jr. Blvd., Suite 100
Tampa, FL 33619

Re: Response to Request for Proposals ("RFP") for Governance Related Legal Services
Due: February 7, 2022 @ 3:00 pm (EST)

Dear Ms. Minney:

Thank you for allowing Saxon Gilmore & Carraway, P.A. ("Saxon|Gilmore"), a minority/woman owned law firm based in Tampa, Florida, the opportunity to submit the attached proposal in response to the RFP for Legal Services by the Early Learning Coalition of Hillsborough County (the "ELCHC"). As requested in the RFP, we are submitting the proposal via email to kminney@elchc.org.

The proposed principal attorney and other key personnel are identified in our response. We believe that the extensive experience of our key attorneys in representing a diverse group of local, state, and national governmental agencies, including various municipalities, quasi-governmental entities, and over 40 public housing authorities and related institutions. Thus, our attorneys understand and are able to critically analyze the unique issues related to such representation, and to perform the work in a timely manner.

Please let us know if you have any questions or comments about our qualifications, experience or proposal. We would be pleased to come to your offices for an in-person interview of the key members of our team and to further discuss our qualifications, experience, and plans to provide the ELCHC with efficient and cost effective representation. Should you need additional information, please do not hesitate to contact me at 813.314.4503 or by e-mail at fcarraway@saxongilmore.com. We look forward to hearing from you.

Sincerely,



J. Frazier Carraway, Esq.

JFC:kmm
Enclosures



2. FIRM PROFILE

Saxon|Gilmore is a full service Florida business and litigation law firm which was established in 2003 and is minority/woman owned. With 12 attorneys, Saxon|Gilmore is able to combine the talent, capabilities, and resources normally found in much larger organizations to critically evaluate a broad range of issues and structure our representation while providing the high level of professionalism, flexibility, responsiveness, and personal attention of a smaller firm. Most of the attorneys and staff of Saxon|Gilmore previously worked at the former firm of Salem Saxon, P.A. prior to 2003, which had provided legal services to many of Saxon|Gilmore's existing housing authority clients. The firm's primary market is Florida; however, Saxon|Gilmore also has provided legal services to housing authorities in Georgia, Ohio, Connecticut, and New Jersey.

The nature and type of professional services that we provide do not lend themselves readily to subcontracting opportunities. Although it is anticipated that Saxon|Gilmore will have no need to consult with additional local counsel, in the extraordinary event that during the course of this engagement, Saxon|Gilmore and the ELCHC determine that a matter requires additional expertise, upon the written approval of the ELCHC, Saxon|Gilmore will retain and pay a qualified local counsel for such specific matter only, billing for the services incurred at the same rates as approved by the ELCHC for this proposal.

Whenever hiring and/or subcontracting opportunities become available during the term of any potential contract with the ELCHC, especially relative to Section 3 hiring potentials, Saxon|Gilmore is committed to making every effort to consider and hire in accordance with the ELCHC's participation goals relative to the hiring and participation requirements of Small Business Enterprise (SBE), Minority Business Enterprise (MBE), Women Business Enterprise (WBE), and Disadvantaged Business Enterprise (DBE), as well as Section 3 businesses and residents. Also, Saxon|Gilmore is majority owned by a woman and a minority, so it qualifies as a WBE/MBE.



3. FIRM EXPERIENCE

Saxon|Gilmore is prepared to assist ELCHC in its mission 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, the Coalition is creating a brighter future for Hillsborough County and all who live and work here.

Saxon|Gilmore is prepared to provide all legal services, including, but not limited to:

1. Provide guidance and legal advice on the Sunshine Law, Public Records Law, the Freedom of Information Act, Robert's Rules of Order, and Board rules and procedures;
2. Assist the Board of Directors and employees to understand the legal roles and duties of their respective offices and interrelationships with others;
3. Assist 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. Appear before courts and administrative agencies to represent the Coalition's interests;
5. Work cooperatively with any special legal counsel retained by the Coalition for special projects. Coordinate 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. Attend Board and Committee meetings as required. Attend all Provider review hearings;
7. Answer requests for legal opinions, in writing and verbally. Prepare written legal opinions at the request of the CEO or the Board of Directors and will be available to answer staff questions by telephone, cell phone, email, or other electronic means;
8. Perform other legal services and tasks, as requested.

Examples of our extensive experience in providing legal services and guidance to governmental entities in Florida including legal services provided to the following entities:

A. Municipalities

Saxon|Gilmore provides, and has provided, representation as City Attorney and Special Counsel to a number of Florida municipalities, attending council and committee meetings and workshops, briefing council members as required, informing each city of changes in laws or regulations affecting the city, interpreting governance documents as required, and providing overall legal guidance, which requires extensive knowledge of administrative law, procurement requirements, public financing, and water and utilities law. For example, Saxon|Gilmore attorney, Gerald T. Buhr, currently serves as City Attorney for Avon Park, Bowling Green, and San Antonio, Florida, and has served as the Town Attorney for Zolfo Springs, Florida for over 28 years, where Zolfo Springs has named its city hall building the 'Gerald T. Buhr Civic Center'. Attorneys with Saxon|Gilmore have also provided representation or counseling as to eminent domain proceedings and related matters to Manatee County, the City of Mulberry, and St. Joe's Port Authority, and utility infrastructure procurement and related matters to the City of Cape Coral, and have represented the Ozello Water Association in connection with litigation against Citrus County



regarding a requirements contract related to the sale of water. We also currently represent the City of Tampa in connection with tort claims and all aspects of bankruptcy matters.

B. Hillsborough Community College

Saxon|Gilmore, and specifically J. Frazier Carraway, Esq., represents the District Board of Trustees of Hillsborough Community College (“HCC”), one of the largest community colleges in Florida with over 43,000 students. The firm’s attorneys have been integrally involved in a range of legal matters, including attendance at Board meetings and public hearings; providing general legal advice regarding regulatory compliance with federal, state, and local laws, orders, rules, and ordinances; advising the Trustees on Government in the Sunshine and Public Records Law, the Code of Ethics, and briefing the Trustees on their duties and responsibilities; providing legal opinions, and preparing, reviewing, and approving pleadings, legal documents, and contracts; informing the Board of changes in laws or regulations affecting the Board; interpreting laws; and undertaking or overseeing various litigation matters. We have also reviewed and advised the Trustees on interlocal agreements.

C. Public Housing Authorities

Saxon|Gilmore currently represents over 40 public housing authorities as either General Counsel or Special Counsel. In its representation of public housing authorities, Saxon Gilmore is positioned to advise the Commissioners and assist the staff as necessary in compliance with applicable law and administrative matters, including Florida Government in the Sunshine Laws and Public Records Law. The firm also has significant experience in structuring public-private partnerships, negotiating the requisite contracts, and obtaining the essential approvals from federal, state, and local regulatory authorities. We have represented housing authorities who have acted as issuers of bonds to finance affordable housing projects, as well as provided advice to housing authorities who have obtained bond financing from county and state housing finance agencies. Further, we regularly advise housing authorities on procurement issues, and we are often called on to help resolve potential bid protests, assist staff in interpreting contracts, and provide a wide range of litigation services, from evictions to more complex litigation, including Title VII racial discrimination, Fair Housing Act claims, and the defense of civil rights actions in federal court.

D. Federal Deposit Insurance Corporation (“FDIC”)

Saxon|Gilmore’s attorneys have represented the FDIC in numerous matters over the years and have amassed substantial experience analyzing, investigating, pursuing, prosecuting, and defending various matters related to professional liability, attorney malpractice, fidelity bond claims, CPA/auditor malpractice, appraiser malpractice, and other forms of fraud and malfeasance related to banking and lending, including working with the FDIC to complete and settle investigations of professional liability claims arising from the failure of various banks. We have been successful in settling many claims through pre-suit mediation. As a result, the firm has extensive experience negotiating with insurance representatives and coverage counsel regarding notice, coverage exclusions, and policy language.



4. TECHNICAL APPROACH

Our work plan is included in the section below. In terms of staffing, time commitments vary with each major task. The key personnel designated herein not only have extensive experience in the required areas, but also have extensive experience working together with Saxon|Gilmore's governmental clients and their instrumentalities and affiliates and are prepared to devote as much of their time as required to meet the needs of the ELCHC. J. Frazier Carraway, Esq., and Paul M. Quin, Esq., have worked together at Saxon|Gilmore on governmental matters since 2004.

The work plan for Saxon|Gilmore's representation of the ELCHC is the proven approach that has made the firm successful in serving its housing authority clients. The agency will be assigned two lead attorneys, who shall have the responsibility of evaluating all known legal issues, triaging same for priority, handling matters within their skill sets, and, if necessary, bringing in supporting firm team members to assist in the handling of specialty matters. The lead attorneys will oversee the issue's timely completion, ensure the quality and usefulness of the completed work product, and ensure that the ELCHC has ample communication with the attorney(s) involved.

The supervising attorneys for all work to be performed would be J. Frazier Carraway, Esq., an equity partner, and Paul M. Quin, Esq., a partner at Saxon|Gilmore.

J. Frazier Carraway, Esq. (Florida Bar Number 0764541) and Paul M. Quin, Esq. (Florida Bar Number 0477745), will be responsible for providing guidance and legal advice on the Sunshine Law, Public Records Law, the Freedom of Information Act, Robert's Rules of Order and Board rules and procedures; assisting the Board of Directors and employees to understand the legal roles and duties of their respective offices and interrelationships with others; assisting the Board of Directors to maintain awareness of ethical standards and appearance of fairness standards and to avoid potential conflicts of interest prohibited transaction and the appearance of prohibited transactions; appearing before courts and administrative agencies to represent the Coalition's interests; working with any special legal counsel, as needed; answering requests for legal opinions and staff questions; and any other legal services required.

Mr. Carraway will be the primary attorney to attend Board and Committee meetings and all Provider review hearings as required and will make every best effort to attend meetings in person on short notice. In the remote chance that Mr. Carraway is unable to attend, Mr. Quin will attend in his absence.

As noted herein, given Saxon|Gilmore's extensive representation of governmental clients, utilizing this team approach to maximize communication, we are able to respond quickly and efficiently to a client's needs as they arise. Saxon|Gilmore stays in close contact with clients to ensure full communication and makes time to advise its clients either in person, telephonically or electronically, depending on the needs and best interests of the respective client. Saxon|Gilmore will provide an estimated time of completion when required and keep the requesting party apprised of any delays or special considerations. As such, staff at the ELCHC is encouraged to communicate directly with the supervising attorney once a matter has been assigned and the attorney duly briefed. This effort works to avoid duplication of efforts and to provide a more cost-effective representation. The supervising attorneys will supplement the work by regular briefings with support attorneys, ELCHC board members, and staff.



The resumes of the key attorneys are included in the following pages and the resumes of other Saxon|Gilmore attorneys, as well as biographies of our paralegals that are available to work on the ELCHC projects as needed, are included under Exhibit B.

Saxon|Gilmore's attorneys will be available by phone and electronic mail. Saxon|Gilmore's attorneys have smartphones, so that they may access Saxon|Gilmore's network from off-site at literally anytime, and our use of webcams, iPads, and iPhones provides the ability to access Zoom, Microsoft Teams, and FaceTime technology for remote visual communication. Saxon|Gilmore will utilize one or more of the above programs, other tools, ideas, and communications to help ensure that it is cost efficient on the ELCHC's behalf.

Saxon|Gilmore believes this team approach will allow us to accomplish three critical objectives in representing the ELCHC:

1. to provide quality legal services;
2. to maintain the flexibility necessary to respond to problems quickly and efficiently; and
3. to facilitate open communications and accountability.

Saxon|Gilmore is fully staffed and equipped with state-of-the-art support and informational systems. Saxon|Gilmore utilizes Microsoft Outlook, Microsoft Word, Microsoft Excel, Microsoft Power Point, Adobe Acrobat, Westlaw (online legal research) and Juris (time keeping software), and has an information technology (IT) manager on staff to assist with its IT needs. To handle the large volume of documents generated in a mixed-finance transaction, Saxon|Gilmore typically creates a separate, confidential FTP site for each transaction to facilitate easy access to the documents which are posted to the site. Saxon|Gilmore's attorneys have smartphones so that they may access Saxon|Gilmore's network from off-site at literally anytime, and our use of iPads and iPhones provides the ability to access Face Time technology for remote visual communication. Saxon|Gilmore will utilize one or more of the above programs, other tools, ideas, and communications to help ensure that it is cost efficient on the ELCHC's behalf.

The focus of Saxon|Gilmore is on the delivery of superior results-oriented client service and our attorneys are experienced in a broad range of legal disciplines as further detailed in the firm profile showing our designated areas of practice, which is attached hereto as Exhibit A.

How Staff are Retained, Screened, Trained and Monitored

One of the enduring elements of the Saxon|Gilmore team is our dedicated, knowledgeable, and professional support staff. We constantly seek to recruit only the best and most qualified candidates who demonstrate experience and competence in a wide variety of areas, and who have the professionalism, excellent organizational skills, and integrity to complement our team of attorneys. Saxon|Gilmore's orientation program for new employees includes training on firm-wide policies and procedures; proper handling of client data; and maintaining, monitoring, and efficiently using calendaring systems, electronic case filing,



various computer programs, telephone systems, and efficient use of other office equipment. Follow up training is scheduled as needed. All staff members are evaluated after 90 days of employment and once a year thereafter. If performance deficiencies are identified throughout the year, those issues are dealt with immediately. Attorneys must comply with all applicable continuing legal education requirements.

Quality control measures that Saxon|Gilmore has in place include the partners reviewing and supervising work performed by associates and staff to ensure it is of the highest quality. Each of our paralegals makes a valuable contribution to our work, and the coordination between our lawyers and staff enhances our ability to provide excellent client service.

As noted herein, the key personnel on Saxon|Gilmore's internal team for ELCHC have years of experience working together with governmental clients. They have a unique understanding of the legal services required by this RFP, as well as a demonstrated ability to work efficiently, effectively, and in a timely manner with ELCHC. Other Saxon|Gilmore attorneys and paralegal support staff also are available to work on ELCHC projects on an as needed basis, depending upon the circumstances, expertise required, and other relevant staffing considerations.

Quality Control Program

All work performed by Saxon|Gilmore for our public housing authority clients is in accordance with the highest degree of professional standards in compliance with HUD regulations, each client's policies and procedures, criteria and requirements, and federal, state and local laws and regulations. The supervising attorneys will review all work performed. Therefore, legal services related to the day-to-day operations of the ELCHC would be performed by, or supervised by, J. Frazier Carraway, Esq. and Paul M. Quin, Esq.

As a new matter is opened, the appropriate attorney will communicate effectively with the ELCHC staff to ensure a complete understanding of the facts related to the matter, determine the client service expectations, communication preferences, etc. These findings will be relayed to other partners, associates and staff. As is standard procedure, partners will be reviewing and supervising work performed by associates and staff to ensure it meets the quality and expectations of the ELCHC.

Reporting Methods

Saxon|Gilmore makes time to advise its housing authority clients either in person, telephonically, or electronically, depending on the needs and best interests of the respective housing authority client. Attorneys at Saxon|Gilmore are always available to attend meetings with any development partners or local, city, state or federal officials or representatives, and any regular or special Board meetings and/or hearings or mediations at the request of its clients or as required, distributing information to Board members in a timely manner, and look forward to working with the ELCHC's staff.

RESUMES OF THE KEY ATTORNEYS FOLLOW



SAXON | GILMORE

SAXON GILMORE & CARRAWAY, P.A.

Attorneys and Counselors at Law



J. Frazier Carraway Senior Partner

Saxon Gilmore & Carraway, P.A.

Fifth Third Center
201 E. Kennedy Blvd., Suite 600
Tampa, Florida 33602

Telephone: 813.314.4500

Extension: 4503

Direct Dial: 813.314.4503

E-mail: fcarraway@saxongilmore.com

AREAS OF CONCENTRATION

- ◇ Complex State and Federal Litigation
- ◇ Arbitration
- ◇ General Civil Litigation
- ◇ Consumer Litigation
- ◇ Insurance Litigation
- ◇ Homeowners' Association Law

EXPERIENCE

J. Frazier Carraway, senior partner and co-founder of Saxon|Gilmore, concentrates his practice on civil rights, and general civil litigation, including complex state and federal litigation involving commercial, contract disputes under Puerto Rican Law, environmental litigation; representation of insurance companies in general commercial liability insurance litigation; community association operations and community association law; and representation of sureties, general contractors, materialmen and owners in arbitration, mediation, and jury trials. He has served, and currently serves, as counsel for various public, private and governmental entities, and routinely provides advice on compliance with federal, state, and local laws, orders, rules, ordinances, regulations, and policies, including Florida Government in the Sunshine law. He represents condominium and homeowner associations, where he handles matters relating to issues including collection of unpaid assessments, covenant enforcement, foreclosures, and litigation. He has served as counsel to the Board of Trustees of Hillsborough Community College since 2004. He earned his undergraduate degree from New College of the University of South Florida. Upon graduation, he served as an officer in the U.S. Army before returning to civilian life and working for U.S. Home, Rutenberg Division, in several construction-related capacities. In 1988, Mr. Carraway graduated *cum laude* from Stetson University College of Law, where he served as Editor-in-Chief of the Law Review. Mr. Carraway has more than 30 years' experience in arbitrating and litigating construction, civil rights and general civil and business matters in state and federal courts. He has been included in the *Florida Super Lawyers*® list for 2012 – 2018, and has received an AV rating by the Martindale-Hubbell Law Directory.

Professional, Trade, and Civic Activity

- ◇ The Florida Bar (Member of the Trial Lawyer and the City, County and Local Government Law Sections)
- ◇ Hillsborough County Bar Association
- ◇ American Inns of Court
- ◇ Midtown Kiwanis Club of Tampa, 1992-present
- ◇ American Diabetes Association
- ◇ Vestry, St. Andrews Episcopal Church, 1999-2001; 2006-2008, 2011-2014
- ◇ New College Alumni Association, Board of Directors, Board Chair 2015-2017

AV rated in the Martindale-Hubbell law directory

Education

- ◇ **Stetson University College of Law** (J.D., *cum laude*, 1988)
- ◇ **Pepperdine University, Malibu, CA**
- ◇ **New College, University of South Florida** (B.A., 1976)

State/Court Admissions

- ◇ Florida (all state courts)
- ◇ U.S. District Court (Middle and Southern Districts of Florida)
- ◇ U.S. Court of Appeals (Eleventh Circuit)



SAXON | GILMORE

SAXON GILMORE & CARRAWAY, P.A.

Attorneys and Counselors at Law



Paul M. Quin Partner

Saxon Gilmore & Carraway, P.A.

Fifth Third Center
201 E. Kennedy Blvd., Suite 600
Tampa, Florida 33602

Telephone: 813.314.4500
Extension: 4523
Direct Dial: 813.314.4523
E-mail: pquin@saxongilmore.com

AREAS OF CONCENTRATION

- ◇ Entertainment Law and General Litigation
- ◇ Insurance Litigation
- ◇ Toxic Torts, Products Liability, and General Tort Law
- ◇ Freedom of Speech
- ◇ Environmental Law
- ◇ Complex Business Litigation

EXPERIENCE

Paul M. Quin is a partner at Saxon|Gilmore, and concentrates his practice on entertainment law, freedom of speech, environmental law, general tort law, complex business litigation, and general commercial business law. Mr. Quin has also focused his practice on representation of insurance companies in general commercial liability, premises liability, and products liability insurance litigation; FELA litigation and railroad law, and is a past member of the National Association of Railroad Trial Counsel. He has also spent many years as a professional drummer and remains active in the music industry. Mr. Quin represents musicians in a number of civil, legal arenas. He received his B.A. degree, *cum laude*, from Manchester University, England in 1990, his M.A. degree in American History from Louisiana State University in 1992, and his J.D. degree, *magna cum laude*, from the University of Iowa, College of Law in 1998, where he also received the Antonia D.J. Miller Award for Contributions to Human Rights. Mr. Quin was admitted to the Florida Bar and to the Middle District of Florida in 2001 and has practiced law for over 20 years. In 1998, he was admitted to the Missouri Bar, the Western District of Missouri, and the District of Kansas. He is a member of the Hillsborough County Bar Association, the Florida Bar, the Missouri Bar, and the Kansas Bar, as well as a member of the American Bar Association, and the American Civil Liberties Union.

Professional, Trade, and Civic Activity

- ◇ American Bar Association (Litigation Section)
- ◇ The Florida Bar (Member of the Trial Lawyers and Entertainment Law Sections)
- ◇ The Missouri Bar
- ◇ The Kansas Bar
- ◇ Hillsborough County Bar Association
- ◇ National Association of Railroad Trial Counsel (past)
- ◇ American Civil Liberties Union

Education

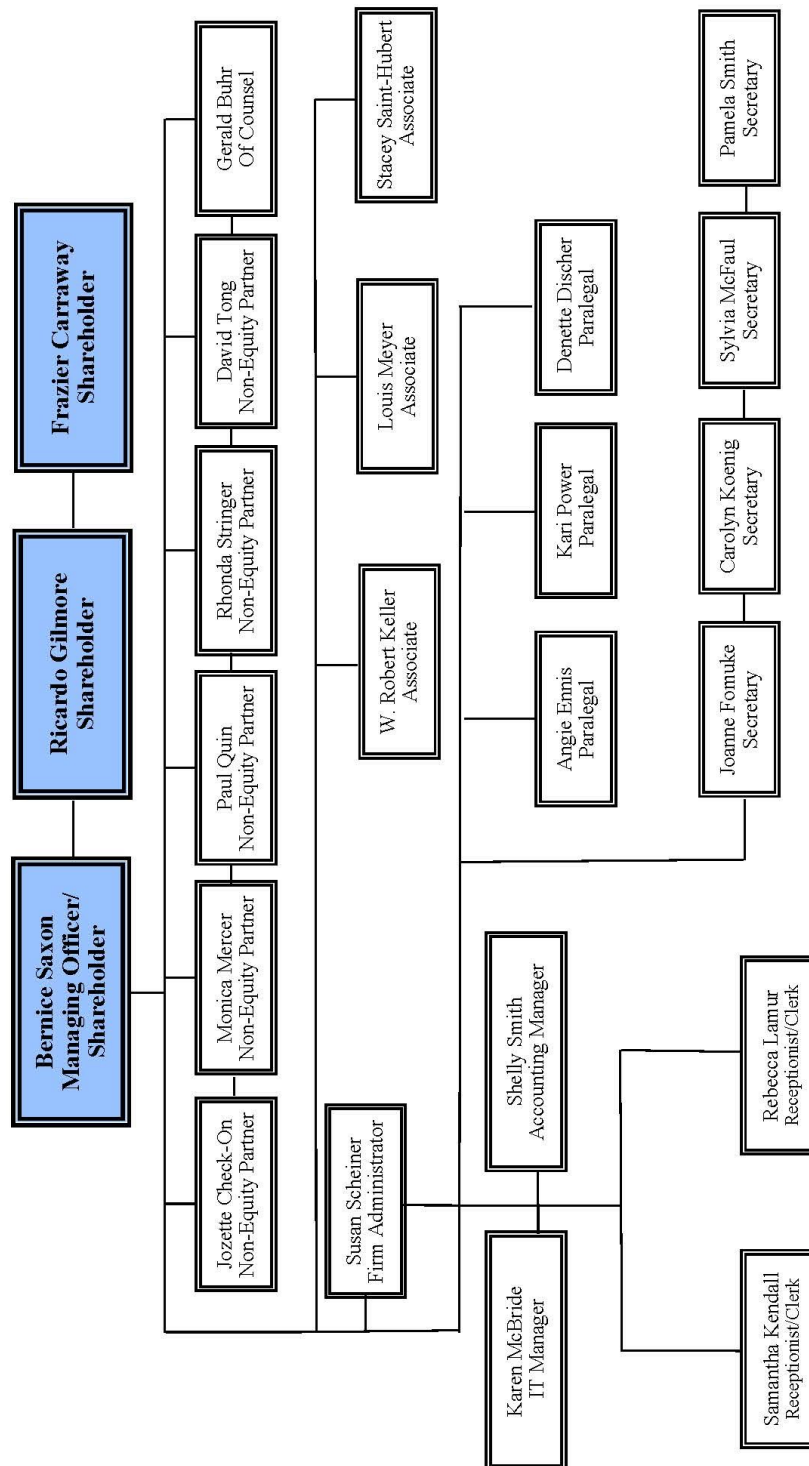
- ◇ **University of Iowa, College of Law** (J.D., *magna cum laude*, 1998)
- ◇ **Louisiana State University** (M.A., 1992)
- ◇ **Manchester University, England** (B.A., *cum laude*, 1990)

State/Court Admissions

- ◇ Florida (all state courts)
- ◇ U.S. District Court (Middle and Southern Districts of Florida)
- ◇ U.S. District Court (Western District of Missouri)
- ◇ Missouri (all state courts)
- ◇ U.S. District Court of Kansas



**Saxon Gilmore & Carraway, P.A.
ORGANIZATIONAL CHART**



2/2/22



Hourly Rates

Partners	\$255.00/hour
Associates	\$225.00/ hour
Paralegals	\$140.00/hour

Monthly flat fee to advise on routine matters that could be handled over the phone or otherwise without extensive research or other legal work. \$500.00

Expenses

Legal Research	At cost/per hour
Postage and Overnight Delivery	Actual out-of-pocket-cost
Mileage	IRS reimbursable rate (per Florida Statutes §421.08)
Travel time from/to ELCHC office	One-half Attorney's Hourly Billable Rate

Saxon|Gilmore will provide detailed itemized statements on a monthly basis.



6. REFERENCES

Saxon|Gilmore has extensive experience in the areas of legal expertise sought by the ELCHC, as well as extensive experience serving as general counsel for, and representation of, numerous public housing authorities, and assisting housing authority staff in complying with applicable laws and regulations, including interfacing with officials at HUD and/or other governmental entities to obtain desired results.

Set forth below are three references, including their relevance to the services requested.

Hillsborough Community College
Martha Kay Koehler, Esq.
College Attorney
39 Columbia Drive
Tampa, FL 33606
Telephone: 813.253.7007
Email: mkoehler@hccfl.edu

Services: General Counsel to Board of Trustees

Period: 2004 to present

Relevance: The firm's attorneys have been integrally involved in a range of legal matters, including attendance at Board meetings and public hearings; providing general legal advice regarding regulatory compliance with federal, state, and local laws, orders, rules, and ordinances; advising the Trustees on Government in the Sunshine and Public Records Law, the Code of Ethics, and briefing the Trustees on their duties and responsibilities; providing legal opinions, and preparing, reviewing, and approving pleadings, legal documents, and contracts; informing the Board of changes in laws or regulations affecting the Board; interpreting laws; and undertaking or overseeing various litigation matters. We have also reviewed and advised Trustees on interlocal agreements.

Vivian Bryant, President/CEO
Housing Authority of the City of Orlando
("OHA")
390 N. Bumby Avenue
Orlando, Florida 32803
Telephone: 407.895.3300 ext. 100
Facsimile: 407.895.0820
Email: vbryant@orl-oha.org

Services: General Counsel / Special Counsel

Period: 2003* to present

Relevance: In its representation of public housing authorities, Saxon|Gilmore is positioned to advise the Commissioners and assist the staff as necessary in compliance with applicable law and administrative matters, including Florida Government in the Sunshine Laws and Public Records Law. The firm also has significant experience in structuring public-private partnerships, negotiating the requisite contracts, and obtaining the essential approvals from federal, state, and local regulatory authorities. Further, we regularly advise housing authorities on procurement issues, and we are often called on to help resolve potential bid protests, assist staff in interpreting contracts, and provide a wide range of litigation services, from evictions to more complex litigation, including Title VII racial discrimination, Fair Housing Act claims, and the defense of civil rights actions in federal court. Saxon|Gilmore attorneys are well-versed in landlord/tenant, civil rights, labor and employment matters, and handle public housing authority evictions and employment matters statewide. We also assist management in supervising housing authority litigation in which other firms represent the housing authorities.

Jerome D. Ryans, President/CEO
Housing Authority of the City of Tampa, Florida
("THA")
5301 W. Cypress Street
Tampa, FL 33607
Telephone: 813.341.9101, ext. 3770
Facsimile: 813.367.0778
E-mail: jeromer@thafll.com

Services: General Counsel / Special Counsel

Period: 2003* to present

Relevance: In its representation of public housing authorities, Saxon|Gilmore is positioned to advise the Commissioners and assist the staff as necessary in compliance with applicable law and administrative matters, including Florida Government in the Sunshine Laws and Public Records Law. The firm also has significant experience in structuring public-private partnerships, negotiating the requisite contracts, and obtaining the essential approvals from federal, state, and local regulatory authorities. Further, we regularly advise housing authorities on procurement issues, and we are often called on to help resolve potential bid protests, assist staff in interpreting contracts, and provide a wide range of litigation services, from evictions to more complex litigation, including Title VII racial discrimination, Fair Housing Act claims, and the defense of civil rights actions in federal court. Saxon|Gilmore attorneys are well-versed in landlord/tenant, civil rights, labor and employment matters, and handle public housing authority evictions and employment matters statewide. We also assist management in supervising housing authority litigation in which other firms



In addition to the references set forth above, Saxon|Gilmore invites the ELCHC to contact any of its other governmental, quasi-governmental, and relevant private sector companies for who our attorneys have provided services:

- Alachua County Housing Authority (2013 to present) – General Counsel/Special Counsel
- Citizens Property Insurance Corporation (2012 to present) - General Corporate Legal Services (Administrative Law, Bankruptcy, Civil Litigation, Contract Law, Ethics, Florida Public Records, General Financial and Governmental Purchasing); Supplemental Claims Counsel for Third Party Liability; as co-counsel with Greenberg Traurig, P.A., for General Employment Law, including Investigations; and First Party Property.
- City of Avon Park, Florida (2006 to 2017; 2018 to present) – City Attorney
- City of Bowling Green, Florida (2003 to present) – City Attorney
- City of San Antonio, Florida (2010 to present) - City Attorney
- City of Tampa (2015 to present) - Special Counsel
- Deerfield Beach Housing Authority (2013 to present) – Special Counsel
- Florida Department of Risk Management (2004 to 2009) – Insurance Coverage/multiple litigation cases related to the Florida Department of Agriculture and Consumer Services; the Florida Department of Children and Families; the Florida Department of Corrections; and the Florida Department of Transportation
- Florida Public Housing Authority Self Insurance Fund (“FPHASIF”) (2009 to present) – General Counsel
- Fort Walton Beach Housing Authority (2006 to present) – Special Counsel
- Great American Insurance (2014 to present) – General Legal Services
- Hillsborough Community College (Board of Trustees: 2004 to present*) – General Counsel
- Housing Authority of the City of Bradenton, Florida (2013 to present) – General Counsel/Special Counsel
- Housing Authority of the City of Cocoa, Florida (2013 to present) – General Counsel/ Special Counsel
- Housing Authority of the City of Daytona Beach, Florida (2003 to present*) – Special Counsel, and (2013 to present) – General Counsel
- Housing Authority of the City of Fort Myers, Florida (2005 to present) – Special Counsel
- Housing Authority of the City of Fort Pierce, Florida (2013 to present) – Special Counsel
- Housing Authority of the City of Lakeland, Florida (2003 to present*) – General Counsel/Special Counsel
- Housing Authority of the City of Orlando, Florida (2003 to present*) – General Counsel/Special Counsel
- Housing Authority of the City of Sanford, Florida (2003 to present) – General Counsel
- Housing Authority of the City of Tampa, Florida (2003 to present*) – General Counsel/ Special Counsel
- Housing Authority of the City of Winter Park, Florida (2003 to present*) – General Counsel



- Kemira Water Solutions, Inc. (f/k/a Kemiron, Inc.) (2003 to 2018*) – Contracting/Litigation
- Lake Wales Housing Authority (2005 to present) – General Counsel/Special Counsel
- Mad Hatter Utility, Inc. (2004 to 2011) – Transactions/Contracts
- Manatee County Housing Authority (2013 to present) – General Counsel
- The Mosaic Company (f/k/a IMC Phosphates Company, Inc.) (2003 to 2010*) – Contracts/Environmental /Permitting
- Ozello Water Association, Inc. (2006 to 2018) – Litigation
- Pinellas County Housing Authority (2009 to present) - General Counsel/Special Counsel
- Punta Gorda Housing Authority (2005 to present) – General Counsel/Special Counsel
- Sarasota Housing Authority (2005 to present) – General Counsel
- Taft Water Association, Inc. (intermittently from 2000 to 2010) - Environmental/Permitting
- Tampa Bay Water (2003 to 2006*) – Contracting/Litigation
- Tampa United Methodist Centers (1998 to 2008*) – Litigation
- Tarpon Springs Housing Authority (2003 to present) – General Counsel/Special Counsel
- Town of Zolfo Springs, Florida (2003 to present) – City Attorney

*Our attorneys also worked with these clients while at the Salem Saxon, P.A. law firm

Saxon|Gilmore currently represents the public housing authorities listed in Exhibit C as general counsel and mixed finance/RAD/development, which representation generally includes their instrumentalities and affiliated for-profit and not-for-profit entities.



Saxon Gilmore & Carraway, P.A., is a full service business and litigation law firm, with a primary focus on business structuring and restructuring, together with complex commercial litigation. The firm also has extensive experience in environmental, water, land use law, real estate, eminent domain, governmental regulatory issues, public finance, creditors' rights, entertainment law, products liability, and international trade law. With eleven attorneys on staff, we are able to combine the talent, capabilities, and resources normally found in much larger organizations to critically evaluate a broad range of issues and structure our representation while providing the high level of professionalism, flexibility, responsiveness, and personal attention of a smaller firm.

The focus of Saxon|Gilmore is on the delivery of superior results-oriented client service. Through integrated practice groups, we focus our resources on the interests of our clients to assure access to the most appropriate legal representation. We identify each client's unique needs to build efficient working relationships with our clients through clear and open communication, state-of-the-art support and information systems, attention to detail, and prompt and effective action. Our attorneys are energetic, knowledgeable and seasoned, with varied backgrounds and a wide range of experience, which is further enhanced by a skilled team of paraprofessionals and staff. To accommodate our clients' varied needs, our attorneys are experienced in a broad range of legal disciplines including:

- ◇ Business structuring, transactions, and restructuring
- ◇ Construction law
- ◇ Creditors' rights and bankruptcy
- ◇ Eminent domain and condemnation
- ◇ Entertainment law
- ◇ Environmental law and land use
- ◇ Estate planning, trusts, and probate
- ◇ International business and trade services
- ◇ Litigation
- ◇ Public finance, public housing authorities, and related institutions
- ◇ Real estate development and finance

Our clients represent a diverse group of national and international businesses and industries, including manufacturers, distributors, commercial and private land owners, housing authorities, contractors and subcontractors, developers, wholesalers, retailers, entertainers, automotive sector companies, financial institutions, sureties, professionals, and local and national government agencies. We have played a major role in evaluating, developing, and implementing innovative public-private partnerships to design, build, finance, and operate water supply facilities and planned community projects across Florida, negotiating the requisite contracts and obtaining the essential approvals from federal, state, and local regulatory authorities.

Our experience and resources enable us to develop innovative solutions for our clients and to assist our clients in achieving their business goals and objectives.

Saxon|Gilmore attorneys are licensed to practice in various states in addition to Florida, including Missouri, Kansas and Ohio.



BUSINESS STRUCTURING, TRANSACTIONS, AND RESTRUCTURING

In focusing attention on the distinctive needs of our clients, Saxon|Gilmore capitalizes on a wide range of expertise to develop successful business solutions tailored for each unique client.

Saxon|Gilmore's attorneys are knowledgeable in the many federal, state, and local issues that affect businesses, whether engaged in intrastate, interstate or international operations, and strive to build efficient and effective working relationships with our clients to better understand and implement their long term goals and business plans. Our attorneys serve private and public entities, corporate and individual developers, large and small corporations, private and commercial land owners, partnerships, joint ventures, limited liability companies, entrepreneurs, transnational businesses, financial institutions, insurance companies, automotive sector companies, and professional services firms. Saxon|Gilmore has a wealth of experience assisting and advising clients on a wide range of business issues including:

- ◇ Business acquisitions, organizations, mergers, and reorganizations
- ◇ Business formations
- ◇ Commercial banking and finance
- ◇ Contract negotiations and preparation
- ◇ Dispositions and liquidations
- ◇ Employee benefits programs
- ◇ Executive compensation and retirement planning
- ◇ Federal and state taxation
- ◇ International transactions and trade
- ◇ Labor and employment issues
- ◇ Licensing, franchise and distribution agreements
- ◇ Pension/profit sharing plans
- ◇ Real estate acquisition and disposition
- ◇ Real estate development and finance

Our business group can effectively and efficiently tailor its services to address your business requirements through our knowledgeable attorneys and their collaboration with integrated practice groups at Saxon|Gilmore. This enables us, as the need arises, to draw on the expertise of our other attorneys who are proficient in related practice areas and provide these services on a cost-effective basis. Our attorneys can creatively structure various business transactions, and document and close these transactions expeditiously. We offer a full spectrum of legal services related to various aspects of our clients' businesses and provide clear, concise, and practical advice, as well as prepare the required documentation and assess any litigation or regulatory risks.



CONSTRUCTION LAW

Saxon|Gilmore offers a wide array of legal services for parties involved in commercial, governmental, and residential construction and development projects. Our services include transactional, litigation, and regulatory assistance relating to:

- ◇ Alternative dispute resolution
- ◇ Bidding procedures
- ◇ Construction arbitration
- ◇ Construction litigation
- ◇ Contract negotiations
- ◇ Design/Build/Operate facilities
- ◇ Due diligence
- ◇ Errors and omissions representation
- ◇ Mechanics' liens practice
- ◇ Permitting, zoning, and environmental regulation
- ◇ Project administration
- ◇ Project financing
- ◇ Project joint ventures
- ◇ Project workouts
- ◇ Provisional judicial remedies (injunctions, replevin, etc.)
- ◇ Subcontracts and material acquisitions
- ◇ Surety bond claims and litigation
- ◇ Traditional and structured financing products, including tax exempt financing

Our attorneys have represented commercial and private property owners, developers, construction firms, subcontractors and materialmen, lenders, and governmental entities in construction-related matters to provide transactional construction project counseling, documentation, and advocacy from the concept, due diligence, development, and financing phases through completion and management of each project. Our attorneys have extensive experience in drafting and negotiating construction-related documents and assessing the many variables that can affect the development and outcome of a project. This experience enables Saxon|Gilmore to advise our clients on the best means to structure and negotiate a project and effectively handle everything from general, recurring construction, and real property matters to negotiating and preparing specialized construction documents on a cost-effective basis for the most complex one-of-a-kind construction-related issues.



CREDITORS' RIGHTS AND BANKRUPTCY

Saxon|Gilmore represents a wide variety of clients in state and federal courts on various issues including:

Foreclosures. Saxon|Gilmore has extensive experience in handling foreclosure work, ranging from vigorously contested, complex multi-party cases involving deficiencies to uncontested matters which result in summary judgment. Our creditors' rights attorneys, supported by a team of paraprofessionals and staff, have extensive knowledge of finance documentation and credit policies to address each stage of a transaction and ensure maximum recovery, in addition to substantial experience in obtaining receivers and in strenuously enforcing assignment of rent provisions under the latest Florida laws.

Insolvency. Saxon|Gilmore frequently represents creditors in a variety of insolvency and bankruptcy matters, whether simple claims or litigation of heavily contested adversary proceedings. This includes representation in Assignment for the Benefit of Creditors ("ABC") matters. Our attorneys have the trial skills and business expertise to evaluate the wide range of business options available under the Bankruptcy Code and to creatively and successfully resolve bankruptcy matters through negotiation or litigation to obtain the best results for our clients. We have handled cases under each of the bankruptcy chapters and have represented a variety of creditors, including financial institutions, government entities, and creditors' committees.

Other Matters. Saxon|Gilmore's attorneys also have a successful track record and extensive experience in replevin proceedings, deficiency suits on real and personal property, commercial and consumer collections, and other related matters. Our creditors' rights and bankruptcy group can effectively tailor its services to address the unique needs of each client, as well as draw on the expertise of our other attorneys in integrated practice groups at Saxon|Gilmore who are proficient in related practice areas. This enables us to structure whatever action is to be taken; assess any risks as the need arises; give clear, concise, and practical advice; and provide prompt, efficient service to protect our clients' interests.



ENTERTAINMENT LAW

Saxon|Gilmore attorneys represent a variety of entertainers, mostly within the music business and specialize in representing drummers and other sidemen in all aspects of their professional career including band agreements, endorsements, contract drafting, negotiation and review, business plans, incorporation, title search, management, and publishing.

Saxon|Gilmore also has a strategic professional relationship and the ability to liaise with one of the country's leading intellectual property firms and through that relationship can provide advice on copyright and intellectual property law.

We can help by taking steps to properly develop your projects and negotiate and legally secure your interests in:

- ◇ Contracts
- ◇ Partnerships and business associations
- ◇ Endorsements
- ◇ Personal appearances
- ◇ Recording and touring projects
- ◇ Intellectual property
- ◇ Illegal use of celebrity image

Our firm has a thorough, comprehensive understanding of the laws and regulations in the state of Florida and many other states. We will ensure that all legal issues are in order, which saves our clients time and money by avoiding costly delays that can adversely affect a project.



ENVIRONMENTAL LAW AND LAND USE

Saxon|Gilmore's environmental, water and land use expertise enables us to meet the needs of business and industry in the fast-emerging global economy. Our attorneys have represented a variety of companies with a myriad of environmental and land use issues, including state and local government law, real property transactions and property rights, master planned communities, regulatory compliance, construction and litigation, and are able to critically analyze environmental concerns and structure our negotiations to minimize any exposure to environmental liability.

Saxon|Gilmore has fashioned a strong team of attorneys skilled in environmental and water laws, regulations, permitting, compliance and cleanup to guide our clients through the maze of local, state and federal agencies impacting this practice area. Our attorneys have significant long-term working relationships with many governmental agencies involved in the planning, permitting and zoning process, and work efficiently and effectively with a variety of consultants and other professionals to compile and provide documentation and information required to obtain the necessary approvals. We routinely appear before federal, state, and local authorities, including numerous public hearings, representing the interests of our clients. Our in-depth understanding, ability to negotiate effectively, and experience in working with a variety of clients, including commercial and private landowners, lenders, governmental authorities, developers, and contractors allows us structure a transaction and work efficiently from the concept, due diligence, development and financing phases through completion and management of each project. In addition, because the development of real estate projects has become increasingly complex and technical, we have consistently broadened our expertise to include not only traditional zoning work, but also virtually all aspects of regulatory permitting and approvals. Saxon|Gilmore's experience is broad-based and includes:

- ◇ Air pollution permitting
- ◇ Comprehensive land planning and developments of regional impact
- ◇ Due diligence
- ◇ Eminent domain and inverse condemnation
- ◇ Enforcement litigation defense
- ◇ Environmental assessments
- ◇ Environmental litigation
- ◇ Public infrastructure
- ◇ Public-Private partnerships
- ◇ Regulatory compliance, auditing, cleanup and administrative enforcement
- ◇ Real property acquisition and disposition
- ◇ Vested rights determinations
- ◇ Wastewater treatment plant permitting
- ◇ Water resources permitting
- ◇ Wetlands mitigation
- ◇ Zoning, special use permits, platting and subdivision approvals



ESTATE PLANNING, TRUSTS, AND PROBATE

Saxon|Gilmore assists clients in providing for the security of their families. Our attorneys represent clients throughout the state of Florida in a wide variety of estate planning, guardianship and trust matters, from simple wills to will contests and complex taxable estates on a cost-effective basis. We can thoroughly evaluate whether a will contest, trust or probate dispute rises to the level of a lawsuit or may be resolved through a favorable settlement; and, if litigation is required, determine the merits, review the facts and evidence, and ensure that our clients' rights and assets are protected. Because tax, trust, and estate laws are amended ever more frequently, our dedicated attorneys make it a point to stay abreast of the current legal strategies essential to properly structure an estate plan.

Estate Planning. Saxon|Gilmore devises strategies to implement our clients' desires for disposition of their holdings, including planning for the continuity of family businesses, determining ways to minimize liability for transfer taxes, homestead matters, and educating our clients on methods available to administer their assets upon incapacity or death and to avoid probate. In addition to the preparation of wills and trust agreements, as well as powers of attorney and advance directives for designation of healthcare surrogates, successful estate planning by our team of attorneys encompasses a wide variety of techniques enabling us to customize each individual's estate plan to preserve assets and ensure proper and efficient estate distribution. Our work experience encompasses:

- | | |
|---|--|
| ◇ Corporate buy-sell agreements | ◇ Planning for disability |
| ◇ Family limited partnership agreements | ◇ Estate and trust litigation and will contest |
| ◇ Pre and postnuptial agreements | ◇ Special needs trusts |
| ◇ Gift and estate tax planning | ◇ Trust reformation and construction |

Probate. Saxon|Gilmore advises clients on the financial, tax, and business aspects of estates. Our attorneys and other professionals are well versed in probate law and, at a difficult time of personal loss, we can offer clear and concise guidance through the entire probate process to ensure smooth and efficient administration of each estate, including preparation of probate documents and the paperwork necessary for transfer of assets; and, if needed, provide representation in probate litigation. We often handle ancillary estate proceedings for out-of-state residents who have died leaving Florida assets, resulting in a quick and efficient administration process to distribute those assets.

Taxation. Saxon|Gilmore represents clients in the resolution of tax disputes with federal and state taxing authorities. Our experience in evaluating our clients' needs and preparing the proper estate plan documents maximizes the benefits available and reduces the tax consequences of improper planning.

Trust/Guardianship. Saxon|Gilmore advises fiduciaries in trusts and estates and also represents clients in guardianship and conservatorship proceedings. We can evaluate the type of trust best suited to meet our clients' needs, protect assets from creditors of the beneficiaries, and avoid guardianship proceedings, giving our clients the peace of mind of knowing that the estate will be administered in accordance with their wishes by a fiduciary selected by them. If a guardianship is unavoidable due to receipt of assets by a minor beneficiary or incapacity of an individual who has an incomplete estate plan, we have the knowledge and experience in representing guardians throughout the legal process to facilitate care of the ward, as well as preparation of the various requisite pleadings, reports and accountings for the guardianship assets.



LITIGATION

Although we counsel our clients on ways to avoid lawsuits, and we have successfully negotiated and settled cases through pre-suit mediation, sometimes litigation is necessary. Saxon|Gilmore has extensive experience in protecting our clients' rights in state and federal courts at both the trial and appellate levels. Our approach to litigation is thoughtful, thorough, practical, and, as needed, aggressive. Our attorneys have the trial experience, the legal knowledge to analyze and develop litigation defense strategies and formulate creative approaches to reaching settlements, and the resources to help clients appropriately evaluate, pursue, and/or defend, and resolve a variety of complex litigation matters. In addition, our legal staff has the technological resources needed to effectively address our clients' legal requirements and are dedicated to providing effective and efficient case management, document control, discovery management, and trial coordination. The following is a sample of the areas in which Saxon|Gilmore has particular expertise:

Complex Litigation. Saxon|Gilmore attorneys have handled complex matters in a wide range of tort and other areas, including: products liability (Benlate, Fen-Phen, tobacco) actions; pharmaceutical, chemical, and herbicide claims; securities fraud; asbestos and silica exposure cases; medical malpractice actions; and aviation, railroad (FELA), and automotive cases. We routinely work with engineers, accident reconstruction experts, and medical and other experts. Our practice is based on decades of experience in front of judges and juries in a wide variety of venues. Our attorneys combine industry-specific knowledge with broad litigation experience to provide focused, sensitive, and responsive assistance to handle a variety of matters that may arise during the litigation process.

Corporate and Business Litigation. Saxon|Gilmore represents clients in matters such as contract and commercial disputes, creditors' rights and bankruptcy matters, franchising and distribution questions, commercial insurance coverage disputes, securities litigation, antitrust, trademark and copyright infringement matters, corporate and individual employment-related issues including trade secrets, non-competition, proprietary rights and discrimination, professional and product liability, premises liability, administrative matters, and all phases of construction disputes.

Governmental Litigation. Saxon|Gilmore represents both private businesses and governmental entities, in all forms of governmental and administrative litigation including matters pending before federal and state departments and agencies, as well as local commissions, authorities, boards, and agencies, from evidentiary hearings through appeals. Our wide range of legal and policy experience in regulatory matters and administrative proceedings in today's complex and ever-expanding regulatory environment enables us to provide a tailored, integrated approach involving legislative, rulemaking, permitting, and policy considerations, in addition to more traditional litigation options, in order to achieve our clients' goals.

Insurance and Liability Defense Services. Saxon|Gilmore's attorneys have a broad range of experience in many aspects of insurance and liability defense practices, including premises, casualty, products, and professional liability, ERISA, life and health insurance, errors and omissions, surety bond litigation, subrogation, indemnification, and contribution, bad faith litigation, and international insurance litigation and claims. Saxon|Gilmore's attorneys have amassed substantial experience analyzing, investigating, pursuing, prosecuting, and defending various matters related to professional liability, attorney malpractice, fidelity bond claims, CPA/auditor malpractice, appraiser malpractice, and other forms of fraud and malfeasance related to banking and lending, including working with the Federal Deposit Insurance Corporation and the Resolution Trust Corporation to successfully complete and settle investigations of professional liability claims arising from bank failures.

Landlord/Tenant Actions. Saxon|Gilmore routinely addresses the rights and obligations of commercial landlords and tenants, and has significant experience in enforcing or defending the rights of parties in commercial lease disputes, including interpretation of leases, and litigation involving evictions, rent collection, claims for damages to premises, and virtually any issue in the context of the landlord/tenant relationship. We also specialize in representing owners and management companies in the affordable housing arena.



PUBLIC FINANCE, PUBLIC HOUSING AUTHORITIES, AND RELATED INSTITUTIONS

Saxon|Gilmore has developed specialized expertise in matters regarding public finance and in the representation of public housing authorities, as well as their instrumentalities and affiliated for-profit and not-for-profit entities, in all phases of mixed-finance, mixed-income, multi-family, single family, and elderly, affordable housing developments, including bonds, tax credits, and other government funding. Our attorneys have extensive experience successfully acting as a liaison with HUD's legal departments and various HUD offices, and local governments in the creation of affordable housing developments, and have played a major role in negotiating, structuring, and documenting a myriad of complex real estate transactions, planned communities, and public-private partnerships, negotiating the requisite contracts, and obtaining the essential approvals from federal, state, and local regulatory authorities.

Our traditional and structured project financing services encompass all aspects of real estate development, acquisition, redevelopment, and sale, including:

- ◇ Applications for Florida Housing Finance Corporation funding of predevelopment loans, low income housing tax credits, SHIP, SAIL, ELI supplemental loans, and Multifamily Mortgage Revenue Bonds
- ◇ Applications for tax exempt status under Internal Revenue Code Section 501(c)(3)
- ◇ Eminent domain

Our attorneys represent and defend local governmental bodies or special districts in all types of litigation and binding arbitration related to construction design, construction contracts, commercial litigation issues, finance, insurance, civil rights, employment discrimination, contract disputes, and other third party disputes.

Saxon|Gilmore serves as general counsel to numerous housing authorities throughout Florida, and acts in a consulting capacity on special projects to housing agencies throughout the country. We have significant experience dealing with the unique issues of our many housing authority clients who have federal grants, ranging from the application phase to implementation. Such representation has enabled Saxon|Gilmore to gain a broad range of experience in dealing with issues affecting quasi-governmental agencies, and related not-for-profits. As general counsel, we routinely address various landlord-tenant issues, all aspects of the evictions process, and litigate eviction cases statewide.

Saxon|Gilmore regularly attends board meetings or other scheduled meetings and provides legal guidance and interpretation of regulations by local, state, and federal agencies, issuing legal opinions and providing advice concerning:

- ◇ Florida ethics law, conflict of interest, public records, and Government in the Sunshine laws
- ◇ Fair housing requirements and compliance, including the Quality Housing and Work Responsibility Act ("QHWRA"); and HUD regulations governing public housing and Section 8 programs
- ◇ Claims involving discrimination and violations of the Civil Rights Act of 1964, the Rehabilitation Act of 1973, and the Americans with Disabilities Act (ADA)
- ◇ Administrative law and employment issues, including personnel policy and procedures, wrongful termination claims, compliance with OSHA requirements, and worker's compensation

Our attorneys routinely attend grievance hearings and provide training, as requested, regarding dwelling leases, Section 8 certification, the leasing process, eviction procedures, and voucher withdrawal procedures. Our attorneys are frequent speakers at legal and housing seminars across the country.

Saxon|Gilmore has a strong commitment to providing superior client service and staying at the forefront of affordable housing issues, and has been instrumental in working with housing authority trade organizations to propose and effectuate changes to state and local laws and directives, codes, and ordinances, for the benefit of its public housing authority clients.



REAL ESTATE DEVELOPMENT AND FINANCE

Saxon|Gilmore specializes in all aspects of real estate law. The main principals of our firm's real estate department combine over 100 years of experience in real estate matters. Our attorneys represent a diverse group of land owners, developers, institutional lenders, sophisticated investors, governmental entities, and commercial landlords for the acquisition and disposition of real property. We have a wide variety of experience in both commercial and private real estate transactions which enables us to negotiate and prepare the precise documents to address even the most complex real estate transactions. In serving as counsel for public entities, developers, and financial institutions, we have experience in all aspects of commercial lending, real estate financing, and acquisition and leasing.

Real Estate Negotiations and Contracts

Saxon|Gilmore represents clients in commercial and industrial real estate projects and issues involving construction contracts, bidding procedures, mechanics' liens, surety bonds, and construction litigation. We also counsel clients in creative solutions to achieve real estate related goals, such as the formation of joint ventures. We have evaluated, restructured, and implemented innovative public-private partnerships to design, build, finance, and operate facilities and planned development projects across Florida, requiring negotiation and drafting of complex financial and restructuring documents. Representing both purchasers and sellers, Saxon|Gilmore offers full service, from site acquisition and development to financing, leasing, and sales advice, and we routinely serve as title and escrow agent on major real estate transactions. Our attorneys have long-term working relationships with many federal, state, and local governmental agencies involved in the planning, permitting, and zoning process, and work efficiently and effectively to obtain the necessary approvals. Our ability to negotiate and structure a broad range of transactions effectively, and our experience in working with a variety of clients, allows us to work efficiently from the concept, due diligence, development, and financing phases through completion and management of each real estate project. Our attorneys' real estate experience also enables us to effectively structure settlements in litigation cases involving real property. In addition, Saxon|Gilmore's representation of clients on various financial structuring in real estate transactions includes:

- ◇ Conventional and tax exempt financing
- ◇ Industrial revenue bonds
- ◇ Loan restructuring for lenders, developers, and financial institutions
- ◇ Workout structuring for equity ownership of real property

Saxon|Gilmore also represents clients in regulated industries which include:

- ◇ Administrative adjudication of notices of violation
- ◇ Comprehensive growth management negotiations, amendments and compliance, and dispute resolution
- ◇ Environmental regulation, permitting, audits and opinions
- ◇ Land use concurrency compliance
- ◇ Zoning and planning



Bernice S. Saxon
Managing Partner

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AREAS OF CONCENTRATION

- ◇ Corporate and Business Transactions
- ◇ Mergers and Acquisitions
- ◇ Real Estate Transactions
- ◇ Public, Affordable, and Workforce Housing
- ◇ Estate Planning/Trusts and Estates

EXPERIENCE

Bernice S. Saxon, managing partner and co-founder of Saxon|Gilmore, has practiced law for more than 45 years, specializing in corporate and business transactions, contracts, mergers and acquisitions, real estate law, public, affordable, and workforce housing, mixed-finance real estate transactions, tax credits, and estate planning. Ms. Saxon received both her law degree and her undergraduate degree, with honors, from the University of Toledo in Ohio, where she later taught at the College of Law. She was a member of the University of Toledo Law Review. While in Toledo, Ms. Saxon served as a member of the Toledo City Council. After admission to the Ohio Bar in 1973, Ms. Saxon practiced in Toledo until her move to Florida in 1982, where she entered private practice in the Tampa area. Ms. Saxon is admitted to practice in Florida and Ohio. Ms. Saxon has extensive experience in the formation of entities, including corporations, partnerships, limited liability companies, and general and limited partnerships, as well as in real estate development, including affordable housing and planned development projects requiring negotiation and drafting of complex financial and restructuring documents for the acquisition and disposition of real property and examination and issuance of title insurance. She has worked with developers of large scale real estate projects and represented housing authorities which have formed partnerships with private developers in order to construct and redevelop affordable housing for low and moderate income households. The financing related to these projects is highly technical since it often involves a combination of tax credits, tax exempt bonds, State of Florida loan program funds, and U.S. Department of Housing and Urban Development grants.

Professional, Trade, and Civic Activity

- ◇ The Florida Bar
- ◇ Hillsborough County Bar Association
- ◇ Tampa Bay Performing Arts Center

Education

- ◇ **University of Toledo** (J.D., *cum laude*, 1973)
- ◇ **University of Toledo** (B.A., *cum laude*, 1968)

State/Court Admissions

- ◇ Florida (all state courts)
- ◇ Ohio (all state courts)
- ◇ U.S. District Court (Middle and Northern Districts of Florida)
- ◇ U.S. Court of Appeals (Eleventh Circuit)



Ricardo L. Gilmore
Senior Partner

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AREAS OF CONCENTRATION

- ◇ Business and Corporate Law
- ◇ Public Finance; Affordable and Public Housing
- ◇ Commercial Litigation

EXPERIENCE

Ricardo L. Gilmore is a senior partner and co-founder of Saxon|Gilmore. Mr. Gilmore has practiced law for more than 40 years and specializes in the areas of business and corporate law, real estate, public finance, and commercial litigation. He serves as special counsel to housing authorities in Florida and other states relative to affordable housing development matters, involving a multiplicity of legal issues unique to housing authorities as well as applicable to governmental agencies and/or corporate entities. He has developed a specialty in public housing law and has been involved in two extensive litigation matters appealed to the U.S. Supreme Court that established nationwide precedents. Further, Mr. Gilmore has been involved in the establishment and operation of instrumentalities and affiliates associated with development and fundraising for housing authorities. He has considerable experience in Florida Government in the Sunshine laws, real estate redevelopment, Public Records Law, and corporate governance issues affecting commissioners of housing authorities, as well as public finance relative to issuance of municipal bonds and acquisition of tax credits. He has worked on legal issues for ten (10) Hope VI revitalization projects. He has also worked with one of the few housing authorities in the nation that demolished public housing and served as its own developer to rebuild and operate affordable housing and tax credit units in its place, without the assistance of Hope VI financing. He has helped create public-private partnerships to redevelop blighted areas into mixed-income communities with commercial office and retail components, and has advised on the establishment of workforce housing in urban areas. Mr. Gilmore is particularly proud of serving as legal counsel to a housing authority in Georgia that achieved complete autonomy from the U.S. Department of Housing and Urban Development, while retaining its status as a public housing authority. Mr. Gilmore received his B.A. degree from the University of Georgia in 1975 and his J.D. degree from the University of Florida College of Law in 1978. He is a frequent speaker at conferences concerning public and affordable housing issues, including conferences sponsored by the Housing Development and Law Institute (HDLI), the National Association of Housing and Redevelopment Officials (NAHRO), the National Organization of African-Americans in Housing (NOAAH), the Public Housing Authorities Directors Association (PHADA), and the Florida Association of Housing and Redevelopment Officials (FAHRO).

Professional, Trade, and Civic Activity

- ◇ The Florida Bar (Member of the Government Lawyer, and the City, County & Local Government Law Sections)
- ◇ Hillsborough County Bar and Orange County Bar Associations
- ◇ HDLI (Director), NAHRO, NOAAH (General Counsel), and FAHRO
- ◇ Urban Land Institute
- ◇ Florida Blood Services, Inc., Director
- ◇ Kappa Alpha Psi Fraternity, Inc., Life Member

Education

- ◇ **University of Florida, College of Law** (J.D., 1978)
- ◇ **University of Georgia** (B.A., 1975)

State/Court Admissions

- ◇ Florida (all state courts)
- ◇ U.S. District Court (Middle District)
- ◇ U.S. Court of Appeals (Fifth Circuit and Eleventh Circuit)



Jozette V. Chack-On
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AREAS OF CONCENTRATION

- ◇ Corporate and Business Transactions
- ◇ Contracts
- ◇ Mergers and Acquisitions
- ◇ Public, Affordable and Workforce
- ◇ Housing
- ◇ Mixed-finance Real Estate Transactions
- ◇ Infrastructure Project Development

EXPERIENCE

Jozette V. Chack-On is a partner at Saxon|Gilmore, concentrating her practice in the areas of corporate and business transactions, contracts, mergers and acquisitions, public, affordable, and workforce housing, mixed-finance real estate transactions, and infrastructure project development. Ms. Chack-On has been instrumental in structuring, negotiating, and documenting a broad range of complex transactions for our corporate and public housing authority clients. She has 19 years of legal experience, including extensive experience in mixed-finance housing revitalization and new construction projects, including public/private partnerships, project financing (such as HOPE VI, CNI, low income housing tax credits, tax exempt bonds, SHIP, SAIL, HOME), due diligence, acquisition, and redevelopment of real estate, and project management. Her experience with our diverse group of clients enables her to negotiate and document even the most complex transactions and to work efficiently from the concept, development and financing phases through the proper creation, completion, and management of each project. Ms. Chack-On has served as special counsel to Tampa Bay Water, a regional water supply authority, for the development of Design-Build-Operate (DBO) water facilities, as well as reservoir and well mitigation issues. She earned her B.S. degree *cum laude* in Multinational Business Operations and Marketing from Florida State University in 1994, and was a member of Alpha Kappa Psi, Beta Gamma Sigma, and Golden Key. Ms. Chack-On earned her J.D. degree *magna cum laude* from the Florida State University College of Law in 1997, and was a member of Phi Delta Phi.

Professional, Trade, and Civic Activity

- ◇ The Florida Bar
- ◇ Hillsborough County Bar Association
- ◇ Big Brothers Big Sisters of Tampa Bay, Inc.
(Executive Board and Board of Directors, 2004-2007)

Education

- ◇ **Florida State University College of Law** (J.D., *magna cum laude*, 1997)
- ◇ **Florida State University** (B.S., *cum laude*, 1994)

State/Court Admissions

- ◇ Florida (all state courts)



Monica A. Mercer
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AREAS OF CONCENTRATION

- ◇ Corporate and Business Transactions
- ◇ Contracts
- ◇ Mergers and Acquisitions
- ◇ Public, Affordable and Workforce
- ◇ Housing
- ◇ Mixed-finance Real Estate Transactions
- ◇ Infrastructure Project Development
- ◇ Probate/Estate Planning

EXPERIENCE

Monica A. Mercer is a partner at Saxon|Gilmore, concentrating her practice in the areas of commercial real estate transactions, contracts, finance, corporate law and probate/estate planning. Ms. Mercer has over 30 years of real estate experience including extensive commercial and residential transactions, private equity real property management, negotiating, drafting and review of commercial contracts and leases, title matters, and a variety of matters related to managing corporate assets, and advising corporate management on commercial real estate projects, operational matters and compliance issues. Ms. Mercer earned her Juris Doctorate degree from Barry University School of Law and is a member of The Florida Bar and The Texas Bar. Before joining Saxon|Gilmore, Ms. Mercer worked as corporate real estate counsel to a leading national private equity real estate investment trust and national franchisee and investment development company.

Professional, Trade, and Civic Activity

- ◇ The Florida Bar
- ◇ The Texas Bar
- ◇ Jacksonville Bar Association
- ◇ Clay County Bar Association
- ◇ Florida Certified Circuit Civil Mediator

Education

- ◇ **Barry University School of Law** (J.D., 2008)
- ◇ **Barry University** (B.S.)

State/Court Admissions

- ◇ Florida (all state courts)



Rhonda E. Stringer
Partner

Saxon Gilmore & Carraway, P.A.

Fifth Third Center
201 E. Kennedy Blvd., Suite 600
Tampa, Florida 33602

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Extension: 4514
Direct Dial: 813.314.4514
E-mail: rstringer@saxongilmore.com

AREAS OF CONCENTRATION

- ◇ General Civil Litigation
- ◇ Commercial Litigation
- ◇ Affordable and Public Housing

EXPERIENCE

Rhonda E. Stringer, a partner at Saxon|Gilmore, concentrates her practice in the area of affordable and public housing, which includes: operations, management, policy, and regulatory matters involving public housing authorities and other affordable housing entities; Section 8 housing assistance programs; housing programs for the elderly; and HOPE VI and mixed-finance housing development programs. She provides advice and services to various public housing authorities and other affordable housing providers in such areas as landlord/tenant matters and all associated aspects of state, federal, and HUD related laws, regulations, policies, and compliance; Fair Housing and ADA/504 compliance; Florida Government in the Sunshine law; Public Records Law; corporate governance; contracts; torts; employment law, human resources policy, and EEOC matters. Ms. Stringer has practiced law for over 20 years and has represented various public housing authorities, affordable housing entities, and other clients in both state and federal civil litigation. Formerly, Ms. Stringer worked as a felony assistant state attorney with the Office of the State Attorney for the Sixth Judicial Circuit of Florida for over six years where she gained significant jury and bench trial experience. She received her B.A. degree from the University of California, San Diego in 1989 and her J.D. degree from Stetson University College of Law in 1994 where she served as a member of the Stetson Law Review; authored *The Due Process Defense in "Reverse Sting" Cases: When Do Police Overstep the Bounds of Permissible Conduct?*, 22 *Stetson L. Rev.* 1305 (1993); and was the recipient of the Elizabeth M. Leeman Award for Best Student Publication, the Outstanding Law Review Member Award, and the Cecil and Augusta Bailey Award for Character, Academic Achievement and Leadership. Ms. Stringer is a member of the Hillsborough County Bar Association, The Florida Bar, the Housing and Development Law Institute (HDLI), the National Association of Housing and Redevelopment Officials (NAHRO), and the Florida Housing Coalition. She has been a speaker on housing related issues at Housing and Development Law Institute national conferences and other affordable housing trade organization conferences.

Professional, Trade, and Civic Activity

- ◇ The Florida Bar (Member of the Business Law, Criminal Law, Government Lawyer, and Trial Lawyers Sections)
- ◇ Hillsborough County Bar Association
- ◇ HDLI

Education

- ◇ **Stetson University College of Law** (J.D., 1994)
- ◇ **University of California, San Diego** (B.A., 1989)

State/Court Admissions

- ◇ Florida (all state courts)
- ◇ U.S. District Court (Middle District of Florida)



SAXON | GILMORE

SAXON GILMORE & CARRAWAY, P.A.

Attorneys and Counselors at Law



David J. Tong Partner

Saxon Gilmore & Carraway, P.A.

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Extension: 4510
Direct Dial: 813.314.4510
E-mail: dtong@saxongilmore.com

AREAS OF CONCENTRATION

- ◇ Bankruptcy/Creditors' Rights
- ◇ Real Estate Litigation
- ◇ Complex Commercial Litigation

EXPERIENCE

David J. Tong is a partner with Saxon|Gilmore. He has practiced law in Tampa since 1984, and presently concentrates his practice in the areas of real estate litigation, complex commercial litigation, and bankruptcy/creditors' rights. He served as President of the Tampa Bay Bankruptcy Bar Association, a 350+ attorney group in the Tampa Bay area, in 2005-2006, and was a member of its Board of Directors from 2000 to 2007.

Mr. Tong routinely represents lenders, governmental entities and other creditors in complex litigation, bankruptcy, and real estate matters. He has litigated numerous complex cases involving commercial real estate, receiverships and loan restructurings. He has handled or overseen thousands of foreclosure cases throughout Florida, and prosecutes and defends actions involving title insurance claim issues.

He also handles appeals in state and federal appellate courts. His appellate practice has included defending foreclosure judgments obtained by lenders and includes appeals concerning the federal Truth-in-Lending Act, priority of liens encumbering real property, and evidentiary issues arising out of contested foreclosure trials. His appellate experience helps him at trial, to ensure that a complete, favorable record is preserved for appellate review.

He was awarded his Juris Doctor degree, *cum laude*, from Stetson University College of Law in 1984. He served as a staff member on the Stetson Law Review, for two years, and was the published co-author of Structured Settlements, 13 Stetson Law Review 309 (1984). He is admitted to practice before all state and federal courts in Florida, and before the United States Court of Appeals for the Eleventh Circuit in Atlanta, Georgia. Mr. Tong holds a Bachelor of Science degree in Business Administration from the University of Florida, where he majored in Business Management.

Mr. Tong is a member of the American Bankruptcy Institute, the Hillsborough County Bar Association, and the Florida Bar, where he is a member of the Business Law and the Real Property, Probate and Trust Law Sections. He has authored continuing legal education materials for the National Business Institute on curing Florida real property title problems, and he has spoken on bankruptcy law, title insurance law, and foreclosure law for major banks and other lenders throughout the United States. Mr. Tong is peer review rated "AV Preeminent" by Martindale-Hubbell, the highest possible rating.

Professional, Trade, and Civic Activity

- ◇ The Florida Bar (Business Law and Real Property, Probate and Trust Law Sections)
- ◇ American Bankruptcy Institute
- ◇ Hillsborough County Bar Association
- ◇ Tampa Bay Bankruptcy Bar Association (past president and member of board of directors, 2000-2007)

AV Preeminent rated in the Martindale-Hubbell law directory

Education

- ◇ **Stetson University College of Law** (J.D., *cum laude*, 1984)
- ◇ **University of Florida** (B.S., 1981)

State/Court Admissions

- ◇ Florida (all state and federal courts)
- ◇ U.S. Court of Appeals (Eleventh Circuit)
- ◇ Florida Supreme Court



SAXON | GILMORE

SAXON GILMORE & CARRAWAY, P.A.

Attorneys and Counselors at Law



Gerald T. Buhr *Of Counsel*

Saxon Gilmore & Carraway, P.A.

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E-mail: gerald@buhrlaw.com

AREAS OF CONCENTRATION

- ◇ Government Law and Litigation
- ◇ Utilities Law and Litigation
- ◇ Environmental Law
- ◇ Administrative Law
- ◇ Land Use and Water Law
- ◇ Lobbying
- ◇ Mediation

*Certified by the Florida Bar as a City,
County and Local Government Specialist*

EXPERIENCE

Gerald T. Buhr, practicing through the law firm of **Gerald T. Buhr, P.A.**, serves as “of Counsel” to Saxon|Gilmore. Mr. Buhr is certified by the Florida Bar as a specialist in city, county and local government law, and also concentrates his practice in the areas of environmental law, land use and water law, lobbying, mediation, and administrative law. He is currently City Attorney for the Cities of Zolfo Springs, Avon Park, Florida, Bowling Green, Florida, and San Antonio, Florida. He has advised on numerous environmental enforcement actions, permits, licenses, contracts and utility construction projects, and performed, analyzed or drafted numerous ordinances and contracts for utility rates and developer relations. Mr. Buhr has lobbied for private and governmental clients before the Florida Legislature, including drafting and lobbying the bill that has become Section 403.0882 of the Florida Statutes, greatly improving regulation of small R/O water treatment facilities. Prior to becoming an attorney, Mr. Buhr was executive vice president to a group of private Florida water and wastewater utilities, and part owner of a utility in Lantana, Florida. Mr. Buhr’s utility experience began in 1973, and he has achieved the highest level of certification, “A” in both water and wastewater treatment plant operations. He has appeared as a speaker at numerous seminars regarding water and wastewater law, including regular seminars for the University of Florida TREEO Center and the Florida Rural Water Association, and has written a monthly environmental-legal column for the *Florida Water Resources Journal* since 1992.

Professional, Trade, and Civic Activity

- ◇ The Florida Bar (Environmental and Land Use; Local Government Sections)
- ◇ Florida League of Cities
- ◇ Florida Municipal Attorney’s Association
- ◇ Monthly Legal Environmental Column: Florida Water Resources Journal
- ◇ American Water Works Association “Life Member”
- ◇ Water Environments Federation “Quarter Century Operator”
- ◇ Florida Water and Pollution Control Operators Association
- ◇ Florida Rural Water Association

AV Preeminent rated in the Martindale-Hubbell law directory (individually, and for the law firm of Gerald T. Buhr, P.A.)

Named as one of the “Tampa Bay Top Lawyers” by Tampa Bay Magazine (2012)

Education

- ◇ **Stetson University College of Law** (J.D., 1991 with honors)
- ◇ **University of South Florida** (B.A., Finance, 1980)

State/Court Admissions

- ◇ Florida (all state courts)
- ◇ U.S. District Court (Middle and Southern Districts of Florida)
- ◇ U.S. Court of Appeals (Eleventh Circuit)

City Attorney for the Cities of:

- ◇ Avon Park, FL (13 yrs.)
- ◇ Bowling Green, FL (20 yrs.)
- ◇ San Antonio, FL (10 yrs.)
- ◇ Zolfo Springs, FL (28 yrs.)



W. Robert Keller
Associate

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AREAS OF CONCENTRATION

- ◇ First-Party Property Insurance Defense
- ◇ Entertainment Law
- ◇ General Litigation

EXPERIENCE

W. Robert “Rob” Keller is an associate attorney with Saxon|Gilmore. He focuses his practice in the areas of first-party property insurance defense, entertainment law, and general litigation. He is involved in all phases of litigation, from discovery and legal research to depositions, drafting motions, and pursuing settlement.

Prior to joining Saxon|Gilmore, Mr. Keller was an Assistant State Attorney where he prosecuted thousands of cases ranging from simple misdemeanors to attempted murder. During his career as a prosecutor, he gained valuable trial experience having first-chaired over 30 jury trials and countless bench trials.

Mr. Keller received his Bachelor of Science degree at the University of South Florida and his Juris Doctor from the University of Florida Levin College of Law. Mr. Keller is a member of the Florida Bar and the Hillsborough County Bar Association, Young Lawyers Division.

Professional, Trade, and Civic Activity

- ◇ The Florida Bar
- ◇ Hillsborough County Bar Association, Young Lawyers Division

Education

- ◇ **University of Florida Levin College of Law** (J.D., 2016)
- ◇ **University of South Florida**, (B. S. 2011)

State/Court Admissions

- ◇ Florida (all state courts)



Louis P. Meyer
Associate

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AREAS OF CONCENTRATION

- ◇ First-Party Property Insurance Defense
- ◇ General Litigation
- ◇ Medical Malpractice Defense
- ◇ Entertainment Law
- ◇ Real Estate Transactions

EXPERIENCE

Louis P. Meyer, associate attorney at Saxon|Gilmore, focuses his practice in the areas of first-party property insurance defense, general litigation, medical malpractice defense, entertainment law, and real estate transactions.

Mr. Meyer received his Bachelor of Arts degree at the University of California in 2001, his Master of Law degree from Arizona State University, Sandra Day O'Connor College of Law, in 2011, and his Juris Doctor from Whittier Law School in 2007.

Mr. Meyer was awarded a Certificate in Negotiation Mastery from Harvard Business School in January 2020, and a Certificate of Achievement in Contract Law from Harvard Law School in August 2019.

Since December 2019, he has served in the Guardian Ad Litem program in Tampa, Florida representing minor children in custody and dependency proceedings, and is a member of the American Bar Association, The Florida Bar Association, Hillsborough County Bar Association, Events Committee, the Young Lawyers Division, Bar Leadership Institute, Orange County Bar Association, Federal Bar Association, C. H. Ferguson - M.E. White American Inn of Court, Defense Research Institute (DRI) and Florida Defense Lawyer Association.

Professional, Trade, and Civic Activity

- ◇ American Bar Association
- ◇ The Florida Bar
- ◇ Hillsborough County Bar Association, Events Committee Member and Young Lawyers Division, Bar Leadership Institute
- ◇ Orange County Bar Association
- ◇ Federal Bar Association
- ◇ C. H. Ferguson - M.E. White American Inn of Court
- ◇ Defense Research Institute (DRI)
- ◇ Florida Defense Lawyer Association
- ◇ Guardian Ad Litem

Education

- ◇ Whittier Law School (J.D., 2007)
- ◇ Arizona State University, Sandra Day O'Connor College of Law, (LL.M., 2011)
- ◇ University of California, (B. A., 2001)

State/Court Admissions

- ◇ Florida (all state courts)
- ◇ U.S. District Court (Middle and Southern Districts of Florida)



Stacey Saint-Hubert
Associate

Saxon Gilmore & Carraway, P.A.

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AREAS OF CONCENTRATION

- ◇ Affordable and Public Housing
- ◇ Creditors' Rights

EXPERIENCE

Stacey Saint-Hubert is an associate with Saxon|Gilmore. She practices in the areas of creditors' rights and affordable and public housing, focusing on landlord/tenant matters and all associated aspects of state, federal, and HUD related laws, regulations, policies, and compliance; Fair Housing and ADA/504 compliance; Section 8 housing assistance programs; and housing programs for the elderly.

Ms. Saint-Hubert received her Bachelor of Arts degree in economics and management, cum laude, from Eckerd College in 2000, her Master's degree in economics from the University of South Florida in 2003, and her Juris Doctorate degree from Stetson University College of Law in 2009. She was awarded the 2009 Tampa Bay Bankruptcy Association Judge Alexander L. Paskay Scholarship. Ms. Saint-Hubert also participated in the Summer Institute in International and Comparative Law in Argentina. While at Stetson, she served as an intern for the Honorable Judge Catherine Peek McEwen, United States Bankruptcy Judge, Middle District of Florida, and the Honorable Judge Michael G. Williamson, United States Bankruptcy Judge, Middle District of Florida.

Before joining Saxon|Gilmore, Ms. Saint-Hubert worked as an Assistant State Attorney for the Thirteenth Judicial Circuit of Florida where she gained significant bench trial and jury trial experience. Ms. Saint-Hubert also has significant experience representing financial institutions in creditor's rights, collections, foreclosures, real estate, and bankruptcy proceedings throughout Florida. She was admitted to practice law in Florida in September 2009, and is admitted to practice in all Florida state and federal courts. Ms. Saint-Hubert is a member of the Hillsborough County Bar Association, the Florida Bar, and the George Edgecomb Bar Association.

Professional, Trade, and Civic Activity

- ◇ The Florida Bar
- ◇ Hillsborough County Bar Association
- ◇ George Edgecomb Bar Association

Education

- ◇ **Stetson University College of Law** (J.D., 2009)
- ◇ **University of South Florida** (M.A., 2003)
- ◇ **Eckerd College** (B.A., *cum laude*, 2000)

State/Court Admissions

- ◇ Florida (all state and federal courts)



PARALEGAL SUPPORT STAFF

One of the enduring elements of the Saxon|Gilmore team is our dedicated, knowledgeable, and professional support staff. We constantly seek to recruit only the best and most qualified candidates who demonstrate experience and competence in a wide variety of areas, and who have the professionalism, excellent organizational skills, and integrity to complement our team of attorneys. Each of our paralegals makes a valuable contribution to our work, and the coordination between our lawyers and staff enhances our ability to provide excellent client service. Our paralegal team includes:



Denette Discher

ddischer@saxongilmore.com

Ms. Discher has over 25 years of experience as a legal assistant in the real estate field. The past 12 years she has concentrated primarily on tax deed liens and acquisitions; including initial research, complex due diligence, and drafting and preparing court pleadings to secure tax deeds. She has many years of experience with residential and commercial real estate sales transactions; processing contracts from acceptance to closing. Ms. Discher has also worked as a liaison with various municipal departments, real estate appraisers, and homeowners while on a legal team which handled acquisitions and condemnations on behalf of the City of Chicago, the Chicago Board of Education, as well as other municipal entities. Her organizational skills, ability to work on a multitude of projects, and meet crucial deadlines are assets to our transactional team.



Angie Ennis

aennis@saxongilmore.com

Ms. Ennis has over 20 years of experience as a legal assistant, concentrating in landlord/tenant evictions. Her experience includes civil litigation and creditors' rights. She works closely with our attorneys and with our public housing authority clients and their affiliated entities in dealing with tenant issues, including state, HUD, and other federal regulations and compliance. Ms. Ennis's broad knowledge and extensive experience allow us to provide cost effective and efficient services to our many public housing authority clients, their instrumentalities, and their affiliates. Ms. Ennis received her A.S. degree from Hillsborough Community College, is a Florida Registered Paralegal, and is an integral member of our affordable and public housing team.



Kari Power

kpowers@saxongilmore.com

Ms. Power has over 25 years of experience as a paralegal, concentrating primarily in real property transactions, including finance and title related matters, as well as creditors' rights and litigation. She works closely with our attorneys in the drafting and preparation of entity formation and authorization documents; acquisition and sale documents; and loan documents in connection with complex real property transactions. Her experience in a broad range of matters, organizational skills, ability to document and close transactions expeditiously, and attention to detail make her a valuable asset to our firm. Ms. Power received her B.S. degree from the University of South Florida. She is a Certified Paralegal, a Florida Certified Paralegal, and is a Florida Registered Paralegal. She is a member of the National Association of Legal Assistants (NALA) and the Paralegal Association of Florida (PAF).

REPRESENTATION
AS GENERAL COUNSEL AND SPECIAL COUNSEL

Housing Authority Address	Representation Continuously Since:	Contact Name Email Address Telephone Number	Fax Number
Alachua County Housing Authority 703 NE 1 st St Gainesville, FL 32601	2013 to Date	Ken Armstrong, Interim Director ken@acha.fl.com 352.379.8894	352.373.4097
Arcadia Housing Authority 7 Booker T. Washington Rd Arcadia, FL 34266	2012 to Date	Becky Sue Mercer, Executive Director director@housingarcadia.com 863.494.4320	863.494.5364
Area Housing Commission 1920 West Garden Street Pensacola, FL 32502	2018 to Date	Abe Singh, Executive Director execdir@areahousing.org 850.438.8561, ext. 1103	850.438.1743
Avon Park Housing Authority Post Office Box 1327 Avon Park, FL 33826	1997 to Date	Penny Pieratt, CEO director@avonparkha.org 863.452.4432	863.452.5455
Bartow Housing Authority 1060 Woodlawn Avenue Bartow, FL 33830	2017 to Date	Catherine Reddick, Executive Director Catherine.bha@comcast.net 863.533.6311 ext. 15	863.533.0655
Housing Authority of the City of Bradenton 2002 Martin Luther King Avenue East Bradenton, FL 34208	2013 to Date	Ellis Mitchell, Executive Director ellism@bradentonhousing.org 941.748.5568 ext. 224	941.748.9058
Brooksville Housing Authority 800 Continental Drive Brooksville, FL 34601	2009 to Date	Terri Beverly, Executive Director tbeverly@hernandocounty.us 352.754.4160, Ext. 3	352.754.4168
Housing Authority of the City of Cocoa 828 Stone Street Cocoa, FL 32922	2013 to Date	Herbert Hernandez, Executive Director hhernandez@haccfl.com 321.636.8535, ext. 104	321.632.4729
Columbia County Housing Authority 498 SW Juniper Way Lake City, FL 32025	2020 to Date	Susan Christophel, Executive Director columbiaha@bellsouth.net 386.752.4227	386.752.4229
Housing Authority of the City of Daytona Beach, Florida 211 North Ridgewood Ave, Suite 300 Daytona Beach, FL 32114	2013 to Date	Natalie Smith-Wells Interim Executive Director wellsn@dbha.org 386.253.5653	386.255.2136
Eustis Housing Authority 1000 Wall Street, #60 Eustis, FL 32726	2019 to Date	Horace J. Jones, Executive Director hjones@eustishousingauthority.com 352-357-4851 x 102	352.357.0173
Flagler County Housing Authority P.O. Box 188 Bunnell, FL 32110	2014 to Date	Christene Beyrer, Executive Director fcha@bellsouth.net 386.437.3221	386.437.2311



Housing Authority Address	Representation Continuously Since:	Contact Name Email Address Telephone Number	Fax Number
Gainesville Housing Authority 1900 SE 4 th Street Gainesville, FL 32641	2011 to Date	Pamela Davis, Executive Director pamelad@gnvha.org 352.872.5500	352.872.5501
Hernando County Housing Authority 1661 Blaise Drive Brooksville FL 34601	2017 to Date	Donald Singer, Executive Director donnies@co.hernando.fl.us 352.754.4160	352.754.4168
Hialeah Housing Authority 75 East 6 St Hialeah FL 33010	2019 to Date	Julio Ponce, Executive Director jponce@hialeahhousing.org 305.888.9744	305.887.8738
Hollywood Housing Authority (Special Counsel) 7350 Davie Road Ext Hollywood, FL 33024	2020 to Date	Tony Gutierrez, Executive Director tony@hhafl.com 954.989.4691	954.961.8010
Indian River County Housing Authority c/o Victory Park Apartments 3980 King Place Vero Beach, FL 32967	2012 to Date	Cassandra Green, Manager cassandra.green@nelsonasc.com 561.504.2110	772.567.6129
Housing Authority of the City of Lakeland 430 Hartsell Avenue Lakeland, FL 33815	1994 to Date	Benjamin Stevenson, Executive Director bstevenson@lakelandhousing.org 863.687.2911, ext. 211	863.413.2976
Lake Wales Housing Authority Post Office Box 426 Lake Wales, FL 33859	2005 to Date	Albert Kirkland, Executive Director alkirklandjr@lakewaleshousing.org 863.676.7414, ext. 12	863.678.3508
Lee County Housing Authority 4224 Renaissance Preserve Parkway Ft. Myers, FL 33916	2018 to Date	Marcus Goodson, Executive Director mvkgoodson@comcast.net 239.344.3221	239.332.6695
Manatee County Housing Authority 5631 11 th Street East Bradenton, FL 34203	2013 to Date	Willie Calhoun, Executive Director, w.calhoun@manateehousing.com 941.756.3974, ext. 122	941.753.6983
Mulberry Housing Authority 1306 Larrick Lane Plant City, FL 33563	2019 to Date	Pat Dexter, Executive Director patriciab@plantcityhousing.org 813.752.0569	813.754.2163
Housing Authority of the City of New Smyrna Beach 1101 S. Dixie Freeway New Smyrna Beach, FL 32168	2015 to Date	Teresa Pope, Executive Director tlpope@newsmyrnahousing.com 386.428.8171	386.427.3429
Ocala Housing Authority Post Office Box 2468 Ocala, FL 34478	2015 to Date	Gwendolyn Dawson, Executive Director ohadawson@aol.com 352.620.3374	352.369.2642



Housing Authority Address	Representation Continuously Since:	Contact Name Email Address Telephone Number	Fax Number
Orlando Housing Authority 390 North Bumby Avenue Orlando, Florida 32803	1997 to Date	Vivian Bryant, President/CEO vbryant@orl.oha.org 407.895.3300, ext. 1000	407.895.0820
Ormond Beach Housing Authority 100 New Britain Avenue Ormond Beach, FL 32174	2009 to Date	Caroline Riviere, Executive Director caroline@obha.org 386.677.2069	386.677.3545
Pahokee Housing Authority 465 Friend Terrace Pahokee, FL 33476	2011 to Date	Inger Harvey, Executive Director IHarvey@pahokeehousing.org 561.924.5565	561.924.1952
Palatka Housing Authority 400 North 15 th Street Palatka, FL 32177	2009 to Date	Anthony Woods, Executive Director aewoods@palatkaha.org 386.329.0132	386.530.2362
Pinellas County Housing Authority 11479 Ulmerton Road Largo, FL 33778	2009 to Date	Regina Booker, Interim Executive Director rbooker@pinellashousing.com 727.443.7684	727.443.6894
Plant City Housing Authority 1306 Larrick Lane Plant City, FL 33563	2019 to Date	Pat Dexter, Executive Director patriciab@plantcityhousing.org 813.752.0569	813.754.2163
Punta Gorda Housing Authority 340 Gulf Breeze Avenue Punta Gorda, FL 33950	2005 to Date	Kurt Pentelecuc, HCCP, PHM Executive Director pgha@puntagordaha.org 941.639.4344, ext. 402	941.639.1753
Sanford Housing Authority 94 Castle Brewer Court Sanford, FL 32771	2002 to Date	Vivian Bryant, Executive Director vivian.bryant@orl-oha.org 407.323.3150, ext. 22	407.324.1806
St. Petersburg Housing Authority 2001 Gandy Boulevard North St. Petersburg, FL 33702	2019 to Date	Michael Lundy mlundy@stpeteha.org 727.323.3171	727.343.4658
Sarasota Housing Authority 269 South Osprey Avenue Sarasota, FL 34236	2005 to Date	William Russell, Executive Director wrussell@sarasotahousing.org 941.361.6210, ext. 221	941.366.4661
Seminole County Housing Authority 662 Academy Place Oviedo, FL 32765	2002 to Date	Shannon Young, Executive Director, syoung@schafla.org 407.365.3621	407.359.2576
Housing Authority of the City of Stuart 611 Church Street Stuart, FL 34994	2009 to Date	Edgar Kiley, Interim Executive Director / fpha@aol.com 772.461.7281	772.466.3528
Tallahassee Housing Authority 2940 Grady Road Tallahassee, FL 32312	2018 to Date	Brenda Williams, Executive Director brenda@tallha.org 850.385.6126	850.386.5534



Housing Authority Address	Representation Continuously Since:	Contact Name Email Address Telephone Number	Fax Number
Housing Authority of the City of Tampa 5301 West Cypress Street Tampa, FL 33607	1990 to Date	Jerome Ryans, President and CEO jeromer@thaf1.com 813.341.9101, ext. 3770	813.367.0778
Tarpon Springs Housing Authority 500 South Walton Street Tarpon Springs, FL 34689	1999 to Date	Robbin Redd, Executive Director robbin.redd@tarponspringshousing.com 727.937.4411	727.938.7161
Winter Park Housing Authority 718 Margaret Square Winter Park, FL 32789	1999 to Date	Lashanda Lovette, Executive Director llovette@winterparkha.org 407.645.2869, ext. 14	407.629.4575

REPRESENTATION
AS MIXED-FINANCE/RAD/DEVELOPMENT

Housing Authority Address	Representation Continuously Since:	Contact Name Email Address Telephone Number	Fax Number
Alachua County Housing Authority 703 NE 1 st St Gainesville, FL 32601	2013 to Date	Ken Armstrong, Interim Director ken@acha.fl.com 352.379.8894	352.373.4097
Arcadia Housing Authority 7 Booker T. Washington Rd Arcadia, FL 34266	2012 to Date	Becky Sue Mercer, Executive Director director@housingarcadia.com 863.494.4320	863.494.5364
Avon Park Housing Authority Post Office Box 1327 Avon Park, FL 33826	1997 to Date	Penny Pieratt, CEO director@avonparkha.org 863.452.4432	863.452.5455
Housing Authority of the City of Bradenton 2002 Martin Luther King Avenue East Bradenton, FL 34208	2013 to Date	Ellis Mitchell, Interim Executive Director ellism@bradentonhousing.org 941.748.5568 ext. 224	941.748.9058
Housing Authority of Brevard County 1401 Guava Avenue Melbourne, FL 32935	2011 to Date	Michael Bean, CEO mbean@habc.us 321.775.1575	321.775.1549
Brooksville Housing Authority 800 Continental Drive Brooksville, FL 34601	2009 to Date	Terri Beverly, Executive Director tbeverly@hernandocounty.us 352.754.4160, Ext. 3	352.754.4168
Cincinnati Metropolitan Housing Authority 1627 Western Avenue Cincinnati, OH 45214	2018 to Date	Mr. Gregory D. Johnson MS, PHM, EDEP, Chief Executive Officer. gregory.johnson@cintimha.com 513.721.4580	513.977.5606
Housing Authority of the City of Cocoa 828 Stone Street Cocoa, FL 32922	2013 to Date	Herbert Hernandez, Executive Director / hhernandez@haccfl.com 321.636.8535, ext. 104	321.632.4729
Housing Authority of the City of Daytona Beach, Florida 211 North Ridgewood Ave, Suite 300 Daytona Beach, FL 32114	1990 to Date	Natalie Smith-Wells Interim Executive Director wellsn@dbha.org 386.253.5653	386.255.2136
Deerfield Beach Housing Authority 533 South Dixie Highway, Suite 201 Deerfield Beach, FL 33441	2013 to Date	Nadine Jarmon, Executive Director njarmon@dbhaonline.org 954.425.8449, ext. 110	954.425.8450
Flagler County Housing Authority P.O. Box 188 Bunnell, FL 32110	2014 to Date	Christene Beyrer, Executive Director fcha@bellsouth.net 386.437.3221	386.437.2311



Housing Authority Address	Representation Continuously Since:	Contact Name Email Address Telephone Number	Fax Number
Housing Authority of the City of Fort Myers, Florida 4224 Renaissance Preserve Way Fort Myers, FL 33916	2005 to Date	Sherri Campanale, Interim / Deputy Executive Director sherri@hacfm.org 239.344.3222	239.332.6695
Fort Pierce Housing Authority 511 Orange Avenue Fort Pierce, FL 34950	2013 to Date	Rosetta Bartell, Interim Executive Director / fpha@aol.com 772.461.7281	772.466.3528
Fort Walton Beach Housing Authority 27 Robinwood Drive SW Fort Walton Beach, FL 32548	2006 to Date	Gail Sansbury, Executive Director gail@fwbha.org 850.243.3224	850.244.6533
Gainesville Housing Authority 1900 SE 4 th Street Gainesville, FL 32641	2011 to Date	Pamela Davis, Executive Director pamelad@gnvha.org 352.872.5500	352.872.5501
Hialeah Housing Authority 75 East 6 th Street Hialeah, FL 33010	2019 to Date	Julio Ponce, Executive Director jponce@hialeahhousing.org 305.888.9744	305.887.8738
Jacksonville Housing Authority 1300 Broad Street Jacksonville, FL 32202	2009 to Date	Dwayne Alexander, Interim Executive Director dalexander@jaxha.org 904.630.3825	904.630.3888
Housing Authority of the City of Lakeland 430 Hartsell Avenue Lakeland, FL 33815	1994 to Date	Benjamin Stevenson, Executive Director bstevenson@lakelandhousing.org 863.687.2911, ext. 211	863.413.2976
Lake Wales Housing Authority Post Office Box 426 Lake Wales, FL 33859	2005 to Date	Albert Kirkland, Executive Director alkirklandjr@lakewaleshousing.org 863.676.7414, ext. 12	863.678.3508
Lee County Housing Authority 4224 Renaissance Preserve Parkway Ft. Myers, FL 33916	2018 to Date	Marcus Goodson, Executive Director mvkgoodson@comcast.net 239.344.3221	239.332.6695
Manatee County Housing Authority 5631 11 th Street East Bradenton, FL 34203	2013 to Date	Willie Calhoun, Executive Director, w.calhoun@manateehousing.com 941.756.3974, ext. 122	941.753.6983
Melbourne Housing Authority 1401 Guava Avenue Melbourne, FL 32935	2012 to Date	Michael Bean, CEO mbean@habc.us 321. 775.1575	321.775.1549
Housing Authority of the City of New Smyrna Beach 1101 S. Dixie Freeway New Smyrna Beach, FL 32168	2015 to Date	Teresa Pope, Executive Director tlpope@newsmyrnahousing.com 386.428.8171	386.427.3429
Ocala Housing Authority Post Office Box 2468 Ocala, FL 34478	2015 to Date	Gwendolyn Dawson, Executive Director ohadawson@aol.com 352.620.3374	352.369.2642



Housing Authority Address	Representation Continuously Since:	Contact Name Email Address Telephone Number	Fax Number
Orlando Housing Authority 390 North Bumby Avenue Orlando, Florida 32803	1997 to Date	Vivian Bryant, President/CEO ybryant@orl.oha.org 407.895.3300, ext. 1000	407.895.0820
Pahokee Housing Authority 465 Friend Terrace Pahokee, FL 33476	2011 to Date	Inger Harvey, Executive Director IHarvey@pahokeehousing.org 561.924.5565	561.924.1952
Palatka Housing Authority 400 North 15 th Street Palatka, FL 32177	2009 to Date	Anthony Woods, Executive Director aewoods@palatkaha.org 386.329.0132	386.530.2362
Pinellas County Housing Authority 11479 Ulmerton Road Largo, FL 33778	2009 to Date	Regina Booker, Interim Executive Director rbooker@pinellashousing.com 727.443.7684	727.489.0757
Punta Gorda Housing Authority 340 Gulf Breeze Avenue Punta Gorda, FL 33950	2005 to Date	Kurt Pentecuc, HCCP, PHM Executive Director pgha@puntagordaha.org 941.639.4344, ext. 402	941.639.1753
Riviera Beach Housing Authority 2014 West 17 th Court Riviera Beach, FL 33404	2012 to Date	John Hurt, Executive Director, jhurt@rivierabeachha.com 561.845.7450	800.431.8738
Sanford Housing Authority 94 Castle Brewer Court Sanford, FL 32771	2002 to Date	Vivian Bryant, Executive Director vivian.bryant@orl-oha.org 407.323.3150, ext. 22	407.324.1806
Sarasota Housing Authority 269 South Osprey Avenue Sarasota, FL 34236	2005 to Date	William Russell, Executive Director wrussell@sarasotahousing.org 941.361.6210, ext. 221	941.366.4661
Seminole County Housing Authority 662 Academy Place Oviedo, FL 32765	2017 to Date	Shannon Young, Executive Director, syoung@schafra.org 407.365.3621	407.359.2576
Housing Authority of the City of Stuart 611 Church Street Stuart, FL 34994	2009 to Date	Edgar Kiley, Interim Executive Director / fpha@aol.com 772.461.7281	772.466.3528
Tallahassee Housing Authority 2940 Grady Road Tallahassee, FL 32312	2018 to Date	Brenda Williams, Executive Director brenda@tallha.org 850.385.6126	850.386.5534
Housing Authority of the City of Tampa 5301 West Cypress Street Tampa, FL 33607	1990 to Date	Jerome Ryans, President and CEO jeromer@thafl.com 813.341.9101, ext. 3770	813.367.0778
Tarpon Springs Housing Authority 500 South Walton Street Tarpon Springs, FL 34689	1999 to Date	Robbin Redd, Executive Director robbin.redd@tarponspringshousing.com 727.937.4411	727.938.7161



Housing Authority Address	Representation Continuously Since:	Contact Name Email Address Telephone Number	Fax Number
Venice Housing Authority 312 East Venice Ave, Suite 208 Venice, FL 34285	2005 to Date	Martha Thomas, Office Manager martha-vha@comcast.net 941.488.3526	941.486.0418
Winter Haven Housing Authority 2653 Avenue C, SW Winter Haven, FL 33880	2017 to Date	Lisa J. Watkins, Executive Director llanders1@tampabay.rr.com 863.294.7369	863.291.0266
Winter Park Housing Authority 718 Margaret Square Winter Park, FL 32789	1999 to Date	Lashanda Lovette, Executive Director llovette@winterparkha.org 407.645.2869, ext. 14	407.629.4575

**Representative List of Mixed-Finance/Real Estate Transactions
Saxon Gilmore & Carraway, P.A.**

Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
AVON PARK HOUSING AUTHORITY									
Ridgedale Apartments Avon Park, FL	✓					Refinance Mortgage Section 221(d)(4) TO Section 223(a)(7) FHA insured loan	\$1,043,100	Closed: August 2013	40
Cornell Colony Avon Park, FL	✓					Home Ownership	\$6,680,544	Closed: August 2015	
Lakeside Park II Avon Park, FL	✓			✓		USDA Insured Loan US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD")	\$2,500,000	Closed: August 2017	63
Lakeside Park I Avon Park, FL	✓					US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD")	N/A	Closed: August 2017	16
Delaney Heights Avon Park, FL	✓					US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD")	N/A	Closed: August 2017	50
HOUSING AUTHORITY OF THE CITY OF COCOA									
Pineda Village Cocoa, FL	✓			✓		US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD")	\$20,294,542	Closed: May 2018	144



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
Cocoa Sunrise Terrace Cocoa, FL	✓			✓		US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD")	\$34,971,119	Closed: November 2019	183
HOUSING AUTHORITY OF THE CITY OF DAYTONA BEACH, FLORIDA									
The Villages at Halifax Daytona Beach, FL		✓	✓	✓			\$12,981,850	Closed: September 2006	71
Lakeside Village Daytona Beach, FL		✓	✓	✓			\$20,965,163	Closed: November 2006	103
Pine Haven Daytona Beach, FL		✓	✓	✓			\$25,821,559	Closed: April 2007	136
The Villages at Halifax II Daytona Beach, FL				✓			\$14,964,000	Closed: February 2016	80
DEERFIELD BEACH HOUSING AUTHORITY									
Stanley Terrace Apartments Deerfield Beach, FL		✓		✓	✓	US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD")	\$20,894,768	Closed: September 2016	96
DUNBAR IMPROVEMENT ASSOCIATION, INC.									
Palm City Gardens Fort Myers, FL	✓					Elderly Housing Community Loan	\$7,540,000	Closed: October 2018	100
HOUSING AUTHORITY OF THE CITY OF FORT MYERS, FLORIDA									
Renaissance Preserve I Ft. Myers, FL		✓	✓	✓	✓		\$28,714,735	Closed: April 2008	120



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
Renaissance Preserve II Ft. Myers, FL		✓	✓	✓			\$27,207,554	Closed: April 2010	262
Renaissance Preserve III Ft. Myers, FL		✓	✓	✓			\$15,411,049	Closed: October 2010	88
Renaissance Preserve IV-A Ft. Myers, FL		✓	✓				\$3,309,113	Closed: September 2011	16
Renaissance Preserve IV-B Ft. Myers, FL		✓	✓				\$12,867,949	Closed: May 2015	72
FORT WALTON BEACH HOUSING AUTHORITY									
Sound Side Apartments Ft. Walton Beach, FL		✓				HUD S221(d)4 Application	\$19,909,400	Closed: February 2013	200
GAINESVILLE HOUSING AUTHORITY									
Oak Park Gainesville, FL	✓			✓		Elderly Housing Community Loan	\$ 630,000	Closed: October 2018	101
Woodland Park I Gainesville, FL	✓			✓		Viability/SAIL Loan	\$20,265,818	Closed: April 2019	96
HIALEAH HOUSING AUTHORITY									
Seminola Hialeah, FL		✓				Conventional Loan	\$ 14,620,846	Closed: November 2019	83



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
JACKSONVILLE HOUSING AUTHORITY									
The Waves Jacksonville Beach, FL		✓		✓	✓	US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD") SAIL/ELI/NHTF Loans	\$32,088,731	Closed: September 2019	127
Jacksonville Beach Rehab Jacksonville Beach, FL		✓		✓		US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD") Conversion	\$700,000	Closed: September 2019	89
Centennial Towers Jacksonville, FL		✓		✓		Rehabilitation of Units US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD") Conversion	\$26,308,301	Closed: October 2020	208
Hogan Creek Jacksonville, FL		✓		✓		Rehabilitation of Units US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD") Conversion	\$19,818,495	Closed: June 2021	183
HOUSING AUTHORITY OF THE CITY OF LAKELAND, FLORIDA									
Dakota Park Apartments Lakeland, FL	✓		✓	✓			\$5,777,826	Closed: March 2002	40
Lake Ridge and Washington Park Lakeland, FL	✓		✓	✓		Home Ownership	\$30,136,638	Closed: December 2002	196



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
Magnolia Pointe Condominiums Lakeland, FL	✓		✓			Home Ownership Condo Conversion		Closed: January 2004	44
West Bartow Manor Lakeland, FL	✓			✓			\$15,966,088	Closed: June 2008	100
Colton Meadow Lakeland, FL	✓			✓			\$13,494,728	Closed: April 2010	72
Villas at Lake Bonnet Lakeland, FL	✓			✓			\$18,306,371	Closed: May 2010	75
Micro-Cottages @ Williamstown Lakeland, FL	✓		✓			HOPE VI Grant	\$6,040,093	Closed: March 2017	48
Twin Lakes Estates Phase I (Westlake Senior) Lakeland, FL	✓			✓		SAIL/ELI Loan	\$16,978,772	Closed: March 2018	100
Twin Lakes Estates Phase II Lakeland, FL	✓			✓	✓	MMRN SAIL/ELI Loan	\$26,104,721	Closed: November 2019	132
LAKE WALES HOUSING AUTHORITY									
Sunrise Park Apartments, Lake Wales, FL	✓			✓			\$12,254,363	Closed: December 2010	72



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
HOUSING AUTHORITY OF THE CITY OF NEW SMYRNA BEACH, FLORIDA									
Greenlawn Manor New Smyrna Beach, FL	✓			✓			\$19,897,527	Anticipated Closing: Fall 2021	80
ORLANDO HOUSING AUTHORITY									
West Oaks Apartments Orlando, FL	✓						\$10,400,000	Closed: June 2003	280
The Villas at Carver Park Orlando, FL	✓		✓	✓	✓		\$12,910,137	Closed: March 2008	64
The Landings at Carver Park Orlando, FL	✓		✓	✓	✓		\$13,988,230	Closed: May 2008	56
Citrus Square Orlando, FL	✓			✓		US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD")	\$12,300,000	Closed: December 2017	87
PAHOKEE HOUSING AUTHORITY, INC.									
Isles of Pahokee II Pahokee, FL	✓			✓		Rehabilitation of Units	\$16,067,498	Closed: December 2018	129
PANAMA CITY HOUSING AUTHORITY									
The Park at Palo Alto Panama City, FL	✓			✓		MMRN/RRLP/ELI Loan	\$24,380,777	Anticipated Closing: Fall 2021	120
Fletcher Black I Panama City, FL	✓			✓			\$22,438,808	Anticipated Closing: Spring 2022	100



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
PINELLAS COUNTY HOUSING AUTHORITY									
Norton Apartments Largo, FL	✓					Pinellas County Housing Finance Authority NSF2 Funds; Land Trust; Debt Refinanced	\$1,507,490	Closed: March 2011 Closed: September 2014	48
Redwood Apartments Largo, FL	✓					Pinellas County Housing Finance Authority; Land Trust	\$307,958	Closed: April 2011	10
Pinellas Heights Largo, FL	✓			✓	✓	FHLB/AHP Loan	\$24,136,234	Closed: September 2012	153
Landings at Cross Bayou St. Petersburg, FL	✓			✓		US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD")	\$24,382,455	Closed November 2013 RAD Closing February 2014	184
(Palm Lake Village Housing Corporation) Crystal Lake Manor Pinellas Park, FL	✓					Loan to rehabilitate units	\$3,000,000	Closed May 2014	236
Palms of Pinellas Largo, FL	✓					Conventional Financing for New Construction	\$1,240,000	Closed December 2016	92
Palm Lake Village Apartments Dunedin, FL	✓				✓	Bond Remarketing	\$8,420,000	Closed November 2020	475
Valor Preserve at Lake Seminole Seminole, FL	✓			✓		Conventional Financing for New Construction SAIL& ELI Loans	\$21,449,309	Anticipated Closing: Winter 2021	64



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
PUNTA GORDA HOUSING AUTHORITY									
Gulf Breeze Village Punta Gorda, FL	✓			✓	✓		\$30,831,794	Closed: October 2007	171
Verandas of Punta Gorda Punta Gorda, FL	✓			✓		County SHIP Funds, RHF Grant	\$11,343,924	Closed: June 2015	60
Verandas of Punta Gorda II Punta Gorda, FL	✓			✓		County SHIP Funds, RHF Grant	\$12,484,839	Closed: January 2016	60
Marion Avenue Property Punta Gorda, FL	✓					Sale of Property	\$1,425,000	Closed: November 2017	N/A
RIVIERA BEACH HOUSING AUTHORITY									
Heron Estates Senior Riviera Beach, FL		✓		✓	✓	RHF Grant	\$23,813,176	Closed: April 2018	101
Heron Estates Family Riviera Beach, FL		✓		✓	✓	SAIL ELI NHTF	\$21,553,042	Closed: October 2020	79
HOUSING AUTHORITY OF THE CITY OF SANFORD, FLORIDA									
Georgetown Square (Redding) Sanford, FL	✓			✓			\$18,576,963	Closed: March 2019	90



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
Monroe Landings Sanford, FL	✓			✓			\$15,722,758	Closed: January 2021	60
SARASOTA HOUSING AUTHORITY									
Janie Poe Phase I Sarasota, FL	✓			✓			\$15,285,200	Closed: April 2008	86
Janie Poe Phase II Sarasota, FL	✓			✓	✓		\$13,869,046	Closed: October 2010	68
Amaryllis Park Place I Sarasota, FL	✓			✓			\$19,835,047	Closed: May 2020	84
Lofts on Lemon Sarasota, FL	✓			✓			\$30,920,553	Closed: September 2020	128
Amaryllis Park Place II (Cypress Square) Sarasota, FL	✓			✓			\$23,186,463	Anticipated Closing: December 2021	84
HOUSING AUTHORITY OF THE CITY OF TAMPA, FLORIDA									
Belmont Heights Phase II Tampa, FL	✓		✓	✓	✓	US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD")	\$19,484,875	Closed: June 2001	201
							N/A	Anticipated RAD Closing: 3 rd Quarter 2021	



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
Belmont Heights Phase I Tampa, FL	✓		✓	✓		US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD")	\$25,698,761 N/A	Closed: November 2002 Anticipated RAD Closing: 4th Quarter 2021	358
The Oaks at Riverview Tampa, FL	✓		✓	✓	✓		\$33,319,000	Closed: February 2004	250
Belmont Heights Phase III Tampa, FL	✓		✓	✓			\$26,617,445	Closed: June 2005	266
The Gardens at South Bay Tampa, FL	✓			✓	✓		\$19,543,829	Closed: June 2005	216
Osborne Landing Apartments Tampa, FL	✓					Purchase Partnership Interest US Department of Housing and Urban Development /Rental Assistance Demonstration Program ("RAD")	\$1,506,949 N/A	Closed: July 2008 Closed: April 2021	43
The Ella at Encore Tampa, FL	✓			✓	✓	FHLB/AHP Loan Home Ownership	\$24,099,480	Closed: August 2011	160



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
The Trio at Encore Tampa, FL	✓			✓	✓		\$28,807,749	Closed: December 2012	141
The Reed at Encore Tampa, FL	✓			✓			\$31,012,848	Closed: August 2013	150
The Tempo at Encore Tampa, FL	✓			✓	✓		\$44,218,528	Closed October 2014	203
Robles Park Tampa, FL	✓					US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD") Conversion	N/A	Closed: September 2016	432
Arbors Estates Tampa, FL	✓					US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD") Conversion	N/A	Closed: September 2016	191
Scruggs Manor Tampa, FL	✓					US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD") Conversion	N/A	Closed: September 2016	116
Shimberg Estates Tampa, FL	✓					US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD") Conversion	N/A	Closed: September 2016	165



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
Seminole Park Tampa, FL	✓					US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD") Conversion	N/A	Closed: September 2016	169
JL Young Apartments Tampa, FL	✓					US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD") Conversion	N/A	Closed: October 2017	449
Trio at Encore Tampa, FL	✓					US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD") Conversion	N/A	Closed: November 2017	141
The Ella at Encore Tampa, FL	✓					US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD") Conversion	N/A	Closed: November 2017	160
The Reed at Encore Tampa, FL	✓					US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD") Conversion	N/A	Closed: November 2017	158
The Renaissance at West River Tampa, FL	✓			✓	✓	US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD") Conversion SAIL/ELI Loan	\$45,723,720	Closed: November 2018	160



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
Mary Bethune Highrise Tampa, FL	✓			✓	✓	US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD") Conversion	\$30,136,241	Closed: July 2019	150
Boulevard Tower 1 Tampa, FL	✓			✓		Rehabilitation of Units US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD")	\$39,412,246	Closed: December 2019	119
Boulevard Tower 2 Tampa, FL	✓			✓	✓	US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD")	\$41,630,875	Closed: March 2020	119
Boulevard Tower 3 Tampa, FL	✓			✓		SAIL Loan US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD")	\$44,869,945	Closed: January 2020	133
Boulevard Tower 4 and West River Villas Tampa, FL	✓			✓	✓	US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD")	\$47,447,578	Closed: March 2021	134
The Canopy at West River Towers 1 and 2 Tampa, FL	✓			✓	✓	US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD")	\$72,332,952	Anticipated Closing: Spring 2022	112



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
The Canopy at West River Tower 3 Tampa, FL	✓			✓	✓	US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD")	\$60,805,722	Anticipated Closing: Spring 2022	191
TARPON SPRINGS HOUSING AUTHORITY									
Oak Ridge Estates Tarpon Springs, FL	✓			✓			\$11,395,050	Closed: October 2010	62
The Villages at Tarpon Tarpon Springs, FL	✓			✓		Pinellas County Community Development Funding US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD")	\$12,100,000	Closed: October 2015	95
Eagle Ridge Apartments Tarpon Springs, FL	✓			✓		US Department of Housing and Urban Development/Rental Assistance Demonstration Program ("RAD")	\$17,229,096	Closed: October 2019	71
VENICE HOUSING AUTHORITY									
Venetian Walk Venice, FL		✓		✓			\$13,007,234	Closed: December 2012	61
Venetian Walk, Phase II Venice, FL		✓		✓			\$11,712,963	Closed: August 2019	52
WINTER HAVEN HOUSING AUTHORITY									
Palm Place Apartments Winter Haven, FL		✓		✓			\$17,518,158	Closed: April 2021	90



Project Name Location (City & State)	General Counsel	Special Counsel	HOPE VI Project	Tax Credit Project	Tax- Exempt Bond Project	Other	Project Cost	Status of Project	Total Number of Units
Grove Manor Winter Haven, FL		✓		✓		New Construction and Rehabilitation of Existing Units	\$13,619,986	Anticipated Closing: 1 st Quarter 2022	82



Here are some of the projects where Saxon|Gilmore served as counsel:

**Avon Park Housing Authority
Lakeside Park II**

Category: Family/Rental Assistance Units
Project Cost: \$2,500,000
Status of Project: Closed: August 2017
Units: 63

Tax Credit Project, USDA Insured Loan, US
Department of Housing and Urban Development/Rental
Assistance Demonstration Program ("RAD")



**Housing Authority of the City of Daytona Beach,
Florida
The Villages at Halifax II**

Category: Family/Rental Assistance Units
Project Cost: \$14,964,000
Status of Project: Closed: February 2016
Units: 80

Tax Credit Project





Lake Wales Housing Authority Sunrise Park

Category: Multi Family
Project Cost: \$12,254,363
Status of Project: Closed: December 2010
Units: 72

Tax Credit Project



Pinellas County Housing Authority Landings at Cross Bayou

Category: Multi Family/
Project Based Vouchers
Project Cost: \$24,382,455
Status of Project: Closed: November 2013;
RAD Closing February 2014
Units: 184

Tax Credit Project; US Department of Housing and
Urban Development ("HUD")/RAD Program





**Pinellas County Housing Authority
Pinellas Heights Senior Apartments**

Category: Senior
Project Cost: \$24,136,234
Status of Project: Closed: September 2012
Units: 153

Tax Credit Project; Tax-Exempt Bond Project, FHLB/
AHP Loan
Recipient of the Multifamily Excellence Award from
National Association of Local Housing Finance
Agencies in 2016.



**Punta Gorda Housing Authority
Verandas of Punta Gorda**

Category: Senior
Project Cost: Phase I: \$11,343,924
Phase II: \$12,484,839
Status of Project: Closed:
Phase I: June 2015
Phase II: January 2016
Units: 60/60

Tax Credit Project; County SHIP Funds RHF Grant





Housing Authority of the City of Tampa, Florida Belmont Heights

Category: Senior
Project Cost: Phase I: \$25,698,761
Phase II: \$19,484,875
Phase III: \$26,617,445
Status of Project: Closed:
Phase I: November 2002
Phase II: June 2001
Phase III: June 2005
Units: 358/201/266

HOPE VI Project; Tax Credit Project; Tax Exempt
Bond Project



Housing Authority of the City of Tampa, Florida Ella at Encore!

Category: Multi Family
Project Cost: \$24,099,480
Status of Project: Closed: August 2011
Units: 160

Tax Credit Project; Tax-Exempt Bond Project; FHLB/
AHP Loan Home Ownership

In 2015, Project received LEED Gold certification.





**Housing Authority of the City of Tampa, Florida
Reed at Encore!**

Category: Senior
Project Cost: \$31,012,848
Status of Project: Closed: August 2013
Units: 150

Tax Credit Project



**Housing Authority of the City of Tampa, Florida
Tempo at Encore!**

Category: Multi Family
Project Cost: \$44,218,528
Status of Project: Closed: October 2014
Units: 203

Tax Credit Project; Tax-Exempt Bond Project





Tarpon Springs Housing Authority The Villages at Tarpon

Category: Senior
Project Cost: \$12,100,000
Status of Project: Closed: October 2015
Units: 95

Tax Credit Project; Pinellas County Community
Development Funding; HUD/RAD Program



Venice Housing Authority Venetian Walk

Category: Senior
Project Cost: \$13,007,234
Status of Project: Closed: December 2012
Units: 61

Tax Credit Project





RAD Experience

Saxon|Gilmore served as legal counsel to Pinellas County Housing Authority (“PCHA”) in connection with its RAD project, which was selected as a public housing redevelopment finalist for 2015 Affordable Housing Finance’s Reader’s Choice Awards. We are extremely proud to be part of the redevelopment team.

Since the implementation of the RAD program in 2012, Saxon|Gilmore has provided legal services to various housing authorities related to the RAD program, including legal services to:

PCHA for the rehabilitation of Landings at Cross Bayou and the conversion of 185 multi-family public housing units to 184 multi-family project-based vouchers (PBV) assisted units. The transaction closed in February, 2014, and was the first RAD deal to close in the State of Florida. The rehabilitation of the Landings at Cross Bayou was financed in part with a construction/permanent loan, 9% low income tax credit equity, a PCHA purchase money loan, and a Pinellas County HOME program loan.



The Housing Authority of the City of Deerfield Beach, Florida (“DBHA”) for the rehabilitation of Stanley Terrace Apartments and the conversion of 96 multi-family public housing units to 96 project-based RAD units. The rehabilitation of Stanley Terrace Apartments was financed with a construction loan, bond loan, HUD 221(d)(4) loan, DBHA loan, and 4% low income tax credit equity, and closed in September, 2016.



Avon Park Housing Authority (“APHA”), Lakeside Park I and II, and Delaney Heights, included the conversion of a total of 129 units, and closed in August, 2017. The tax credit project was financed through a USDA insured loan.



Cocoa Housing Authority (“HACC”), Pineda Village included the conversion of 144 units and was financed through tax credits and other funding sources and closed in June, 2018.



Orlando Housing Authority (“OHA”), Citrus Square included the conversion of 87 units and was financed through tax credits and other funding sources and closed in December, 2017.

Housing Authority of the City of Tampa, Florida (“THA”), numerous closings including Robles Park, Arbors Estates, Scruggs Manor, Shimberg Estates, and Seminole Park in September, 2016; JL Young Apartments in October, 2017; Trio at Encore, The Ella at Encore, and the Reed at Encore in November, 2017, The Renaissance at West River in November, 2018; Mary Bethune Highrise in July, 2019; Boulevard Tower 1 in December, 2019; Boulevard Tower 2 in March, 2020; Boulevard Tower 3 in January, 2020; and Boulevard Tower 4/West River Villas in March, 2021.



Tarpon Springs Housing Authority (“TSHA”) for the rehabilitation of four scattered sites known as The Villages at Tarpon, involving the conversion of 95 multi-family public housing units to 95 elderly project-based rental assistance units. The rehabilitation of The Villages at Tarpon was financed in part with a construction/permanent loan and 9% low income tax credit equity, and closed in October, 2015.

Eagle Ridge Apartments consists of 71 units and closed in October, 2019.



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Attorneys and Counselors at Law

Here are some of the award winning projects Saxon|Gilmore has closed:

Pinellas County Housing Authority (“PCHA”) - In 2016, the Housing Finance Authority of Pinellas County, Florida received the Multifamily Excellence award from the National Association of Local Housing Finance Agencies (“NALHFA”) for the Pinellas Heights Senior Apartments developed by PCHA.



Housing Authority of the City of Daytona Beach, Florida (“DBHA”) - In 2015, the National Association of Housing and Redevelopment Officials (NAHRO) awarded DBHA the Award of Merit in Housing and Community Development for Northwood Village II.



Housing Authority of the City of Tampa, Florida (“THA”) - In 2015, THA received the National Award of Merit in Program Innovation - Affordable Housing for Cedar Pointe Apartments, a Smart Living Community.



THA - In 2015, Tampa Housing Authority received LEED Gold certification for Ella at Encore!



**Saxon Gilmore & Carraway, P.A.
Florida Bar License Number and Year of Admission**

Attorney	Bar Number	Admitted to Florida Bar
Gerald T. Buhr	897434	1991
J. Frazier Carraway	0764541	1988
Jozette V. Chack-On	123102	1997
Ricardo L. Gilmore	301019	1980
W. Robert Keller	0127150	2017
Monica A. Mercer	65407	2009
Louis P. Meyer	1024811	2020
Paul M. Quin	0477745	2001
Stacey Saint-Hubert	00070067	2009
Bernice S. Saxon	341762	1982
Rhonda E. Stringer	0038857	1994
David J. Tong	437085	1984



SMALL DISADVANTAGED/MINORITY/ WOMEN-OWNED BUSINESS CERTIFICATE

NOTE: SAXON GILMORE HAS OPERATED WITH OVER 51% MINORITY/WOMEN OWNERSHIP SINCE ITS INCEPTION, AND IS CURRENTLY AT 74% MINORITY/WOMAN OWNED. THE FDIC CONFIRMATION OF OUR DESIGNATION AS A MINORITY AND WOMAN-OWNED LAW FIRM (MWOLF), A DESIGNATION SIMILAR TO W/MBE, FOLLOWS.



Fyi re: minority status with FDIC

From: Hightower, Andrea L. [mailto:AnHightower@fdic.gov]
Sent: Wednesday, October 05, 2011 6:40 AM
To: Shelly Smith
Subject: RE: Question re: women owned/minority status for us

Your firm is an MWOLF firm. The legal outreach form serves as the MWOLF form submitted to us.

Andrea L. Hightower

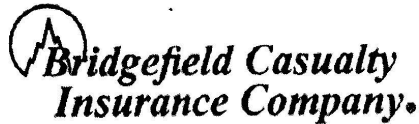
Legal Information Tech
FDIC Legal Division
7777 Baymeadows Way W Suite 540X
Jacksonville, Florida 32256
(904) 256-3847



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SAXON GILMORE & CARRAWAY, P.A.
Attorneys and Counselors at Law

EXHIBIT F - PROOF OF INSURANCE



A Member of Great American Insurance Group

A Stock Insurer • P.O. Box 988 • Lakeland, FL 33802-0988

WORKERS COMPENSATION AND EMPLOYERS LIABILITY INSURANCE POLICY INFORMATION PAGE

NCCI Carrier Code Number 34169 Policy number 196-03893

Item 1. Insured

Name Saxon Gilmore & Carraway, P.A.
and
Mailing Address 201 E Kennedy Blvd Ste 600
Tampa, FL 33602-5819

RISK I.D. 091416794

☐ Individual ☐ Corporation
☒ Partnership ☐ Subchapter "S"
☐ Other

Other Workplaces not shown above:

FEIN 86-1084686

SEE EXTENSION OF INFORMATION PAGE ITEM 1

Item 2. Policy Period

The policy period is from 11/19/21 12:01 a.m. to 11/19/22 12:01 a.m. at the insured's mailing address.

Item 3. Coverage

- A. Workers Compensation Insurance: Part One of the policy applies to the Workers Compensation Law of the states listed here:
Florida
- B. Employers Liability Insurance: Part Two of the policy applies to work in each state listed in item 3.A. The limits of our liability under Part Two are:
- | | | | |
|---------------------------|----|---------|---------------|
| Bodily Injury by Accident | \$ | 500,000 | each accident |
| Bodily Injury by Disease | \$ | 500,000 | each employee |
| Bodily Injury by Disease | \$ | 500,000 | policy limit |
- C. Other States Insurance: Part Three of the policy applies to the states, if any, listed here:
Alabama Kentucky Georgia Mississippi North Carolina Texas Virginia Oklahoma Tennessee South Carolina Indiana Arkansas Louisiana
- D. This policy includes these endorsements and schedules:
SEE EXTENSION OF INFORMATION PAGE ITEM 3.D

Item 4. Premium

The premium for this policy will be determined by our Manuals of Rules, Classifications, Rates and Rating Plans. All information required below is subject to verification and change by audit.

Classifications	Code No.	Premium Basis: Total Estimated Annual Remuneration	Rate per \$100 of Remuneration	Estimated Annual Premium
SEE EXTENSION OF INFORMATION PAGE ITEM 4 - PREMIUM				

Total Estimated Annual Premium \$

Expense Constant \$

Minimum Premium \$

Total Cost \$

Countered signed by

7836 Acentria Insurance

cmb Date Prepared: 09/08/21

Date 09/08/21

WC 00 00 01 A

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WORKERS COMPENSATION AND EMPLOYERS LIABILITY INSURANCE POLICY
EXTENSION OF INFORMATION PAGE - ITEM 3.D - SCHEDULE OF FORMS AND ENDORSEMENTS

CARRIER: Bridgefield Casualty Insurance Company
P.O. Box 988
Lakeland, FL 33802-0988
(863)665-6060

AGENCY: Acentria Insurance - 7836
4634 GULFSTARR DR
DESTIN, FL 32541
(850)650-1950

INSURED: Saxon Gilmore & Carraway, P.A.
DBA:
201 E Kennedy Blvd Ste 600
Tampa, FL 33602-5819

POLICY NUMBER: 196 - 03893
POLICY PERIOD: 11/19/21 - 11/19/22

Schedule of Endorsements

It is hereby understood and agreed that the following forms and
endorsements are attached to and are a part of this policy.

Form Number:	Edition:	Description:
WC 00 03 02	04-84	Designated Workplaces Exclusion Endt
WC 00 03 10	04-84	Sole Proprietors, Partners, Officers, Others Cover
WC 00 04 04	04-84	Pending Rate Change Endt
WC 00 04 06 A	08-95	Premium Discount Endt
WC 00 04 14 A	01-19	90-Day Notification of Change in Ownership Endt
WC 00 04 19	01-01	Premium Due Date Endt
WC 09 04 02 A	05-17	FL Experience Rating Modification Factor Endt
WC 09 04 03 C	01-21	FL Terrorism Risk Ins. Program Reauthorization Act
WC 09 04 07	07-13	FL Non-Cooperation with Premium Audit Endt
WC 09 06 06	10-98	FL Employment and Wage Information Release Endt
WC 99 03 03	11-11	Employers Liability Coverage Endt
WC 99 06 01	05-06	FL Legal Action/Collection Endt



WORKERS COMPENSATION AND EMPLOYERS LIABILITY INSURANCE POLICY

EXTENSION OF INFORMATION PAGE - ITEM 1 - SCHEDULE OF INSURED AND OTHER WORKPLACES

CARRIER: Bridgefield Casualty Insurance Company
P.O. Box 988
Lakeland, FL 33802-0988
(863)665-6060

AGENCY: Acentria Insurance - 7836
4634 GULFSTARR DR
DESTIN, FL 32541
(850)650-1950

INSURED: Saxon Gilmore & Carraway, P.A.
DBA: 201 E Kennedy Blvd Ste 600
Tampa, FL 33602-5819

POLICY NUMBER: 196 - 03893
POLICY PERIOD: 11/19/21 - 11/19/22

Insured and Other Workplaces

Saxon Gilmore & Carraway, P.A.
201 E Kennedy Blvd Ste 600
Tampa, FL 33602-5819
FEDERAL ID# 86-1084686
PARTNERSHIP



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Attorneys and Counselors at Law

Southern-Owners

Page 1

Issued 04-27-2021

INSURANCE COMPANY
6101 ANACAPRI BLVD., LANSING, MI 48917-3999

AGENCY ACENTRIA INSURANCE
12-0301-00 MKT TERR 052 813-689-0021

INSURED SAXON GILMORE
& CARRAWAY PA

ADDRESS 201 E KENNEDY BLVD STE 600

TAMPA FL 33602-5819

TAILORED PROTECTION POLICY DECLARATIONS

Renewal Effective 06-24-2021

POLICY NUMBER 064712-20708943-21

Company Use 20-47-FL-0610

Company
Bill

Policy Term

12:01 a.m. 12:01 a.m.
06-24-2021 to 06-24-2022

In consideration of payment of the premium shown below, this policy is renewed. Please attach this Declarations and attachments to your policy. If you have any questions, please consult with your agent.

55039 (11-87)

COMMON POLICY INFORMATION

Business Description: Law Offices

Entity: Corporation

THIS POLICY CONSISTS OF THE FOLLOWING COVERAGE PART(S):

COMMERCIAL GENERAL LIABILITY COVERAGE

COMMERCIAL CRIME COVERAGE

MINIMUM PREMIUM ADJUSTMENT (CR)

TOTAL

PAID IN FULL DISCOUNT

TOTAL POLICY PREMIUM IF PAID IN FULL

THIS PREMIUM MAY BE SUBJECT TO ADJUSTMENT.

The Paid in Full Discount does not apply to fixed fees, statutory charges or minimum premiums.

Forms that apply to all coverage part(s) shown above (except garage liability, dealer's blanket, commercial automobile, if applicable):

IL0017 (11-85) 59495 (08-11) 55156 (07-12) 55056 (07-87)

A 02% Cumulative Multi-Policy Discount applies. Supporting policies are marked with an (X):
Comm Umb(X) Comm Auto() WC() Life() Personal() Farm().

A merit rating plan factor of 0.90 applies.

Countersigned By: ACENTRIA INSURANCE



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Attorneys and Counselors at Law

Page 2

Southern-Owners Ins. Co.

Issued 04-27-2021

AGENCY ACENTRIA INSURANCE
12-0301-00 MKT TERR 052

Company POLICY NUMBER 064712-20708943-21
Bill 20-47-FL-0610

INSURED SAXON GILMORE

Term 06-24-2021 to 06-24-2022

55040 (11-87)

COMMERCIAL GENERAL LIABILITY COVERAGE

COVERAGE	LIMITS OF INSURANCE
General Aggregate (Other Than Products-Completed Operations)	\$4,000,000
Products-Completed Operations Aggregate	\$4,000,000
Each Occurrence	\$2,000,000
Damage to Premises Rented to You (Fire Damage)	\$50,000 Any One Premises
Medical Payments	\$5,000 Any One Person
Hired Auto & Non-Owned Auto	\$1,000,000 Each Occurrence

Twice the "General Aggregate Limit", shown above, is provided at no additional charge for each 12 month period in accordance with form 55885.

AUDIT TYPE: Non-Audited

Forms that apply to this coverage:

CG2404 (05-09)	59350 (01-15)	55146 (06-04)	IL0017 (11-85)	CG0220 (03-12)
IL0021 (07-02)	CG2138 (11-85)	CG2106 (05-14)	55028 (05-17)	CG2116 (04-13)
59325 (12-19)	CG0001 (04-13)	55513 (05-17)	55719 (05-17)	55029 (05-17)
CG2196 (03-05)	CG2132 (05-09)	CG2147 (12-07)	55885 (05-17)	CG2018 (04-13)
CG2026 (04-13)	CG2011 (04-13)			

LOCATION 0001 - BUILDING 0001

Location: 201 E Kennedy Blvd Ste 600, Tampa, FL 33602-5819

Territory: 004

County: Hillsborough

CLASSIFICATION	CODE	SUBLINE	PREMIUM BASIS	RATE	PREMIUM
Hired Auto & Non-Owned Liability	04001	Auto	Flat Charge		
Lawyers Offices (For-Profit)	66122	Prem/Op	Area	Each 1000	
		Prod/Comp Op	16,000	119.959	
			16,000	5.171	
Additional Interests	49950				
Designated Per/Organization L					
1. Lakeland Housing		Prem/Op	Flat Charge		
		Prod/Comp Op	Flat Charge		
2. Tawana Thompson		Prem/Op	Flat Charge		
		Prod/Comp Op	Flat Charge		
3. Cincinnati Metro		Prem/Op	Flat Charge		
		Prod/Comp Op	Flat Charge		



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Attorneys and Counselors at Law

Page 3

Southern-Owners Ins. Co.

Issued 04-27-2021

AGENCY ACENTRIA INSURANCE
12-0301-00 MKT TERR 052

Company POLICY NUMBER 064712-20708943-21
Bill 20-47-FL-0610

INSURED SAXON GILMORE

Term 06-24-2021 to 06-24-2022

CLASSIFICATION	CODE	SUBLINE	PREMIUM BASIS	RATE	PREMIUM
Managers/Lessors Of Premises					
1. Fairfield		Prem/Op	Flat Charge		
2. Palm Beach County		Prem/Op	Flat Charge		
3. Farley White		Prem/Op	Flat Charge		

COMMERCIAL GENERAL LIABILITY COVERAGE - LOCATION 0001 SUMMARY	PREMIUM
TERRORISM - CERTIFIED ACTS SEE FORM: 59350	
LOCATION 0001	

55041 (02-88)

COMMERCIAL CRIME COVERAGE

THIS DECLARATIONS PAGE SHOWS THE COVERAGE FORM(S) AND SECTION(S) WHICH APPLY AND FOR WHICH YOU HAVE PAID A PREMIUM.

Plan: 01 Combination Crime-Separate Limits Option

Location: All Premises

COVERAGE	BY PERSON/ POSITION	SECTION	LIMIT	DEDUCTIBLE	PREMIUM
A-Blanket Employee Dishonesty			\$10,000	\$500	
B-Forgery Or Alteration			\$10,000	\$100	

Cancellation of prior insurance: By acceptance of this fidelity bond you give us notice cancelling prior fidelity bond with the cancellation to be effective at the time this policy becomes effective.

Forms that apply to all premises:

IL0017 (11-85)	25028 (07-07)	IL0003 (07-02)	29415 (01-16)	55081 (05-18)
29421 (12-17)	59325 (12-19)	CR0001 (10-90)	CC175 (01-86)	CR1000 (06-95)
25053 (07-16)	CR0003 (01-86)			

COMMERCIAL CRIME COVERAGE - ALL PREMISES PREMIUM SUMMARY	PREMIUM
ALL PREMISES PREMIUM	



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Attorneys and Counselors at Law



Florida Lawyers Mutual
INSURANCE COMPANY

541 E. Mitchell Hammock Road Oviedo, Florida 32765
Phone: 800-633-6458 Fax: 800-781-2010
www.flmic.com

Lawyers Professional Liability Policy

This is a Claims Made and Reported Policy. Please read it carefully.

Declarations

Policy Number: 100269

Item 1. **Named Insured:** Saxon Gilmore & Carraway, P.A.

Mailing Address: 201 E. Kennedy Boulevard, Suite 600
Tampa, FL 33602

Item 2. **Policy Period:** From 11/12/2021 to 11/12/2022 at 12:01 A.M.

Standard Time at Your Address Shown Above

Item 3. **Limit of Liability:** \$2,000,000 *Per Claim*
\$4,000,000 *Total Limit*

Item 4. **Deductible:** \$25,000 *Annual Aggregate*

Item 5. **Policy Premium:** *Annual Premium*

Item 6. **Forms and Endorsements Attached at Policy Issuance:**

FLPL-101 (R.10/01/2018) FLPL-200R (R.01/01/2014) FLPL-103 (R.08/01/2011)
FLPL-107 (R.08/01/2011) FLPL e-JD™ (R.01/01/2016)

The Policy is not valid until signed by Our authorized representative.

September 30, 2021
Date Issued

FLPL-100 (R.08/01/2011)

Authorized Representative

Page 1 of 1



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Attorneys and Counselors at Law



Florida Lawyers Mutual
INSURANCE COMPANY

Lawyers Professional Liability Policy

This is a Claims Made and Reported Policy. Please read it carefully.

RETROACTIVE DATE SCHEDULE ENDORSEMENT

Named Insured: Saxon Gilmore & Carraway, P.A.

Policy Number: 100269 **Endorsement Number:** 1 **Effective Date:** 11/12/2021

It is understood and agreed that the **Retroactive Date** of each lawyer is as shown below:

***** See attached Addendum Schedule *****

All other terms and conditions of the **Policy** remain unchanged.

September 30, 2021

Date Issued

FLPL-103(R.08/01/2011)

Larry L. Jones
Authorized Representative

Page 1 of 2

ELCHC BOARD OF DIRECTORS MEETING – APRIL 18, 2022

ACTION

ITEM V.B.

ISSUE:	Approval of Audit Report - Years Ended June 30, 2021 and 2020
FISCAL IMPACT:	No material fiscal impact
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning, School Readiness, Voluntary Pre-kindergarten, School Readiness Match, and Local Funding
RECOMMENDED ACTION:	Approve the Audit Report and Financial Statements for Years Ended June 30, 2021 and 2020.

NARRATIVE: The Coalition's external auditors, MSL, P.A., have determined that our Financial Statements for the years ended June 30, 2021, and 2020 are presented fairly with no deficiencies in internal controls. They issued an unqualified (clean) opinion.

(1 Attachment)

**HILLSBOROUGH COUNTY SCHOOL
READINESS COALITION, INC.**
(d/b/a Early Learning Coalition of
Hillsborough County, Inc.)

FINANCIAL STATEMENTS

Years Ended June 30, 2021 and 2020

C O N T E N T S

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
The Hillsborough County School Readiness Coalition, Inc.
d/b/a Early Learning Coalition of Hillsborough County, Inc.
Tampa, Florida

We have audited the accompanying statements of financial position of The Hillsborough County School Readiness Coalition, Inc. d/b/a Early Learning Coalition of Hillsborough County (the "Coalition") as of June 30, 2021 and 2020, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

To the Board of Directors of
The Hillsborough County School Readiness Coalition, Inc.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

Opinion

In our opinion, the financial statements referred to in the first paragraph of this report present fairly, in all material respects, the financial position of the Coalition as of June 30, 2021 and 2020, and the results of its activities and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Other Matters

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying Schedule of Expenditures of Federal Awards and State Financial Assistance is presented for purposes of additional analysis, as required by Title 2 *U.S. Code of Federal Regulations*, Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (“Uniform Guidance”), and Chapter 10.650, *Rules of the Auditor General*, and is not a required part of the financial statements. Such information is the responsibility of management and was derived from, and relates directly to, the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements taken as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated March 30, 2022, on our consideration of the Coalition’s internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance, and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Coalition’s internal control over financial reporting and compliance.

MSL, P.A.

Certified Public Accountants

Tampa, Florida
March 30, 2022

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

STATEMENTS OF FINANCIAL POSITION

June 30, 2021 and 2020

ASSETS		2021	2020
		<u> </u>	<u> </u>
CURRENT ASSETS			
Cash	\$	7,485,743	\$ 5,382,503
Grants receivable		5,276,784	12,430,135
Other assets		<u>63,344</u>	<u>63,344</u>
	TOTAL ASSETS	<u><u>\$ 12,825,871</u></u>	<u><u>\$ 17,875,982</u></u>
LIABILITIES AND NET ASSETS			
CURRENT LIABILITIES			
Accounts and provider payables and accrued expenses	\$	8,662,102	\$ 13,528,605
Due to School District of Hillsborough County		<u>61,250</u>	<u>49,018</u>
	TOTAL CURRENT LIABILITIES	8,723,352	13,577,623
NET ASSETS		<u>4,102,519</u>	<u>4,298,359</u>
	TOTAL LIABILITIES AND NET ASSETS	<u><u>\$ 12,825,871</u></u>	<u><u>\$ 17,875,982</u></u>

The accompanying notes are an integral part of the financial statements.

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

STATEMENTS OF ACTIVITIES

Years Ended June 30, 2021 and 2020

	<u>2021</u>	<u>2020</u>
REVENUES AND SUPPORT		
Program support:		
Federal and state grant revenue - general	\$ 81,105,149	\$ 90,825,426
Federal and state grant revenue - CARES and CRRSA	16,291,093	4,585,217
Local gifts and grant revenue and other	<u>2,746,033</u>	<u>3,548,727</u>
TOTAL REVENUES AND SUPPORT	100,142,275	98,959,370
EXPENSES		
Program services:		
School Readiness	73,980,234	63,867,475
Voluntary Pre-K	20,846,618	28,703,374
Other programs	<u>2,465,573</u>	<u>509,624</u>
TOTAL PROGRAM SERVICES	97,292,425	93,080,473
Supporting services:		
Management and general	<u>3,045,690</u>	<u>3,082,806</u>
TOTAL EXPENSES	<u>100,338,115</u>	<u>96,163,279</u>
CHANGE IN NET ASSETS	(195,840)	2,796,091
NET ASSETS WITHOUT DONOR RESTRICTIONS, BEGINNING OF YEAR	<u>4,298,359</u>	<u>1,502,268</u>
NET ASSETS WITHOUT DONOR RESTRICTIONS, END OF YEAR	<u>\$ 4,102,519</u>	<u>\$ 4,298,359</u>

The accompanying notes are an integral part of the financial statements.

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

STATEMENTS OF FUNCTIONAL EXPENSES

Year Ended June 30, 2021

	Program Services				Support Services	
	School Readiness	Voluntary Pre-K	Other Programs	Total	Management and General	2021
Salaries and related taxes	\$ 4,213,161	\$ 308,171	\$ 116,712	\$ 4,638,044	\$ 1,646,252	\$ 6,284,296
Fringe benefits	1,470,014	75,534	36,241	1,581,789	381,236	1,963,025
TOTAL SALARIES AND RELATED EXPENSES	5,683,175	383,705	152,953	6,219,833	2,027,488	8,247,321
Payments to providers	65,352,558	20,446,506	2,025,555	87,824,619	-	87,824,619
Contractual services	965,142	625	86,923	1,052,690	251,608	1,304,298
Payments to subrecipients	1,138,493	-	-	1,138,493	18,171	1,156,664
Office supplies and equipment	706,995	443	186,045	893,483	111,620	1,005,103
Rent and utilities	95,473	14,793	100	110,366	362,990	473,356
Accounting and auditing	-	-	3,510	3,510	82,376	85,886
Insurance	-	-	7	7	60,885	60,892
Staff training and development	17,589	-	6,653	24,242	23,665	47,907
Telephone and communication	100	-	2,114	2,214	34,807	37,021
Dues and memberships	6,095	-	-	6,095	29,222	35,317
Printing and copying	5,716	-	217	5,933	11,318	17,251
Bank charges	-	-	-	-	16,763	16,763
Postage and shipping	958	12	283	1,253	7,765	9,018
Travel	7,940	534	175	8,649	170	8,819
Maintenance contracts	-	-	-	-	4,384	4,384
Other	-	-	1,038	1,038	2,458	3,496
TOTAL EXPENSES	\$ 73,980,234	\$ 20,846,618	\$ 2,465,573	\$ 97,292,425	\$ 3,045,690	\$ 100,338,115

The accompanying notes are an integral part of the financial statements.

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

STATEMENTS OF FUNCTIONAL EXPENSES (Continued)

Year Ended June 30, 2020

	Program Services				Support Services	2020
	School Readiness	Voluntary Pre-K	Other Programs	Total	Management and General	
Salaries and related taxes	\$ 3,474,426	\$ 213,666	\$ 242,655	\$ 3,930,747	\$ 1,702,263	\$ 5,633,010
Fringe benefits	1,009,801	55,674	31,334	1,096,809	356,887	1,453,696
TOTAL SALARIES AND RELATED EXPENSES	4,484,227	269,340	273,989	5,027,556	2,059,150	7,086,706
Payments to providers	57,362,412	28,415,235	-	85,777,647	-	85,777,647
Payments to subrecipients	1,529,870	-	-	1,529,870	7,060	1,536,930
Contractual services	140,812	659	85,407	226,878	274,582	501,460
Office supplies and equipment	225,351	8,309	112,070	345,730	151,382	497,112
Rent and utilities	32,095	6,776	20,012	58,883	312,930	371,813
Staff training and development	56,185	-	5,563	61,748	53,815	115,563
Accounting services	-	-	-	-	83,561	83,561
Insurance	-	-	466	466	57,321	57,787
Travel	31,009	1,422	5,060	37,491	4,703	42,194
Dues and memberships	5,000	-	-	5,000	23,019	28,019
Printing and copying	265	1,239	-	1,504	23,434	24,938
Telephone and communication	50	-	1,410	1,460	20,911	22,371
Bank charges	-	-	35	35	5,540	5,575
Other	-	-	5,012	5,012	377	5,389
Maintenance contracts	-	-	-	-	5,021	5,021
Postage and shipping	199	394	600	1,193	-	1,193
TOTAL EXPENSES	\$ 63,867,475	\$ 28,703,374	\$ 509,624	\$ 93,080,473	\$ 3,082,806	\$ 96,163,279

The accompanying notes are an integral part of the financial statements.

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

STATEMENTS OF CASH FLOWS

Years Ended June 30, 2021 and 2020

	<u>2021</u>	<u>2020</u>
OPERATING ACTIVITIES		
Cash received from:		
Grant income	\$ 104,549,593	\$ 91,200,400
Other income	<u>2,746,033</u>	<u>3,548,727</u>
TOTAL CASH RECEIVED	107,295,626	94,749,127
Cash paid for:		
Program services	102,146,696	86,836,198
Administrative expenses	<u>3,045,690</u>	<u>2,979,843</u>
TOTAL CASH PAID	<u>105,192,386</u>	<u>89,816,041</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>2,103,240</u>	<u>4,933,086</u>
NET INCREASE IN CASH	2,103,240	4,933,086
CASH - BEGINNING OF YEAR	<u>5,382,503</u>	<u>449,417</u>
CASH - END OF YEAR	<u><u>\$ 7,485,743</u></u>	<u><u>\$ 5,382,503</u></u>

The accompanying notes are an integral part of the financial statements.

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

STATEMENTS OF CASH FLOWS *(Continued)*

Years Ended June 30, 2021 and 2020

	<u>2021</u>	<u>2020</u>
RECONCILIATION OF CHANGE IN NET ASSETS TO NET CASH		
PROVIDED BY OPERATING ACTIVITIES		
Change in net assets	\$ (195,840)	\$ 2,796,091
Adjustments to reconcile change in net assets to net cash provided by		
operating activities:		
Decrease (increase) in grants receivable	7,153,351	(4,210,243)
Decrease in other assets	-	102,963
(Decrease) increase in accounts payable and accrued expenses	(4,866,503)	6,684,154
Increase (decrease) in due to School District of Hillsborough County	<u>12,232</u>	<u>(439,879)</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u><u>\$ 2,103,240</u></u>	<u><u>\$ 4,933,086</u></u>

The accompanying notes are an integral part of the financial statements.

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

NOTES TO FINANCIAL STATEMENTS

Years Ended June 30, 2021 and 2020

NOTE 1 - NATURE OF ORGANIZATION

Hillsborough County School Readiness Coalition, Inc. d/b/a Early Learning Coalition of Hillsborough County, Inc. (the “Coalition”) is a not-for-profit corporation organized under the laws of the State of Florida. The Coalition’s role is to develop and administer a comprehensive school readiness program and Voluntary Pre-Kindergarten (“VPK”) delivery system that prepares children to succeed in school and in life. This is an ongoing process that involves building on existing services, working in cooperation with other programs for young children, and coordinating and integrating program funding to achieve efficiency and effectiveness. The Coalition provides these services primarily through recurring funding through Florida’s Division of Early Learning (“DEL”).

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND PRACTICES

Basis of Accounting

These financial statements, which are presented on the accrual basis of accounting, have been prepared to focus on the Coalition as a whole and to present revenue, expenses, and net assets based on the existence or absence of donor-imposed restrictions. Accordingly, net assets and changes therein are classified as follows:

Net Assets Without Donor Restrictions – Net assets not subject to donor-imposed restrictions.

Net Assets with Donor Restrictions – Net assets which are subject to donor-imposed stipulations that may or will be met by actions of the Coalition and/or the passage of time. At June 30, 2021 and 2020, there were no net assets with donor restrictions.

Revenue is reported as increases in net assets without donor restrictions, unless use of the related assets is limited by donor-imposed restrictions. Expenses are reported as decreases in net assets without donor restrictions. Federal, state, and local grants are considered exchange transactions and are recorded as unrestricted revenue when earned.

Contributions received with donor-imposed restrictions that are met in the same year as received are reported as revenue of net assets without donor restrictions. Contributions are recognized when the donor makes a promise to give to the Coalition, that is, in substance, unconditional.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND PRACTICES
(Continued)

Grants Receivable

Grants receivable are recognized at the net amount that management expects to be collected based on established collection history and primarily represent amounts for services provided and reimbursable expenses requested from the DEL as of June 30, 2021 and 2020.

Property and Equipment

The Coalition capitalizes all assets acquired in excess of \$5,000 for property and equipment. Property and equipment are carried at cost for purchased assets and at fair value at date of donation for donated assets. The Coalition has no items recorded that met the capitalization requirement at June 30, 2021 and 2020.

Revenue Recognition

The Coalition receives substantially all of its grant revenue from federal and state agencies. Grant revenue is recognized up to the maximum amount provided in the Coalition's contracts, to the extent the performance obligations are satisfied or conditions on grants classified as nonreciprocal are met. Audits of these grants may result in disallowed costs, which may result in a liability to the Coalition. In the opinion of management, disallowed costs, if any, would not be material to the financial statements.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the statements of functional expenses. Accordingly, certain costs are directly attributed to the specific program or supporting service, and other costs have been allocated. Salaries are allocated based on actual time spent and other expenses are allocated based on direct usage or management's estimates of the benefit derived by each activity.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Income Taxes

The Coalition is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and from state income taxes under similar provisions of the Florida Income Tax Code. Accordingly, no provision for income taxes has been included in the accompanying financial statements. The Coalition is subject to the accounting standards on accounting for uncertainty in income taxes. Management does not believe it has taken any tax positions that are subject to a significant degree of uncertainty.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND PRACTICES
(Continued)

New Accounting Standard Adoption and Basis of Presentation

There was no impact on the previously reported 2020 net assets or change in net assets from the adoption of Accounting Standards Update *Revenue from Contracts with Customers* (Topic 606) retroactive to July 1, 2019.

The Coalition expects to adopt the provisions of *Leases* (Topic 842) for the year ended June 30, 2023. The provisions of Topic 842 requires organizations to recognize most leases on the balance sheets as lease liabilities with a right-to-use asset.

NOTE 3 - LIQUIDITY ANALYSIS

The table below represents financial assets available to meet cash needs for general expenditures within one year at June 30, 2021 and 2020:

	<u>2021</u>	<u>2020</u>
Cash	\$ 7,485,743	\$ 5,382,503
Grants receivable	<u>5,276,784</u>	<u>12,430,135</u>
	<u>\$ 12,762,527</u>	<u>\$ 17,812,638</u>

As part of a cash and liquidity management policy, the Coalition structures its financial assets to be available as its general expenditures, liabilities, and other obligations become due.

NOTE 4 - RELATED PARTIES

Certain members of the Board of Directors are mandated in the State of Florida School Readiness Act. This includes (a) a district superintendent of schools (or permanent designee) from the School District of Hillsborough County (“SDHC”), (b) the Executive Director of the Children’s Board of Hillsborough County (“CBHC”), (c) the Hillsborough County Board of County Commissioners (“BOCC”) county commissioner, and (d) the agency head of the BOCC Child Care Licensing Agency.

Approximately \$1,344,000 and \$1,035,000 was paid by the Coalition for services provided by the SDHC and the BOCC for the years ended June 30, 2021 and 2020, respectively. Payments to the BOCC are for compliance with Hillsborough County’s local childcare licensing ordinance. In addition, the Coalition received matching funds from the BOCC, which are designated to be used only for the school readiness and VPK programs, of approximately \$430,000 and \$483,000 for the years ended June 30, 2021 and 2020, respectively.

The Coalition received funding from the CBHC for the local match in the school readiness program of approximately \$697,000 and \$2,074,000 for the years ended June 30, 2021 and 2020, respectively.

NOTE 5 - DEFERRED COMPENSATION PLAN

The Coalition sponsors a 401(k) Deferred Compensation Plan (the “Plan”) and makes both Employer Safe Harbor and Employer Profit Sharing Contributions to the Plan.

The Employer Safe Harbor portion of the Plan provides that the employer matches 100% on the first 4% contributed by the employee. Vesting is simultaneous with the contribution. Employees are allowed to contribute on a pre-tax basis, not to exceed amounts dictated by U.S. Treasury regulations.

The Employer Profit Sharing portion of the Plan provides that the Coalition contribute 6% of an employee’s salary for the fiscal years ended June 30, 2021 and 2020. Vesting is 100% after six years of employment with the Coalition, with a 20% increase in vesting for each year of employment.

NOTE 6 - CONCENTRATIONS AND GOVERNMENT SUPPORT

The Coalition receives a substantial amount of support from federal, state, and local government agencies. Governmental funding for programs is subject to statutory and regulatory changes, administrative rulings, interpretations of policy, intermediary determinations, and governmental funding restrictions. A reduction in the level of future support from the federal, state or local governmental agencies could have a substantial effect on the Coalition’s programs and activities.

NOTE 7 - OPERATING LEASE

The Coalition leases its office space under an operating lease that is set to expire in July 2026 with the ability to extend the lease for one additional term of five years. Total rent expense was approximately \$377,000 and \$336,000 for the years ended June 30, 2021 and 2020, respectively.

Approximate future minimum lease payments under the operating lease as of June 30, 2021, are as follows:

Year Ending June 30,	Amount
2022	\$ 388,000
2023	400,000
2024	412,000
2025	424,000
2026	252,000
	<u>\$ 1,876,000</u>

The Coalition has the option to cancel its office space lease if the Coalition receives more than a 50% decrease in funding from the DEL in any fiscal year.

NOTE 8 - COMMITMENTS AND CONTINGENCIES

Compliance

The Coalition may be subject to audit examination by funding sources to determine compliance with grant conditions. In the event that expenditures would be disallowed, repayment could be required. Management believes the Coalition is in compliance with the terms of its grant agreements.

COVID-19

On March 11, 2020, the World Health Organization declared a new coronavirus disease (“COVID-19”) a pandemic. COVID-19 has had a severe impact on the economy in general. The extent of COVID-19’s effect on the Coalition’s operational and financial performance will depend on future developments, including the duration, spread and intensity of the pandemic, all of which are uncertain and difficult to predict considering the rapidly evolving landscape. As a result, it is not currently possible to ascertain the potential impact of COVID-19 on the Coalition. However, if the pandemic continues to evolve into a severe worldwide health crisis, the disease could have a material adverse effect on the Coalition’s business, results of operations, financial condition and cash flows. These financial statements do not include any adjustments related to the ultimate outcome of these uncertainties.

NOTE 9 - SUBSEQUENT EVENT

The Coalition has evaluated events and transactions for potential recognition or disclosure in the financial statements through March 30, 2022, which is the date the financial statements were available to be issued.

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND
STATE FINANCIAL ASSISTANCE**

Year Ended June 30, 2021

Federal Agency/State Agency/Pass-Through Grantor/ Program Title	Grant Period	Federal CFDA #	Contract #	Federal Expenditures	Transferred to Subrecipient
FEDERAL AWARDS					
U.S. Department of Health and Human Services:					
Child Care Development Fund (CCDF) Cluster:					
<i>Passed through State of Florida Division of Early Learning</i>					
Child Care Development Block Grant	7/1/20-6/30/21	93.575	EL251	\$ 47,234,830	\$ 1,725,221
Child Care Mandatory and Matching Funds of the Child Care and Development Fund	7/1/20-6/30/21	93.596	EL251	8,450,232	-
Preschool Development Grant	7/1/20-6/30/21	93.434	EL251	540,475	-
Total Child Care Development Fund (CCDF) Cluster				<u>56,225,537</u>	<u>1,725,221</u>
<i>Passed through State of Florida Division of Early Learning</i>					
Social Services Block Grant	7/1/20-6/30/21	93.667	EL251	45,732	-
Temporary Assistance for Needy Families	7/1/20-6/30/21	93.558	EL251	19,958,024	-
Total Expenditures of Federal Awards				<u>76,229,293</u>	<u>1,725,221</u>
	Grant Period	State CSFA #	Contract #	State Expenditures	Transferred to Subrecipient
STATE FINANCIAL ASSISTANCE					
State of Florida Office of Early Learning					
Voluntary Pre-K	7/1/20-6/30/21	48.108	EL251	21,448,023	13,380
Unrestricted General	7/1/20-6/30/21	48.108	OA251	37,811	-
Total Expenditures of State Financial Assistance				<u>21,485,834</u>	<u>13,380</u>
Grantor/Pass-Through Grantor Program Title	Grant Period	Federal CFDA #	Contract #	Local Expenditures	Transferred to Subrecipient
STATE MATCHING AND LOCAL FUNDS					
Florida Office of Early Learning					
Child Care Mandatory and Matching Funds of the Child Care and Development Fund	7/1/20-6/30/21	93.596	EL251	1,375,665	-
Total State Matching and Local Funds				<u>1,375,665</u>	<u>-</u>
Total Federal Awards, State Financial Assistance, and Local Funds				<u>\$ 99,090,792</u>	<u>\$ 1,738,601</u>

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

**NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND
STATE FINANCIAL ASSISTANCE**

Year Ended June 30, 2021

(1) General:

The accompanying Schedule of Expenditures of Federal Awards and State Financial Assistance include the grant activity of the Coalition and is presented on the accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of Title 2 *U.S. Code of Federal Regulations*, Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"), Chapter 10.650, *Rules of the State Auditor General*, and the Rules of the Executive Office of the Governor of the State of Florida. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in, the preparation of the basic financial statements.

Indirect cost rate is dictated by federal and state contract terms. The 10-percent de minimis indirect cost rate, as allowed under the Uniform Guidance, is not in effect nor is it available under these contracts.

(2) Other State Financial Assistance Received:

The Coalition received funding from the DEL that was not subject to Section 215.97, Florida Statutes, as follows:

<u>Florida's Office of Early Learning</u>	<u>Contract Number</u>	<u>Current Year Expenditure</u>
A. Matching Funds for Federal Programs:		
State Matching Funds - 93.596 School Readiness		
CCDF Mandatory and Matching	EL251	<u>\$ 1,375,665</u>

(3) Reconciliation to Statewide School Readiness Data and Reporting System:

The Coalition performs reconciliations of its financial reports to the Statewide School Readiness Data and Reporting System in a timely and satisfactory manner.



**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN
ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

To the Board of Directors of
The Hillsborough County School Readiness Coalition, Inc.
d/b/a Early Learning Coalition of Hillsborough County, Inc.
Tampa, Florida

We have audited the accompanying financial statements of The Hillsborough County School Readiness Coalition, Inc. d/b/a Early Learning Coalition of Hillsborough County (the "Coalition"), as of and for the year ended June 30, 2021, and have issued our report thereon dated March 30, 2022. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Coalition's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Coalition's internal control. Accordingly, we do not express an opinion on the effectiveness of the Coalition's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

To the Board of Directors of
The Hillsborough County School Readiness Coalition, Inc.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Coalition's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of the tests disclosed no instances of noncompliance or other matters that are required to be reported under *Governmental Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

MSL, P.A.

Certified Public Accountants

Tampa, Florida
March 30, 2022



INDEPENDENT AUDITOR'S MANAGEMENT LETTER

To the Board of Directors of
The Hillsborough County School Readiness Coalition, Inc.
d/b/a Early Learning Coalition of Hillsborough County, Inc.
Tampa, Florida

Report on the Financial Statements

We have audited the financial statements of The Hillsborough County School Readiness Coalition, Inc. d/b/a Early Learning Coalition of Hillsborough County (the "Coalition") as of and for the year ended June 30, 2021, and have issued our report thereon dated March 30, 2022.

Auditor's Responsibility

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; Title 2 *U.S. Code of Federal Regulations*, Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"); and Chapter 10.650, *Rules of the Auditor General*.

Other Reporting Requirements

We have issued our Independent Auditor's Report on Internal Control over Financial Reporting and Compliance and Other Matters Based on an Audit of the Financial Statements Performed in Accordance with *Government Auditing Standards*, Independent Auditor's Report on Compliance for Each Major Federal Program and State Project and Report on Internal Control over Compliance in Accordance with the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*, and Schedule of Findings and Questioned Costs. Disclosures in those reports and schedule, which are dated March 30, 2022, should be considered in conjunction with this management letter.

Additional Matters

Section 10.654(1)(e), *Rules of the Auditor General*, requires that we address noncompliance with provisions of contracts or grant agreements, or abuse, that have occurred, or are likely to have occurred, that have an effect on the financial statements or state project amounts that is less than material but which warrants the attention of those charged with governance. The results of the tests disclosed no instances of noncompliance or other matters that are required to be reported under *Governmental Auditing Standards*.

To the Board of Directors of
The Hillsborough County School Readiness Coalition, Inc.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

Purpose of the Letter

Our management letter is intended solely for the information and use of the Legislative Auditing Committee, members of the Florida Senate and the Florida House of Representatives, the Florida Auditor General, federal and other granting agencies, the Board of Directors, and applicable management and is not intended to be, and should not be, used by anyone other than these specified parties.

MSL, P.A.

Certified Public Accountants

Tampa, Florida
March 30, 2022



**INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL
PROGRAM AND STATE PROJECT AND REPORT ON INTERNAL CONTROL OVER
COMPLIANCE IN ACCORDANCE WITH THE UNIFORM GUIDANCE
AND CHAPTER 10.650, RULES OF THE AUDITOR GENERAL**

To the Board of Directors of
The Hillsborough County School Readiness Coalition, Inc.
d/b/a Early Learning Coalition of Hillsborough County, Inc.
Tampa, Florida

Report on Compliance for Each Major Federal Program and State Project

We have audited the compliance of The Hillsborough County School Readiness Coalition, Inc. d/b/a Early Learning Coalition of Hillsborough County (the "Coalition") with the types of compliance requirements described in the U.S. Office of Management and Budget ("OMB") Compliance Supplement, and the requirements described in the Department of Financial Services' State Projects Compliance Supplement, that could have a direct and material effect on each of its major federal programs and state project for the year ended June 30, 2021. The Coalition's major federal programs and state project are identified in the summary of auditor's results section of the accompanying Schedule of Findings and Questioned Costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs and state project.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of the Coalition's major federal programs and state project based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; the audit requirements of Title 2 *U.S. Code of Federal Regulations*, Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"); and Chapter 10.650, *Rules of the Auditor General*. Those standards, the Uniform Guidance, and Chapter 10.650, *Rules of the Auditor General*, require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program or state project occurred. An audit includes examining, on a test basis, evidence about the Coalition's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion. However, our audit does not provide a legal determination on the Coalition's compliance with those requirements.

To the Board of Directors of
The Hillsborough County School Readiness Coalition, Inc.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

Opinion on Child Care Development Fund Cluster and Voluntary Pre-Kindergarten Education Program

In our opinion, the Coalition complied, in all material respects, with the types of compliance requirements referred to in the first paragraph that could have a direct and material effect on CFDA 93.575, CFDA 93.596, and CFDA 93.434 Child Care Development Fund Cluster and CSFA 48.108 Voluntary Pre-Kindergarten Education Program for the year ended June 30, 2021.

Report on Internal Control over Compliance

The management of the Coalition is responsible for establishing and maintaining effective internal control over compliance with the requirements of laws, regulations, contracts, and grants applicable to federal programs and the state project. In planning and performing our audit, we considered the Coalition's internal control over compliance with the requirements that could have a direct and material effect on a major federal program or state project to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Coalition's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program or state project on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program or state project will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with the type of compliance requirement of a federal program or state project that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Purpose of this Report

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and results of that testing based on the requirements of the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*. Accordingly, this report is not suitable for any other purpose.

MSL, P.A.

Certified Public Accountants

Tampa, Florida
March 30, 2022

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

SCHEDULE OF FINDINGS AND QUESTIONED COSTS

Year Ended June 30, 2021

Section I - Summary of Independent Auditor's Results

Financial Statements

Type of Auditor's Report Issued:

Unmodified Opinion

Internal control over financial reporting:

- | | | |
|---|-------------------|----------------------------|
| • Material weakness(es) identified? | <u> </u> Yes | <u> X </u> No |
| • Significant deficiency(ies) identified? | <u> </u> Yes | <u> X </u> None reported |
| Noncompliance material to financial statements noted? | <u> </u> Yes | <u> X </u> No |

Federal Awards

Internal control over major programs:

- | | | |
|---|-------------------|----------------------------|
| • Material weakness(es) identified? | <u> </u> Yes | <u> X </u> No |
| • Significant deficiency(ies) identified? | <u> </u> Yes | <u> X </u> None reported |

Type of report issued on compliance for major federal program:

Unmodified

Any audit findings disclosed that are required to be reported in accordance with Section 200.516 of the Uniform Guidance?

 Yes X No

Identification of Major Federal Programs:

CFDA Numbers

Name of Federal Program or Cluster

93.575, 93.596, 93.434

Child Care Development Fund Cluster

Dollar threshold used to distinguish between Type A and Type B programs:

\$2,286,879

Auditee qualified as low-risk auditee?

 X Yes No

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.
d/b/a Early Learning Coalition of Hillsborough County, Inc.

SCHEDULE OF FINDINGS AND QUESTIONED COSTS (*Continued*)

Year Ended June 30, 2021

Section I - Summary of Independent Auditor's Results (*Continued*)

State Financial Assistance

Internal control over major project:

- Material weakness(es) identified? Yes X No
- Significant deficiency(ies) identified? Yes X None reported

Type of report issued on compliance for major state project: **Unmodified**

Any audit findings disclosed that are required to be reported in accordance with *Rules of the Auditor General*, Chapter 10.656? Yes X No

Identification of Major State Project:

CSFA Number

Name of State Project

48.108

Voluntary Pre-Kindergarten Education Program

Dollar threshold used to distinguish between
Type A and Type B projects:

\$734,575

Florida Office of Early Learning's grant terms require auditors to test and report on whether the Coalition's monthly reconciliation of its financial records to the statewide School Readiness Data and Reporting System was completed in an accurate and timely manner. Based on our testing, we confirm that the Coalition completed the required monthly reconciliations in a timely and satisfactory manner.

**Section II - Findings Related to the Financial Statement Audit, as Required to be Reported
in accordance with *Government Auditing Standards***

None reported.

**Section III - Findings and Questioned Costs for Federal Awards and State Financial Assistance
Reported in accordance with the Uniform Guidance and *Rules of the Auditor General*,
Chapter 10.650**

None reported.

ELCHC BOARD OF DIRECTORS MEETING – APRIL 18, 2022

ACTION

ITEM V.C.

ISSUE:	Approval of the FY 2022-2023 Sliding Fee Schedule
FISCAL IMPACT:	No material fiscal impact
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning, School Readiness, School Readiness Match, and Local Funding
RECOMMENDED ACTION:	Approve the Sliding Fee Schedule for FY 2022-2023.

NARRATIVE: Section 673(2) of the Omnibus Budget Reconciliation Act (OBRA) of 1981 (42 U.S.C. 9902(2)) requires the Secretary of the Department of Health and Human Services to update the poverty guidelines at least annually, adjusting them on the basis of the Consumer Price Index for All Urban Consumers (CPI-U). The poverty guidelines are used as an eligibility criterion by the Florida Office of Early Learning as well as a number of Federal programs. On January 12, 2022 the Department of Health and Human Services posted these revisions in the Federal Register.

The Division of Early Learning requires Coalitions to amend their coalition plan each year to reflect the most recent federal poverty guidelines. Eligibility for school readiness services for certain client groups must be determined based on family income in relation to the federal poverty level. In addition, the federal poverty level is used to determine each family's co-payment for school readiness services. This attached schedule increases the family income guidelines for family size to conform to the 2022 Federal Poverty Guidelines. It should be noted that staff is not recommending any changes to the current parent co-payment structure. The change was provided to The Division of Early Learning to be implemented July 1, 2022 pending ELCHC Board of Directors approval.

2022 POVERTY GUIDELINES FOR THE 48 CONTIGUOUS STATES AND THE DISTRICT OF COLUMBIA	
PERSONS IN FAMILY/HOUSEHOLD	POVERTY GUIDELINE
For families/households with more than 8 persons, add \$4,720 for each additional person.	
1	\$13,590
2	\$18,310
3	\$23,030
4	\$27,750
5	\$32,470
6	\$37,190
7	\$41,910
8	\$46,630

(1 Attachment)

Sliding Fee Scale for
Effective date

Early Learning Coalition of Hillsborough Co
July 1, 2022

Florida's Division of Early Learning SLIDING FEE SCHEDULE

DAILY FEE		----- Annual Gross Income - Number of persons in Family -----															
=====																	
Full-Time	Part-Time	FPL as indicated unless exceeds 85% SMI	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1.80	0.90		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		50%FPL	6,795	9,155	11,515	13,875	16,235	18,595	20,955	23,315	25,675	28,035	30,395	32,755	35,115	37,475	39,835
2.40	1.20		6,796	9,156	11,516	13,876	16,236	18,596	20,956	23,316	25,676	28,036	30,396	32,756	35,116	37,476	39,836
		75%FPL	10,193	13,733	17,273	20,813	24,353	27,893	31,433	34,973	38,513	42,053	45,593	49,133	52,673	56,213	59,753
3.60	1.80		10,194	13,734	17,274	20,814	24,354	27,894	31,434	34,974	38,514	42,054	45,594	49,134	52,674	56,214	59,754
			13,589	18,309	23,029	27,749	32,469	37,189	41,909	46,629	51,349	56,069	60,789	65,509	70,229	74,949	79,669
4.60	2.30		13,590	18,310	23,030	27,750	32,470	37,190	41,910	46,630	51,350	56,070	60,790	65,510	70,230	74,950	79,670
		FPL	15,855	21,362	26,869	32,376	37,883	43,390	48,896	54,403	59,910	65,417	70,924	76,431	81,937	87,444	92,951
5.20	2.60		15,856	21,363	26,870	32,377	37,884	43,391	48,897	54,404	59,911	65,418	70,925	76,432	81,938	87,445	92,952
			18,121	24,415	30,708	37,002	43,295	49,589	55,883	62,176	68,470	74,764	81,057	87,351	93,645	99,938	106,232
5.60	2.80		18,122	24,416	30,709	37,003	43,296	49,590	55,884	62,177	68,471	74,765	81,058	87,352	93,646	99,939	106,233
		85% SMI														107,508	109,576
		150%FPL	20,385	27,465	34,545	41,625	48,705	55,785	62,865	69,945	77,025	84,105	91,185	98,265	105,345	112,425	119,505
6.00	3.00		20,386	27,466	34,546	41,626	48,706	55,786	62,866	69,946	77,026	84,106	91,186	98,266	105,346	112,426	119,506
			21,177	28,532	35,888	43,243	50,598	57,953	65,308	72,664	80,019	87,374	94,729	102,084	109,439	116,795	124,150
6.20	3.10		21,178	28,533	35,889	43,244	50,599	57,954	65,309	72,665	80,020	87,375	94,730	102,085	109,440	116,796	124,151
		85% SMI												103,373			
			21,970	29,600	37,230	44,861	52,491	60,121	67,752	75,382	83,012	90,643	98,273	105,903	113,534	121,164	128,795
6.40	3.20		21,971	29,601	37,231	44,862	52,492	60,122	67,753	75,383	83,013	90,644	98,274	105,904	113,535	121,165	128,796
		85% SMI											101,306				
			22,762	30,667	38,573	46,478	54,384	62,290	70,195	78,101	86,006	93,912	101,817	109,723	117,628	125,534	133,439
6.40	3.20		22,763	30,668	38,574	46,479	54,385	62,291	70,196	78,102	86,007	93,913	101,818	109,724	117,629	125,535	133,440
			23,554	31,735	39,916	48,096	56,277	64,458	72,638	80,819	89,000	97,181	105,361	113,542	121,723	129,903	138,084
6.80	3.40		23,555	31,736	39,917	48,097	56,278	64,459	72,639	80,820	89,001	97,182	105,362	113,543	121,724	129,904	138,085
		85% SMI										99,238					
			24,346	32,802	41,258	49,714	58,170	66,626	75,082	83,538	91,994	100,449	108,905	117,361	125,817	134,273	142,729
6.80	3.40		24,347	32,803	41,259	49,715	58,171	66,627	75,083	83,539	91,995	100,450	108,906	117,362	125,818	134,274	142,730
		185%FPL	25,142	33,874	42,606	51,338	60,070	68,802	77,534	86,266	94,998	103,730	112,462	121,194	129,926	138,658	147,390
7.40	3.70		25,143	33,875	42,607	51,339	60,071	68,803	77,535	86,267	94,999	103,731	112,463	121,195	129,927	138,659	147,391

		85% SMI								97,171							
			26,161	35,247	44,333	53,419	62,505	71,591	80,677	89,763	98,849	107,935	117,021	126,107	135,193	144,279	153,365
7.40	3.70		26,162	35,248	44,334	53,420	62,506	71,592	80,678	89,764	98,850	107,936	117,022	126,108	135,194	144,280	153,366
		200%FPL	27,180	36,620	46,060	55,500	64,940	74,380	83,820	93,260	102,700	112,140	121,580	131,020	140,460	149,900	159,340
8.00	4.00		27,181	36,621	46,061	55,501	64,941	74,381	83,821	93,261	102,701	112,141	121,581	131,021	140,461	149,901	159,341
		85% SMI								95,103							
			29,219	39,367	49,515	59,663	69,811	79,959	90,107	100,255	110,403	120,551	130,699	140,847	150,995	161,143	171,291
9.60	4.80		29,220	39,368	49,516	59,664	69,812	79,960	90,108	100,256	110,404	120,552	130,700	140,848	150,996	161,144	171,292
		85% SMI							93,036								
			31,257	42,113	52,969	63,825	74,681	85,537	96,393	107,249	118,105	128,961	139,817	150,673	161,529	172,385	183,241
10.40	5.20		31,258	42,114	52,970	63,826	74,682	85,538	96,394	107,250	118,106	128,962	139,818	150,674	161,530	172,386	183,242
		85% SMI	35,836	46,863	57,889	68,915	79,942	90,968									

Parents receiving hourly care pay up to the part time fee.

Note: 10% Parent Fee was calculated using 260 days.

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

Income 85% State Median Income:Upper threshold for eligibility

2022 LIHEAP Poverty Level (FPL) effective Ju Jan. 12, 2022
IM 2021-03 State Median Income Estimates

Please answer the following questions: (2022-2023 Sliding Fee Scale will go to ELCHC Board on 04/18/22 for approval. Changes if applicable will be uploaded to Sharepoint)

(1) If there is a sibling discount what is the percentage? Yes, the Coalition offers a sibling discount. The highest fee is applied to the youngest child. All siblings should receive a 50% discount if declared eligible for full time care.Part time care could be discounted further, For example, if there is a sibling that receives part time care the discount would be 75%.

(2) If any family pays more than 10% of their gross income for child care, please complete and attach the justification form that explains how the fees will not limit parent access to services. N/A

ELCHC BOARD OF DIRECTORS MEETING –APRIL 18, 2022

COMMITTEE REPORTS

ITEM VI.A.

ISSUE: **Governance Committee Report**

NARRATIVE: The Governance Committee met on March 28, 2022, to review and discuss:

- FY 2022-2023 Governance Committee Meeting Schedule
- Scores for the Governance Related Legal Services Proposals
- Division of Early Learning Performance Standards & CEO/ED Performance Evaluations

ELCHC BOARD OF DIRECTORS MEETING – APRIL 18, 2022

COMMITTEE REPORTS

ITEM VI.B.

ISSUE: **Finance Committee Report**

NARRATIVE: The Finance Committee met on April 4, 2022, to review and discuss:

- MSL Audit Report on FY 2020-2021
- IRS Tax Compliance Update
- FY 2022 Financials through February 28, 2022, Budget to Actual
- Approval of Allocation of Fund to Teachstone for the purchase of Quality Improvement Materials
- FY 2022-2023 Finance Committee Meeting Schedule
- Facilities Expansion Update

ELCHC BOARD OF DIRECTORS MEETING –APRIL 18, 2022

COMMITTEE REPORTS

ITEM VI.C.

ISSUE: **Executive Committee Report**

NARRATIVE: The Executive Committee met on April 11, 2022, to review and discuss:

- April 18, 2022, Draft Board of Directors Meeting Agenda
- FY 2022-2023 Executive Committee/Board Meeting Schedule
- Committee Reports
- CEO Report
- Splash into A Day of Preschool
- Board Social Engagement Opportunities

ELCHC BOARD OF DIRECTORS MEETING – APRIL 18, 2022

COMMITTEE REPORTS

ITEM VI.D.

ISSUE: Service Delivery & Efficiency Committee Report

NARRATIVE: Dr. Daphne Fudge will provide an update on the Service Delivery & Efficiency Committee.

ELCHC BOARD OF DIRECTORS MEETING – APRIL 18, 2022

CEO REPORT

ITEM VII.

ISSUE:

CEO Report

NARRATIVE: The following items will be discussed during the CEO Report:

- Legislative Updates
- American Rescue Plan Act (ARPA) Updates
- Kindergarten Readiness Initiative

ELCHC BOARD OF DIRECTORS MEETING – APRIL 18, 2022

FINANCIAL REPORT

ITEM VIII.A.

ISSUE: Financial Report

NARRATIVE: Attached are the FY 2022 Financials through February 28, 2022, Budget to Actual.

(1 Attachment)



Budget to Actual February 28, 2022								
	Actual	Budget	Difference		Actual	Budget	Difference	
	YTD	YTD	YTD favorable /(unfavorable)	%	2022 YTD Actual/Forecast	2022 Budget	YTD favorable /(unfavorable)	%
Program Revenue								
School Readiness	40,740,797	42,328,613	(1,587,816)	-3.8%	68,165,444	67,315,906	849,538	1.3%
School Readiness - CRSSA (Phase VI, etc.)	18,482,086	18,482,086	-	0.0%	18,482,086	-	18,482,086	100.0%
School Readiness - ARPA	-	-	-	0.0%	17,000,741	-	17,000,741	100.0%
School Readiness - Workforce	-	-	-	0.0%	3,617,293	-	3,617,293	100.0%
School Readiness Match - DEL	921,764	879,673	42,092	4.8%	1,319,509	1,525,882	(206,373)	-13.5%
School Readiness - Local Funders:								
Children's Board HC	700,770	700,770	-	0.0%	700,770	700,770	-	0.0%
Metro Ministries (Children's Board)	16,421	100,000	(83,579)	-83.6%	150,000	150,000	-	0.0%
Hillsborough County BOCC	255,963	184,000	255,963	139.1%	276,000	276,000	-	0.0%
HC Childcare -Licensing & Fees	214,198	278,638	(64,440)	-23.1%	417,957	430,000	(12,043)	-2.8%
City of Tampa	84,164	74,782	9,382	12.5%	74,782	-	74,782	100.0%
United Way	46,075	46,075	-	0.0%	69,112	69,112	-	0.0%
Caspers	50,000	50,000	-	0.0%	50,000	50,000	-	0.0%
School Readiness - Local Funders	1,367,591	1,434,265	(66,674)	-4.6%	1,813,403	1,675,882	137,521	0.0%
Total School Readiness Revenue	61,512,238	63,124,636	(1,612,399)	-2.6%	110,398,476	70,517,670	39,880,806	56.6%
Other Local Funders:								
HC Community Development, incl. ALICE>150	57,553	43,750	13,803	31.5%	87,500	175,000	(87,500)	0.0%
Hillsborough Infant/Toddler Initiative	156,369	156,369	-	0.0%	156,369	64,000	92,369	144.3%
Conn Foundation	58,000	42,833	15,167	35.4%	58,000	45,500	12,500	27.5%
Spurlino Foundation	11,000	-	11,000	100.0%	175,000	50,000	125,000	250.0%
SR Program Income (training, IECF memberships)	12,370	13,333	(964)	-7.2%	20,000	20,000	-	0.0%
HELN (Hillsborough Early Learning Network)	1,892	4,000	(2,108)	-52.7%	6,000	6,000	-	0.0%
ELFL (Early Learning Florida)	15,740	54,664	(38,924)	-71.2%	82,000	82,000	-	0.0%
Lastinger Project	112,500	141,333	(28,833)	-20.4%	212,000	212,000	-	0.0%
Misc. Donations	72,139	200,000	(127,861)	-63.9%	300,000	300,000	-	0.0%
Other Local Funders	497,563	656,283	(172,523)	-26.3%	1,096,869	954,500	142,369	14.9%
Total School Readiness Revenue and Local Revenue	62,009,800	63,780,919	(1,784,922)	-2.8%	111,495,345	71,472,170	40,023,175	56.0%
Program Expenses								
School Readiness								
Direct Services	32,678,004	33,954,923	1,276,919	3.8%	56,952,363	56,256,030	696,333	1.2%
School Readiness - CRSSA (Phase VI, etc.)	18,482,086	18,482,086	-	0.0%	18,482,086	-	18,482,086	100.0%
School Readiness - ARPA	-	-	-	0.0%	16,150,704	-	16,150,704	100.0%
School Readiness - Workforce	-	-	-	0.0%	3,436,428	-	3,436,428	100.0%
School Readiness Match - DEL	871,358	879,673	8,315	0.9%	1,319,509	1,551,647	(232,138)	-15.0%
School Readiness - Local Funders	1,233,643	1,434,265	200,621	0.0%	1,813,403	1,675,882	137,521	8.2%
General Contributions and Gifts	497,563	656,283	158,720	0.0%	1,096,869	686,500	410,369	59.8%
Total Direct Services	53,762,654	55,407,229	1,285,234	2.3%	99,251,362	60,170,058	39,081,304	65.0%
Personnel	4,965,829	5,172,862	207,033	4.0%	7,532,376	8,196,537	(664,162)	-8.1%
Staff Development	52,586	65,550	12,964	19.8%	103,518	103,518	-	0.0%
Professional Services	288,423	388,045	99,622	25.7%	640,820	640,820	-	0.0%
Occupancy	308,900	339,130	30,230	8.9%	507,945	507,945	-	0.0%
Postage, Freight and Delivery	5,601	3,189	(2,411)	-75.6%	4,777	4,777	-	0.0%
Rentals	2,565	10,499	7,934	75.6%	15,748	15,748	-	0.0%
Supplies	55,292	62,423	7,131	11.4%	93,031	63,982	29,049	45.4%
Communications	12,369	23,696	11,327	47.8%	35,501	35,501	-	0.0%
Insurance	66,006	34,193	(31,813)	-93.0%	51,211	51,211	-	0.0%
Tangible Personal Property	96,441	69,506	(26,935)	-38.8%	105,906	105,906	-	0.0%
Quality	574,179	793,393	219,214	27.6%	1,315,643	1,315,643	-	0.0%
Travel	18,308	30,057	11,748	39.1%	47,898	47,898	-	0.0%
Other Operating	54,950	68,527	13,578	19.8%	101,108	101,108	-	0.0%
Depreciation	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	1,535,619	1,888,208	352,589	18.7%	3,023,107	2,994,058	29,049	1.0%
ELCHC Operating	6,501,448	7,061,070	559,622	7.9%	10,555,483	9,613,612	941,871	9.8%
CCL/ECC	617,424	762,729	145,305	19.1%	1,149,500	1,149,500	-	0.0%
Inclusion Cost	98,172	203,904	105,732	51.9%	317,000	317,000	-	0.0%
Scholarships and Other	163,864	148,000	(15,864)	-10.7%	222,000	222,000	-	0.0%
Total School Readiness & Other Expenses	61,143,562	63,582,932	3,512,716	5.5%	111,495,345	71,472,170	40,023,175	56.0%
SR Change in Net Assets	866,239	197,987	(668,251)	-337.5%	-	-	-	0.0%



		Budget to Actual February 28, 2022							
		Actual	Budget	Difference		Actual	Budget	Difference	
		YTD	YTD	YTD favorable /(unfavorable)	%	2022 YTD Actual/Forecast	2022 Budget	YTD favorable /(unfavorable)	%
GOALS									
< 5.00 %	School Readiness - Admin	3.6%	4.2%	-0.7%	-16.2%	4.2%	4.5%	-0.3%	-6.3%
> 4.00 %	School Readiness - Quality	8.7%	8.6%	0.2%	2.3%	8.8%	8.3%	0.6%	6.9%
< 22.00%	School Readiness - Non-Direct	19.2%	18.8%	0.4%	2.1%	19.2%	18.6%	0.6%	3.3%
> 78.00 %	School Readiness - Direct	80.8%	81.2%	-0.4%	-0.5%	80.8%	81.4%	-0.6%	-0.8%



Budget to Actual February 28, 2022								
	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	16,943,598	18,021,362	(1,077,764)	-6.0%	27,032,043	31,058,603	(4,026,560)	-13.0%
Total VPK Revenue	16,943,598	18,021,362	(1,077,764)	-6.0%	27,032,043	31,058,603	(4,026,560)	-13.0%
Voluntary Pre-Kindergarten								
Direct Services	16,408,970	17,290,992	882,022	5.1%	25,936,488	29,797,058	(3,860,570)	-13.0%
Personnel	375,045	519,837	144,792	27.9%	819,612	1,017,628	(198,016)	-19.5%
Staff Development	5,848	11,583	5,735	49.5%	16,005	16,005	(0)	0.0%
Professional Services	53,851	77,054	23,202	30.1%	115,858	115,858	-	0.0%
Occupancy	33,371	40,232	6,861	17.1%	61,095	61,095	-	0.0%
Postage, Freight and Delivery	589	344	(245)	-71.2%	523	523	-	0.0%
Rentals	568	2,501	1,933	77.3%	3,752	3,752	-	0.0%
Supplies	3,359	10,451	7,092	67.9%	15,732	5,118	10,614	207.4%
Communications	2,823	2,692	(130)	-4.8%	4,082	4,082	-	0.0%
Insurance	11,903	3,911	(7,992)	-204.4%	5,944	5,944	-	0.0%
Tangible Personal Property	26,005	9,060	(16,944)	-187.0%	13,693	13,693	-	0.0%
Quality	1,273	3,612	2,339	64.8%	5,689	5,689	-	0.0%
Travel	4,000	1,798	(2,201)	-122.4%	2,594	2,594	-	0.0%
Other Operating	10,321	7,387	(2,933)	-39.7%	10,977	10,977	0	0.0%
Depreciation	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	153,910	170,627	16,717	9.8%	255,944	245,330	10,614	4.3%
ELCHC Operating	528,955	690,463	161,509	23.4%	1,075,556	1,241,545	(165,989)	-13.4%
CCL/ECC	-	13,333	13,333	100.0%	20,000	20,000	-	0.0%
Total Voluntary Pre-Kindergarten	16,937,924	17,994,788	1,390,112	7.7%	27,032,043	31,058,603	(4,026,560)	(0)
VPK Change in Net Assets	5,674	26,574	20,900	78.6%	-	-	-	0.0%
Preschool Development Grant (PDG) Revenues								
PDG FY21 Carryover Revenues	151,398	151,398	-	0.0%	204,792	204,792	-	0.0%
PDG FY22 New Revenues	53,352	274,729	221,377	80.6%	412,094	412,094	-	0.0%
Total PDG Revenues	204,750	426,127	221,377	52.0%	616,886	616,886	-	0.0%
Preschool Development Grant (PDG) Expenses								
PDG FY21 Carryover Expenses	151,398	151,398	-	0.0%	204,792	204,792	-	0.0%
PDG FY22 New Expenses	48,352	274,729	226,377	82.4%	412,094	412,094	-	0.0%
Total PDG Expenses	199,750	426,127	226,377	53.1%	616,886	616,886	-	0.0%
Preschool Development Grant Change in Net Assets	5,000	-	(5,000)		-	-	-	0.0%
Total Revenue	79,158,148	82,228,408	3,070,260	3.7%	139,144,274	103,147,659	35,996,615	34.9%
Total Expenses	78,281,236	82,003,847	3,722,612	4.5%	139,144,274	103,147,659	35,996,615	34.9%
Change in Net Assets	876,912	224,561	(652,351)	-290.5%	-	-	(0)	0.0%
GOALS								
< 4.00 % VPK - Admin	3.2%	4.1%	-0.8%	-20.3%	3.8%	3.8%	0.0%	-0.7%