



ELCHC Board of Directors Special Meeting

Monday, May 2, 2022 at 3:00 pm

Hybrid Meeting

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

<https://us06web.zoom.us/j/87424399799?pwd=NmQ5dUNsMjZrcnIFVE1RaDluN1ljQT09>

Meeting ID: 874 2439 9799

Passcode: 732822



ELCHC Board of Directors Special Meeting

Monday, May 2, 2022

I. CALL TO ORDER

A. Patel

A. Roll call/Quorum Verification

II. PUBLIC COMMENT I

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

III. ACTION ITEMS

A. Approval of CEO Annual Performance Increase - 3

S.
Robinson

IV. 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.

V. DISCUSSION ITEMS

VI. ADJOURNMENT

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – MAY 2, 2022

ACTION

ITEM III.A.

ISSUE:	Approval of CEO Annual Performance Increase
FISCAL IMPACT:	Up to \$203,700.00
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning, School Readiness, Voluntary Pre-kindergarten
RECOMMENDED ACTION:	Approve the recommendation for the CEO annual performance increase for Gordon Gillette.

NARRATIVE: On behalf of the Governance Committee, Dr. Shawn Robinson will be presenting a recommendation of an annual pay increase to raise Gordon Gillette's annual salary based on Mr. Gillette's performance evaluation to the full Board for approval.

The 2022 applicable Child Care and Development Fund (CCDF) annual salary cap rate is \$203,700.00.

Attachments

1. Performance Dimensions Comments
2. Performance Evaluation Score Sheet
3. Performance Evaluations



CEO Performance Evaluation & Appraisal Scores
FY 2021-2022

*Allison Nguyen	*Dr. Jodi Marshall	*Michelle Zieglum	Aakash Patel	Adam Giery	Ananda Jee	Beth Paset	Candice Olson	Carl Harness	Cynthia Chipp	Dr. Daganne Fudge	Dianne Jacob	Dustin Pontillo	Commissioner Gwen Myers	*Kelley Parris	Lee Bowers	Dr. Lisa Fox	Luke Buzard	Dr. Shawn Robinson	Sheila Ries	Dr. Stephanie Trompeter Johnson	Tracey Brown
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* New member/Not expected to participate
* Forms incomplete

Performance Dimension #1 Leadership: The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives.					3	3	3	2	2	3	2	3	3	2	3			3	3	3	3	2	3	Total Avg.
																								2.71
Performance Dimension #2 Strategic Management and Administration: The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision.					2	2	3	3	3	2	2	3	3	2	3			3	3	3	3	3	3	Total Avg.
																								2.71
Performance Dimension #3 Accountability with Board, Funded Agencies, and Community: The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.					3	3	2	3	2		2	2	3	2	2			3	3	3	2	3	3	Total Avg.
																								2.56
Performance Dimension #4 Judgment in Decision-Making: The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.					3	2	3	2	2	2	2	2		2	2			3	3	3	2	2	3	Total Avg.
																								2.38
Performance Dimension #5 Financial Resource Management: The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.					3	2	3	3	2	2	2	3		2	3			3	3	3	3	3	3	Total Avg.
																								2.69
Performance Dimension #6 Responsiveness: The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner.					3	3	3	2	3	2	2	3		2	2			3	3	3	2	3	3	Total Avg.
																								2.63
Performance Dimension #7 Communication: The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.					2	2	2	2	2	3	2	2	3	2	3			3	3	3	3	3	3	Total Avg.
																								2.53
Total Performance Dimension Scores					19	17	19	17	16	14	14	18	12	14	18			21	21	21	18	19	21	2.60
Strategic Objectives Rating Scale: Strategic Objectives and the CEO's current status report on the Strategic Objectives.					3	3	3	3	3	3	3	3	3	3	3			3	3	3	3	3	3	Total Avg.
																								3

Cumulative Score	Generalized Performance Feedback	Target Compensation Increase
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% Performance Improvement Plan

*FY 22 CCDF Salary Cap is \$203,700

Cumulative Score 2.8

PERFORMANCE DIMENSIONS	COMMENTS
1. Leadership	<p>Carl Harness: Mr. Gillette has continued to provide adequate leadership throughout the pandemic period. Efforts to improve staff/board communications and relationships have been previously discussed. Mr. Gillette always presents himself and represent the organization in a professional manner.</p> <p>Amanda Jae: Gordon's Leadership skills have been evident to me by his response to various center directors' criticism of the ELC. Gordon has acted and responded to these concerns with his team in an effective and responsive manner.</p> <p>Dianne Jacob: I can only respond to this question based on my observation of staff and their actions. That said, Gordon seems to enable staff to succeed through empowering them to do their jobs with innovation and compliance in mind.</p> <p>Dr. Stephe Holmquist Johnson: I Believe Gordon has done a very good job this year dealing with a variety of issues where his leadership was questioned. If anything, I would like to see him stand up more for what he and the organization is accomplishing.</p> <p>Dustin Portillo: Gordon does a great job creating, motivating, and guiding the staff at ELCHC. His vision and forward thinking has moved the needle in a positive direction that includes everyone, from the top down. Listening to staff discuss the ELCHC who where with the prior administration speak highly of the changes.</p> <p>Dr. Shawn Robinson: Mr. Gillette provide confident and competent leadership during this evaluation period which included both the Delta and Omicron COVID waves, concerns over the diversity, equity, and inclusion efforts both internally and externally, and uncertainties about the future of Early Learning in Florida. Even with the uncertainties, Mr. Gillette was able to guide his team to focus new and recurring resources to improve student outcomes and provider quality.</p>

Adam Giery:

Overall operational direction and organizational trajectory over the evaluation period is greater than years prior.

Luke Buzard:

Gordon clearly is vested in the success of the ELC and maintains positive relationships locally and at the State level for the benefit of the organization. Gordon is very positive with his staff and I have witnessed him celebrate their achievements regularly.

Dr. Lise Fox:

Gordon is persistent in pushing the ELC in becoming more effective, more responsive, and strategic in meeting the mission.

Kelley Parris:

Score 1.5 I think the CEO motivates the ELC staff to support the ELC Vision but I do not believe that Vision aligns with the community. I do not see any calculated risks that are being taken to:

- 1) meet the needs of the provider base that are unique at this time and for their unique situation(s);
- 2) any supports provided to the community should be done in consultation with the provider base. The Provider Portal issues should have been addressed long ago. The ELC staff is disrespectful in the community; I have received multiple calls concerning staff making disparaging remarks about me, Dr. Daphne Fudge and Ms. Candi Olson. I brought this to the CEO's attention in my situation. There was a virtual meeting where multiple staff members were disrespectful to the Board. The issue of integrity comes into question with several instances: The Legal Services RFP, the approval of the Audit in a timely and responsible manner. The Board's major responsibility is fiscal oversight. I also think it is disrespectful for the Chair to call out the Board Members that made a choice NOT to complete this evaluation. It is a choice and would not have completed it unless being recognized as one whom had not evaluated the CEO, as I am always hopeful things will change and improve with feedback.

Dr. Jacquelyn Jenkins:

Gordon always offers valuable insight into the organization's compass and advances progressive agendas appropriately. He remains vision and mission focused.

Tracye Brown:

Mr. Gillett has done a good job of setting the course for the ELCHC during his tenure. He leads his team with a clear focus on improvement. He has structured the organization to maximize all assets and resources. Recognizing the need to address and

	improve the issues related to equity and inclusion, Gordon moved quickly to begin working on a plan.
2. Strategic Management and Administration	<p>Carl Harness: Mr. Gillette has done an excellent job leading the ELCHC through this critical period in time. The organization has maintained a strong presence within the community despite the challenges faced by all during the past two years.</p> <p>Dianne Jacob: Gordon's business acumen and experience makes him adept at handling the oversight needed to effectively manage the goals of the ELC. His engineering mind looks for solutions that strategically move the coalition forward while keeping the stringent State compliance requirements front of mind.</p> <p>Dr. Stephe Holmquist Johnson: Gordon took in all the issues that were presented over the year and developed a clear path to addressing, developing, and implementing an action plan in a timely manner.</p> <p>Dustin Portillo: His vision and forward thinking has moved the needle in a positive direction that includes everyone, from the top down. Listening to staff discuss the ELCHC who where with the prior administration speak highly of the changes.</p> <p>Dr. Shawn Robinson: Mr. Gillette continued to work with his team on improving services to the community in an intentional manner that focused on key issues related to quality childcare which included providing training to center teachers and directors, providing greater access to quality childcare centers by eliminating the wait list, and guiding rate increases that will translate to living wages for many of the childcare center workers.</p> <p>Adam Giery: The overall management of the ELC has clearly improved outcomes for children and families in the Hillsborough community. An area for growth is the continued fortification of relationships with funding agencies.</p> <p>Luke Buzard: Gordon has made great hires and is involved in the financials and compliance of the organization to the extent appropriate.</p>

	<p>Kelley Parris: Score: 1.75 The proactive needs (that I am aware of) that are/have been addressed are duplications of existing services in the community. This is where partnerships are valuable and dollars can be spent closing the gaps that exist. I think the CEO has done a fine job stabilizing the funding but much of that is due to Federal and State dollars during COVID relief. There is a crisis in the community with the provider base and severe dysfunction between ELC and their funded agencies. The listening tour was restrictive according to the few providers I heard from who attended. The method in which diversity and inclusion was addressed by ELC proved ineffective in the provider community.</p> <p>Dr. Jacquelyn Jenkins: Gordon prepares and utilizes his fiscal knowledge and abilities in a superior manner. He is strategically driven and leads his team members with the same level of concentration. He remains proactive within his visionary goals and operationally offers effective outcomes towards the betterment of the Coalition.</p> <p>Tracye Brown: The operations of the ELCHC have improved greatly under Mr. Gillette's leadership. The Family Services team has worked diligently to be responsive to the needs of families and to offer support. Resource Development and Community Relations team have increased the presence of the Coalition in the community through participating in community events and their internet presence.</p>
<p>3. Accountability with Board, Funded Agencies, and Community</p>	<p>Carl Harness: All of my interactions with Mr. Gillette have been professional and transparent. As stated earlier there have been previous conversations with the Board as a whole on methods to improve on organization communications with the Board and clients that they serve.</p> <p>Amanda Jae: Gordon and his team have always been available to me as a board member and a center director. I am incredibly impressed with his accountability with the SR wait list.</p> <p>Dianne Jacob: Even through the pandemic, I have felt that Gordon has keep me and others on the board well informed. During each board meeting he has reviewed the coalitions goals and his actions to achieve those goals.</p>

	<p>Dr. Stephie Holmquist Johnson: Again, he addressed the issues and worked to correct them while keeping the board informed.</p> <p>Dustin Portillo: Gordon does a great job at "knowing his audience". He can relate to anyone in the room and has a firm grasp for the accountability his position has in regards to the diversity and inclusiveness the ELCHC needs. All stakeholders have a voice and that is very much needed to hear opposing ideas how they can be implemented.</p> <p>Dr. Shawn Robinson: Mr. Gillette has shown a responsiveness to the Board collectively and Board members individually with an attentiveness to the Board interests and strengths. This responsiveness can be seen by the executive and management teams in the quality and thoroughness of reports during and between board and committee meetings. There does continue to be some friction between the ELC and one of its funders, the Children's Board. However, overall, accountability measures appear to be strong with regards to constituents.</p> <p>Adam Giery: During the prior year, a number of situations arose in which Mr. Gillette owned the solution despite having not creating the problem. Mr. Gillette's communication to the board indicates a leader that does not shy away from leadership.</p> <p>Luke Buzard: Gordon is a clear leader in the State to promote the value of the Hillsborough ELC and ELC's across the state.</p> <p>Dr. Lise Fox: I have a sense that Gordon holds himself accountable for the organization and the actions of the organization.</p> <p>Kelley Parris: Score: 2 on establishing outcomes, benchmarks, and measurable goals for ELC. Score: 0 on accountability for the action of ELC employees and transparency.</p> <p>Dr. Jacquelyn Jenkins: Gordon performs with accountability.</p>
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	<p>Tracye Brown: Mr. Gillette holds himself and his team accountable for all functions of the Coalition.</p>
4. Judgement in Decision-Making	<p>Carl Harness: When dealing with challenging situations Mr. Gillette has displayed quick and efficient decision-making qualities.</p> <p>Dianne Jacob: While every decision cannot be perfectly thought through and executed, Gordon uses the information that he has and formulates a plan. Once more is know, he makes adjustments to improve performance of the organization. The work of the ELC is complicated and sometimes without a lot of direction from the State, so action is often followed with new information as it comes available. He does a good job of incorporating new information into action.</p> <p>Dr. Stephie Holmquist Johnson: While Gordon does a very good job keeping the board informed, in some cases over this past year, the board should have been more involved in decision making.</p> <p>Dustin Portillo: Not observed</p> <p>Dr. Shawn Robinson: Mr. Gillette has an analytical mind and can see both forest and the trees when making decisions and providing direction. Even so, he consults Board members with expertise in the areas he has deficiencies or gaps to analyze. Additionally, he works with Board members on understanding their perspectives on potential actions so as to make the best decisions with the broadest possible support and effectiveness. Mr. Gillette is not afraid to admit weakness or when an decision needs to not happen or be redirected.</p> <p>Adam Giery: An area of strength for Mr. Gillette. During the prior year, the organization encountered a number of situations that could have illicit an emotional response. However, Mr. Gillette maintained a clear focus on outcomes rather than personal motives.</p> <p>Dr. Lise Fox:</p>

	<p>I have been impressed with Gordon's leadership when there are sensitive or difficult issues and his willingness to consider diverse perspectives and implement strategic action.</p> <p>Kelley Parris: I think that is supposed to read (on emotion). I think the issue and manner in which the data breach was handled speaks volumes to this benchmark. This may have been mitigated early but it was not addressed with the provider base until the clock ran out. The fact that a data breach could have destroyed providers was not taken into consideration, it indicates to me, the only concern was for ELC leadership. It was not in any way transparent nor decisions made with any regard for the community. The consequences of this decision could have been fatal for many. The provider base learned of this breach from the press not ELC! I spoke with the CEO early on about the ramifications to the provider community and my grave concerns. I understand we are all vulnerable to these egregious events but how they are handled lay the foundation of trust.</p> <p>Dr. Jacquelyn Jenkins: Gordon performs with accountability.</p> <p>Tracye Brown: Gordon has handled delicate situations with much discretion and professionalism.</p>
5. Financial Resource Management	<p>Dianne Jacob: The ELC is in good financial shape, despite the issues associated with the pandemic or perhaps because of the greater emphasis on childcare needed to getting the workforce activated. Gordon is competent in managing the fiscal responsibilities of the organization.</p> <p>Dr. Stephie Holmquist Johnson: Gordon excels at this. In some cases, I would like to see a little more transparency regarding where funds come from and go to.</p> <p>Dustin Portillo: Not observed</p> <p>Dr. Shawn Robinson: Mr. Gillette includes the Board in major financial decisions and keeps Board members aware of key transactions on a regular basis. There is a regular review of the budget and how priorities present themselves in the line items.</p>

	<p>Adam Giery: Based upon the financial reports provided to the board, the organization appears to be financially sound. An area for growth - consider a top sheet or cover letter to board members advising of key financial decisions requiring our vote/approval.</p> <p>Luke Buzard: Gordon has made great hires and is involved in the finances of the organization appropriately to ensure viability and compliance.</p> <p>Kelley Parris: This has been a difficult time with so much funding coming into the system so quickly. This illustrates the importance of planning early; establishing a schedule (every three years or whatever time frame is comfortable for your base), to formally evaluate your providers needs so when these situations arise you are poised to meet the previously documented unfunded gaps. Not that anyone could adequately planned for COVID but ELC would have been in a better position to maximize the utilization of COVID funding.</p> <p>Dr. Jacquelyn Jenkins: Gordon excels within this area.</p> <p>Tracye Brown: Mr. Gillette has exhibited fiscal responsibility with regularly received funds and the additional funds allocated as a result of the CARES Act and American Rescue Plan.</p>
<p>6. Responsiveness</p>	<p>Carl Harness: As it relates to inquiries I have had or my need to reach out to the CEO, Mr. Gillette has been very responsive to my requests. All response have been handled in a professional manner.</p> <p>Amanda Jae: I very much so appreciate Gordon's ability to respond when all the information is available which does not mean having to have an immediate response at a board meeting. Gordon's responsiveness is even and dependable.</p> <p>Dianne Jacob:</p>

	<p>Same comments as previously stated.</p> <p>Dr. Stephe Holmquist Johnson: He does a good job keeping the board updated.</p> <p>Dustin Portillo: Not observed</p> <p>Dr. Shawn Robinson: Mr. Gillette and his team are very responsive to Board requests for information, adjustment of details in presentations and reports, and adjusting priorities of the ELC.</p> <p>Adam Giery: During the evaluation period, Mr. Gillette swiftly responded to board, community, and staff requests.</p> <p>Dr. Lise Fox: Gordon is highly responsive to Board requests and communicates clearly about deadlines, strategic priorities, and organization activities.</p> <p>Luke Buzard: Gordon is incredibly pro-active especially with his board.</p> <p>Kelley Parris: The Audit has a time sensitive date for submission; fiscal oversight is major responsibility of the Board (not the Governance Committee). I am not in any way disparaging the Chair of Governance, but one person cannot accept an Audit for the full Board of Director's nor can a committee. The Auditor should present the findings to the full Board and the full Board should accept and/or have the ability to question any findings or compliment the Finance team for clean Audits. I requested information on several occasions, the latest being the salary schedule for staff, which is not filled or not filled in a timely manner, without having to make a formal 119 request. I am not sure ELC respects or has any regard for a Board.</p> <p>Dr. Jacquelyn Jenkins:</p>
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	<p>Gordon performs with accountability.</p> <p>Tracye Brown: Mr. Gillette makes himself available for any questions by this board member and provides timely and ongoing updates as necessary.</p>
7. Communication	<p>Dianne Jacob: No additional comments. Previously addressed.</p> <p>Dr. Stephie Holmquist Johnson: Gordon excels at stating and explaining the facts regarding an particular issue.</p> <p>Dustin Portillo: Gordon's emails are very detailed and organized like himself. He does a great job at being as transparent as possible with all communication he sends the board of directors.</p> <p>Dr. Shawn Robinson: Mr. Gillette has a direct and strong communication style with the Board. His team works with him to package information in a form that the Board can digest and use for policy decisions and in representing the ELC in their respective communities.</p> <p>Adam Giery: Gordon's measured and thorough board updates provided clarity for organizational direction. An area for consideration - utilizing lengthy written communication may inhibit the overall outcome of thwarting issues with adversarial parties. I respect the necessity for such tools to ensure uniform updates, however I believe the letter's should be used sparingly.</p> <p>Luke Buzard: Gordon goes out of his way to ensure the board is aware of current issues and successes.</p> <p>Kelley Parris: Transparency is an issue when the Governance Committee runs the Board.</p> <p>Dr. Jacquelyn Jenkins:</p>

	<p>Gordon communicates extremely well within his role as CEO. He is willing to accept responsibility as necessary and is unafraid to verbalize his thoughts and concerns. He uses his position as a community-based leader with compassion; especially in critical situations.</p> <p>Tracye Brown: Communication has improved under the leadership of Mr. Gillette. I find him to be transparent and forthcoming with information.</p>
Additional Comments	<p>Dr. Jacquelyn Jenkins: Gordon Gillette remains a critically contributing figure in his role as CEO. He performs his duties with commitment and determination. Gordon is an effective leader.</p> <p>Tracye Brown: Gordon has had laserlike focus on the objectives of the Strategic Plan. This focus has led to implementation and successful execution of multiple strategies.</p> <p>Dr. Shawn Robinson: Mr. Gillette and his team have done great things throughout the year. However, there are still challenges relating to diversity, equity, and inclusion and how the consistency in which the ELC is perceived by the community.</p> <p>Kelley Parris: My concern is the community. I will not be recommending a salary increase for the reasons in the above response.</p> <p>Commissioner Gwen Myers: The ELCHC should do a better job of communicating effectively with black and brown providers. Black and brown providers have contacted me regarding retaliation if they raised concerns about the program and/or holding up their pay checks. The Director and staff needs to find ways to improve communication for a successful programming for the children attending the provider centers. I look for positive results on the next evaluation.</p> <p>Dean Sheila Rios: Mr. Gillette has led the organization through the challenges and opportunities that COVID and the pandemic had on early childhood providers in our area, Through grant administration, educational incentives, and gaps in funding the ELCH assisted</p>

	<p>centers to stay open and operating during uncertain times and gave facilitated a workforce to return to work.</p> <p>Dr. Stephe Holmquist Johnson: This has been a rough year and I believe Gordon has really worked to overcome the variety of issues that have come up for the benefit of the organization and those we serve. My only other comment is that I would like to see more regarding educational training programs for our providers and their staff.</p> <p>Adam Giery: The operations of the ELC resemble that of a highly effective Fortune 1000 organization. In my review, Mr. Gillette's style of owning the outcome has advanced the abilities of the organization to serve children in our community.</p> <p>Cynthia Chipp: I think that our CEO is doing a great job. Just need to be a little more approachable to the providers, and be willing to sit down with some of them.</p>
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EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

**Chief Executive Officer
Performance Appraisal Form
for Board Members**

Today's Date:	3/18/2022
Performance Review Period:	3.12.2021 – 3.12.2022
Chief Executive Officer's Name:	Gordon L. Gillette
ELCHC Board Member Conducting the Appraisal:	Beth M Pasek

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1				
LEADERSHIP: The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives. <u>Behaviors may include the extent to which the individual:</u> creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #2				
STRATEGIC MANAGEMENT AND ADMINISTRATION: The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision. <u>Behaviors may include the extent to which the individual:</u> demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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☒
☐
☐

Narrative Comments:

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

1 = Unsatisfactory

2=Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #6

RESPONSIVENESS:

The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner.

Behaviors may include the extent to which the individual: provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes - Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
	Internal:	
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
	External:	
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
Notes		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met 6

Number of Objectives Not Met 0

Comments

Board Member Printed Name: Beth M Pasek

Board Member Signature: Beth Pasek  Digitally signed by Beth Pasek
Date: 2022.03.18 16:38:46 -04'00'

Date: 3/18/2022



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

**Chief Executive Officer
Performance Appraisal Form
for Board Members**

Today's Date:	<u>Dustin Portillo</u>
Performance Review Period:	<u>3.12.2021 – 3.12.2022</u>
Chief Executive Officer's Name:	<u>Gordon L. Gillette</u>
ELCHC Board Member Conducting the Appraisal:	<u></u>

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1				
LEADERSHIP: The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives. <u>Behaviors may include the extent to which the individual:</u> creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Gordon does a great job creating, motivating, and guiding the staff at ELCHC. His vision and forward thinking has moved the needle in a positive direction that includes everyone, from the top down. Listening to staff discuss the ELCHC who where with the prior administration speak highly of the changes.

PERFORMANCE DIMENSION #2				
STRATEGIC MANAGEMENT AND ADMINISTRATION: The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision. <u>Behaviors may include the extent to which the individual:</u> demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
His vision and forward thinking has moved the needle in a positive direction that includes everyone, from the top down. Listening to staff discuss the ELCHC who where with the prior administration speak highly of the changes.

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Gordon does a great job at "knowing his audience". He can relate to anyone in the room and has a firm grasp for the accountability his position has in regards to the diversity and inclusiveness the ELCHC needs. All stakeholders have a voice and that is very much needed to hear opposing ideas how they can be implemented.

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Not observed

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

1 = Unsatisfactory

2=Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Not observed

PERFORMANCE DIMENSION #6				
RESPONSIVENESS: The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner. <u>Behaviors may include the extent to which the individual:</u> provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Narrative Comments:
Not observed

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Gordon's emails are very detailed and organized like himself. He does a great job at being as transparent as possible with all communication he sends the board of directors.

Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

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N = Did Not Meet

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Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
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Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
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Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes - Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
	Internal:	
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
	External:	
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
Notes		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met 6

Number of Objectives Not Met 0

Comments

Board Member Printed Name: Dustin Portillo

Board Member Signature: Dustin Portillo  Digitally signed by Dustin Portillo
Date: 2022.04.11 12:22:21 -04'00'

Date: 4/11/2022



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

Chief Executive Officer Performance Appraisal Form for Board Members

Today's Date:	3.20.22
Performance Review Period:	3.12.2021 – 3.12.2022
Chief Executive Officer's Name:	Gordon L. Gillette
ELCHC Board Member Conducting the Appraisal:	Candy Olson

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1				
LEADERSHIP: The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives. <u>Behaviors may include the extent to which the individual:</u> creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #2				
STRATEGIC MANAGEMENT AND ADMINISTRATION: The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision. <u>Behaviors may include the extent to which the individual:</u> demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

☐
☐
☒
☐

Narrative Comments:

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

1

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☒[illegible]

PERFORMANCE DIMENSION #6				
RESPONSIVENESS: The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner. <u>Behaviors may include the extent to which the individual:</u> provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.				
	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes - Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
	Internal:	
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
	External:	
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
Notes		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met _____

Number of Objectives Not Met _____

Comments

Candy Olson

Board Member Printed Name: _____

Board Member Signature: _____

March 20, 2022
Date: _____



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

**Chief Executive Officer
Performance Appraisal Form
for Board Members**

Today's Date:	4/7/22
Performance Review Period:	3.12.2021 – 3.12.2022
Chief Executive Officer's Name:	Gordon L. Gillette
ELCHC Board Member Conducting the Appraisal:	Luke Buzard

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1				
LEADERSHIP: The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives. <u>Behaviors may include the extent to which the individual:</u> creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Gordon clearly is vested in the success of the ELC and maintains positive relationships locally and at the State level for the benefit of the organization. Gordon is very positive with his staff and I have witnessed him celebrate their achievements regularly.

PERFORMANCE DIMENSION #2				
STRATEGIC MANAGEMENT AND ADMINISTRATION: The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision. <u>Behaviors may include the extent to which the individual:</u> demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Gordon has made great hires and is involved in the financials and compliance of the organization to the extent appropriate.

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Gordon is a clear leader in the State to promote the value of the Hillsborough ELC and ELC's across the state.

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

1 = Unsatisfactory

2=Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Gordon has made great hires and is involved in the finances of the organization appropriately to ensure viability and compliance.

PERFORMANCE DIMENSION #6				
RESPONSIVENESS: The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner. <u>Behaviors may include the extent to which the individual:</u> provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.				
	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Gordon is incredibly pro-active especially with his board.

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Gordon goes out of his way to ensure the board is aware of current issues and successes.

Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes - Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
	Internal:	
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
	External:	
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
Notes		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:


As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met 6

Number of Objectives Not Met 0

Comments

Board Member Printed Name: Luke Buzard

Board Member Signature: Luke  Digitally signed by Luke
Date: 2022.04.07 18:28:20 -04'00'

Date: 4-7-22



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

**Chief Executive Officer
Performance Appraisal Form
for Board Members**

Today's Date:	03/21/22
Performance Review Period:	3.12.2021 – 3.12.2022
Chief Executive Officer's Name:	Gordon L. Gillette
ELCHC Board Member Conducting the Appraisal:	Stephie Holmquist Johnson, Ph.D.

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
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- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
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1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1				
LEADERSHIP: The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives. <u>Behaviors may include the extent to which the individual:</u> creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
I Believe Gordon has done a very good job this year dealing with a variety of issues where his leadership was questioned. If anything, I would like to see him stand up more for what he and the organization is accomplishing.

PERFORMANCE DIMENSION #2				
STRATEGIC MANAGEMENT AND ADMINISTRATION: The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision. <u>Behaviors may include the extent to which the individual:</u> demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Gordon took in all the issues that were presented over the year and developed a clear path to addressing, developing, and implementing an action plan in a timely manner.

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Again, he addressed the issues and worked to correct them while keeping the board informed.

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

While Gordon does a very good job keeping te board informed, in some cases over this past year, the board should have been more involved in decision making.

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

1 = Unsatisfactory

2=Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Gordon excels at this. In some cases, I would like to see a little more transparency regarding where funds come from and go to.

PERFORMANCE DIMENSION #6				
RESPONSIVENESS: The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner. <u>Behaviors may include the extent to which the individual:</u> provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.				
	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
He does a good job keeping the board updated.

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Gordon excels at stating and expaining the facts regarding an particular issue.

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes - Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
	Internal:	
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
	External:	
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
<u>Notes</u>		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

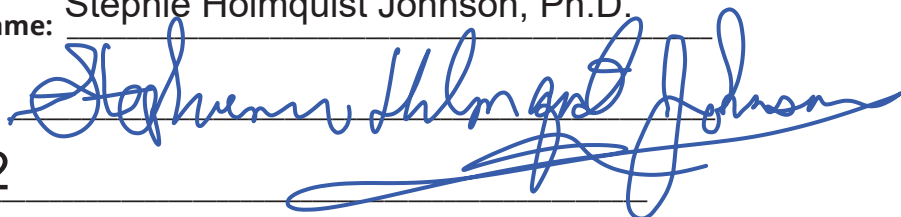
Number of Objectives Met _____

Number of Objectives Not Met _____

Comments

This has been a rough year and I believe Gordon has really worked to overcome the variety of issues that have come up for the benefit of the organization and those we serve. My only other comment is that I would like to see more regarding educational training programs for our providers and their staff.

Board Member Printed Name: Stephanie Holmquist Johnson, Ph.D.

Board Member Signature: 

Date: 03/21/2022



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

**Chief Executive Officer
Performance Appraisal Form
for Board Members**

Today's Date:	4/13/2022
Performance Review Period:	3.12.2021 – 3.12.2022
Chief Executive Officer's Name:	Gordon L. Gillette
ELCHC Board Member Conducting the Appraisal:	Lise Fox

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1				
LEADERSHIP: The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives. <u>Behaviors may include the extent to which the individual:</u> creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Gordon is persistent in pushing the ELC in becoming more effective, more responsive, and strategic in meeting the mission.

PERFORMANCE DIMENSION #2				
STRATEGIC MANAGEMENT AND ADMINISTRATION: The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision. <u>Behaviors may include the extent to which the individual:</u> demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

I have a sense that Gordon holds himself accountable for the organization and the actions of the organization.

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

I have been impressed with Gordon's leadership when there are sensitive or difficult issues and his willingness to consider diverse perspectives and implement strategic action.

PERFORMANCE DIMENSION #5

<p>FINANCIAL RESOURCE MANAGEMENT:</p> <p>The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.</p> <p><u>Behaviors may include the extent to which the individual:</u> controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.</p>

<p>FINANCIAL RESOURCE MANAGEMENT:</p> <p>The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.</p> <p><u>Behaviors may include the extent to which the individual:</u> controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.</p>

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☐ 1 = Unsatisfactory

	2=Meets Expectations
1. The program is well designed and meets the needs of the community.	
2. The program is well managed and the staff are professional.	
3. The program is well funded and the resources are adequate.	
4. The program is well evaluated and the results are measurable.	
5. The program is well publicized and the community is aware of its services.	
6. The program is well coordinated and the services are integrated.	
7. The program is well organized and the services are efficient.	
8. The program is well planned and the services are effective.	
9. The program is well implemented and the services are successful.	
10. The program is well maintained and the services are sustainable.	

<input checked="" type="checkbox"/>	3 = Exceeds Expectations
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	N/O = Not Observed
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[illegible]

PERFORMANCE DIMENSION #6				
RESPONSIVENESS: The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner. <u>Behaviors may include the extent to which the individual:</u> provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.				
	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Gordon is highly responsive to Board requests and communicates clearly about deadlines, strategic priorities, and organization activities.

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

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Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes - Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
	Internal:	
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
	External:	
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
<u>Notes</u>		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met 6

Number of Objectives Not Met 0

Comments

Board Member Printed Name: Lise Fox

Board Member Signature: Lise Fox  Digitally signed by Lise Fox
Date: 2022.04.13 19:31:54 -04'00'

Date: _____



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

**Chief Executive Officer
Performance Appraisal Form
for Board Members**

Today's Date:	April 11, 2022
Performance Review Period:	3.12.2021 – 3.12.2022
Chief Executive Officer's Name:	Gordon L. Gillette
ELCHC Board Member Conducting the Appraisal:	Sheila Rios

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1				
LEADERSHIP: The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives. <u>Behaviors may include the extent to which the individual:</u> creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #2				
STRATEGIC MANAGEMENT AND ADMINISTRATION: The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision. <u>Behaviors may include the extent to which the individual:</u> demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

1 = Unsatisfactory

2=Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

☐
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Narrative Comments:

PERFORMANCE DIMENSION #6

RESPONSIVENESS:

The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner.

Behaviors may include the extent to which the individual: provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes - Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
	Internal:	
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
	External:	
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
<u>Notes</u>		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:


As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met 6


Number of Objectives Not Met n/a

Comments

Mr. Gillette has lead the organization through the challenges and opportunities that COVID

and the pandemic had on early childhood providers in our area, Through grant administration, educational incentives, and gaps in funding the ELCH assisted centers to stay open and operating during uncertain times and gave facilitated a workforce to return to work. 

Board Member Printed Name: Sheila Rios

Board Member Signature: Sheila Rios  Digitally signed by Sheila Rios
DN: cn=Sheila Rios, o=Hillsborough County Community College, ou=AS Dean, email=srios17@hccfl.edu, c=US
Date: 2022.04.11 15:44:25 -04'00'

Date: 4/11/2022



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

Chief Executive Officer
Performance Appraisal Form
for Board Members

Today's Date: April 25, 2022

Performance Review Period: 3.12.2021 – 3.12.2022

Chief Executive Officer's
Name: Gordon L. Gillette

ELCHC Board Member
Conducting the Appraisal: Commissioner Gwen Myers

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1				
LEADERSHIP: The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives. <u>Behaviors may include the extent to which the individual:</u> creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #2				
STRATEGIC MANAGEMENT AND ADMINISTRATION: The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision. <u>Behaviors may include the extent to which the individual:</u> demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #5

<p>FINANCIAL RESOURCE MANAGEMENT:</p> <p>The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.</p> <p><u>Behaviors may include the extent to which the individual:</u> controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.</p>

<p>FINANCIAL RESOURCE MANAGEMENT:</p> <p>The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.</p> <p><u>Behaviors may include the extent to which the individual:</u> controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.</p>

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☐ 1 = Unsatisfactory

<input checked="" type="checkbox"/>	2=Meets Expectations
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	3 = Exceeds Expectations
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			N/O = Not Observed
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PERFORMANCE DIMENSION #6

RESPONSIVENESS:

The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner.

Behaviors may include the extent to which the individual: provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes - Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
	Internal:	
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
	External:	
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
Notes		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met _____

Number of Objectives Not Met _____

Comments

The ELCHC should do a better job of communicating effectively with black and brown providers. ~~Black and brown providers have contacted me regarding retaliation if they raised~~ concerns about the program and/or holding up there pay checks. The Director and staff needs to find ways to improve communication for a successful programming for the children attending the provider centers.



Board Member Printed Name: Commissioner Gwen Myers

Board Member Signature: Gwen Myers  Digitally signed by Gwen Myers
Date: 2022.04.25 11:39:37 -04'00'

Date: April 25, 2022



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

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Chief Executive Officer's Name:	Gordon L. Gillette
ELCHC Board Member Conducting the Appraisal:	Kelley Parris

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HSovich@elchc.org
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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Score 1.5 I think the CEO motivates the ELC staff to support the ELC Vision but I do not believe that Vision aligns with the community. I do not see any calculated risks that are being taken to:
1) meet the needs of the provider base that are unique at this time and for their unique situation(s);
2) any supports provided to the community should be done in consultation with the provider base.
The Provider Portal issues should have been addressed long ago.
The ELC staff is disrespectful in the community; I have received multiple calls concerning staff making disparaging remarks about me, Dr. Daphne Fudge and Ms. Candi Olson. I brought this to the CEO's attention in my situation.
There was a virtual meeting where multiple staff members were disrespectful to the Board. The issue of integrity comes into question with several instances: The Legal Services RFP, the approval of the Audit in a timely and responsible manner. The Board's major

PERFORMANCE DIMENSION #2

STRATEGIC MANAGEMENT AND ADMINISTRATION:

The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision.

Behaviors may include the extent to which the individual: demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed



Narrative Comments:

Score: 1.75

~~The proactive needs (that I am aware of) that are/have been addressed are duplications of existing services in the community. This is where partnerships are valuable and dollars can be spent closing the gaps that exist.~~

~~I think the CEO has done a fine job stabilizing the funding but much of that is due to Federal and State dollars during COVID relief.~~

~~There is a crisis in the community with the provider base and severe dysfunction between ELC and their funded agencies. The listening tour was restrictive according to the few providers I heard from who attended.~~

~~The method in which diversity and inclusion was addressed by ELC proved ineffective in the provider community.~~

PERFORMANCE DIMENSION #3				
ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:				
<p>The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.</p> <p><u>Behaviors may include the extent to which the individual:</u> accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.</p>				
	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Score: 2 on establishing outcomes, benchmarks, and measurable goals for ELC.
Score: 0 on accountability for the action of ELC employees and transparency.

PERFORMANCE DIMENSION #4				
JUDGMENT IN DECISION- MAKING: The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity. <u>Behaviors may include the extent to which the individual:</u> bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
I think that is supposed to read (on emotion)
I think the issue and manner in which the data breach was handled speaks volumes to
this benchmark. This may have been mitigated early but it was not addressed with the
provider base until the clock ran out. The fact that a data breach could have destroyed providers was not taken into consideration, it indicates to me, the only concern was for ELC leadership. It was not in any way transparent nor decisions made with any regard for the community. The consequences of this decision could have been fatal for many.
The provider base learned of this breach from the press not ELC! I spoke with the CEO early on about the ramifications to the provider community and my grave concerns.
I understand we are all vulnerable to these egregious events but how they are handled lay the foundation of trust.

PERFORMANCE DIMENSION #5				
FINANCIAL RESOURCE MANAGEMENT: The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability. <u>Behaviors may include the extent to which the individual:</u> controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.	1 = Unsatisfactory	2=Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:	
This has been a difficult time with so much funding coming into the system so quickly. This illustrates the importance of planning early; establishing a schedule (every three years or whatever time frame is comfortable for your base), to formally evaluate your providers needs so when these situations arise you are poised to meet the previously documented unfunded gaps. Not that anyone could adequately planned for COVID but FLC would have been in a better position to maximize the utilization of COVID funding.	

PERFORMANCE DIMENSION #6				
RESPONSIVENESS: The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner. <u>Behaviors may include the extent to which the individual:</u> provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.				
	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
The Audit has a time sensitive date for submission; fiscal oversight is major responsibility
of the Board (not the Governance Committee). I am not in any way disparaging the Chair
of Governance, but one person cannot accept an Audit for the full Board of Director's nor
can a committee. The Auditor should present the findings to the full Board and the full
<u>Board should accept and/or have the ability to question any findings or compliment</u>
the Finance team for clean Audits.
I requested information on several occasions, the latest being the salary schedule for staff,
which is not filled or not filled in a timely manner, without having to make a formal 119
request. I am not sure ELC respects or has any regard for a Board.

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Transparency is an issue when the Governance Committee runs the Board.

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☐ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☐ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☐ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☐ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes - Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☐ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
	Internal:	
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
	External:	
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
<u>Notes</u>		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☐ No ☐

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met _____

Number of Objectives Not Met _____

Comments

My concern is the community. I will not be recommending a salary increase for the reasons
in the above response.

Board Member Printed Name: Kelley Parris

Board Member Signature: _____

Date: 4.19.2022



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

**Chief Executive Officer
Performance Appraisal Form
for Board Members**

Today's Date:	<u>3/21/22</u>
Performance Review Period:	<u>3.12.2021 – 3.12.2022</u>
Chief Executive Officer's Name:	<u>Gordon L. Gillette</u>
ELCHC Board Member Conducting the Appraisal:	<u>Dr. Shawn H. Robinson</u>

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1				
LEADERSHIP: The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives. <u>Behaviors may include the extent to which the individual:</u> creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Mr. Gillette provide confident and competent leadership during this evaluation period which
included both the Delta and Omicron COVID waves, concerns over the diversity, equity,
and inclusion efforts both internally and externally, and uncertainties about the future of
Early Learning in Florida. Even with the uncertainties, Mr. Gillette was able to guide his
team to focus new and recurring resources to improve student outcomes and provider
quality.

PERFORMANCE DIMENSION #2				
STRATEGIC MANAGEMENT AND ADMINISTRATION: The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision. <u>Behaviors may include the extent to which the individual:</u> demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Mr. Gillette continued to work with his team on improving services to the community in an intentional manner that focused on key issues related to quality childcare which included providing training to center teachers and directors, providing greater access to quality childcare centers by eliminating the wait list, and guiding rate increases that will translate to living wages for many of the childcare center workers.

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Mr. Gillette has shown a responsiveness to the Board collectively and Board members individually with an attentiveness to the Board interests and strengths. This responsiveness can be seen by the executive and management teams in the quality and thoroughness of reports during and between board and committee meetings. There does continue to be some friction between the ELC and one of its funders, the Children's Board. However, overall, accountability measures appear to be strong with regards to constituents.

PERFORMANCE DIMENSION #4				
JUDGMENT IN DECISION- MAKING: The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity. <u>Behaviors may include the extent to which the individual:</u> bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.				
	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Mr. Gillette has an analytical mind and can see both forest and the trees when making
decisions and providing direction. Even so, he consults Board members with expertise in
the areas he has deficiencies or gaps to analyze. Additionally, he works with Board
members on understanding their perspectives on potential actions so as to make the best
decisions with the broadest possible support and effectiveness. Mr. Gillette is not afraid
to admit weakness or when an decision needs to not happen or be redirected.

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

1 = Unsatisfactory

2=Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Mr. Gillette includes the Board in major financial decisions and keeps Board members aware of key transactions on a regular basis. There is a regular review of the budget and how priorities present themselves in the line items.

PERFORMANCE DIMENSION #6				
RESPONSIVENESS: The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner. <u>Behaviors may include the extent to which the individual:</u> provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.				
	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Mr. Gillette and his team are very responsive to Board requests for information,
adjustment of details in presentations and reports, and adjusting priorities of the ELC.

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Mr. Gillette has a direct and strong communication style with the Board. His team works with him to package information in a form that the Board can digest and use for policy decisions and in representing the ELC in their respective communities.

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes - Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
	Internal:	
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
	External:	
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
<u>Notes</u>		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met 6

Number of Objectives Not Met 0

Comments

Mr. Gillette and his team have done great things throughout the year. However, there are still challenges relating to diversity, equity, and inclusion and how the consistency in which the ELC is perceived by the community.



Board Member Printed Name: Dr. Shawn H. Robinson

Board Member Signature: Shawn H. Robinson Digitally signed by Shawn H. Robinson
Date: 2022.03.21 15:11:57 -04'00'

Date: 3/21/2022

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation Increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1

LEADERSHIP:

The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives.

Behaviors may include the extent to which the individual: creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Mr. Gillett has done a good job of setting the course for the ELCHC during his tenure. He leads his team with a clear focus on improvement. He has structured the organization to maximize all assets and resources. Recognizing the need to address and improve the issues related to equity and inclusion, Gordon moved quickly to begin working on a plan.

PERFORMANCE DIMENSION #2**STRATEGIC MANAGEMENT AND ADMINISTRATION:**

The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision.

Behaviors may include the extent to which the individual: demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.

1 = Unsatisfactory**2 = Meets Expectations****3 = Exceeds Expectations****N/O = Not Observed**☐☐☒☐

Narrative Comments:

The operations of the ELCHC have improved greatly under Mr. Gillette ' s leadership. The ~~Family Services team has worked diligently to be responsive to the needs of the families and to offer support.~~ Resource Development and Community Relations team have ~~increased the presence of the Coalition in the community through participating in community events and their internet presence.~~

PERFORMANCE DIMENSION #3**ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:**

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory**2 = Meets Expectations****3 = Exceeds Expectations****N/O = Not Observed**☐☐☒☐

Narrative Comments:

Mr. Gillette holds himself and his team accountable for all functions of the Coalition.

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Gordon has handled delicate situations with much discretion and professionalism.

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

1 = Unsatisfactory

2=Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Mr. Gillette has exhibited fiscal responsibility with regularly received funds and the additional funds allocated as a result of the CARES Act and American Rescue Plan.

PERFORMANCE DIMENSION #6

RESPONSIVENESS:

The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner.

Behaviors may include the extent to which the individual: provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Mr. Gillette makes himself available for any questions by this board member and provides timely and ongoing updates as necessary.

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Communication has improved under the leadership of Mr. Gillette. I find him to be transparent and forthcoming with information.

Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

Strategic Objective		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
Notes		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

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Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

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Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

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- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
Internal:		
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
External:		
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
<u>Notes</u>		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and ISpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and ISPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met 6

Number of Objectives Not Met 0

Comments

Gordon has had laserlike focus on the objectives of the Strategic Plan. This focus has led to implementation and successful execution of multiple strategies.

Board Member Printed Name: Tracye H. Brown

Board Member Signature: 

Date: April 11, 2022



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

Chief Executive Officer Performance Appraisal Form for Board Members

Today's Date:	_____
Performance Review Period:	3.12.2021 – 3.12.2022
Chief Executive Officer's Name:	Gordon L. Gillette
ELCHC Board Member Conducting the Appraisal:	_____

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1				
LEADERSHIP: The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives. <u>Behaviors may include the extent to which the individual:</u> creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.				
	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #2				
STRATEGIC MANAGEMENT AND ADMINISTRATION: The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision. <u>Behaviors may include the extent to which the individual:</u> demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.	1 = Unsatisfactory	2 =Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

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	<input type="checkbox"/>
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[illegible]

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[illegible]

PERFORMANCE DIMENSION #4				
JUDGMENT IN DECISION- MAKING: The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity. <u>Behaviors may include the extent to which the individual:</u> bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #5

<p>FINANCIAL RESOURCE MANAGEMENT:</p> <p>The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.</p> <p><u>Behaviors may include the extent to which the individual:</u> controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.</p>

<p>FINANCIAL RESOURCE MANAGEMENT:</p> <p>The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.</p> <p><u>Behaviors may include the extent to which the individual:</u> controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.</p>

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1 = Unsatisfactory

<input type="checkbox"/>	2=Meets Expectations
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<input type="checkbox"/>	3 = Exceeds Expectations
--------------------------	--------------------------

<input type="checkbox"/>	N/O = Not Observed
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[illegible]

PERFORMANCE DIMENSION #6				
RESPONSIVENESS: The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner. <u>Behaviors may include the extent to which the individual:</u> provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ___ No ___

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ___ No ___

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms).

Yes ___ No ___

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ___ No ___

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes - Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ___ No ___

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
	Internal:	
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
	External:	
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
Notes		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ___ No ___

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met _____

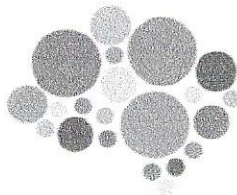
Number of Objectives Not Met _____

Comments

Board Member Printed Name: _____

Board Member Signature: Dianne Jacob

Date: _____



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

**Chief Executive Officer
Performance Appraisal Form
for Board Members**

Today's Date:

04/13/2022

Performance Review Period:

3.12.2021 – 3.12.2022

Chief Executive Officer's

Name:

Gordon L. Gillette

ELCHC Board Member

Conducting the Appraisal:

Cynthia Chipp

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources

HSovich@elchc.org

Cc: Kiyana Scott and Kelley Minney

kscott@elchc.org and kminney@elchc.org

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Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

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Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

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- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
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Overall Process

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necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

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*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1

LEADERSHIP:

The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives.

Behaviors may include the extent to which the individual: creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #2

STRATEGIC MANAGEMENT AND ADMINISTRATION:

The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision.

Behaviors may include the extent to which the individual: demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

1 = Unsatisfactory

2=Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #6

RESPONSIVENESS:

The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner.

Behaviors may include the extent to which the individual: provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
<u>Notes</u>		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
Internal:		
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
External:		
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
Notes		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

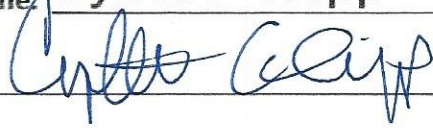
Number of Objectives Met 12

Number of Objectives Not Met 0

Comments

I think that our CEO is doing a great job, Just need to be a little more approcheable to the providers. and be willing to sit down with some of them.

Board Member Printed Name: Cynthia Chipp

Board Member Signature: 

Date: 04/13/2022



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

Chief Executive Officer
Performance Appraisal Form
for Board Members

Today's Date:	<u>3.31.2022</u>
Performance Review Period:	<u>3.12.2021 - 3.12.2022</u>
Chief Executive Officer's Name:	<u>Gordon L. Gillette</u>
ELCHC Board Member Conducting the Appraisal:	<u>Amanda Jae</u>

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3 Exceeds Expectations:** The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2 Meets Expectations:** The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1 Unsatisfactory:** The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O Not Observed:** This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

*** The applicable CEO salary cap for 2022 is \$203,700 ***

PERFORMANCE DIMENSION #1

LEADERSHIP:

The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives.

Behaviors may include the extent to which the individual: creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Gordon's leadership skills have been evident to me by his response to various center directors' criticism of the ELC. Gordon has acted & responded to these concerns with his team in an effective & responsive manner.

PERFORMANCE DIMENSION #2

STRATEGIC MANAGEMENT AND ADMINISTRATION:

The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision.

Behaviors may include the extent to which the individual: demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.

<input type="checkbox"/>	1 = Unsatisfactory
<input checked="" type="checkbox"/>	2 = Meets Expectations
<input type="checkbox"/>	3 = Exceeds Expectations
<input type="checkbox"/>	N/O = Not Observed

Narrative Comments:

I am very happy to
 have you with us
 and I hope you
 will have a very
 good time. I am
 looking forward to
 seeing you soon.

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

Gordon & his team have always been available to me as ~~as~~ a board member & a center director. I am increasingly impressed with his accountability with the SR wait list.

PERFORMANCE DIMENSION #4**JUDGMENT IN DECISION- MAKING:**

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory**2 = Meets Expectations****3 = Exceeds Expectations****N/O = Not Observed**☐☒☐☐

Narrative Comments:

PERFORMANCE DIMENSION #6

RESPONSIVENESS:

The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner.

Behaviors may include the extent to which the individual: provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.

1 = Unsatisfactory

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N/O = Not Observed

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Narrative Comments:

I very much so appreciate Gordon's ability to respond when all the information is available ~~which~~ which does not necessarily mean having to have an immediate response at a board meeting. Gordon's responsiveness is even ~~to~~ dependable.

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

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Narrative Comments:

Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

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Strategic Objectives for Fiscal 21-22

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Yes ☒ No ☐

Achievements:

Strategic Objective	Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.	Partially Complete= /
1 Extra support to providers and families in trailing phases of pandemic	X
2 Continue the Incident Command System calls	X
3 Complete the distribution of CARES, CRRSA	X
4 Initiate the ARPA funding	X
5 Continue in person and business virtual customer service	X
6 Continue CLASS monitoring	X
7 Develop interim Customer satisfaction tools - target >70% satisfaction	X
8 Complete operational, funding and provider communication tasks through pandemic	X
9 Complete the facilities buildout	/
10 Increase IT systems and data security	X
11 Improve data analytics processes	X
Notes	
1 Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2 Been conducting calls at least once a week since the beginning of the pandemic.	
3 Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4 Deploying 3/11/2022.	
6 158 programs and 344 classrooms observed YTD.	
7 DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9 Finalizing lease negotiation.	
10 Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11 Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☒ No ☐

Achievements:

Strategic Objective	Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.	Partially Complete= /
1 SR and VPK Funding	X
2 SR and VPK Compliance	X
3 Minimize SR Waitlist to <1200 second half 21/22	X
4 Utilize SR funding within \$2M	/
5 Utilize \$3.1 M Match Funding	X
6 Utilize remaining \$204k Professional Development Grant Funding	X
Notes	
1 Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2 Messaging importance of parent sign-in sign-out sheets to providers and families.	
3 Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4 On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

Strategic Objective	Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.	Partially Complete= /
1 Hillsborough Infant Toddler Initiative (HITI)	X
2 INCENTIVE\$/TEACH- Increase incentives	X
3 CLASS >4 from 62% to >80% of programs	X
4 Begin to implement new VPK Accountability	X
5 Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
Notes	
1 59 classrooms enhanced and 30 classrooms created since program inception.	
2 Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3 33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4 Hired new Manager and in the process of hiring added CLASS observers.	
5 Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

Strategic Objective	Complete= X
	Partially Complete= /
Educational Outcomes – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.	
1 Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2 3T's	X
3 Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	
4 3-5 Initiative:	X
4a. Kindergarten awareness	X
4b. Kindergarten transition	X
4c. Social emotional learning (SEL)	X
4d. iSpy Tampa Bay	/
5 Raise \$200,000 in cash in excepting Preschool Development Grant	X
6 Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	
Notes	
2 Integral part of CCR&R.	
3 Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5 Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6 Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.
- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
 - Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

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Complete= X
Complete= /

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
Internal:		
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
External:		
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
Notes		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

As of the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met

All

Number of Objectives Not Met

0

Comments

Board Member Printed Name: Amanda Jae

Board Member Signature: 

Date: 3-31-2022



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

Chief Executive Officer
Performance Appraisal Form
for Board Members

Today's Date:

April 18, 2022

Performance Review Period:

3.12.2021 – 3.12.2022

Chief Executive Officer's
Name:

Gordon L. Gillette

ELCHC Board Member
Conducting the Appraisal:

Dr. Daphne Fudge

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3 Exceeds Expectations:** The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2 Meets Expectations:** The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1 Unsatisfactory:** The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O Not Observed:** This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation Increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

*** The applicable CEO salary cap for 2022 is \$203,700 ***

PERFORMANCE DIMENSION #1

LEADERSHIP:

The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives.

Behaviors may include the extent to which the individual: creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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☐

Narrative Comments:

PERFORMANCE DIMENSION #2

STRATEGIC MANAGEMENT AND ADMINISTRATION:

The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision.

Behaviors may include the extent to which the individual: demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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☐
☐

Narrative Comments:

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

☐ 1 = Unsatisfactory

2 - Meets Expectations

<input type="checkbox"/>	3 = Exceeds Expectations
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☐ N/O = Not Observed

			
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Narrative Comments:

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than on emotion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

☐ 3 = Exceeds Expectations

☐ N/O = Not Observed

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

☐ 1 = Unsatisfactory

☒ 2=Meets Expectations

	3 = Exceeds Expectations
1. The company's financial performance is excellent.	
2. The company's financial performance is good.	
3. The company's financial performance is fair.	
4. The company's financial performance is poor.	
5. The company's financial performance is very poor.	

☐ N/O = Not Observed

PERFORMANCE DIMENSION #6

RESPONSIVENESS:

The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner.

Behaviors may include the extent to which the individual: provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.

The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner.

Behaviors may include the extent to which the individual: provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

Strategic Objective	Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.	Partially Complete= /
1 Extra support to providers and families in trailing phases of pandemic	X
2 Continue the Incident Command System calls	X
3 Complete the distribution of CARES, CRRSA	X
4 Initiate the ARPA funding	X
5 Continue in person and business virtual customer service	X
6 Continue CLASS monitoring	X
7 Develop interim Customer satisfaction tools - target >70% satisfaction	X
8 Complete operational, funding and provider communication tasks through pandemic	X
9 Complete the facilities buildout	/
10 Increase IT systems and data security	X
11 Improve data analytics processes	X
Notes	
1 Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2 Been conducting calls at least once a week since the beginning of the pandemic.	
3 Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4 Deploying 3/11/2022.	
6 158 programs and 344 classrooms observed YTD.	
7 DEL Survey (Providers) - 91% favorable, ELC Internal Survey - 84% (Families), 97% (Providers) favorable.	
9 Finalizing lease negotiation.	
10 Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11 Data analytic leads in each operating area.	

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

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Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVES/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVES/TEACH- Increase Incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
Notes		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
Internal:		
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
External:		
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
<u>Notes</u>		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and	
3	launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSPY. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Graft and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

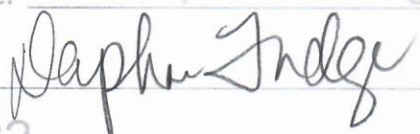
As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met _____

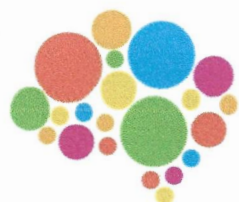
Number of Objectives Not Met _____

Comments

Board Member Printed Name: Dr. Daphne Fudge

Board Member Signature: 

Date: April 18, 2022



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

Chief Executive Officer
Performance Appraisal Form
for Board Members

Today's Date:	<u>March 21, 2022</u>
Performance Review Period:	<u>3.12.2021 - 3.12.2022</u>
Chief Executive Officer's Name:	<u>Gordon L. Gillette</u>
ELCHC Board Member Conducting the Appraisal:	<u>CARL HARNES</u>

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to:

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and kminney@elchc.org

Performance Dimensions Section

Rate the seven Performance Dimensions (pages 5-11) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Review the following Rating Scale Definitions for the Performance Dimensions. Use this rating scale to select a rating for each of the seven Performance Objectives listed on the following pages.

Include narrative comments to explain/support your ratings and any aspects of the CEO's performance you wish to further comment on. This will help to provide better understanding and feedback as it relates to your rating on each Performance Objective.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3 with 1 being low and 3 being high.

- 3** Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 2** Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.
- 1** Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.
- N/O** Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
- 4 Goals Met – Meets Expectations (denoting a rating of 2 for the Strategic Objectives section)
- 0-3 Goals Met – Unsatisfactory (denoting a rating of 1 for the Strategic Objectives section)

Overall Process

Board Member's responses for both the Performance Dimensions section and the Section Objectives section will be tallied and averaged across the Performance Dimensions and across the Strategic Objectives for the full Board. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will

necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown in Table 1.

Table 1

<u>Cumulative Score</u>	<u>Generalized Performance Feedback</u>	<u>Target Compensation increase</u>
2.7-3.0	Exceptional	3-5%
2.4-2.69	Commendable	2.5-3.5%
2.0-2.39	Meets Expectations	0-2.5%
1.0-1.99	Below Expectations	0% PIP*

*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

*** The applicable CEO salary cap for 2022 is \$203,700 ***

PERFORMANCE DIMENSION #1

LEADERSHIP:

The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives.

Behaviors may include the extent to which the individual: creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Mr. Gillette has continued to provide adequate leadership throughout the pandemic period. Efforts to improve staff/board communications and relationships have been previously discussed. Mr. Gillette always presents himself and represents the organization in a professional manner.

PERFORMANCE DIMENSION #2

STRATEGIC MANAGEMENT AND ADMINISTRATION:

The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision.

Behaviors may include the extent to which the individual: demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

MR. Gillette has done an excellent job leading the ELCHC through this critical period in time. The organization has maintained a strong presence within the community despite the challenges faced by all during the past two years

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

All of my interactions with Mr. Gillette have been professional and transparent. As stated earlier there have been previous conversations with the Board as a whole on methods to improve on organization communications with the Board and clients that they serve.

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:

When dealing with challenging situations Mr. Gillette has displayed quick and efficient decision-making qualities.

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

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<input type="checkbox"/>	1 = Unsatisfactory
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~~2~~ = Meets Expectations

<input type="checkbox"/>	3 = Exceeds Expectations
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	N/O = Not Observed
<input type="checkbox"/>	

☐ 1 = Unsatisfactory

	2=Meets Expectations
1. Project Management	
2. Business Development	
3. Marketing	
4. Finance	
5. Operations	
6. Human Resources	
7. Legal	
8. IT	
9. Customer Service	
10. Product Development	
11. Supply Chain	
12. Research & Development	
13. Quality Control	
14. Compliance	
15. Environmental	
16. Social Responsibility	
17. Public Relations	
18. Investor Relations	
19. Government Relations	
20. Industry Relations	
21. Academic Relations	
22. Media Relations	
23. Community Relations	
24. Non-Profit Relations	
25. Other	

☐ 3 = Exceeds Expectations

☐ N/O = Not Observed[illegible]

PERFORMANCE DIMENSION #6

RESPONSIVENESS:

The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner.

Behaviors may include the extent to which the individual: provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

As it relates to inquiries I have had or my need to reach out to the CEO, Mr. Gillette has been very responsive to my Requests. All responses have been handled in a professional manner.

COMMUNICATION:

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

Strategic Objective		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
Notes		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.		Partially Complete= /
1	SR and VPK Funding	X
2	SR and VPK Compliance	X
3	Minimize SR Waitlist to <1200 second half 21/22	X
4	Utilize SR funding within \$2M	/
5	Utilize \$3.1 M Match Funding	X
6	Utilize remaining \$204k Professional Development Grant Funding	X
<u>Notes</u>		
1	Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2	Messaging importance of parent sign-in sign-out sheets to providers and families.	
3	Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4	On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.		Partially Complete= /
1	Hillsborough Infant Toddler Initiative (HITI)	X
2	INCENTIVE\$/TEACH- Increase incentives	X
3	CLASS >4 from 62% to >80% of programs	X
4	Begin to implement new VPK Accountability	X
5	Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
<u>Notes</u>		
1	59 classrooms enhanced and 30 classrooms created since program inception.	
2	Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3	33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4	Hired new Manager and in the process of hiring added CLASS observers.	
5	Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Educational Outcomes – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
<u>Notes</u>		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- o Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
Internal:		
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
External:		
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
Notes		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

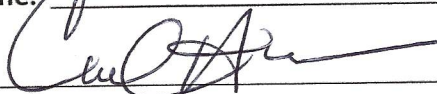
As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met 6

Number of Objectives Not Met

Comments

Board Member Printed Name: CARL HARNESS

Board Member Signature: 

Date: MARCH 21, 2022



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Early Learning Coalition of Hillsborough County (ELCHC)

**Chief Executive Officer
Performance Appraisal Form
for Board Members**

Today's Date: 04.11.2022

Performance Review Period: 3.12.2021 - 3.12.2022

Chief Executive Officer's
Name: Gordon L. Gillette

ELCHC Board Member
Conducting the Appraisal: Adam Giery

Please review, complete, and sign the Chief Executive Officer Performance Appraisal Form and return it to ELCHC by close of business on March 22, 2022. The form may be submitted via email to: Page 272 of 287

Helen Sovich, Manager, Human Resources
HSovich@elchc.org
Cc: Kiyana Scott and Kelley Minney
kscott@elchc.org and Kminney@elchc.org

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Strategic Objectives Section

Review the Strategic Objectives and the CEO's current status report on the Strategic Objectives. Designate each goal as having met or not met. Tally responses for each.

Rating Scale Definitions for Strategic Objectives:

- 5-6 Goals Met – Exceeds Expectations (denoting a rating of 3 for the Strategic Objectives section)
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Page 273 of 287

Overall Process

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*Performance Improvement Plan

The forms to be completed for the Performance Dimensions and Strategic Objectives appear on pages 4-10 and pages 11-15, respectively.

***** The applicable CEO salary cap for 2022 is \$203,700 *****

PERFORMANCE DIMENSION #1				
LEADERSHIP:				
<p>The ability to inspire and motivate individuals in a fair and effective manner to achieve peak performance and appropriately leverage authority to achieve business objectives.</p> <p><u>Behaviors may include the extent to which the individual:</u> creates vision and sets the ethical compass for the organization in support of the mission; focuses on effectiveness; takes calculated risks in an effort to improve results; identifies opportunities to improve business processes and expand the organization's services; selects, directs and develops others to succeed; holds self and others accountable; acts with character, professionalism, passion, and integrity.</p>				
	1 = Unsatisfactory	2 = Meets Expectations	3 = Exceeds Expectations	N/O = Not Observed
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Narrative Comments:
Overall operational direction and organizational trajectory over the evaluation period is greater than years prior.

PERFORMANCE DIMENSION #2

STRATEGIC MANAGEMENT AND ADMINISTRATION:

The ability to establish direction and develop effective action plans to accomplish fiscal year goals and carry out the ELCHC's long-range vision.

Behaviors may include the extent to which the individual: demonstrates a strategic focus and forward thinking and is proactive in anticipating the needs of the ELCHC's operations that support the goals and objectives of the ELCHC while ensuring the stability of the ELCHC's operations and services; applies complex strategic thinking skills to daily work activities; builds strong relationships with the funded agencies and with the community.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

The overall management of the ELC has clearly improved outcomes for children and families in the Hillsborough community. An area for growth is the continued fortification of relationships with funding agencies.

PERFORMANCE DIMENSION #3

ACCOUNTABILITY WITH BOARD, FUNDED AGENCIES, AND COMMUNITY:

The degree and willingness to accept responsibility for the day-to-day and long-term operations of the ELCHC.

Behaviors may include the extent to which the individual: accounts for all of the actions of the ELCHC's employees, both individually and collectively; accepts responsibility for those actions; establishes outcomes, benchmarks, and measurable goals for the organizations and funded agencies; discloses the results in a transparent manner to the Board and the community; is accountable for the actions and results of ELCHC employees and funded agencies as they relate to the mission.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

During the prior year, a number of situations arose in which Mr. Gillette owned the solution despite having not creating the problem. Mr. Gillette's communication to the board indicates a leader that does not shy away from leadership.

PERFORMANCE DIMENSION #4

JUDGMENT IN DECISION- MAKING:

The degree to which the Chief Executive Officer uses critical thinking skills to analyze available facts, business responsibilities, and probable outcomes and then pursues an appropriate course of action despite pressure or ambiguity.

Behaviors may include the extent to which the individual: bases decisions on fact, rather than one motion; handles sensitive and difficult issues in a professional manner; evaluates alternative options; eliminates personal bias in decision-making; uses logical and sound professional judgment to anticipate possible consequences.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

An area of strength for Mr. Gillette. During the prior year, the organization encountered a number of situations that could have illicit an emotional response. However, Mr. Gillette maintained a clear focus on outcomes rather than personal motives.

PERFORMANCE DIMENSION #5

FINANCIAL RESOURCE MANAGEMENT:

The degree to which the Chief Executive Officer plans, develops, organizes, and administers the adopted budget and utilizes efficiently the organization's resources to provide high-quality services to meet financial obligations and to ensure long-term financial sustainability.

Behaviors may include the extent to which the individual: controls costs by staying within established budget limits; displays a clear understanding of financial resources and priorities; makes informed and responsible recommendations and decisions regarding funded agencies and fiscal operations; provides information to assist the Board in making informed decisions regarding budget and management policies.

1 = Unsatisfactory

2=Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Based upon the financial reports provided to the board, the organization appears to be financially sound. An area for growth - consider a top sheet or cover letter to board members advising of key financial decisions requiring our vote/approval.

PERFORMANCE DIMENSION #6

RESPONSIVENESS:

The degree to which the Chief Executive Officer is receptive and able to effectively adjust his/her plans and behavior to respond to inquiries and apply appropriate actions and strategies in an appropriate, professional, and timely manner.

Behaviors may include the extent to which the individual: provides timely and accurate answers to questions and concerns; informs others if deadline will be missed and resets deadline; provides status updates; modifies actions based upon obtained information.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

During the evaluation period, Mr. Gillette swiftly responded to board, community, and staff requests.

PERFORMANCE DIMENSION #7

COMMUNICATION:

The degree to which the Chief Executive Officer communicates in an open, transparent, effective, and forthright manner to maintain the vision and achieve the goals of the ELCHC while operating under the Florida Sunshine law.

Behaviors may include the extent to which the individual: listens and understands; clearly articulates ideas and information verbally and/or through written means; uses appropriate media and methods to provide factual information; provides accurate feedback to others concerning issues; displays tact when providing information regarding ELCHC's business.

1 = Unsatisfactory

2 = Meets Expectations

3 = Exceeds Expectations

N/O = Not Observed

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Narrative Comments:

Gordon's measured and thorough board updates provided clarity for organizational direction. An area for consideration - utilizing lengthy written communication may inhibit the overall outcome of thwarting issues with adversarial parties. I respect the necessity for such tools to ensure uniform updates, however I believe the letter's should be used sparingly.

**Status of Strategic Objectives for the CEO of the ELCHC
Completion of Fiscal Year 2021.2022**

Instructions: Review CEO's summary of Strategic Objectives, attached, and rank each objective as:

Y = Met

N = Did Not Meet

Strategic Objectives for Fiscal 21-22

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

Yes ☒ No ☐

Achievements:

Strategic Objective		Complete= X
Lead the ELCHC in successful provision of services to providers and families through the current and trailing phases of the pandemic, providing extra support for providers and families and ensuring we follow appropriate practices to provide a low risk environment for our team and clients. Improve our IT and facilities infrastructure.		Partially Complete= /
1	Extra support to providers and families in trailing phases of pandemic	X
2	Continue the Incident Command System calls	X
3	Complete the distribution of CARES, CRRSA	X
4	Initiate the ARPA funding	X
5	Continue in person and business virtual customer service	X
6	Continue CLASS monitoring	X
7	Develop interim Customer satisfaction tools - target >70% satisfaction	X
8	Complete operational, funding and provider communication tasks through pandemic	X
9	Complete the facilities buildout	/
10	Increase IT systems and data security	X
11	Improve data analytics processes	X
Notes		
1	Enhanced the virtual service profile; video PD for providers, texts for families about SR/VPK services.	
2	Been conducting calls at least once a week since the beginning of the pandemic.	
3	Phases 1-6, First Responders/Healthcare Workers, Disaster Relief.	
4	Deploying 3/11/2022.	
6	158 programs and 344 classrooms observed YTD.	
7	DEL Survey (Providers)- 91% favorable, ELC Internal Survey -84% (Families), 97% (Providers) favorable.	
9	Finalizing lease negotiation.	
10	Barracuda system operational, Redundant Cloud Backup, One Drive operational.	
11	Data analytic leads in each operating area.	

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

- Access** - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs - School Readiness and VPK, including maximizing funding, compliance, and balancing priorities for the use of School Readiness and VPK funds (i.e. reduce and minimize the SR waitlist to <1200 for the second half of 21/22, rationalize SR payment rates (increase SR rates again, if warranted), utilize, within \$2 M, all SR funding utilize all \$ 3.1 M of planned SR local and match funding, and utilize all \$204 k of remaining Preschool Development Grant funding).

Yes ☒ No ☐

Achievements:

Strategic Objective	Complete= X
Access - Lead the ELCHC towards making substantive progress on managing all aspects of its core, Access related, state and federal programs.	Partially Complete= /
1 SR and VPK Funding	X
2 SR and VPK Compliance	X
3 Minimize SR Waitlist to <1200 second half 21/22	X
4 Utilize SR funding within \$2M	/
5 Utilize \$3.1 M Match Funding	X
6 Utilize remaining \$204k Professional Development Grant Funding	X
Notes	
1 Brought SR waitlist to zero, VPK enrollment returning to pre-pandemic levels.	
2 Messaging importance of parent sign-in sign-out sheets to providers and families.	
3 Waitlist taken to zero for the first time ever on 2/23/2022. Plan to sustain at zero.	
4 On track to use all SR base funding. We were given a very high level of Waitlist funding (\$14M) by DEL. We'll likely have to deobligate \$7M of the \$14M.	

3. **Quality** - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education (existing programs - Hillsborough Infant Toddler initiative, INCENTIVE\$/TEACH (increase minimum and maximum Incentive\$ from \$200 and \$3000 to \$450 and \$5000), CLASS (increase the % of SR programs with a CLASS Score of 4 or above from 62% to 80%) plus begin implementing the new VPK accountability (new child and program assessment regime) and coalition accountability measures embodied in HB 419 (customer satisfaction measurement and new DEL CEO review forms)

Yes ☒ No ☐

Achievements:

Strategic Objective	Complete= X
Quality - In coordination with the strategic plan, as articulated in its Community Impact Report and Branding work and the new HB 419 VPK/Coalition Accountability Legislation, lead the organization in its local efforts to enhance quality of early education.	Partially Complete= /
1 Hillsborough Infant Toddler Initiative (HITI)	X
2 INCENTIVE\$/TEACH- Increase incentives	X
3 CLASS >4 from 62% to >80% of programs	X
4 Begin to implement new VPK Accountability	X
5 Begin to implement new accountability measures (customer satisfaction and CEO review forms)	X
Notes	
1 59 classrooms enhanced and 30 classrooms created since program inception.	
2 Increased lowest level from \$200 to \$400 and highest from \$3000 to \$5000.	
3 33 of the 360 programs observed have a CLASS score <4.0, putting us at 91 % > 4.0.	
4 Hired new Manager and in the process of hiring added CLASS observers.	
5 Measuring Customer Satisfaction monthly and DEL preparing new CEO review form.	

4. **Educational Outcomes** – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities (existing programs – sign MOU for HELN, 3T's, CCR&R (increase quality interactions with families to 3400), plus the new 3-5 Initiative and Subprograms (Kindergarten Awareness, Kindergarten transition, Social Emotional Learning, and I Spy Tampa Bay – raise \$ 200k in cash and in-kind, excepting PDG) and support the HCPS in their work to do more in the area of early childhood education.

Yes ☒ No ☐

Achievements:

Strategic Objective		Complete= X
Educational Outcomes – Lead the execution of existing and new education related programs and explore new means of enhancing educational opportunities and support the HCPS in their work to do more in the area of early childhood education.		Partially Complete= /
1	Negotiate and sign new MOU for Hillsborough Early Learning Network (Lastinger/Vinik PD Initiative)	X
2	3T's	X
3	Increase CCR&R (Child Care Resource and Referral) quality interactions to >3400.	X
4	3-5 Initiative:	
	4a. Kindergarten awareness	X
	4b. Kindergarten transition	X
	4c. Social emotional learning (SEL)	X
	4d. iSpy Tampa Bay	X
5	Raise \$200,000 in cash in excepting Preschool Development Grant	/
6	Support HCPS in their work to do more in the area of Early Childhood Education (ECE)	X
Notes		
2	Integral part of CCR&R.	
3	Achieved 3000 YTD, putting us on track to exceed 3400 by year end.	
4a	VPK awareness outreach in full swing. Enrollment approaching pre-pandemic levels.	
4b	Successfully launched in 7-9/21. Delivered training and >900 backpacks.	
4c	ELC team did FSU Trauma Informed Care training. 231 providers SEL trained. 92 SEL kits distributed.	
4d	Program fully kicked off 11/21/2022. 22 participating programs, 44 classrooms (69 teachers) and 513 students participating.	
5	Raised >\$321k (\$50k cash, \$271k in-kind) for iSpy. Proposals submitted for \$154k cash for K-Transition.	
6	Meeting regularly with HCPS on task force to explore expansion of HCPS ECE offerings.	

5. Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.

- Internally - Continue development of the senior team and provide leadership training for managers, supervisors and emerging leaders. Make diversity, equity and inclusion a part of the Coalition's everyday culture.
- Externally - Collaborate with early learning community players and the Florida Legislature on the early childhood education arena in the county and state
 - Community - Increase awareness of the ELCHC's mission and collaborate to improve access to services for children and families. (This work will include community and fundraising events, development of and funding for new programs connected to the Coalition's core mission,

branding work, development of further Board, individual and corporate philanthropic giving, and maximization of local funding opportunities).

- Legislative/State Policy - Be a major player in legislative policy development and advocacy for early childhood education in the state (Participate as Legislative Chair and on the Executive Committee for the AELC, meet with local legislative delegation to discuss key policy initiatives. Be a big player in the development of state policy around the use of the ARPA funds (present at ALEC and to DEL). Play a role in the transition of the Office of Early Learning to becoming the Division of Early Learning within the state Department of Education).

Yes ☒ No ☐

Achievements:

<u>Strategic Objective</u>		Complete= X
Lead the organization in its efforts to make our values a priority and to communicate, collaborate and advocate internally and externally. Develop new programs, enhance community support, and develop new funding sources.		Partially Complete= /
Internal:		
1	Continue development of senior team	X
2	Leadership training for managers and supervisors	X
3	Make diversity equity and inclusion a part of the coalition's everyday culture	X
External:		
4	Community	
	4a. Increase awareness of ELC's mission	X
	4b. Fundraising Events	X
	4c. Develop new programs connected with core mission	X
	4d. Branding work	X
	4e. Develop Board, individual and corporate giving	/
	4f. Maximize local funding opportunities	X
5	Legislative	
	5a. Major player in legislative policy in state	X
	5b. Legislative chair and executive committee of AELC	X
	5c. Meet with local legislative delegation to discuss key policy initiatives	/
	5d. Big player in development of state policy for ARPA	X
	5e. Play role in transition of OEL to DEL with DOE	X
Notes		
1	In process of adding new Senior Leadership team member. Posting internally and identified a strong internal candidate.	
2	8-month training complete as of 3/10/2022.	
3	Completed Nonprofit Leadership Center Intercultural Development Inventory (IDI) Assessments and Focus Groups, Listening Tours, and launch of the Workforce Initiative. Diversifying Senior Leadership Team.	
4a	54% increase of social media followers. Direct mail to 15k. 160 radio ads, 200k audio messages on HART.	
4b	2nd Annual Family Holiday event complete. 2nd Annual A Day of Preschool event will take place in May 2022.	
4c	Launched 3-5 Initiative and iSpy. Launching Workforce, ARPA, Outreach and VPK Tech. initiatives.	
4e	2nd Annual A Day of Preschool event (Splash into A Day of Preschool) will be our next step.	
4f	Taking full advantage of SR150+ and VPK transition and iSPY opportunities.	
5a	Hillsborough is recognized as a leader- legislative and programmatic.	
5b	Serving in the roles.	
5c	Omicron limited face to face. Key meetings with Rep. Grall and Alupis.	
5d	Working on ARPA discretionary task force. Key communicator with Chancellor on legislation.	

6. Lead the organization to operational success as measured by its Balanced Scorecard in the areas of Compliance, Employees, Customer Service (Providers and Families), Finance, Management Information Systems, Development, and State and Community Relations.

Yes ☒ No ☐

Achievements:

As of the end the end of the third quarter of the year, we are well in on our way to meeting all of the target and most of the stretch goals on our ELCHC Balanced Scorecard. A copy of the Scorecard with YTD performance is attached.

Number of Objectives Met 6

Number of Objectives Not Met 0

Comments

The operations of the ELC resemble that of a highly effective Fortune 1000 organization. In my review, Mr. Gillette's style of owning the outcome has advanced the abilities of the organization to serve children in our community.

Board Member Printed Name: Adam Giery

Board Member Signature: Adam Giery

Date: 04.11.2022