



Board of Directors Special Meeting

Tuesday, September 6, 2022 at 3:00 pm

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

Hybrid Meeting

<https://us06web.zoom.us/j/85977675195?pwd=UUtnZ3lVVIRmVy9YK1JsTHZqVUlvdz09>

Meeting ID: 859 7767 5195

Passcode: 937688



ELCHC Board of Directors Special Meeting Agenda

September 6, 2022

I. CALL TO ORDER

A. Patel

A. Roll call/Quorum Verification

B. Pledge of Allegiance

II. CHAIRMAN'S REPORT

A. Patel

III. 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. Statements or remarks must be related only to the business of the Board. Statements or remarks are to be directed towards the Board and not to either a member of the staff or member of the public. Persons addressing the Board shall refrain from statements, remarks, or conduct that is uncivil, vulgar, profane or otherwise disruptive to the conducting of the Board's business.

IV. ACTION ITEMS

A. Reappointment of Board Member - 4

D. Fudge

B. Approval of Executive Search Firm for Chief Executive Officer - 9

S. Holmquist
Johnson

C. Approval of Allocation of Funds to Hire Consultant for Organizational Assessment in the Areas of Culture and Intercultural Relationships - 37

G. Meyer/A.
Fraga

D. Execute School Readiness Funding Match Contract with Children's Board of Hillsborough County (CBHC) - 78

G. Meyer

E. Execute Community Development Block Grant (CDBG) contract with City of Tampa - 79

G. Meyer

F. Execute contract with Hillsborough County Board of County Commissioners (BOCC) - 80

G. Meyer

G. Approval of Allocation of Funds to CDS Furniture - 81

G. Meyer/R.
Rampersad

H. Approval of Fee Waiver for Foster Parents with Children in the School Readiness Program - 82

G. Meyer/H.
Goble

I. Approval of Allocation of funds to Lakeshore Learning Materials, LLC. - 85

G. Meyer/S.
Francois

J. Approval of Allocation of funds to Early Childhood
LLC d/b/a Discount School Supply - 86

G. Meyer/S.
Francois

K. Approval of Allocation of Funds to Children's
Forum - 87

G. Meyer/S.
Francois

L. Approval of Allocation of Funds to Teachstone - 88

G. Meyer/S.
Francois

M. Approve Modification of Wells Fargo Bank Account
Check Signers - 89

G. Meyer

V. INTERIM CEO REPORT

A. School Readiness Update

G. Meyer

B. Inclusion Classrooms

H. Goble

C. Core Values Initiatives & Workforce Updates

S. Francois

VI. DISCUSSION ITEMS

VII. PUBLIC COMMENT II

VIII. ADJOURNMENT

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.A.

ISSUE: **Reappointment of Board Member**

RECOMMENDED ACTION: Approve the reappointment of Board member, Dr. Stephie Holmquist Johnson to serve a second 4-year term, beginning September 17, 2022, and ending September 17, 2026.

Narrative:

ELCHC Bylaws Article II, Section 2 (b) Elected Directors shall serve four (4) year terms. Elected Directors are eligible for re-election. However, no elected Director may serve more than two consecutive four-year terms. The following Board member's first term expires September 17, 2022.

- Dr. Stephie Holmquist Johnson

Dr. Holmquist Johnson has expressed an interest in serving a second term. Dr. Holmquist Johnson's application is attached.

(1 attachment)



Please type or print clearly

PERSONAL INFORMATION

Holmquist Johnson

Last Name

Stephanie

First Name

Kaye

Middle

DOB: mm/dd/yyyy

Employer/Affiliation Holmquist Educational Consultants, Inc.

Title President/CEO

PO Box 3564

Street Address

Plant City, Florida 33563-0010

City/State/Zip Code

Phone

Mobile

Fax

Email Address: Stephe@hecedu.com

Are you a parent?

☐ Y

☒ N

If yes, ages of Children

Is your employer

☒

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

☐

Other (please specify):

COMMUNITY/CIVIC INVOLVEMENT

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

Organization Name	Dates of Membership	Position(s) Held
Junior Achievement Board	2014-Present	Board Member
USF Foundation Board	2010-2019	Board Member
State of Florida Technology Student Association	1996-2000	Board Member
Skills USA National Technical Committee	1997-2001	Board Member

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

What is your educational background?

I hold a Masters and Ph.D degree in education. Education with a focus on Early Childhood education is my passion. My entire professional career has been dedicated to the education of our youth. I truly believe that we need to prepare our students beginning at the early childhood level to be lifelong learners who lead productive and fulfilling lives.

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

I went into business for myself almost 25 years ago. My focus was on promoting career and technical education for students of all ages (what we then referred to as vocational education). As a female owned business in what was and still is largely a male dominated field, I am proud to say I have built a very successful company with an international reputation of building high quality programs.

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

I consider it an honor to serve as a board member of the Early Learning Coalition of Hillsborough County. Over the years, I have progressed through various ELCHC board committees to currently serving as secretary on the executive committee. Through this involvement, I feel I have a very good handle on the operations and inner workings of the organization. I am well-versed in all aspects of the organization. Over the years, I have met with providers as well as with other organizations who are ELCHC stakeholders.

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

☒ No ☐ Yes If yes, please explain:

On which committees would you be interested in serving?

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

Please list three (3) references:

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

Gender Identity: ☐ Male Race/Ethnicity: ☐ Native American, American Indian, or Alaska Native

☒ Female

☐ Asian or Asian American

☐

☐ Black or African American

Transgender

☐ Non- binary

☐ Native Hawaiian or Other Pacific Islander

☐ Does not disclose

☒ White or Caucasian

☐ Hispanic, Latino or Spanish

☐ Other

☐ Unknown

Age Range: ☐ 18-24

☐ 25-35

☐ 35-44

☐ 45-54

☒ 55-64

☐ 65 or Above

☐ Does not disclose

Are you a person living with a disability?

☐ Yes

☐ Does not disclose

☒ No

Have you ever served or now serve in active duty in any of the U.S. Armed Forces?

☐ Yes

☐ Does not disclose

☒ No

COMMITMENT AND OPERATIONAL STATEMENTS

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

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

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

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

My signature below confirms my understanding of these requirements and my agreement for application for membership to the Early Learning Coalition of Hillsborough County.

07/27/2022

Applicant Signature

Date

Application forms may be completed in full and submitted to:

Kelley Minney, Manager, Donor Relations
Early Learning Coalition of Hillsborough County
6302 E. Dr. Martin Luther King Jr. Blvd., Ste 100
Tampa, FL 33619
Email: kminney@elchc.org
Website: www.elchc.org
Telephone: (813) 867-0753
Fax: (813) 435-2299

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.B.

ISSUE:	Approval of Executive Search Firm for Chief Executive Officer
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning, School Readiness
RECOMMENDED ACTION:	Approve the recommendation from the Governance Committee on an Executive Search Firm for Chief Executive Officer.

NARRATIVE:

The Request for Proposal (RFP) for an Executive Search Firm was initially released on August 5, 2022. The Coalition received five (5) proposals:

1. Ford Web Associates
2. Catalyst Consulting Services
3. FSP Leaders
4. JG Consulting
5. Spirit Consulting

On August 25, 2022, the Governance Committee approved the recommendation of Spirit Consulting. Spirit Consulting had the highest score of 17.8 out of 25.

The RFP total scores spreadsheet for an Executive Search Firm and the proposal submitted by Spirit Consulting is attached.

(2 attachments)

Ford Web Associates	
Rater 1	2.4
Rater 2	3.0
Rater 3	3.2
Rater 4	3.8
Rater 5	3.5
Total	15.9

Catalyst Consulting Services	
Rater 1	4.0
Rater 2	3.2
Rater 3	3.3
Rater 4	3.1
Rater 5	2.7
Total	16.3

FSP Leaders	
Rater 1	4.0
Rater 2	2.9
Rater 3	2.6
Rater 4	3.6
Rater 5	3.1
Total	16.2

JG Consulting	
Rater 1	1.6
Rater 2	2.8
Rater 3	2.2
Rater 4	4.1
Rater 5	1.9
Total	12.6

Spirit Consulting	
Rater 1	2.4
Rater 2	3.7
Rater 3	3.0
Rater 4	4.7
Rater 5	4.0
Total	17.8



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Response to Request for Proposal
Executive Search Firm for Chief Executive Officer



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Organizational Information

- A. **Bidder Name:** Spirit Consulting
- B. **Address:** 1068 S. Lewis Avenue, Lombard, IL 60148
- C. **Email:** cgomez@spiritmco.com
- D. **Phone & Preferred Method of Contact:** (630) 686-1414 – Email
- E. **Certification:** Minority (Latino) Business Enterprise certified through the National Minority Supplier Development Council and the Illinois Business Enterprise Program. Certifications supplied in section entitled, “Additional Information.”
- F. **Price:** \$49,500.00 flat fee. This is a **23% discount** from Spirit Consulting’s standard pricing terms.



Methodology and Approach Narrative

A. Introduction & Summary of the History of the Firm

Dear ELCHC Search Committee,

We understand how difficult finding your next executive can be. When your company is searching for its next leader, it's natural to feel frustrated with a lack of potential candidates or overwhelmed by the threat of hiring the wrong person. You should be able to rid this concern from your mind so you can focus your time and energy on *providing children, birth to 5 years, high quality, equitable and inclusive early learning experiences preparing them for success in school and life through the collaboration of families, educators and the community.*

Finding the right fit to lead your organization is a serious task that can impact all aspects of your business. That's why our team is dedicated to hiring the perfect fit. We will find, hire, and onboard your next executive so that you will no longer have to waste hours stressing over this vacancy in your organization. We will help you with every necessary step of hiring your *all-star* executive and ensure they are the right person for the job through work psychology fit assessments and executive coaching. Let's look in more detail about what we can do for you:

1. **Finding The Perfect Fit:** After meeting with you and understanding your expectations, values, and objectives, we will craft our strategy and begin our search. We utilize an aggressive, active recruiting approach—rather than “posting and praying” on job boards, we take the information gathered to formulate specific searches that allow us to acquire high-performing talent.
2. **Hiring the Right Person:** Before a candidate's resume reaches your desk, they would have already been screened by our team of executive search professionals. This way, you are not wasting time with unqualified candidates! Upon your conduction of internal interviews and designation of finalists, we will conduct Hogan Assessments to provide you with additional insight to ensure you hire the right candidate. At your request, we will also assist with all final interviews, salary negotiations, and contractual agreements so that you know you have someone to assist you in every step of the process.
3. **Seamless Onboarding:** Our service does not stop once your executive is hired! We are so confident in our process that we offer a 24 month guarantee—if you terminate the hired candidate within 24 months for under performance, we will find their replacement at no-cost. This, coupled with four executive coaching sessions during the hire's first six months of placement, ensures that your hire on-boards seamlessly into the organization and gives you peace of mind that you will not be in this position again in the near future.

As the lead of our prospective engagement, I possess over seventeen years of executive search experience across industries, including extensive success in the nonprofit industry. This includes filling multiple Executive Director searches for Ronald McDonald House Charities as well as other executive searches for NPOs like Muscular Dystrophy Association, One Hope United, Ada S. McKinley, and Duke Health, just to name a few. We stand ready to demonstrate the value we bring to your business. Thank you for your consideration – we hope to serve as your executive search partner!

Sincerely,

Christopher Gomez
Chief Executive Officer



B. List of Key Personnel

Christopher Gomez, MBA - Chief Executive Officer & Executive Search Practice Lead:

Christopher Gomez is a consulting professional with over seventeen years of executive search experience supporting nonprofit organizations in executive search. After spending 12 years working for another executive search firm establishing strategic relationships with the nation's premier organizations, Christopher felt called to establish Spirit Consulting, a management consulting company whose executive team is composed of accomplished business leaders tied together by their zeal to carry out the mission of *inspiring virtuous leadership by hiring all-star executives*. Spirit Consulting offers services in Executive Search, Work Psychology, and Executive Coaching. Today, Christopher serves as the leader of the Executive Search service line and leads the firm's operations as Chief Executive Officer.

In recognition of his accomplishments as the CEO of a Minority Business Enterprise (MBE), he was honored in 2020 as CEO of the Year by CEO Monthly and a Top 40 under 40 by *Negocios Now*. As a public speaker and podcaster, Christopher has made several appearances on NBC, CBS, WGN, Shalom Media, and is a regular contributor on Relevant Radio and the Chicago Tribune.

In summary, Christopher brings over 17 years of executive search experience to the table as Spirit's Executive Search Lead and would oversee any engagement with the Early Learning Coalition of Hillsborough County. Christopher would anticipate spending up to 40% of his time on this search, with particular time invested in stakeholder analysis, recruiting strategy, candidate selection, and client management.



CHRISTOPHER GOMEZ

(630) 686-1414

cgomez@spiritmco.com

WORK EXPERIENCE

Spirit Consulting – Oak Brook, Ill.

January 2019 – Present

Chief Executive Officer

Spirit Consulting was founded by Christopher Gomez, host of the Virtuous Heroes Podcast. Chris has over 15 years of experience *helping organizations hire all-star executives* and is a sought after speaker. He is a regular contributor on Relevant Radio and the Chicago Tribune. In recognition of his accomplishments as the CEO of a leading Minority Business Enterprise, he was honored in 2020 as “CEO of the Year” by CEO Monthly and a “Top 40 under 40” by Negocios Now.

Catholic Sports Camps – Oak Brook, Ill.

January 2019 – March 2021

Founder & Board Member

Catholic Sports Camps (CSC) inspire a more active and life-long relationship with Christ through sports excellence, friendship and Catholic faith-building activities for children and their families. As a nonprofit organization, our mission is to impact our Catholic faith by changing the future of one sports camper at a time. In 2018, Catholic Sports Camps gave away over \$25,000 in scholarships to more than 400 campers.

River of Light – Chicago, Ill.

August 2017 – Present

Board Member

River of Light LTD is a non-profit organization dedicated to picking up and delivering donated items to needy individuals and various organizations. The majority of these items consist of various breads and pastry products, together with clothing and household items. Each day, volunteers deliver bread and pastry products — as well as coats, hats, gloves and blankets in the colder weather — to approximately 22 stops around Chicago.

David Gomez & Associates – Chicago, Ill.

Partner

September 2014 – December 2018

Vice President, Talent Acquisition

March 2013 – September 2014

Director of Recruiting – Client Manager

December 2008 – March 2013

Researcher/Recruiter

August 2002 – December 2008

Headquartered in Illinois since 1978, David Gomez & Associates, Inc. (DG&A) is a retained executive search and management consulting firm with clients spanning multiple industries across the United States. DG&A offers expert executive search services and human capital consulting (including diversity expertise and succession planning). Through our unique, proprietary search process, we deliver only the most exceptional executive and managerial candidates: business leaders adept at navigating the complexities inherent to the global economy.

EDUCATION

DePaul University – Chicago, Ill.

Master of Business Administration – Sales Leadership & Entrepreneurship, *cum laude*

2013

Honors: Cum Laude (GPA: 3.7/4.0)

University of Illinois – Urbana-Champaign, Ill.

Bachelor of Science – Business Administration and Marketing

2006

Activity: Illini Hockey

PROFESSIONAL ORGANIZATION

Society of Talent Acquisition and Recruitment

2015-Present | Mentoring Program 2016



Jaden Smith – Director of Business Operations:

Jaden Smith is Spirit Consulting's Director of Business Operations and would serve as the client manager and recruiting lead in a Chief Executive Officer search for ELCHC. Jaden possesses over eight years of management experience. After joining Spirit Consulting two years ago, Jaden quickly ascended from an Associate Consultant to his current position, in which he is responsible for managing the day-to-day activities of the organization as well as providing superior recruiting and client management services within Spirit Consulting's Executive Search service line.

Since joining Spirit Consulting, Jaden has recruited on and provided client management services for several executive level positions, including a Chief Human Resources Officer for Duke University Health Systems' Durham-Raleigh Hospital, three VP of Operations roles for Great Expressions Dental Centers (GEDC), two Executive Director roles for Ronald McDonald House Charities, and a Director of Staff & Labor Relations for Duke University.

In a prospective search for a Chief Executive Officer, Jaden would lead on-the-ground recruiting efforts while also managing communications with the ELCHC. Jaden would serve as a primary point of contact for all updates, questions, and ad-hoc communication while ensuring regular meetings are scheduled, the candidate pipeline remains strong, and the college hiring team is well-informed throughout. While managing his other duties as DBO, Jaden would be spending up to 50% of his time on the search.



Jaden Smith

Work Experience

SPIRIT CONSULTING | LOMBARD, IL (REMOTE)

12/2020 – PRESENT

A boutique management consulting firm focused on retained executive search supporting clients in healthcare, non-profit, and higher education

Director of Business Operations (07/2021 – Present)

Responsibilities:

In this role, I serve as the de-facto Chief Operating Officer, responsible for the day-to day management of the organization. Enterprise-level responsibilities include but are not limited to strategic planning and vision-casting, ensuring client satisfaction, managing human resource functions, ensuring legal compliance, day-to-day accounting and reconciliation, creating and analyzing financial statements, managing and executing retained executive search projects from start-to-finish, and training and leading a team of consultants who manage their own projects. In this role, I have direct or indirect management responsibility for every member of the organization including independent contractors and interns.

Achievements:

- Led the recruitment and client management efforts for multiple C-Suite, Vice President, and Director-level search engagements within the healthcare, higher education, and non-profit industries.
- Increased 2021 revenues by 102.83% and net operating income by 291.91% versus 2020, allowing the organization to invest in adding additional FTEs
- Redesigned the HR structure of the organization to include restructuring the compensation model, designing and implementing a bi-annual performance appraisal process, creating and putting into practice a regular "stay interview" cadence, and researching and administering a 401(k) plan
- Ideated and operationalized engagement projects in a remote environment including weekly departmental meetings, monthly company "team-building" activities, and the rollout of an annual company retreat

Associate Consultant (12/2020 – 07/2021)

CREW CARWASH | INDIANAPOLIS, IN

12/2018 – 12/2020

A regional carwash company, consistently ranked by Glassdoor as a Best Place to Work, with over 40 locations in Indiana and Minnesota

Operations Manager (09/2020 – 12/2020)

Assistant Manager (08/2019 – 09/2020),

Shift Manager (05/2019 – 08/2019)

Manager-in-Training (12/2018 – 05/2019)

CAPTAIN D'S SEAFOOD KITCHEN | GREENWOOD, IN

01/2014 – 12/2018

A fast-casual seafood restaurant chain with over 500 locations nationwide

General Manager (02/2018 – 12/2018)

Assistant General Manager (11/2015 – 12/2018)

Shift Manager (08/2014 – 11/2015)

Crew Member (01/2014 – 08/2014)

Education

INDIANA UNIVERSITY, KELLEY SCHOOL OF BUSINESS

Graduated: May 2020

Bachelor of Science, Business (Honors)

Cumulative GPA: 3.959/4.0

Major: Management

Minors: Economics, Psychology, Criminal Justice



JILL GEEHR, PHD., I/O PSYCHOLOGIST & EXECUTIVE COACH:

Jill Geehr, PhD., is a results-oriented professional who has served organizations and individuals in a wide variety of human resource services including valid selection techniques, performance management, and executive coaching and development. She has over 20 years of experience working in a wide variety of public and private organizations.

As a consultant to both organizations and individuals, Jill has provided a wide variety of human resources services to a range of industries. She has been a human resources executive with a fortune 500 company, an assessment and career consultation firm, and has been the President of her own HR consulting firm. Additionally, she has served as an adjunct professor at Tulane University, University of North Florida, and Flagler College. Her knowledge of human resource best practices is sought for group meetings as well as organizational planning retreats.

With Spirit Consulting, Dr. Geehr has helped fill and onboard numerous executive level and clinical leadership positions alike. Her services include administering leadership profiles and Hogan Assessments during the interview process, reporting findings to the hiring team, helping draft final-round questions to further probe on possible areas of concern, and providing executive coaching throughout a new hire's onboarding to ensure quick success and a smooth transition. Jill has executed assessment, coaching, and onboarding for various leaders in the nonprofit industry.



Jill Geehr, Ph.D.

(904) 334-4065

jgeeher@spiritmco.com

WORK EXPERIENCE

Spirit Consulting – Ponte Vedra Beach, FL

December 2020 – Present

I/O Psychologist

Supporting client's work psychology needs which includes Culture Assessments and Change Management, Conflict Resolution, Talent Assessment, Selection, and Management, Executive, Leadership, Management, and Staff Coaching, Organizational Development, Onboarding & Integration, 360 Feedback Survey, Workplace Engagement, and Career & Transition Coaching.

Spirit Consulting is a boutique management consulting firm with clients across multiple industries and regions of the United States. Spirit Consulting offers expert consulting in Executive Search, Executive Coaching, and Industrial-Organizational Psychology. Rooted in a relational, client-tailored approach, these service lines work synergistically to maximize organizations' potential.

Insights2Talent – Ponte Vedra Beach, FL

July 2003 – Present

Owner

Insights2Talent, LLC (formerly sole owner of Corporate Connections) is a human resources consulting firm, specializing in talent management with a focus on: Executive Development Programs, Executive Coaching, Succession Management, and HR Systems Development.

CSX Transportation – Jacksonville, FL

July 1995 – July 2003

AVP HR

Responsible for leading human resources team to ensure objectives for CSX Technology, CSX Intermodal and CSX Corporate were met. Team included: HR Generalists, Staffing Specialists, Training Specialists, and Labor Relations Specialists. Worked closely with company presidents and HR team to design processes to ensure business objectives were met in a manner consistent with legal standards. Focused on development of all team members and involved in projects consistent with development plans.

(2002-2003 = AVP Human Resources)

(2001-2002 = Director Organizational Development)

(1996-1999 = Manager/Consultant Organizational Development) - Organizational Development Consultant supporting a variety of Selection, Onboarding, Organizational Improvement, Succession Planning, and Performance Improvement projects.

EDUCATION

Tulane University – New Orleans, LA

Doctorate of Philosophy – Industrial & Organizational Psychology

1993

Activities and societies:

VP Drake Beam Morin 1992-1995

Human Resources Consultant GTE 1991

US Army Corp of Engineers 1990-1991

Duke University – Durham, NC

Bachelor of Science – Psychology

1988

PROFESSIONAL ORGANIZATION

Society of Industrial & Organizational Psychology

1993-Present

**Parker Sanders, Associate Consultant:**

Parker Sanders is an Associate Consultant with Spirit Consulting and would provide sourcing and recruiting in a Chief Executive Officer search. As such, he would anticipate spending up to 75% of his time on the search.

After graduating from Bucknell University Summa Cum Laude in the spring of 2021, Parker joined Spirit Consulting as a Junior Consultant and was promoted to Associate within six months. Parker has found quick success in the executive search industry, having supported HR Director, Executive Director, Regional Operations Leader, and Clinical Partner searches.



Parker Sanders

49 Clarendon Place
Buffalo, NY 14209

ps045@bucknell.edu
(716) 512-4520

Education:

Bucknell University, College of Arts and Sciences

Lewisburg, PA

Bachelor of Arts, Double Major: Economics & Political Science; Minor: English

May 2021

- Graduated Summa Cum Laude (GPA: 3.90/4)

Achievements:

- *President's Award for Academic Excellence* (4.0 GPA over full academic year), *Order of Omega* (Greek Leadership Honor Society), *Pi Sigma Alpha* (Political Science Honor Society), *Alpha Lambda Delta* (First Year Honor Society)

Work Experience:

Spirit Consulting

Chicago, IL (Remote)

Associate Consultant

November 2021 - Present

- Provided full lifecycle recruitment and client management services
- Led client communication & coordination through all phases of search assignment, including intake and strategizing, presenting candidates, stewarding client interview processes, candidate selection, and offer negotiation
- Led candidate side operations, including sourcing, interviewing, selection, schedule coordination, providing feedback & updates, and offer negotiation
- Built and leveraged candidate & client relationships to grow business development network & sell services
- Developed & implemented a revamped onboarding program to ensure internal hire success
- Contributed to creation of marketing materials through collaborative and drafting processes
- Developed programs toward organizational success such as the creation of a client referral program to boost business development opportunities
- Contributed to thought leadership & decision making for the organization

Junior Consultant

June - November 2021

- Sourced, recruited, and interviewed qualified candidates; determined which to present to clients for consideration
- Created and delivered candidate presentations to clients
- Coordinated with candidates throughout search engagement to ensure positive experience
- Learned basics of sales & marketing to begin building business development network

Jensen, Marks, Langer & Vance LLC

Buffalo, NY

Wealth Management Intern

Summer 2019

Elmwood Village Association

Buffalo, NY

Community Engagement Coordinator

June - August 2018

- Hired midway through the summer from internship role to full-time position

Planning and Policy Intern

May & June 2018

Buffalo Common Council Internship

Buffalo, NY

Aide to Common Council Member Joel Feroletto

Summer 2017

Leadership and Community Involvement:

Delta Upsilon Fraternity

Lewisburg, PA

Founding President

September 2018 - December 2019

Skills and Interests:

- Relationship Building | Problem Solving | Writing | Research | Communication & Coordination
- J-24 Racing | Music & Film | Political History | Mental Health | Hiking | Football & Hockey



C. Search Methodology

The Spirit Consulting Way: Tailored Project Management

The *Spirit Consulting Way* is a tailored project management approach that allows us to follow a proven process, resulting in incredible success for you and your organization's next hire. By structuring our projects this way, you are given the freedom to pay for results as opposed to time.

Your investment is broken down into three payments, aligned with our three stages, and each predicated upon a successful deliverable:

- **Strategy** – Agreed upon statement of work
- **Execution** – After you interview two or more candidates
- **Close** – Signed offer letter and confirmed start date.

You are going to love the success of the new executive that we hire for you, and you will rest easy with a guarantee that is twice as long as the industry standard.





Phase I: Strategy

INITIAL CONSULTATION

Each project begins with an intake meeting that includes the Board/Search Committee, SC Executive Team Member, and SC Project Lead. For this prospective engagement, we would hold this meeting within 7 days of the Go-Live date of any resulting contract. This step in the process consists of spending time onsite with our clients to build the framework for a successful search by conducting a thorough needs analysis. Our meeting focus is on understanding our client's operations and objectives, culture, and the technical requirements of the role. We also want to define the dimensions for job success, specific experiences, competencies, knowledge, and personal characteristics required to build a thorough candidate pipeline.

STATEMENT OF WORK

At the beginning of each search, we take the information gathered from the intake meeting and create a customized Statement of Work, which includes our service level agreement, competitor and target research, a sample candidate matrix, and drafts of the search overview and timeline, role description, and interview questionnaire. A sample statement of work can be seen [here](#).

The Statement of Work includes a **service level agreement**, which aims to improve efficiency and service delivery in the executive search services provided by SC. This document outlines expectations from both the client organization and SC and increases communication throughout the process.

Within the Statement of Work, we provide **competitor and target research** – a sampling of the companies and organizations we might source candidates from for our client. SC will work with the client organization to identify a target market for pursuing candidates with the appropriate skill mix and educational background.

Prior to submitting a candidate presentation, we discuss qualifications and requirements of the role with our clients. We transpose this information into a **candidate matrix** – a table that allows our clients to see a side-by-side comparison of how each candidate compares to one another. These matrixes are an essential part of our submission of candidates for consideration and are accompanied by candidate talking points to provide a summary of candidates' backgrounds, experience, and notable qualifications as well as our recommendations.

The **search overview** is a document that is generated from our project management software. It is a detailed, step-by-step guide that leads a search committee through an executive search process. To successfully complete an engagement within the proposed timeline, one of the biggest challenges is keeping everyone aligned and held accountable. Our search overviews allow a hiring manager the ability to plan each step along the way.

Additionally, we help our clients by recreating their **role descriptions**. We typically find that the versions we receive from our clients do not possess the right information, or they provide too much of the wrong information. While drafting our role descriptions, we make sure that we detail the company, summarize the role, and concisely list requirements, responsibilities, goals, and key challenges of the position.

Once the role description has been developed, we will create an **interview questionnaire** that is comprised of traditional and behavioral-based questions. Our traditional questions are asked in all our engagements and have been perfected over many years of recruiting. The second portion of our interview guides consist of behavioral based interview questions. We feel the most accurate predictor of future performance is past performance, and we extract this information from candidates.



Phase II: Execution

CHANNELS OF SOURCING

Successful identification of exceptional talent requires active investigation and direct recruitment. Passive talent candidates are focused on driving results for their organizations, so to reach them, you have to cut through the chaos of daily procedures. We do so by leveraging association networking, the database we have built over the years, social media, and by heavily focusing on cold outreach via LinkedIn, email, and phone, as well as AI.

ENSURING A DIVERSE APPLICANT POOL

As a **Minority Business Enterprise**, Spirit Consulting uniquely values all that a multicultural workforce can offer. Therefore we draw on our vast resources to find the best and brightest candidates while recruiting for and supporting our clientele. In looking at our diversity statistics for the past two years (graphs below), you can see that we averaged **78.98% diversity** in candidates presented, and **89.26% diversity** in candidates hired.

2021			2022		
Demographics	Number Presented	% Presented Total	Demographics	Number Presented	% Presented Total
Men	110	42.80%	Men	57	49.57%
Women	147	57.20%	Women	58	50.43%
White	161	62.89%	White	63	60.00%
Non-White	95	37.11%	Non-White	42	40.00%
Veteran	19	7.39%	Veteran	4	3.48%
Overall Diversity	176	68.48%	Overall Diversity	88	76.52%
Undetermined	0	0.00%	Undetermined	1	0.87%
Hired Demographics	Number Hired	% Hired Total	Hired Demographics	Number Hired	% Hired Total
Men	11	57.89%	Men	2	25.00%
Women	8	42.11%	Women	6	75.00%
White	8	47.06%	White	4	50.00%
Non-White	9	52.94%	Non-White	4	50.00%
Veteran	4	21.05%	Veteran	1	12.50%
Overall Diversity	17	89.47%	Overall Diversity	8	100.00%
Undetermined	0	0.00%	Undetermined	0	0.00%

CANDIDATE SCREENING

We carefully screen and qualify all potential candidates to assess their qualifications, potential to perform within the new environment, and organizational compatibility. As potential candidates are identified, they are taken through an internal round of assessments prior to presentation. This initial pre-screen process allows us to pre-approve candidates and make stronger recommendations on which to consider. Additionally, we place heavy importance on discussing compensation in these early conversations to determine the candidate's willingness to accept an offer prior to submitting them for consideration. These screens include conducting reference,



education, criminal, financial, media and civil litigation checks to present candidates who are the most qualified and best suited for consideration by your search committee.

PRESENTING CANDIDATES

After screening candidates, we send a [candidate presentation](#), [interview notes](#), and resumes (hyperlinks provide samples for your review). The first slate of candidates is presented within 15 days of the search, and the second slate of candidates is presented within 30 days of the search. We then have a meeting with the client to discuss each recommended candidate's fit based on work experience, knowledge and skills, personal attributes, competencies, leadership abilities, and cultural fit. We also detail any concerns that we may have about a candidate so that we can consult you in narrowing in on the pool of applicants.

CANDIDATE PRESENTATION MATRIX

We then walk through each candidate that we are presenting in [matrix form](#), as discussed above. This allows our clients to see a side-by-side comparison of how each candidate compares to one another based on the agreed upon qualifications uncovered during the initial consultation. You can see a sample candidate matrix [here](#).

SEARCH COMMITTEE INTERVIEW ASSISTANCE

We serve as collaborative advisors to our clients. If requested, we assist our clients with all final interviews and assessments, interview questions and candidate evaluation forms, and consult clients in ranking the candidates interviewed. SC has extensive experience working with a variety of search committees. We understand that some searches require extensive community involvement, and our team can adapt to the needs of all stakeholders involved in a search.

Phase III: Close

EXTENDING OFFERS

We can assist our clients in offer negotiations. Our strong experience in this stage of the process allows us to negotiate all components of the offer effectively and quickly. We counsel both sides with the compensation package, contractual issues, and other specific details of employment, including relocation. Between our experience and emphasis on discussing these details with candidates throughout the process, we are in an ideal position to counsel both candidate and client regarding any counteroffer the candidate's current employer may extend.

CANDIDATE ONBOARDING ASSISTANCE

Our service extends well beyond the finalized offer. We stay in close contact with all parties during the transition period to address any potential difficulties that may arise as well as to ensure a smooth transition; this occurs with reports at 30, 60, 90, and 180 days after placement. Our onboarding process is conducted by Jill Geehr, Ph.D.



D. Work Plan to Accomplish Your 01/03/2023 Proposed Start Date

Date	Day of the Week	Deliverable
09/09/2022	Friday	Bid Awarded, Contract Confirmed
09/12 – 09/16	Monday – Friday	Search Committee Intake Meeting
09/16/2022	Friday	Statement of Work Delivered
09/20/2022	Tuesday	Statement of Work Signed – Recruitment Commences
10/04/2022	Tuesday	Email Candidate Presentation I
10/06/2022	Thursday	Search Committee Update Call #1 – Discuss Round I Candidates
10/06 – 10/20	Monday – Friday	Round I Interviews with Search Committee Commence
10/17/22	Monday	Board Meeting to Provide CEO Search Update
10/18/2022	Friday	Email Candidate Presentation II
10/20/2022	Thursday	Update Call #2 – Discuss Round I Interviews & Discuss Round II Candidates
10/20 – 10/28	Thursday - Friday	Round II Interviews with Search Committee Commence; Round I Finalists Conduct I/O Psychology Assessments
10/28/2022	Friday	Update Call #3 – Debrief Candidate Interviews
10/28 – 11/04	Friday - Friday	Round II Finalists Conduct I/O Psychology Assessments
11/04 – 11/18	Friday - Friday	Search Committee In Person Interviews Conducted
11/22/2022	Tuesday	Update Call #4 – Discuss Finalist Interviews; Offer Negotiations Begin
11/29/2022	Tuesday	Offer Letter Signed
11/29/2022	Tuesday	Hired CEO's Onboarding Begins
01/03/2023	Tuesday	CEO's Start Date



Proposed Timeline

Throughout the process, Spirit Consulting’s staff will play a key role in working with your search committee to determine what is needed to make this process successful and to work toward timely execution of tasks. This is a proposed timeline that provides an overview of the customized search process and may be modified to fit your recruitment needs and timeline. **This total project is estimated to require 128 labor hours from Spirit Consulting’s staff.**

Activity	70 Day Time Line									
Weeks	1	2	3	4	5	6	7	8	9	10
	STRATEGY			EXECUTION					CLOSE	
Creating Strategy										
Intake Meeting										
Discovery Discussion										
Statement of Work Created and Agreed Upon										
Name Generation										
Target List Created										
Targeted Recruiting										
Screening Candidates										
Behavior-Based Interviews										
IO Psych Assessments Administered										
IO Psych Assessments Deciphered with Client										
Presenting Candidates										
Short List Created In Matrix Form										
Search Committee Interviews										
Client Panel Phone Interviews										
Client Selects Finalists										
Client Conducts In-Person Panel Interviews										
Selection										
Preferred Candidate Selection										
Background Checks										
Reference Checks										
Offer										
Negotiation of Final Offer										
Hire & Onboarding										
Acceptance of Offer										
Final Candidate Starts										
Onboarding Begins with IO Psychologist										



E. Proposed Agreement

VENDOR: Spirit Consulting (“SC”)

CLIENT: Early Learning Coalition of Hillsborough County (“ELCHC”)

SERVICE FEE:

The total investment for the execution of this CEO search is equal to \$49,500 for executive search and work psychology services. All invoices are due Net 10. Spirit Consulting’s standard execution search fee is equal to 25% of the hired candidate’s first year total compensation, plus 7.5% of the hired candidate’s first year total compensation for work psychology services; **our proposed fee offers a 23% discount for ELCHC.** We are offering a discount due to us wanting to advance your mission of *providing children, birth to 5 years, high quality, equitable and inclusive early learning experiences preparing them for success in school and life through the collaboration of families, educators and the community.*

- I. ELCHC will remit \$16,500.00 upon signing by both parties upon submittal of the SC work plan. The payment is a non-refundable retainer.
- II. ELCHC will remit a second non-refundable retainer installment of \$16,500.00 after presentation and acceptance of one or more candidates that ELCHC has moved forward in the interview process. Any and/or all three interview types (phone, video and/or in-person interview) will trigger the second non-refundable retainer installment.
- III. ELCHC will remit the remainder of the executive search and work psychology services fees after the successful candidate’s signing of an offer letter and mutually agreed upon start date. The final portion of the executive search and work psychology fee is equal to \$16,500.00.

MISCELLANEOUS FEES:

ELCHC will reimburse SC for all client-approved expenses incurred during the search, including but not limited to:

- I. Candidate travel expenses for interviews with SC or ELCHC, including airfare, gasoline, meals, lodging, parking, tolls, taxi, or car rental.
- II. ELCHC is responsible for payment of any ELCHC required job postings outside of Spirit Consulting’s proprietary methods.

WORK PSYCHOLOGY:

Work Psychology Assessments are comprised of Hogan Assessments, with a write-up and consultations conducted after candidates’ initial interviews with client. Recruiting assessments are performed by a certified Industrial Organizational Psychologist. Onboarding & Integration services are performed by an Industrial Organizational Psychologist and occur at 30, 60, 90, and 180 days after placement.

WORK AGREEMENT AND CLIENT PARTICIPATION:

SC will assist ELCHC to recruit, hire and onboard for the assigned positions. ELCHC gives SC permission to post these roles. If ELCHC decides to postpone a search after it has commenced, upon resumption of the search, a new fee arrangement may need to be mutually agreed between us.

ADDITIONAL HIRES:

If any candidate submitted for ELCHC’s consideration is subsequently hired for a position outside of this agreement within 12 months of the completion of this search, a fee will be due to SC. The fee for an adjunct hire of this type will be 25% of the candidate’s first year’s total compensation. Total compensation is defined as annual base salary, annual bonus projected at the maximum amount, and sign-on bonus. It excludes benefits or relocation.



PERFORMANCE GUARANTEE:

Within the first 24 months of employment, if the hired candidate is asked to leave for under-performance, provided there has not been a material change in the nature, location, or reporting structure of the position, we will relaunch a search for a new candidate under the original role specifications. In such a case, we will do so for no additional professional fee, though charging expenses as provided for in this original search. If the nature, location, or reporting structure has changed materially since we closed on the original hire, we will need to mutually agree on a revised role specification and a new fee structure. The 24-month guarantee requires utilization of work psychology services - not simply procuring the service.

CONFIDENTIAL INFORMATION:

SC Search Candidates are referred by SC to ELCHC in confidence. The fee is payable to SC should ELCHC or its affiliates engage a SC Search Candidate for any position within one year after our most recent documented communication relating to such SC Search Candidate. Should ELCHC refer or otherwise identify such a SC Search Candidate to an affiliated company or division, and the affiliated company or division hires the SC Search Candidate, ELCHC and the hiring company shall be responsible for the payment of the fee outlined above.

NON-SOLICITATION:

During the term of this Agreement, SC will not actively solicit, recruit, or hire any ELCHC employees for employment by SC for other recruiting purposes. In addition, SC will not actively solicit, recruit, or hire any Hired Candidate from the employment of ELCHC during the term of this agreement.

EXCLUSIVITY:

SC establishes an exclusive consulting agreement with its clients. We expect our clients not to advertise or to use a competing organization on the same engagement during the period of our involvement. Any internally generated candidates will be expected to engage and participate in Spirit Consulting's process. Unnecessary duplication puts all parties in a potentially embarrassing situation and may result in the downgrading of the position in the eyes of potential candidates. If such an event occurs, it is our policy to discontinue our search efforts immediately and to bill the full amount for the engagement.

INDEMNIFICATION:

Both parties mutually agree to indemnify and hold each other harmless from and against all liability, losses, damages, claims, causes of action, costs, or expenses (including reasonable attorneys' fees), which directly or indirectly arise from the performance of the Services hereunder by the indemnifying party, its agents, servants, representatives and/or employees.



F. Non Profit Clients and Five References



GADS HILL CENTER





References

Reference #1

Ronald McDonald House Charities

Rick Barbieri, Associate Director of Field Operations, U.S. West & RMHC Global

Industry: Non-Profit

Size of Organization: 145 Chapters Nationally, \$104MM Revenue, \$217MM Net Assets

Scope: Chapter Executive Director searches: San Antonio, TX - Spokane, WA - Western Washington & Alaska

Contact: Rick.Barbieri@us.mcd.com

Reference #2



Antwan Lofton
Assistant Vice President, Staff and Labor Relations
Duke University & Duke University Health System



Duke University & Duke University Health System

Antwan Lofton, Associate Vice President, Staff & Labor Relations

Industry: Higher Education & Not-for-Profit Healthcare

Size of Organization: 65K+ Employees, \$6.78B Revenue

Scope: Executive Search & I/O Psychology Services

Contact: Antwan.Lofton@duke.edu

Reference #3

Ada S. McKinley

Jamal Malone, Chief Executive Officer

Industry: Non-Profit

Size of Organization: 640 Employees, \$41MM Revenue

Scope: CEO & Executive Search Services

Contact: jmalone@adasmckinley.org



Reference #4



Great Expressions Dental Centers & Cancer Treatment Centers of America

Eric Magnussen, Chief Human Resources Officer

Former Vice President, HR, at Cancer Treatment Centers of America

Industry: For-Profit and Not-For-Profit Healthcare

Size of Organization: 300+ Offices

Scope: CEO & Executive Search Services;

Contact: eric.magnussen@greatexpressions.com

Reference #5

Community & Economic Development Association of Cook County

Adrian Soto, Search Committee/Board Member

Industry: Private Nonprofit Community Action Agency, serving more than 500K residents annually

Size of Organization: 760 Employees, \$119MM Revenue

Scope: CEO & Executive Search Services

Contact: siuasoto@gmail.com



G. Methodology for scoring candidates

Our methodology for scoring candidates can be found in section Methodology & Approach section C under headings candidate screening, presenting candidates, candidate presentation matrix, and search committee interview assistance.

I/O Psychology Services & the Evaluation Process

Screening, interviewing, and hiring applicants can be a difficult and resource-heavy process. Typically, **you have relatively little information on candidates during the hiring process and will spend little more than a few hours with them before making an offer.** The additional information you receive from our psychological assessments about potential employees will help in the decision-making process *pre-hire* and will help maximize your new employee's success *post-hire*, throughout the first year and beyond.

Before our clients interview candidates in-person, one of our Work Psychologists administer a series of Hogan Leadership Assessments. The Hogan assessments help organizations by identifying characteristics that may impact an individual's job performance as well as his/her fit within a particular role, team, or organizational culture. The results of these assessments are summarized & shared with the hiring manager by our industrial/organizational psychologist prior to you in person interviewing candidates. A sample Hogan Assessment Summary can be seen [here](#). **We ensure that you fully understand the information gathered from these Inventories so that you can make your hiring decisions with greater confidence.** We implement these psychological assessments pre-hire as your partner in selecting, developing, and retaining individuals who will fit your organization's culture and can make lasting contributions to its goals. We become an extension of your team. We help you to meet your hiring needs and accomplish your goals by providing insight, objectivity, and accountability.

After your selected candidate has signed the offer letter and a start date is determined, our work psychologist will then guide your new employee through the assessment results. These set the stage for the on-boarding work that your new hire will do with this individual throughout their first six months of employment. At Spirit Consulting, we firmly believe that peak performance is most often achieved through exceptional coaching. Participants frequently comment that their work with our work psychologists have a profound impact on their work and personal relationships.



Additional Information

Minority Business Enterprise Certificates

Chicago Minority Supplier Development Council

THIS CERTIFIES THAT

Spirit Consulting
dba Spirit Consulting

* Nationally certified by the: **CHICAGO MINORITY SUPPLIER DEVELOPMENT COUNCIL**

*NAICS Code(s): 561312; 541612

* Description of their product/services as defined by the North American Industry Classification System (NAICS)

03/09/2022
Issued Date

03/30/2023
Expiration Date

CH17020
Certificate Number

Ying McGuire
NMSDC CEO and President

Jose Robles-Michelena / Executive Vice-President of Operations / Chief of Staff

By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: <http://nmsdc.org>

Certify. Develop. Connect. Advocate.

* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®

IL Department of Central Management Services, Business Enterprise Program (BEP)

CMS ILLINOIS JB Pritzker, Governor
DEPARTMENT OF CENTRAL MANAGEMENT SERVICES
Janel L. Forde, Director

August 11, 2022

Mr. Christopher Gomez
Spirit Consulting, LLC
900 Jorie Boulevard,
Suite 200
Oak Brook, IL 60523

Re: Minority Business Enterprise (MBE)
Certification Term Expires: August 11, 2023

Dear Mr. Christopher Gomez:

Congratulations! After reviewing the information that you supplied, we are pleased to inform you that your firm has been granted certification as a Minority Business Enterprise (MBE) under the Business Enterprise Program (BEP) for Minorities, Females, and Persons with Disabilities.

This certification is in effect with the State of Illinois until the date specified above. Please note that you have been granted certification under the Fast Track Application because you are certified with one of our partner organizations and, as such, must recertify each year.

At least 60 days prior to the anniversary date of your certification, you will be notified by BEP through email to update your certification as a condition of continued certification. It is your responsibility to ensure that the contact email address listed in the system is accurate and up to date and that the email account is checked regularly so that you do not miss any important notifications. In addition, should any changes occur in ownership and/or control of the business, in the business' certification status with the partner organization, or other changes affecting the firm's operations, you are required to notify BEP within two weeks. Failure to notify our office of changes will result in decertification of your firm.

Your firm's name will appear in the State's Directory as a certified vendor with the Business Enterprise Program in the specialty area(s) of:

NIGP 91865: HUMAN RESOURCES, RELATIONS CONSULTING
NIGP 96130: EMPLOYMENT AGENCY AND SEARCH FIRM SERVICE, INCLUDING BACKGROUND INVESTIGATIONS AND DRUG TESTING FOR EMPLOYMENT

Your firm will only show up in the database of BEP-certified vendors the NIGP codes listed above, so PLEASE REVIEW THE LIST CAREFULLY TO ENSURE THAT ALL RELEVANT NIGP CODES ARE INCLUDED.

Also, please be advised that this certification does not guarantee that you will receive a State contract. Please visit the Vendor Registration page on www.opportunities.illinois.gov and be sure to register with each of the Procurement Bulletins listed so that you are notified of upcoming solicitations in your NIGP codes. Certification with the Business Enterprise Program does not ensure you receive notifications; you must also register with the Procurement Bulletins.

Thank you for your participation in the Business Enterprise Program. We welcome your participation and wish you continued success.

Sincerely,

Carlton Gutierrez
Certification Manager



Thank You

Spirit Consulting would be honored to become your executive search partner, helping provide a superb recruiting experience for your candidates and internal stakeholders.

WHY PARTNER WITH SPIRIT CONSULTING?

Get a good night's sleep

- You will remain focused on top priorities as we fill positions quickly, with any non-CEO search placed in under 70 days
- Your long-term success is insured as your placement is backed by our industry-leading 24-month guarantee

Find a soulmate, not a speed date

- You will make better-informed decisions by leveraging leadership assessments conducted by expert I/O Psychologists
- You will expedite success for your team, as your new hire receives executive coaching support during their first six months on the job

Work with a best friend

- You will be at peace having awareness of our process through the use of a statement of work, which includes a well-defined schedule to hold all parties accountable
- You will gain healthy relationships while working with a team of emotionally intelligent consultants you can trust
- Your success will be maximized by partnering with a mission-driven, certified minority business enterprise



Helping Organizations Hire All-Star Executives

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.C.

ISSUE:	Approval of Allocation of Funds to Hire Consultant for Organizational Assessment in the Areas of Culture and Intercultural Relationships
FISCAL IMPACT:	Up to \$130,000
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning, School Readiness
RECOMMENDED ACTION:	Approve the allocation of funds to hire livingHR for the Organizational Assessment in the Areas of Culture and Intercultural Relationships in the amount of up to \$130,000.

NARRATIVE:

In response to RFP posted from August 2, 2022, to August 16, 2022, at 5 PM, the ELCHC received eight (8) proposals. An internal committee scored all proposals and livingHR scored the highest. The Coalition recommends entering into a contract with livingHR for the two-part scope of work: Culture Project and Post Assessment Trainings in-person/virtual.

(2 attachments)

Griffiths Prince	
Rater 1	4.3
Rater 2	3.5
Rater 3	2.8
Rater 4	4.2
Rater 5	3.5
Rater 6	3.1
Total	18.3

Latinas Leading	
Rater 1	3.2
Rater 2	3
Rater 3	2.7
Rater 4	4.1
Rater 5	3.8
Rater 6	3.6
Total	16.8

Chanin Kelly-Rae	
Rater 1	4.3
Rater 2	3.3
Rater 3	2.5
Rater 4	3.2
Rater 5	3
Rater 6	3.7
Total	16.3

EEA	
Rater 1	2.3
Rater 2	2.7
Rater 3	1.8
Rater 4	2
Rater 5	2.9
Rater 6	3.1
Total	11.7

ISF	
Rater 1	4.5
Rater 2	3.1
Rater 3	2.7
Rater 4	4.2
Rater 5	3.3
Rater 6	3.4
Total	17.8

Levels On Demand	
Rater 1	3.1
Rater 2	3
Rater 3	2.3
Rater 4	2.4
Rater 5	3.3
Rater 6	2.6
Total	14.1

livingHR	
Rater 1	4.7
Rater 2	4.6
Rater 3	3.0
Rater 4	3.9
Rater 5	4.0
Rater 6	4.0
Total	20.2

Charlotte Edwards	
Rater 1	2.4
Rater 2	1.6
Rater 3	1.8
Rater 4	2.3
Rater 5	Recused
Rater 6	2.2
Total	10.3



livingHR + Early Learning Coalition of Hillsborough County

Organizational Assessment In The Areas Of Culture And
Intercultural Relationships With Strategy Implementation

livingHR | 813.514.6999 | livingHR.com | info@livingHR.com

Tampa • Boston • Orlando • West
Palm • Austin • Charlotte • Atlanta • Denver • Chicago

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Organizational Information

1.
 - a) Bidder name- livingHR
 - b) Address- 1646 W Snow Ave, Tampa, FL 33606
 - c) Email- welcome@livinghr.com
 - d) Phone, and preferred method of contact- 813-857-7101, email
 - e) Indicate, if appropriate, if the firm is a small or Certified Minority Owned Business (CMOB include certificate with RFP) livingHR is a NWBOC 100% Woman-Owned Business

Organizational Information

1f. Education and Experience



Keri Higgins-Bigelow, CEO + Founder

Education:

- Old Dominion University
- Florida State University

Experience:

- Multiple Leadership Positions, Pier 1 Imports
- Multiple Leadership Positions, Paychex
- Member, Chief
- Founder + Chief People Officer, livingHR
- Chief Executive Officer, Feleague



Christopher Smith, Consultant

Education:

- Troy University
- University of South Carolina

Experience:

- President, Upstate Network
- Chair of Diversity Committee, Kroger
- Founder + CEO, CASM Group
- Consultant, livingHR



Daniel Duckworth, VP, DEIB + People and Culture

Education:

- Liberty University
- Park University
- Community College of the Air Force

Experience:

- Senior HR Manager, US Air Force
- HR Business Partner, Hillsborough County
- SPHR Candidate
- VP Global Diversity + Engagement, KnowBe4
- VP, People + Culture, livingHR



Wendy Carter Stewart, Senior Consultant

Education:

- IPEC Coaching
- Keller Graduate School of Mgt. Of DeVry University
- City University of NY at Baruch College

Experience:

- Executive Coach, Chief
- Executive Coach, LeggUp
- Founder, Emerage Development Solutions
- Senior Consultant, livingHR



Lauren Dike, Leader, DEIB

Education:

- Cornell University ILR School
- Fordham University

Experience:

- Senior DEI Manager, Nika White Consulting
- Executive Director, Inclusion by Design
- Leader, DEIB, livingHR



Lynn Johnson, Consultant

Education:

- Capella University
- Warner University
- Webster University

Experience:

- Sr. Business Consultant, Solid Rock Consulting
- Associate Professor and Chair, Warner University
- Owner/CEO, TriumphantHRSolutions
- Consultant, livingHR



Cara Hunter, SVP, Strategy

Education:

- University of South Florida
- Indiana University Bloomington

Experience:

- Manager, HR Services, PwC
- Senior VP, Strategy, livingHR



Yasmine Mukahal, Consultant

Education:

- University of Tennessee
- MTSU

Experience:

- Assistant Director, Vanderbilt University
- Director, HCA Healthcare
- Consultant, livingHR



Natasha Getler-Porizkova, Leader, Brand Inclusion

Education:

- Cornell University
- Iowa State University

Experience:

- DEI Manager, Nika White Consulting
- Brand Manager, Hummingbird Humanity
- Leader of Brand Inclusion, livingHR



Richard Cancio, Senior Consultant

Education:

- Icahn School of Medicine at Mount Sinai
- University of South Florida
- University of Tampa

Experience:

- Assistant Director, LGBTQ, Mount Sinai Health System
- D&I Manager, Massachusetts Executive Office of Health
- Founder, PinkSlash Partners
- Senior Consultant, livingHR

Organizational Information



Robert Kaiser, Vice President, People + Culture

Education:

- University of Phoenix
- Gannon University

Experience:

- Senior VP, Operations, KnowBe4
- Board of Directors, Florida Diversity Council
- Member, ONCON Senior HR Council
- VP, People + Culture, livingHR



Waverlyn Hearn, Culture + DEIB Consultant

Education:

- Mercer University
- Wiley College

Experience:

- People Leader, Phobio
- DEIB Thought Leader, Fresenius Medical Care North America
- SR. HR Business Partner, Radiology Partners
- Consultant, livingHR



Amanda Herring, Chief Experience Officer

Education:

- University of Florida

Experience:

- Senior Associate, InStyle
- Senior Marketing Manager, SPARK
- Co-Founder, Fe league
- Chief Experience Officer, livingHR



Anadri Chisolm-Noel, Senior Consultant

Education:

- Emory University
- Harvard Graduate School of Education
- Connecticut College

Experience:

- Director, CAN Capital
- Senior Leadership Consultant, IMPAT Group
- Senior Director DEI, Cox Media Group
- Founder, ICUNME, LLC
- Consultant, livingHR



Ciara Routly, Senior Designer + Developer

Education:

- University of Central Florida

Experience:

- Senior Designer, livingHR

Organizational Information

1G) Name where you maintain office(s)

1. Tampa, Florida- 1646 W Snow Ave, Tampa, FL 33606
2. Charlotte, North Carolina - 307 W Tremont Ave Suite 200, Charlotte, NC 28203
3. Chicago, Illinois - Suite 200 & 300, 159 N Sangamon St, Chicago, IL 60607
4. Denver, Colorado - 2301 Blake St Suite 100, Denver, CO 80205
5. Seattle, Washington - 450 Alaskan Way S Suite 200, Seattle, WA 98104
6. Austin, Texas - 501 Congress Ave. Suite 150, Austin, TX 78701
7. Atlanta, Georgia - 755 Battery Ave SE, Atlanta, GA 30339
8. Boston, Massachusetts - 4th and 5th Floor, 361 Newbury St #3rd, Boston, MA 02115
9. Nashville, Tennessee - 3102 West End Ave, Nashville, TN 37203
10. Providence, Rhode Island -Suite 700, 10 Dorrance St, Providence, RI 02903
11. Cranberry Township, Pennsylvania - 2009 Mackenzie Way Cranberry Twp, PA 16066
12. Orlando, Florida - 100 East Pine Street Suite #110
13. Palm Beach Gardens, Florida - 2000 PGA Blvd, Suite 4440

Organizational Information

1h) Brief overview of organization's understanding of the Hillsborough County market and demographics

We are proud to call Hillsborough County the home of our corporate headquarters, and the location where livingHR was founded in 2009. Many members of our staff and leadership team have deep ties to the Greater Tampa Bay area. Our CEO + Founder , Keri Higgins-Bigelow, is also a Co-Founder of Fe League, another Tampa based organization. Keri also sits on the board of directors for Feeding Tampa Bay.

We are mindful about the demographics of our team representing the demographics of the communities that we serve (see tab four). Additionally, our proprietary data insight tool, humanlyx, allows us to drill down to various demographic data cuts, as well as intersectional data cuts, to inform about the experience of all humans.

We also leverage labor market data from several paid and available resources such as the Tampa Bay partnership.

Additionally, we have worked with over 100 companies in Hillsborough County, representing 54% of our client base.

Here is a snapshot of a few of the Greater Tampa Bay-based non-profit clients:



United Way Suncoast



Organizational Information

1i) Provide details of client projects that are similar in scope requirements

livingHR has completed over 50 DEIB +

Culture projects. Here is a relevant example. We are happy to provide more.

Non-Profit

Culture, trust in leadership and overall employee experience were consistently low in annual employee surveys and the culture was not defined.

livingHR worked to gather insights and feedback directly from the team members through a Culture Survey and focus groups with employees and leadership team. We asked questions to determine insights on the current culture and aspirations for future state. From this work, we compiled an Executive Summary of our findings to include Strengths, Opportunities and Recommendations. Our Creative team created a culture code and established a common language and understanding of how the team works together. We also created a Culture Narrative and EVP to further express the culture and what it has to offer employees.

From this work and our partnership over the years, we have developed:

- Created an ERG group to include employee information sessions and facilitating content for month sessions
 - DEIB Pledge commitment
 - Consistent behaviors tied to the culture code for each position level that help to further outline how each individual can live into the culture within their role.
 - Facilitated executive discussion around how the board could support and culture within their mission.
 - Created an Onboarding Guide to provide a better new employee experience
 - Provided mentorship to the people and culture team and actively participated in org design and structure
 - Created a communication plan and channels to distribute information to the full team through various channels
 - Completed a compensation benchmarking and equity project to identify if the org was aligned to market comp data; resulting in an org-wide compensation increase to raise minimum salary offered
- Success/Outcomes
 - Engagement index increased from 75% to 85% since working with LHR (2018 to 2021)
 - Increased awareness to Diversity, Equity, Inclusion, and Belonging
 - An increase in leadership effectiveness, resulting in a high-performing team aligning with the culture
 - People of different backgrounds, cultures, races, education levels all came together on the same vision- feeding people, with that impact reaching far beyond their employees and leadership team.
 - Improved communication
 - Dialogue between managers and team members have improved
 - Increase in growth and development conversations
 - Established a compensation strategy to ensure team members earn a living wage
 - Improved eNPS and Overall Satisfaction scores

Organizational Information

1i) Provide details of client projects that are similar in scope requirements

livingHR has completed over 50 DEIB + Culture projects. Here is a relevant example. We are happy to provide more.

Transform DEIB

This multi-office IT corporation with a highly distributive workforce was experiencing difficulties in making sure their company was an inclusive and diverse workplace. The management of this company wanted to create a DEIB movement across the organization so that each member of the company could participate. We gathered feedback by surveying the employees and creating 3 focus groups comprised of leaders, managers, and employees to give feedback on different programs. We conducted a culture walk of the organization's facilities. All of these data inputs culminated in an executive summary detailing our observations, feedback and recommendations. We then entered a 12-month agreement with the client and prioritized initiatives.

Success/Outcomes:

- 21-point eNPS score increase (2021 vs. 2022)
- Diversity report that tracks race/ethnicity and gender representation across departments and levels in the organization, as well as representation in promotions.
- Compensation strategy and process, focused on equitable pay practices
- Diversity Committee development and continued coaching/mentoring
- Implemented an Applicant Tracking System (ATS) to mitigate hiring bias
- Delivered DEIB training strategy for all employees
- Supplier Diversity program
- Completed an inclusion and Accessibility audit (documents, website, social, etc.)
- Culture-focused Careers Page
- Growth + Development Plan for all employees
- Implemented mentorship/new hire buddy programs
- DEIB communications plan
- Inclusive interview training
- Leveraging new recruitment sources to widen the candidate funnel

Organizational Information

1j) Describe your firm's expertise in each of the following areas:

1. Inclusiveness and diversity training

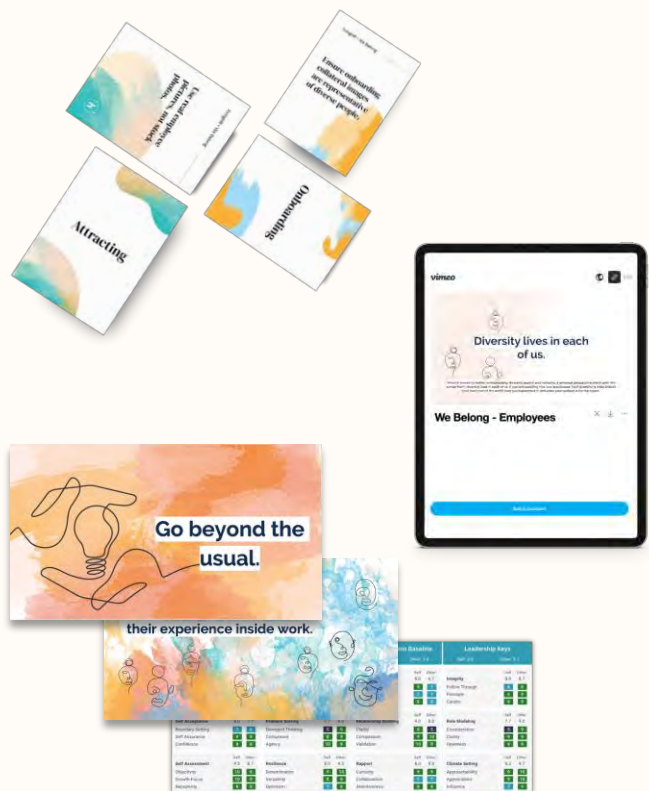


We Belong

Transformative DEIB Discovery.

We ground ourselves in each organization's unique starting point to understand how diversity is appreciated and embedded, so true transformation can begin.

- | | |
|--|---------------------------------------|
| ✓ MESH/Diversity Assessment | ✓ Diversity And Equity Evaluation |
| ✓ Leader Workshop | ✓ Current State Of Culture And Talent |
| ✓ Manager workshop | ✓ Report and Recommendations Plan |
| ✓ Employee Workshop | ✓ Microlearning Video Series |
| ✓ 1:1 Conversations | ✓ Resource Library |
| ✓ Diagnostic Data-driven Survey Insights | |
| ✓ Response Program And Action Plan | |



Organizational Information

1j) Describe your firm's expertise in each of the following areas:

2. Working with non-profit organizations, civic engagement, and public service, and/or with environmental/park professionals

Non-Profits We've Supported

Organizational Information

1j) Describe your firm's expertise in each of the following areas:

3. Issues of diversity, inclusion, and equity, including deep awareness and analysis of systems of oppression, power, and privilege and use of research-based strategies to transform work environments

In addition to our in-house DEIB expertise, livingHR leverages additional partnerships and data to inform our research-based DEIB transformation strategies:



Humanlyx, livingHR's proprietary technology platform, is leveraged to customize surveys and gain valuable feedback from employees, providers and stakeholders. An example of the humanlyx survey platform can be found [here](#).



livingHR partners with PAR, a leading developer and publisher of psychological assessment products, to mitigate bias and insure construct validity in all proprietary DEIB survey questions and training materials.



The **Opportunity** Agenda

The Opportunity Agenda is a social justice communication lab that works to advance the impact of the social justice community. We leverage their Values-Based messaging methodology when designing and developing our DEIB positions and training.

Organizational Information

1j) Describe your firm's expertise in each of the following areas:

3. Issues of diversity, inclusion, and equity, including deep awareness and analysis of systems of oppression, power, and privilege and use of research-based strategies to transform work environments

In addition to our in-house DEIB expertise, livingHR leverages additional partnerships and data to inform our research-based DEIB transformation strategies:

The logo for MESH / diversity, featuring the word "MESH" in a bold, dark blue sans-serif font, followed by a forward slash and the word "diversity" in a lighter blue sans-serif font.

livingHR partners with MESH / diversity to leverage their science-based insights and metrics analytical tools. MESH assessment results are combined with personalized and interactive learning paths to drive measurable action.



livingHR leverages The Kirkpatrick Model, an internationally recognized tool for evaluating and analyzing the results of training and learning programs, to evaluate all DEIB training materials. It consists of four levels of evaluation: Reaction, Learning, Behavior, and Results.

Organizational Information

- 1j) Describe your firm's expertise in each of the following areas:
4. Knowledge of, and successful implementation of, diversity, inclusion, and equity work with diverse groups, teams, and/or organizations



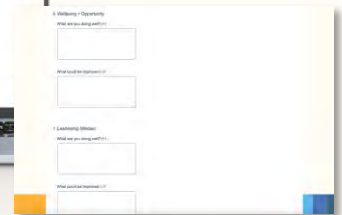
Transform
DEIB

Going beyond just a "program".

We create a sense of belonging and inclusion for the existing diversity within organizations, while intentionally seeking ways to increase the representation of underrepresented demographics.

- ✓ DEIB Strategy
- ✓ DEIB Communications

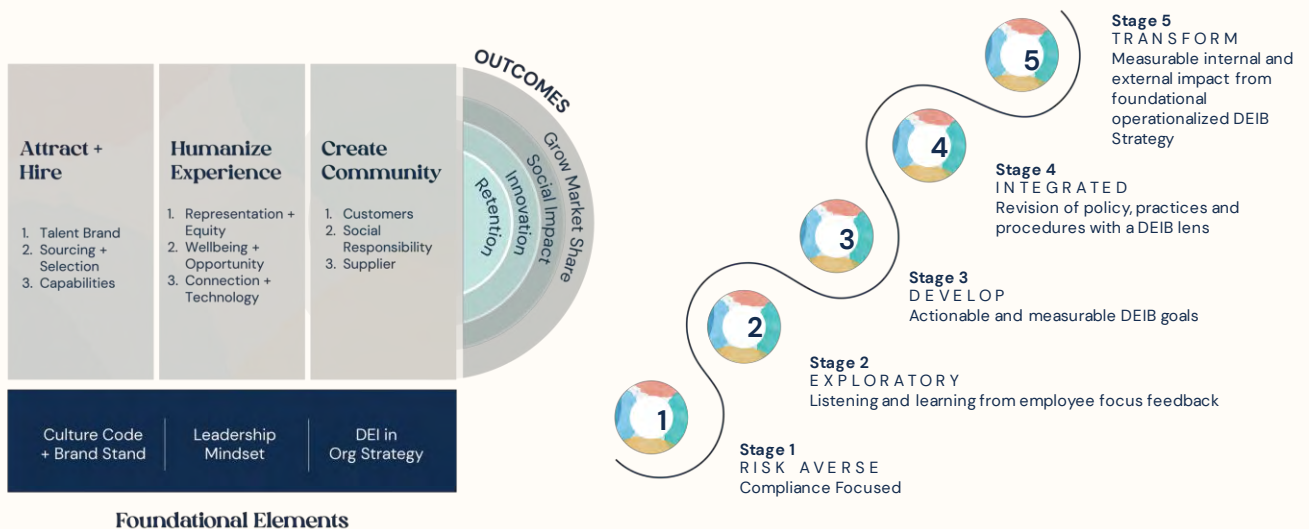
- ✓ DEIB Reporting



Organizational Information

- 1j) Describe your firm's expertise in each of the following areas:
4. Knowledge of, and successful implementation of, diversity, inclusion, and equity work with diverse groups, teams, and/or organizations

DEIB Transformation Model[©] & Evolution Scale[©]



Detailed Scope of Work Items

2a. Detailed description of how you will undergo an assessment of the organization

- Assessment tools include:
 - We will leverage our proprietary Humanlyx technology platform to conduct a customized inclusion and belonging survey.
 - Data from the survey will be analyzed using multiple data cuts, to better understand the experience of all people in the organization, across multiple identities
 - We will request discovery assets to provide context for historical and current documents, processes, and systems. We will provide actionable feedback related to documents and processes that are strong, and those that could use revision.
 - We will conduct immersive exercises into current culture and employee experience through collaborative workshops and a culture walk of your facilities.

Detailed Scope of Work Items

2b. Detailed description of training required, include subject matter of training, include description of curriculum origin and recommendation for on-site, in-person, remote or hybrid.

livingHR's customized Diversity, Equity, Inclusion and Belonging (DEIB) training curriculum has been designed and developed over the past 12 years by leading DEIB experts within our team. We will work with you to develop a specific curriculum that will meet the needs of the agency, and also leverage what we learned from the discovery process to inform areas we need to focus specifically on. We also can provide training in-person or remotely, depending on the needs of the agency, and also using a method that will be the most inclusive for all.

Typically, a training course will include the following elements:

- Up to 90 minutes
- Ideal group size up to 25
- Multiple cohorts to ensure consistent training for all employees
- Significant opportunities for learner interaction and exercises allowing for application of concepts in real time
- Connections in between sessions via email or chat to continue dialogue, solidify learning and introduce future topics

Facilitation topics could include:

- Defining common DEIB concepts
- Labeling vs Intersectionality
- Inclusion + Bias
- Belonging
- Amplify Voice + Allyship + Advocacy
- Culture Competence
- Macro and Micro-aggressions
- Understanding and appreciating cultural differences
- Behaviors we appreciate and don't tolerate
- Exercises to include: Gladlibs, Mapping Murals, Immersion Exercises

NOTE: livingHR consults with legal partners to comply with all Federal and State legislative requirements (e.g., HB 7, HB 1557)

Detailed Scope of Work Items

2c. Delivery and timeline strategy, defining key deliverables/milestones

Estimated Timeline: 8 months

Project Summary



Detailed Scope of Work Items

2c. Delivery and timeline strategy, defining key deliverables/milestones

Description	Month 1	Month 2	Month 3	Month 4	Details
Welcome + Kickoff + Alignment	●				<ul style="list-style-type: none"> • Introduction to point of contact + scheduling kick off meeting • Develop project brief • Review project + tools • Determine data cuts and demographics for survey
Culture Discovery and Immersion	●				<ul style="list-style-type: none"> • Request discovery assets to provide context for historical and current documents • Conduct immersive exercises into current culture and employee experience • Conduct culture walk • Assess the culture, practices, and policies in place at ELCHC • Identify the areas and define the approaches on how to incorporate intercultural responses: <ul style="list-style-type: none"> • Hiring processes • Workplace inclusion and culture development • External relations & communications, including the ELCHC's connection to the community (providers, families, partners, funders, and the community at large) • Staff development • Board of Directors development • Supplier diversity • Assist in codeveloping an ongoing evaluation process and metrics (KPI's) for success. (qualitative and quantitative)
Share humanlyX Insights Survey Sample + Customize	●				<ul style="list-style-type: none"> • Customize livingHR's Insight Survey based on client feedback to cover: Employee experience, culture, talent brand, EVP, corporate social responsibility, communication, wellbeing, customer experience, workplace experience, and DEI + Inclusion
Launch Survey(s) + Survey(s) Live	●				<ul style="list-style-type: none"> • Supports survey rollout and provide ongoing communications support
Customize Training Content + Materials	●				<ul style="list-style-type: none"> • Share high level outline, gather feedback, and finalize
Conduct Employee Training		●			<ul style="list-style-type: none"> • Conduct 1 Employee Workshop <ul style="list-style-type: none"> • Up to 90 minutes, Ideal group size up to 25 • Facilitation topics to include: <ul style="list-style-type: none"> • Why people stay, leave, join • Diversity, Equity, Inclusion, + Belonging • Aligning the brand and customer experience to the employee experience • Talent experience exercises • Behaviors we appreciate and don't tolerate • Employee journey from attract, hire, onboard, perform, grow, transition • Aspirational culture and employer brand pillars • Exercises to include: <ul style="list-style-type: none"> • Gladlibs, Mapping Murals, Immersion Exercises

Detailed Scope of Work Items

2c. Delivery and timeline strategy, defining key deliverables/milestones

Description	Month 1	Month 2	Month 3	Month 4	Details
Conduct Leader Training		●			<ul style="list-style-type: none"> Conduct 1 Leader Workshop <ul style="list-style-type: none"> Up to 90 minutes, Ideal group size up to 25 Facilitation topics to include: <ul style="list-style-type: none"> Defining culture and experience (Living into brand in daily work together) Culture lever mapping Diversity, Equity, Inclusion, + Belonging Aligning the brand and customer experience to the employee experience Behaviors we appreciate and don't tolerate Mission/Vision mapping and alignment Strength and opportunity mapping by levers Exercises to include: <ul style="list-style-type: none"> Gladlibs, Mapping Murals, Immersion Exercises
Analyze Findings		●	●		<ul style="list-style-type: none"> Analyze immersion findings, workshop inputs, and initial data storytelling Define foundational themes, challenges, and opportunities
Concepting + Design			●	●	<ul style="list-style-type: none"> Begin Concepting + Development of: <ul style="list-style-type: none"> Employee Value Proposition (EVP) – Why you should work here/join us and why you should stay; the deal struck from employer to employee describing what it can uniquely offer them Brand Stand statement – Pledge for corporate social responsibility (CSR) and DEIB Statement Culture code development – Specific behaviors/mindsets that support our values and guide day-to-day decisions, behaviors, and interactions of every person within an organization; the “decoder” Culture narrative development – Describes what it feels like to work here; creates a shared narrative for all team members.
Deliver Executive Summary + Recommendations				●	<ul style="list-style-type: none"> Deliver Final Executive Summary, to be presented to client, inclusive of: <ul style="list-style-type: none"> Summary of strengths and gaps Using data inputs to develop your story Employee Value Proposition (EVP) Brand Stand statement Corporate social responsibility statement Culture code development (building on existing values) Culture narrative development DEI in talent brand positioning Comprehensive report demonstrating strengths, weaknesses, and opportunities as it relates to our practices of equity Road map of desired action steps to better position Organization to serve the community more effectively Suggested revisions to policies and procedures Assist in establishing KPI's Training plan Pre and post survey of Organization's performance in enhancing intercultural relationships Concrete action plans to improve the intercultural communication and relationships with child care providers Work to be contained in ELCHC fiscal year, July 1, 2022 – June 30, 2023 Identifying key areas of impact + actionable recommendations for HR/People Function

Detailed Scope of Work Items

2c. Delivery and timeline strategy, defining key deliverables/milestones

Description	Months 5-10	Details
Post Assessment Trainings	●	<ul style="list-style-type: none"> • Deliver up to 4 Post-Assessment Trainings • 7 sessions/cohorts per training • Up to 90 minutes per session • Ideal group size up to 25 • Multiple cohorts to ensure consistent training for all employees • Significant opportunities for learner interaction and exercises allowing for application of concepts in real time • Connections in between sessions via email or chat to continue dialogue, solidify learning and introduce future topics • Content will be customized based off of learnings from the discovery phase. Potential topics could include: <ul style="list-style-type: none"> • Defining common DEIB concepts • Labeling vs Intersectionality • Inclusion + Bias • Belonging • Amplify Voice + Allyship + Advocacy • Culture Competence • Macro and Micro-aggressions • Understanding and appreciating cultural differences • Behaviors we appreciate and don't tolerate • Exercises to include: Gladlibs, Mapping Murals, Immersion Exercises <p>NOTE: livingHR consults with legal partners to comply with all Federal and State legislative requirements (e.g., HB 7, HB 1557)</p>

Detailed Scope of Work Items

2d. Estimate of Coalition staff hours required for the assessment and training (for Coalition planning purposes)

Project Lead

1. Discovery Time = 10 hours

2. Weekly or bi-weekly meetings – 1 hour *40 weeks = 40 hours

3. Deliverables review (training curriculum, culture collateral, executive summary) = 10 hours

Total: 60 hours

Project Team members

1. Discovery Time = 5 hours

2. Weekly or bi-weekly meetings – 1 hour *40 weeks = 40 hours

3. Deliverables review (training curriculum, culture collateral, executive summary) = 5 hours

Total: 50 hours

Employee

1. Training 2 hours per employee

2. 145 employees x 2 hours of training = 290 hours

Total: 290 hours per training

Leadership Sponsor

Executive Summary read out = 2 hours

Training = 2 hours

Monthly attendance at weekly meetings = 10 hours

Total: 14 hours

Detailed Scope of Work Items

2e. Itemized breakdown of your rates

Item	Total
Culture Project <ul style="list-style-type: none"> humanlyX Insights Survey Up to three (3) focus groups <ul style="list-style-type: none"> Up to one (1) Employee Up to one (1) Manager Up to one (1) Leader Deliver Final Executive Summary, to be presented to client, inclusive of: <ul style="list-style-type: none"> Summary of strengths and gaps Using data inputs to develop your story Employee Value Proposition (EVP) Brand Stand statement Corporate social responsibility statement Culture code development (building on existing values) Culture narrative development DEIB in talent brand positioning/commitment Comprehensive report demonstrating strengths, weaknesses, and opportunities as it relates to our practices of equity Road map of desired action steps to better position Organization to serve the community Suggested revisions to policies and procedures Assist in establishing KPI's Training plan Pre and post survey of Organization's performance in enhancing intercultural relationships Concrete action plans to improve the intercultural communication and relationships with childcare providers Work to be contained in ELCHC fiscal year, July 1, 2022 – June 30, 2023 Identifying key areas of impact + actionable recommendations for HR/People Function 	\$50,000.00 -20% non-profit discount \$40,000.00
Post Assessment Trainings – virtual <ul style="list-style-type: none"> Deliver up to 4 Post-Assessment Trainings 7 sessions/cohorts per training Up to 90 minutes per session Ideal group size up to 25 Multiple cohorts to ensure consistent training for all employees Significant opportunities for learner interaction and exercises allowing for application of concepts in real time Connections in between sessions via email or chat to continue dialogue, solidify learning and introduce future topics Content will be customized based off of learnings from the discovery phase. Potential topics could include: <ul style="list-style-type: none"> Defining common DEIB concepts Labeling vs Intersectionality Inclusion + Bias Belonging Amplify Voice + Allyship + Advocacy Culture Competence Macro and Micro-aggressions Understanding and appreciating cultural differences Behaviors we appreciate and don't tolerate Exercises to include: Gladlibs, Mapping Murals, Immersion Exercises <p>NOTE: livingHR consults with legal partners to comply with all Federal and State legislative requirements (e.g., HB 7, HB 1557)</p>	\$2,500.00/session -20% non-profit discount \$2,000.00/session Est. 28 sessions
Post Assessment Trainings – in person <p>*Same details as virtual trainings</p>	\$4,000.00/session -20% non-profit discount \$3,200.00/session *Travel billed as a pass-thru

Supporting Materials

WE ARE THE WORK AGENCY™

Built to provide lift for the people function.

We humanize work for a living.

Our Impact

12+ Years of helping humans

50+ Industries served

2M+ Humans helped

50+ Culture + DEIB Projects

OUR CULTUREFESTO

livingHR will ALWAYS be a place where brilliant work and a meaningful life are encouraged to coexist without guilt.



livingHR's Commitment to DEIB

livingHR is a NWBOC 100% Woman-Owned Business, and hold a strong value to diversity. Below is the diversity make up of our Leadership team as well as our team team. livingHR believes everyone should have access to opportunities and know what it feels like when "We Belong". Belonging and celebrating our whole-selves has been woven into our Culture Code as an organization since 2009. Our commitment to DEI is also shown through our DEI Pledge (pg. 10) as well as our Brand Stand (pg. 11)

As of April 2022:

LEADERSHIP TEAM

Gender Identity

80% Women
13.3% Men
6.7% Non-Binary or Genderqueer

Racial / Ethnic Identity

60% White (not Latinx or Hispanic).
10% Black or African American
10% Indigenous
10% Two or More Races
10% Seld Describe (White & Native American)

LGBTQ+

80% No
20% Yes

Sexual Orientation

80% Heterosexual
10% Gay
10% Bisexual

Neuro-Diverse

70% No
30% Yes

Mental or Physical Disability

90% No
10% Yes

FULL TEAM

Gender Identity

90.9% Women
6.1% Men
3% Non-Binary or Genderqueer

Racial / Ethnic Identity

63.2% White (not Latinx or Hispanic)
15.8% Black or African American
5.3% Indigenous
5.3% Two or More Races
5.3% Self Describe (White & Native American)

LGBTQ+

84.2% No
15.8% Yes

Sexual Orientation

84.8% Heterosexual
3% Gay
6.1% Bisexual
3% Other

Neuro-Diverse

78.9% No
21.1% Yes

Mental or Physical Disability

89.5% No
10.5% Yes

livingHR's Commitment to DEIB

livingHR DEI Pledge

livingHR believes everyone should have access to opportunities and know what it feels like when "We Belong". Belonging and celebrating our whole-selves has been woven into our Culture Code as an organization since 2009.

We believe that in order to support belonging, we must use our voices to advocate for everyone in all groups, races, abilities, identities, genders, religions, and backgrounds:

social justice
human rights
equity
equality
representation
and equal opportunity

We know bringing humanity to work, celebrating the differences we have as humans, and developing empathetic and inclusive leaders is a social impact that we can create and one that will live on.

We pledge to

- Amplify the voices that need to be heard.
- Unite in our wildly different personal experiences to bring together open-minds and encourage innovation.
- Live boldly into our truths, bringing our whole-selves to the work we do and the team we do it with.
- Act with consideration for people, without exception.
- Learn from and celebrate the life stories that build our awareness and allow us to think beyond self.

Our Culture



Amplify Performance
We are in pursuit of the highest and best use for technology and humans working together.



Embrace a Growth Mindset and Own It
We seize opportunity, chase curiosity, dare to fail, humbly learn, expertly shake it off, and eagerly pick it right back up again.



Think Beyond Self
We think, do, give, and lead with compassion and consideration for people without exception.



Always be Authentic
We boldly live our truths, bringing our whole selves to the work we do and the team we do it with.



Celebrate Good Times and Great Work
We seriously love a good high five around here. Recognition and celebration are simply part of our day-to-day.



Leap Outside of The Comfort Zone
We are unafraid to try, to vocalize the wild ideas, to push past perimeters. We champion the best idea, not the easiest.



Do Brilliant Work Together
We are united by diverse experiences which broaden our lens and deepen our impact.

What We Believe

We Belong Pledge

livingHR believes everyone should have access to opportunities and know what it feels like when "We Belong". Belonging and celebrating our whole-selves has been woven into our Culture Code as an organization since 2009.

We believe that in order to support belonging, we must use our voices to advocate for everyone in all groups, races, abilities, identities, genders, religions, and backgrounds.

**Social Justice
Human Rights
Equity
Equality
Representation
Equal Opportunity**

livingHR's Commitment to DEIB

Our Actions & Commitments



CEO Action Pledge

DEIB Community
Engagement & Volunteering

Paid Parental Leave

DEIB Awareness Calendar

DEIB Action Cards

Coach/Mentor Model

Juneteenth Recognition,
Education & Action

Team-Wide We Belong
Pledge

Continuous Team
Education

Social Advocacy

Equitable Pay

Humans for Humans
Discussion Channel

DEIB Partnerships

Pay Transparency

We Belong Bi-Weekly
Team Education

Living Into Our Actions & Commitments



Attract + Hire

- Diversity hiring policies and practices
- Diversity and bias-awareness tech partners to enable our hiring teams
- Culture page on company website highlighting whole team, culture code, and company philosophies
- Visibility for candidates into our pay, benefits, and PTO like:
 - Equitable and Transparent Pay - we publish our pay [bands](#) and everyone here makes a min. of \$20/hr.
 - Caregiving and Parental Leave Benefits
 - We have unlimited PTO, nearly a month of Paid Days Off and publish Educational/Actionable Information for DEIB-Related Holidays



Humanize Experiences

- We Belong Movement - our educational and actionable in-house DEIB philosophy
- We Belong Monthly Meeting Spotlight - monthly educational presentation by a livingHR team member at our all-team meetings taking a deep dive into a specific DEIB topic
- Humans for Humans - a virtual space for our team to connect, discuss, share vulnerably, and offer support on DEIB topics and issues
- Partnerships with external DEIB experts like MESH/diversity, Shereen Daniels, Kanarys, and more.
- Companywide Coach/Mentor Model emphasizing feedback, growth, and sponsorship



Create Community

[HumanlyX Report](#) (link)
DEIB Identities - x number of identities researched and defined
Social Advocacy and Support (add logos for all volunteer days, WNIF, Disrupt, and \$\$ amounts)



Foundation




DEIB embedded
in our Culture
Code and how
we operate

CEO
Action
Pledge

Partner/Vendor
Choosey

Brand Stand

BRAND STAND

what are we doing
FOR and IN the 
- SYNERGY w/ WHAT WE DELIVER 
- OUR "WHY" IS TO: 

humanize Work

HOW DO WE Live IT?

- we support not-for-profits financially, as a business, and as People
- we teach others how to lead in this way 
- we truly CARE about each other 

we have a Radiating
IMPACT 



HOW CAN WE IMPROVE

- KEEP GETTING THE **WORD** OUT! +
- RESPECTFULLY GUIDE OTHERS +
- HOLD EACH OTHER ACCOUNTABLE +
- GET BEHIND MORE ORGS THAT IMPROVE WORKPLACE EXPERIENCE

HOW DO WE PUT

human in the CENTER 
• we listen to THE PEOPLE 
• we stress the importance of BELONGING + INCLUSIVITY input. 
• we let people be their AUTHENTIC SELVES 
instead of a WORK SELF. 
• we challenge our clients to think of THEIR BRAND STAND 

what is natural for?

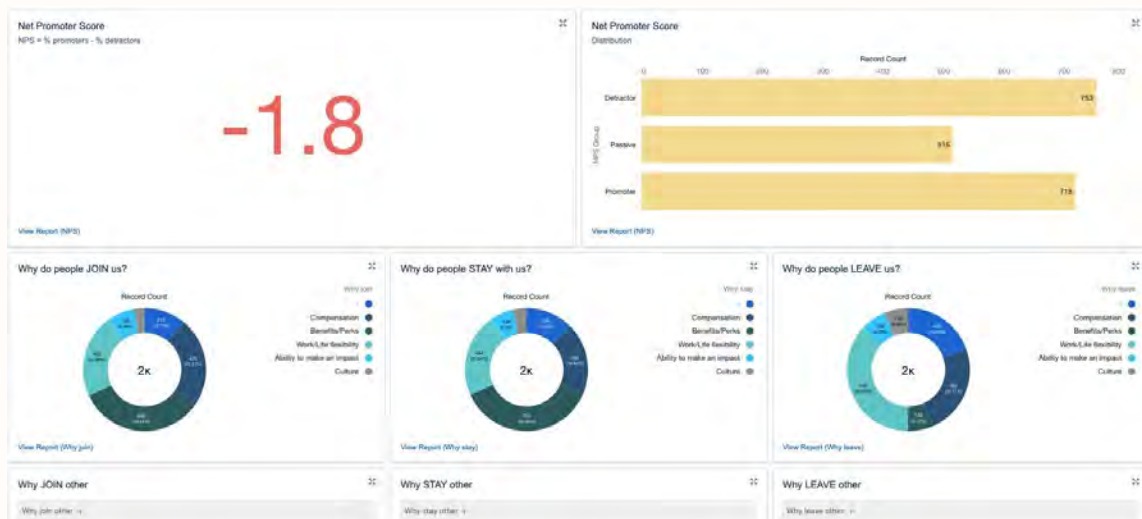
- GIVING GRACE 
- BEING EMPATHETIC
- CONSIDERING LIFE-LOAD 
- NORMALIZING CHANGE

humanlyx livingHR
the work agency

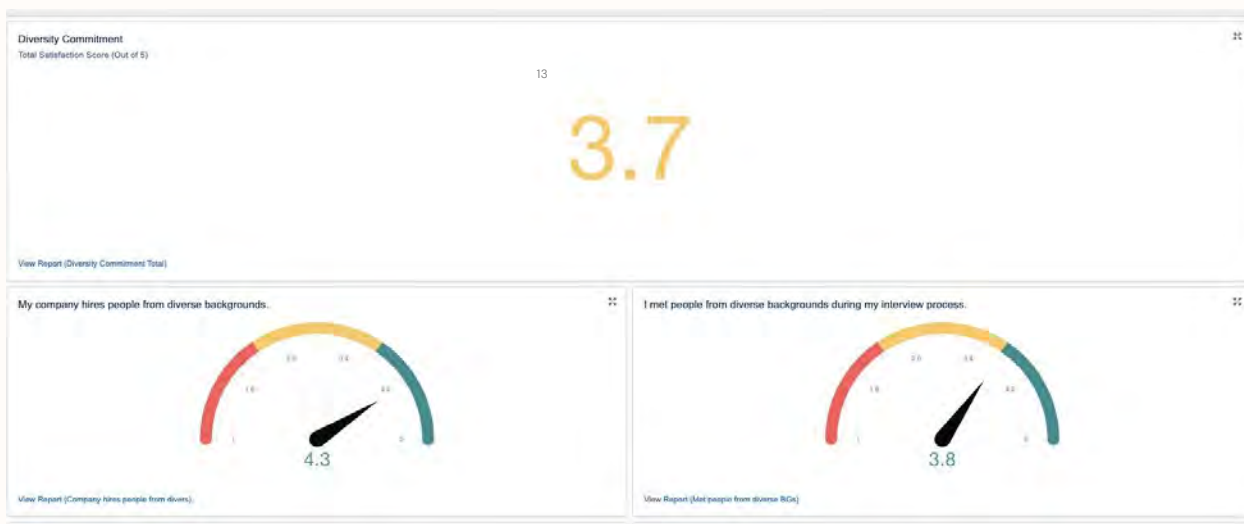
Reporting Examples

Survey Example Here

Company Culture Dashboard

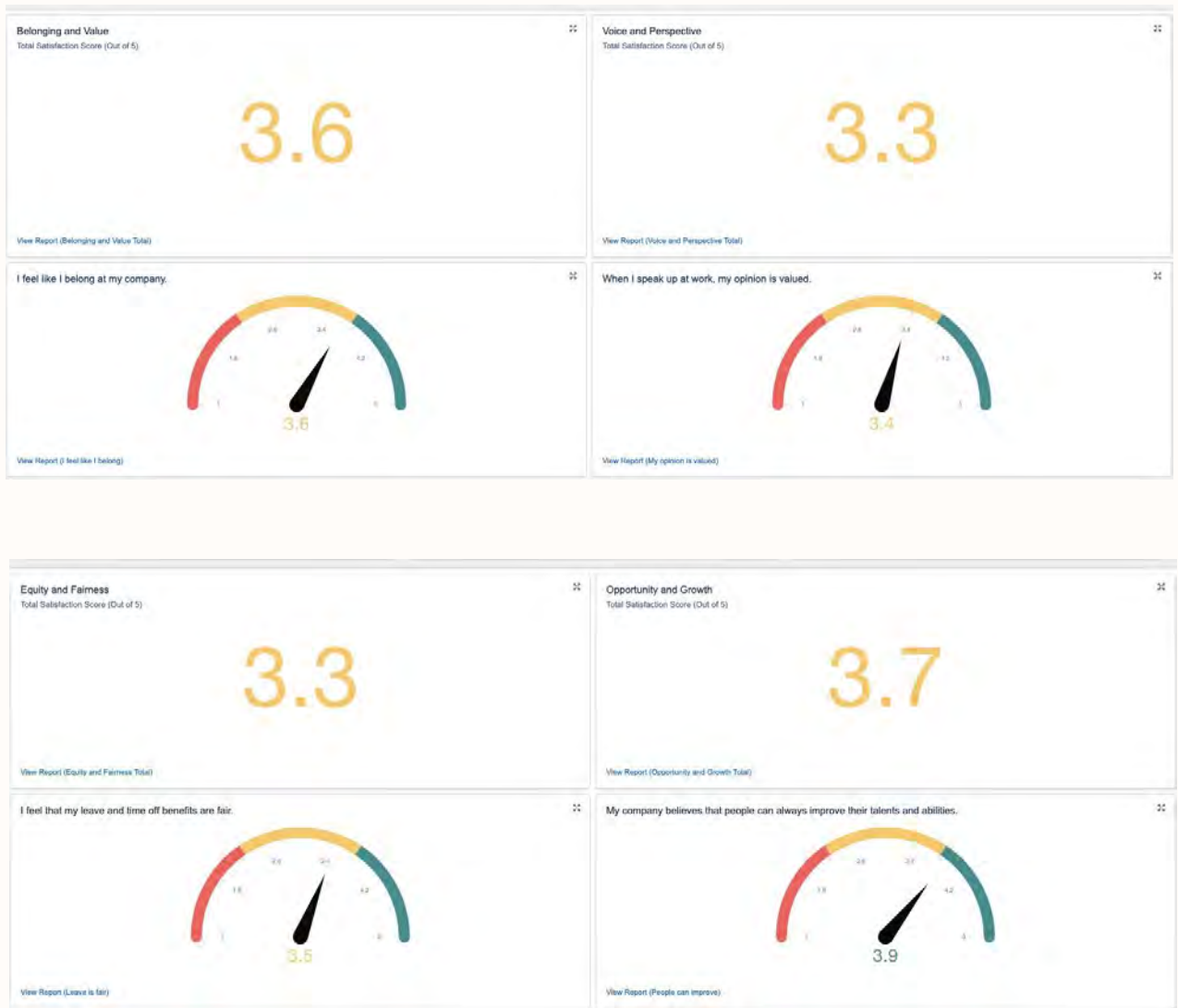


Diversity Commitment Dashboard



Reporting Examples

DEI Pillar Dashboard



Scalable Services for the People Function

People & Culture as a Service & Professional Services



P + CaaS

Lift, scale, support, augment or outsource – however you refer to it, we're here to save you time and resources by lending expertise, driving projects forward, and going further faster together through our Managed Services, PaaS Solutions.



Professional Services

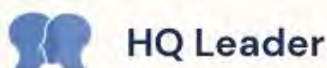
Whether you are looking to fast-track a ***specific people project initiative*** or want to dive deeper into a focus area, we are here to be **your project team**.



Data that tells the true story of your organization.

Understand your organizations challenges and strengths through our anonymous insights survey platform. Using the data, we'll make actionable recommendations for your organization.

- ✓ Customizable Engagement Surveys
- ✓ Pulse Surveys
- ✓ Experience Surveys
- ✓ Diversity & Inclusion Survey
- ✓ Wellbeing Survey
- ✓ Capstone Project
- ✓ Dashboarding + Reports
- ✓ 360-Degree Feedback



A modern + humanized leadership development series for leaders at all levels.

A new kind of leadership development for a constantly evolving world. We call this Human Intelligence (HQ) -- the end result of a humanized equation.

- ✓ Customized learning programs
- ✓ Learning cohorts
- ✓ Workshops, for virtual and in-person
- ✓ On-going Program Management
- ✓ Capstone project





Humanized Workplace Diagnostic

Quickly identify strengths, opportunities, and solutions.

It's often difficult to quickly uncover which parts of the employee experience journey are winning or losing. That's where our team and the Humanized Workplace Diagnostic comes in and does the heavy discovery lifting for you.

- ✓ Document Discovery
- ✓ Policy Review
- ✓ Culture-Walk
- ✓ Compliance Review
- ✓ Insights Pulse Survey
- ✓ Optional Focus Groups
- ✓ Priority Findings Report

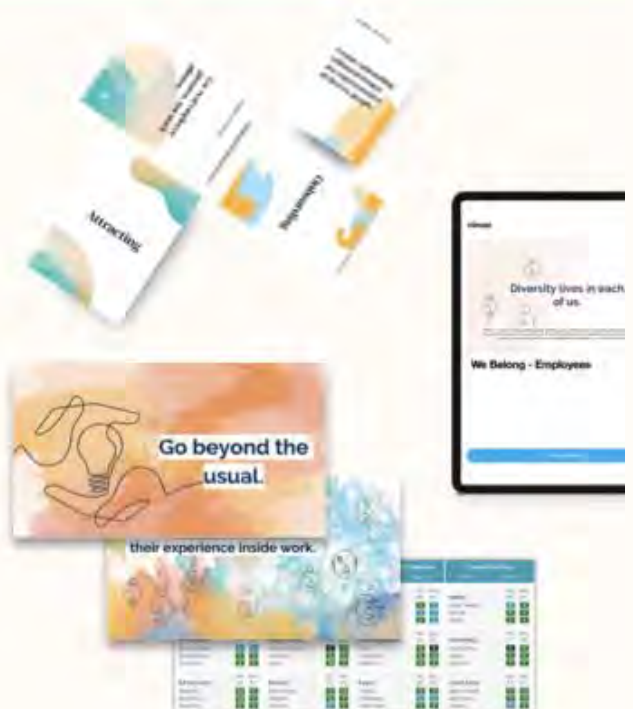


We Belong

Transformative DEIB Discovery.

We ground ourselves in each organization's unique starting point to understand how diversity is appreciated and embedded, so true transformation can begin.

- ✓ MESH/Diversity Assessment
- ✓ Leader Workshop
- ✓ Manager workshop
- ✓ Employee Workshop
- ✓ 1:1 Conversations
- ✓ Diagnostic Data-driven Survey Insights
- ✓ Response Program And Action Plan
- ✓ Diversity And Equity Evaluation
- ✓ Current State Of Culture And Talent
- ✓ Report and Recommendations Plan
- ✓ Microlearning Video Series
- ✓ Resource Library



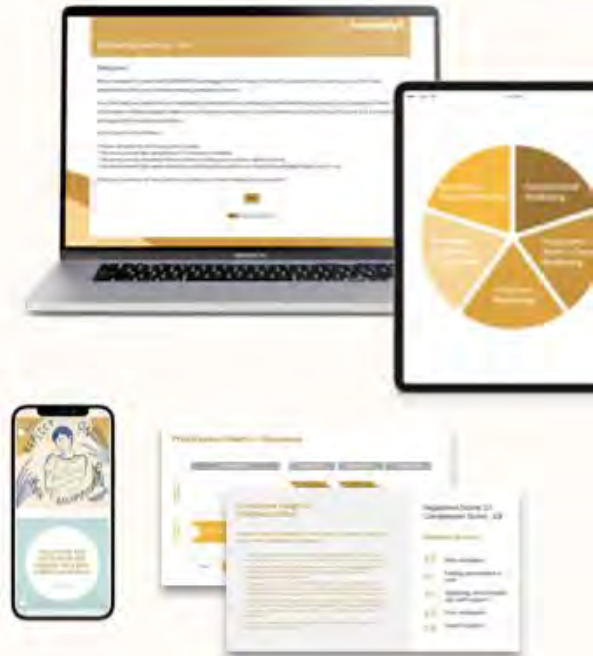


WellbeingWx

Prevent burnout and support whole-person wellbeing in your workplace.

livingHR's transformational full-suite solution program created in response to the increased rates of burnout impacting organizations and their employees.

- ✓ Wellbeing Diagnostic Inventory
- ✓ Wellbeing portal
- ✓ Employee, manager, and leadership workshops for whole-person wellbeing
- ✓ Customized action plans
- ✓ WellbeingWx Guide
- ✓ Micro-learning videos

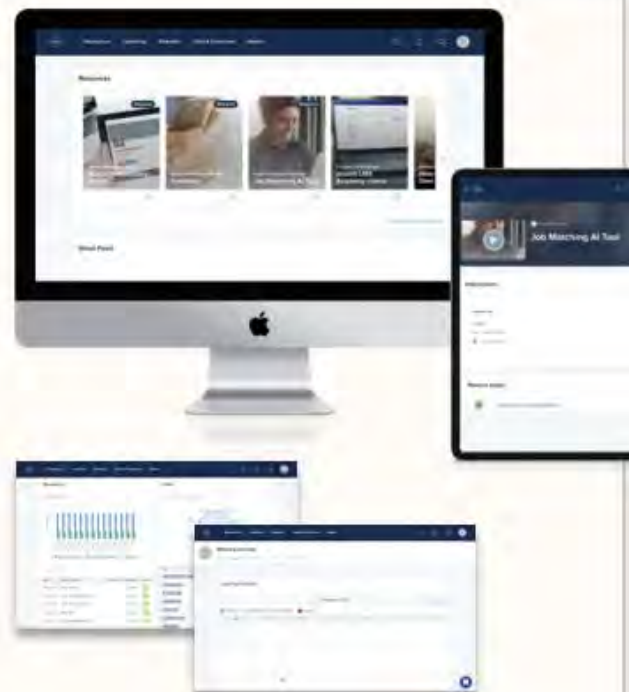


Humanized Career Transition

Modernized, and virtual alternative to traditional outplacement.

We know your people matter to you. We believe all employees deserve to feel considered, respected, and cared for throughout this trying time and process.

- ✓ Pre-Transition Support
- ✓ Personalized Transition Support
- ✓ Talent Portal





Create Cultures + Talent Brands

Culture and Strategy Working Together.

You know your organization is unique, but do you know why? We bring to life the key elements of your organization's story in a way that sticks with people and reinforces why they should stick with you.

- ✓ Culture Discovery
- ✓ Culture Code
- ✓ M&A Culture Integration
- ✓ Culture Guides
- ✓ Culture Microsites
- ✓ Corporate Social Responsibility
- ✓ Brand Identity + Voice



DEIB Transformation Model[©] & Evolution Scale[©]





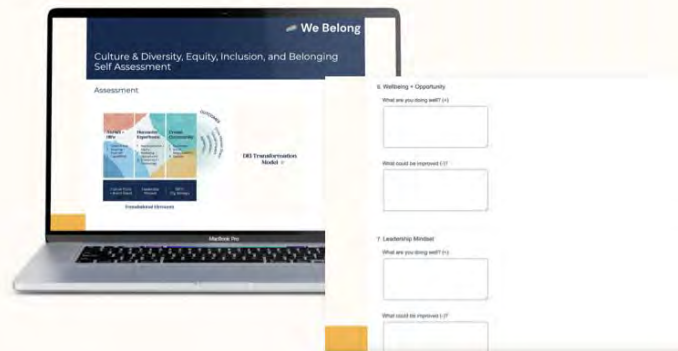
**Transform
DEIB**

Going beyond just a “program”.

We create a sense of belonging and inclusion for the existing diversity within organizations, while intentionally seeking ways to increase the representation of underrepresented demographics.

- ✓ DEIB Strategy
- ✓ DEIB Communications

- ✓ DEIB Reporting



References



Feeding Tampa Bay – Culture Discovery and Recommendations Contact Info:
Name: Jayci Peters
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Thank You!

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²⁵
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ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.D.

ISSUE:	Execute School Readiness Funding Match Contract with Children’s Board of Hillsborough County (CBHC)
FISCAL IMPACT:	Up to \$775,770 (includes \$75,000 for Metropolitan Ministries)
FUNDING SOURCE:	Children’s Board of Hillsborough County
RECOMMENDED ACTION:	Authorize staff to execute a contract with the Children’s Board of Hillsborough County in the amount of up to \$775,770 from October 1, 2022, to June 30, 2023.

NARRATIVE:

The CBHC School Readiness Match contract supports child care to serve low-to-moderate income working families. In addition, the CBHC has allocated funds for afterschool and summer programs for children whose families receive services through Metropolitan Ministries.

The Coalition has submitted the CBHC contract materials and anticipates executing the contract effectively on October 1, 2022. Once the contract with CBHC is executed, funds will be available for the period October 1, 2022, to June 30, 2023. All the funds mentioned are used solely to provide direct childcare services.

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.E.

ISSUE:	Execute Community Development Block Grant (CDBG) Contract with City of Tampa
FISCAL IMPACT:	Up to \$164,626
FUNDING SOURCE:	City of Tampa Community Development Block Grant (CDBG)
RECOMMENDED ACTION:	Authorize staff to enter into a contract with City of Tampa in the amount of up to \$164,626 from October 1, 2022, to September 30, 2023.

NARRATIVE:

The City of Tampa awards Community Development Block Grant (CDBG) funds annually through a competitive process. These funds are required to benefit low-to-moderate income families living within the City of Tampa. The Coalition applied for these funds in May 2022 and received notification in July 2022 that the Coalition's proposal was recommended for funding. The funds total up to \$164,626 and must be expended from October 1, 2022, to September 30, 2023.

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.F.

ISSUE:	Execute contract with Hillsborough County Board of County Commissioners (BOCC)
FISCAL IMPACT:	Up to \$276,000
FUNDING SOURCE:	Hillsborough County BOCC
RECOMMENDED ACTION:	Authorize staff to enter into a contract with Hillsborough County BOCC in the amount of up to \$276,000 from October 1, 2022, to September 30, 2023.

NARRATIVE:

The Hillsborough County BOCC contract renewal for funds up to \$276,000 for childcare assistance will be expended from October 1, 2022, to September 30, 2023.

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.G.

ISSUE: **Approval of Allocation of Funds to CDS Furniture**

FISCAL IMPACT: \$204,116.36

FUNDING SOURCE: Florida Department of Education, Division of Early Learning, School Readiness

RECOMMENDED ACTION: Approve the allocation of funds to CDS Furniture for office furniture for the expansion space (main office location at ICC).

NARRATIVE:

The expansion space in the Interstate Corporate Center building is under construction and slated to be completed in early calendar 2023. This request is for the office, conference room, and break room furnishings.

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.H.

ISSUE:	Approval of Parent Co-payment Waiver Policy and Procedures School Readiness Coalition Plan
FISCAL IMPACT:	Up to \$152,000
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning, School Readiness
RECOMMENDED ACTION:	Approve the Parent Co-payment Waiver Policy and Procedures School Readiness Coalition Plan.

NARRATIVE:

According to Rule 6M-4.400, FAC, federal requirements state that the co-payment for participants in School Readiness be affordable. Co-payments for At-Risk families as defined in section 1002.81(1), F.S., shall be assessed at the initial child care authorization. A coalition may waive a co-payment for an at-risk child(ren), in accordance with Section 1002.84(9), F.S.

At Risk refers to children at risk of abuse, neglect, abandonment, and/or exploitation. This includes children under protective services in the Foster Care system.

(1 attachment)

**Parent Co-payment Waiver Policy and Procedures School
Readiness Coalition Plan (OEL-SR 115, II.E.4)**

INTRODUCTION

To implement Section 6 of Rule 6M-4.400, F.A.C. and Section 1002.84(9), F.S. the Early Learning Coalition of Hillsborough County (ELCHC) in coordination with its At-Risk referring agencies and Board of Directors has established the following policies and procedures.

DEFINITIONS & GENERAL PROVISIONS

DEFINITIONS:

- **At Risk** refers to children at risk of abuse, neglect, abandonment and/or exploitation. This includes children under protective services, in Foster Care, shelters and homelessness.
- **Co-payment** is the sum of money the parent or caregiver, based on Coalition sliding fee scale, pays daily, which is subtracted from the reimbursement rate and paid directly to the provider of child care.
- **Coalition** refers to the Early Learning Coalition of Hillsborough County (ELCHC).
- **Sliding Fee Scale** is a system of cost sharing by a family/caregiver based on income and family size.

GENERAL PROVISIONS:

Overall, the Referring Agencies will:

- Provide the ELCHC with an approved Child Care Authorization for the child to receive services.
- Mark the Child Care Authorization to request a Fee Waiver for the child(ren).

The ELCHC will:

- Process the Child Care Authorization and help the parent/guardian establish services, offer the parent help finding child care options and help with any community supports that might be available or needed by the parent/guardian.

POLICY STATEMENT

Each family that receives School Readiness services shall be assessed a co-payment based on family size, the hours of care needed/authorized, and the family's income, according to the sliding fee scale approved by the Florida Division of Early Learning. The co-payment may be waived on a case-by-case basis for families:

- Participating in an at risk program.

- Temporarily waived for families with income at or below 100 percent of the federal poverty level during an event that limits a parent's ability to pay such as a natural disaster, incarceration, placement in residential treatment, becoming homeless, or an emergency situation such as a household fire or burglary, or while the parent is participating in parenting classes.
- Whenever possible, the ELCHC hopes to allviate some of the added responsibility and stress placed in Foster caregivers. If the referring agency feels it would be beneficial to have the parent/guardian fees waived while the child is in an out of home placement, the ELCHC's policy is to approve those requests.

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.I.

ISSUE:	Approval of Allocation of funds to Lakeshore Learning Materials, LLC.
FISCAL IMPACT:	Up to \$150,000
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning, American Rescue Plan Act (ARPA), School Readiness
RECOMMENDED ACTION:	Approve the allocation of funds to Lakeshore Learning Materials, LLC., in the amount of up to \$150,000.

NARRATIVE:

The Coalition's Workforce Initiative focuses on assisting early learning providers with recruiting and retaining more qualified professionals. To help support the recruitment efforts, The Coalition is requesting approval of allocation of funds to Lakeshore Learning Materials, LLC in the amount of up to \$150,000 to purchase classroom materials and/or furnishings for approximately 38 early childhood programs in Hillsborough County for the purpose of providing incentives to newly contracted School Readiness providers.

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.J.

ISSUE:	Approval of Allocation of Funds to Early Childhood LLC., d/b/a Discount School Supply
FISCAL IMPACT:	Up to \$140,000
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning, School Readiness
RECOMMENDED ACTION:	Approve the allocation of funds to Early Childhood LLC., d/b/a Discount School Supply in the amount of up to \$140,000.

NARRATIVE:

The Hillsborough Infant & Toddler Initiative provides families with more opportunities to access quality childcare for children birth to 36 months. School Readiness providers who participate are committed to increasing their childcare slots for very young children and improving the quality of care they provide through age-appropriate learning environments.

The Coalition has retained the services of Early Childhood LLC d/b/a Discount School Supply to supply infant and toddler materials and furnishings based on orders submitted by early childhood programs participating in the Hillsborough Infant & Toddler Initiative. Staff requests approval of allocation of funds to Early Childhood LLC d/b/a Discount School Supply in the amount of up to \$140,000.

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.K.

ISSUE:	Approval of Allocation of Funds to Children’s Forum
FISCAL IMPACT:	\$170,000
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning COVID-19 Crisis Emergency Funding Assistance for Early Learning/Child Care Providers, Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act Initiatives in the amount of \$170,000
RECOMMENDED ACTION:	Approve the allocation of funds to Children’s Forum in the amount of \$170,000 for FY 2022-2023.

NARRATIVE:

The Coalition would like to present the Board of Directors with a proposal to engage the Children’s Forum to conduct 400 CLASS observations (\$415 per observation). Engaging a third party for this work will enable internal staff to pivot their work to provide positive provider coaching and mentoring opportunities.

ELCHC BOARD OF DIRECTORS SPECIAL MEETING – September 6, 2022

ACTION

ITEM IV.L.

ISSUE: Approval of Allocation of Funds to Teachstone

FISCAL IMPACT: \$170,000

FUNDING SOURCE: Florida Department of Education, Division of Early Learning COVID-19 Crisis Emergency Funding Assistance for Early Learning/Child Care Providers, Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act Initiatives

RECOMMENDED ACTION: Approve the allocation of funds to Teachstone in the amount of \$170,000 for FY 2022-2023.

NARRATIVE:

The Coalition would like to present the Board of Directors with a proposal to engage Teachstone to conduct 400 CLASS observations (\$425 per observation). Engaging a third party for this work will enable internal staff to pivot their work to provide positive provider coaching and mentoring opportunities.

ELCHC BOARD OF DIRECTORS COMMITTEE MEETING – September 6, 2022

ACTION

ITEM IV.M.

ISSUE:	Approve Modification of Wells Fargo Bank Account Check Signers
FISCAL IMPACT:	N/A
FUNDING SOURCE:	N/A
RECOMMENDED ACTION:	Approve the addition of Gary Meyer and Aakash Patel and the removal of Gordon Gillette as check signers on the Wells Fargo bank account.

NARRATIVE:

The Coalition would like to present the Board of Directors with a proposal to add Gary Meyer and Aakash Patel and remove Gordon Gillette as check signers on the Wells Fargo bank account, subsequent to Gordon Gillette's retirement as CEO.