



ELCHC Board of Directors Annual Meeting Agenda Packet

Monday, June 23, 2025

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

Tampa, FL 33619



ELCHC Board of Directors Annual Meeting Agenda

Monday, June 23, 2025

I. WELCOME & INTRODUCTIONS

A. Patel

A. Roll call/Quorum Verification

B. Pledge of Allegiance

II. PUBLIC COMMENT I

A. Patel

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.

III. CHAIRMAN'S REPORT

A. Mission Moment

B. Guest: Hannah Goble, University of Florida with Lastinger Center for Learning

C. Guest: Makaylah Buchanan, Florida Chamber

D. Guest: Molly Grant, Association of Early Learning Coalitions

IV. CONSENT AGENDA

A. Patel

The "consent agenda" is a single agenda item typically addressed first after convening the board meeting and establishing that a quorum is present. The consent agenda encompasses all the routine, pro forma and noncontroversial items that the Board needs to vote on.

A. Approval of the June 23, 2025 Board of Directors Meeting Agenda

B. Approval of Board of Directors Draft Meeting Minutes- April 28 , 2025 - 4

C. Approval of FY 2025-2026 Board of Directors Meeting Schedule - 13

D. Approval of allocation of funds for customer relationship management system - 14

E. Approval of allocation of funds for summer boost research and evaluation - 16

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F. Hicks

A. Legislative Update - 66

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C. Summer Boost: VPK Performance Update

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B. Summit Sponsorship Packet

C. Dr. Hicks's Listening Session Write-Up

XII. ANNOUNCEMENTS

A. Patel

XIII. PUBLIC COMMENT II

A. Patel

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. 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.

XIV. ADJOURNMENT

A. Patel



Monday, April 28, 2025 at 3:00 pm
6302 E. Martin Luther King Jr. Blvd., Suite 100
Tampa, FL 33619

MEETING ATTENDANCE

Facilitator: Aakash Patel, Chair

Board Members Present:

Rebecca Bacon, Dr. Larissa Baia, Dr. Lise Fox, Amanda Jae, Commissioner Gwen Myers, Dr. Shawn Robinson, Gino Casanova, Annette Eberhart, Michelle Zieziula, Jonathan Ferro, Adam Giery, Bob Hyde, Brian Mays, Aakash Patel, Ashley Porch, Alina Shaffer, Felicia Thomas, and Noelle Wostal

Board Members Absent:

Dr. Daira Barakat, Chantal Porte, Beth Pasek, Tracye Brown, Dr. Jacquelyn Jenkins, Kelly Flannery, and Wynton Geary,

ELCHC Staff:

Dr. Fred Hicks, Nancy Will, Gary Meyer, Sabrina Ruiz, Abigail Perez, Alison Fraga, Kelley Minney, Rebecca Salgado, Dominique Watson, Sonia Durarmurugan and Nichole Gonzalez

Other Attendees:

Attorney Paul Quin, Dennis Hebert, Sunny Y Royal-Boyd, and Aleta Ford

CALL TO ORDER

Quorum Verification

Noting an established quorum, Vice Chair Robinson called the meeting to order at 3:04 pm.

Pledge of Allegiance

Ashley Porch led the Pledge of Allegiance.

PUBLIC COMMENT I

No, public comment I.

Chair Patel announced that moving forward all Early Learning Coalition of Hillsborough County Board of Directors meetings would be held in-person, with no virtual option. Chair Patel shared that committee meetings will have a virtual option, but as always in-person attendance is highly encouraged.

CHAIRMAN'S REPORT

A. Mission Moment

Brian Mays shared his mission moment and his passion for early education stemmed from having his own children but also witnessing firsthand the lack of resources living in a small town. Mr. Mays also shared that he volunteered at ELCHC events through the Chamber and saw the passion of those serving and was happy to see that all the people he saw over a year



and half ago were still in the room. Mr. Mays shared with the board that he is determined to continue to fight for more affordable childcare for military families although, the ask to state legislators was not successful this year he plans to continue advocating for these families.

Introduction of each Board Member to Special Guest, Chancellor Cari Miller

Amanda Jae, shared Director of Palma Ciae Methodist Church and Day School and is also the faith-based provider on the Board of Directors. She shared she joined in January of 2020.

Dr. Shawn Robinson, shared he holds a private sector seat on the board and have been serving since 2008 and that he is the Vice Chair of the Board of Directors. Dr. Robinson also shared that he is an attorney and math faculty member at Hillsborough Community College.

Aakash Patel, shared he was first appointed Chair of the Board of Directors in 2014 and reappointed in 2018 as a private sector seat.

County Commissioner Gwen Myers, shared she represents District 3 and has served on the Board of Directors since 2020.

Bob Hyde, shared he is the Vice President of Community Impact at Suncoast Credit Union and is in his first term on the Board of Directors having just started his term a few months ago holding a private sector seat.

Rebecca Bacon, shared she is the Executive Director of The Children's Board and has been on the Board of Directors for about a year.

Gino Casanova, shared he is the Chief Operations Officer for Shumaker Advisors and has served on the Board of Directors for two years.

Jonathan Ferro, shared he is the Senior Vice President of Synovus Bank and has been on the Board of Directors for a few months.

Annette Eberhart, shared she is Family Childcare educator and is a provider representative on the Board of Directors and has been on the board for about a year and a half.

Ashley Porch, shared she is with the Junior League of Tampa and has been on the Board of Directors for a few months.

Brian Mays, shared is the broker and owner of Patriot Mark Reality and has served on the Board of Directors for a year.

Alina Shaffer, shared she represents the private sector and is the Human Resources and Talent Director at TECO and has served on the Board of Directors for a few months.

Adam Giery, shared he is the managing partner of Strategos Group and has served on the Board of Directors for about six years.

Dr. Lise Fox, shared she is with the University of South Florida and has served on the Board of Directors for six years.

Noelle Wostall, shared she is a probate certified specialist on the county team and has a background opening preschools and has served on the Board of Directors for a few months.

Michelle Ziezuila, shared she is the Chief Operating Officer with Career Source Hillsborough Pinellas and has served on the Board of Directors for three years.

Dr. Larissa Baia, shared she is the Campus President at Hillsborough Community College-Ybor City Campus and has served on the Board of Directors for two years.

Chair Patel welcomed special guest, Cari Miller.

Chancellor Miller introduced herself and shared that she has been in her role for two years and three months and that this was the first time she has attended an early learning coalition board meeting. Chancellor Miller thanked Dr. Fred Hicks, Chief Executive Officer of ELCHC for the invitation to be part of the board meeting and to have an opportunity to meet every board member present.

Chancellor Miller shared that the Department of Education's Division of Early Learning, administers SR and VPK programs statewide, in partnership with thirty (30) early learning coalitions (ELCs) and the Redlands Christian Migrant Association (RCMA).

Chancellor Miller shared DEL Goals of the following:

- Increase Kindergarten readiness, setting children on a path to learn, graduate and succeed.
- Engage families as their child's first teacher and support them in making informed decisions on high-quality childcare that best meets their family needs.
- Support families by providing high-quality childcare as they work to become financially self-sufficient.
- Build high-quality early learning programs to meet the individual needs of all children.
- Lastly, increase the knowledge and skills of early learning professionals to provide high-quality care and education.

Chancellor Miller also highlighted the following topics that she covered in depth:

- Importance of Kindergarten Readiness
- Fall 2023 Kindergarten Readiness Results
- Program Assessment
- FAST Star Early Literacy for VPK
- VPK Accountability
- Provider Performance Metric Ranges for 2023-2024
- Key Dates for the 2024-2025 School Year VPK and Summer VPK
- School Readiness Plus Program
- Summer Bridge
- Emergent Literacy and Math Initiatives

There was board discussion on many of the topics that Chancellor Miller covered during her presentation.

Chancellor Miller was asked what legislation she was watching closely and what the ELCHC could do to help champion the cause as a united front.

Chancellor Miller stated that she was watching the income threshold discussions as there was talk about switching qualifying families from Federal Poverty Level (FPI) to SMI. Chancellor Miller stated this would allow more families to be served. Secondly, Chancellor Miller also shared that she was watching a discussion on further assistance with children with special needs. Lastly, Chancellor Miller shared the other discussion to watch for this legislative session is "Who is responsible for monitoring Early Learning Coalitions?"

There was further discussion on the budget cuts proposed by the Florida House of Representatives vs the budget proposed by the Florida Senate that would side more favorably for Early Learning Coalitions state-wide.

There were also questions and discussion on how early learning coalitions could offset any shortfalls.

Chancellor Miller stated that moving forward coalitions would need to more heavily rely on the communities they serve and bring in key advocates in each community to champion the cause of early learning.

CONSENT AGENDA

The following items were included under the Consent Agenda:

Approval of the April 28, 2025, Board of Directors Meeting Agenda

Approval of Board of Directors Draft meeting minutes from February 17, 2025

Approval of City of Tampa Resolution FY 25-26

Dr. Shawn Robinson made a motion to approve the Consent Agenda. Adam Geary made a second. The motion carried unanimously.

SUPPORTING DOCUMENTS

Dr. Fred Hicks, CEO ELCHC shared the packet for the Children's Summit was in BoardEffect for board members to download that including everything they would need to help facilitate and engage in conversation with community leaders.

Summit 2025 Dashboard included in the agenda packet

Summit 2025 Sponsorship Packet included in the agenda packet

There was board discussion on how to introduce community leaders with ELC leadership about the Children's Summit.

Bob Hyde, ELCHC Board member, shared that Suncoast Credit Union would do a dollar-for-dollar match at the Summit.

There was committee discussion on where the Children's Summit was advertised.

Dr. Shawn Robinson, Vice Chair of the Board of Directors, stated it on all ELC social media platforms including the ELCHC website.

LEGAL REPORT

Paul Quin, ELCHC Board attorney, stated every board member was up on the Florida State Sunshine law and that if anyone had any questions at all to please reach out to Dr. Hicks or Nancy Will, Executive Assistant.

ACTION ITEMS

Approval of allocated funds for HR outsourced services.

Gary Meyer, CFO ELCHC, presented the history, purpose, and return on investment with outsourcing the ELCHC HR department as contained in the agenda packet.

Mr. Meyer introduced Maurice Sloan, CEO of LIVE Strategic Consulting.

The board asked what the timeline for switching all HR functions to LIV Strategic Consulting. It was also asked what new technologies were to be used with this transition and if this transition would help the ELCHC with retention.

Mr. Meyer shared there were a few internal resources that need to be seen to completion including the handling of the enrollment benefit process. Mr. Meyer shared it would be a smooth transition as Mr. Sloan was brought it at the start of a new fiscal year.

Mr. Sloan made his introduction to the ELCHC Board of Directors and shared his history in working for and alongside several non-profit organizations and he looked forward to working with the leadership and staff of the ELCHC.

COMMITTEE REPORTS

Executive Committee

Dr. Robinson reported that the committee met on April 14, 2025, to approve, review and discuss the following:

- Approval of the August 8, 2025 Development Committee draft meeting minutes
- Approval of the February 17, 2025 Executive Committee draft meeting minutes
- Approval of the April 28, 2025 draft Board of Directors Agenda
- Discussion Items: Legislative Update & Hillsborough Day 2025
- Committee Reports: Governance, Finance, Service Delivery & Efficiency, Legislative, Development & Outreach, and Provider Review Hearing
- Announcements: The next Executive Committee meeting is scheduled for Monday, June 16, 2025; Teacher's Night Out: Celebrate, Educate, and Elevate at Zoom Tampa-May 3, 2025 from 5:00 pm-9:00 pm; Day of Play-June 7, 2025 at Victor Crist Community Complex inside of the University CDC from 10:00 am-12:00 pm
- Adjournment

GOVERNANCE COMMITTEE

Dr. Shawn Robinson, reported:

The Governance Committee was scheduled to meet on Monday, March 24, 2025 however, due to the lack of quorum the meeting was cancelled. The next meeting of the Governance Committee will be held on May 19, 2025.

FINANCE COMMITTEE

Michelle Zieziula, reported that the committee met on March 26, 2025, to review, discuss, and approve the following:

- Minutes from the February 3, 2025 Finance Committee Meeting
- Approval of contract amendment for Brandz Agency
- Approval of audited financial statements for fiscal years ended June 30, 2024 and 2023
- CEO Report
- Next, meeting of the Finance Committee is scheduled for June 2, 2025

SERVICE DELIVERY AND EFFICIENCY COMMITTEE

Amanda Jae reported that the committee met on April 3, 2025 to discuss, review and approve:

- Approval of January 20, 2025 committee meeting draft minutes
- Presentation and discussion of the Director's Community of Practice (CoP)
- CEO Report
- Announcements: Day of Play-June 7 at Victor Crist Community Complex inside the University CDC from 10:00 am-12:00 pm; Teacher's Night Out: Celebrate, Educate, and Elevate at Zoo Tampa-May 3 from 5:00 pm-9:00 pm;
- The next, meeting of the Service Delivery & Efficiency Committee is scheduled for May 14, 2025.

DEVELOPMENT COMMITTEE

Dr. Shawn Robinson reported that the committee met on March 12 and April 9, 2025 to review and discuss:

- Proposed purpose & duties of the merged committees
- Feedback from the 2024 Children Summit
- Summit Host Committee updates
- CEO Report
- Announcements: Day of Play-June 7 at Victor Crist Community Complex inside the University CDC from 10:00 am-12:00 pm; Teacher's Night Out: Celebrate, Educate, and Elevate at Zoo Tampa-May 3 from 5:00 pm-9:00 pm; The next, meeting of the Development & Outreach Committee is scheduled for May 14, 2025.

LEGISLATIVE COMMITTEE

Gino Casanova reported that the committee met on March 6, 2025 to review, discuss and approve:

- Approval of the January 9, 2025 Committee draft meeting minutes
- Discussion: Hillsborough Day 2025-March 26 in Tallahassee discussion included a review of the Association of Early Learning Coalition (AELC) priorities; Children's Week 2025-April 14-18 discussion for both events included board members planning to attend
- Announcement: The next meeting of the committee to be scheduled after Children's Week to recap the outcome of the legislative session as it relates to early education. As well as beginning early conversations around the next legislative session priorities based on the needs of the Hillsborough community of providers, directors, teachers and families.
- Adjournment

PROVIDER REVIEW HEARING COMMITTEE

Dr. Jacquelyn Jenkins reported the following:

The Provider Review Hearing Committee met on Tuesday, March 11, 2025 to hear, discuss, and review Kidz Planet vs Early Learning Coalition of Hillsborough County with the following outcome.

The ELCHC recommended ending the School Readiness (SR) contract of Kidz Planet due to a total of (4) Class 2 violations, and (8) Class 3 violations over the past two years for a period of two years.

The committee agreed to modify the coalition's recommendation to one year of probation; cross training for matching more experienced teachers with new teachers; (2) Technical Assistance visits; (1) random visit/monitoring; free access to the new Learning Management System (LMS) via an APP for ease of usage for teachers to take additional self-paced training.

FINANCE COMMITTEE

Michelle Ziezuila reported the committee met on March 26, 2025, to review, discuss and approve:

- Minutes from February 3, 2025, Finance Committee Meeting
- Approval of contract amendment for Brandz Agency
- Approval of audited financial statements for fiscal years ended June 30, 2024 and 2023
- CEO Report
- Next, meeting of the Finance Committee is scheduled for June 2, 2025

FINANCE REPORT

Gary Meyer, CFO reported budget to actuals through January 31, 2025 as presented in the agenda packet.

Mr. Meyer highlighted:

- Class scores were much higher than expected and additional incentive monies ran out for those classes scoring a 4.5 or higher so many providers are owed additional funds
- There was a 70% increase in class scores and the ELCHC requested \$600,000 from the Children's Board to assist with the shortfall. These funds helped to put a dent on what ELCHC owed providers for outstanding classroom performance.
- Wait lists have grown state-wide with ELCHC at around 2,000 and made mention of other counties of their waitlist

There was board discussion on the differential in pay for quality performance in the classroom and if this funding was mandated by the state.

Chancellor Miller shared that the Senate's proposed budget does include an increase in funding for high quality performing classrooms and encouraged the board and ELCHC staff to remain hopeful that these dollars would be approved. Chancellor also shared that there will be a slight policy shift with high quality classroom scores to be moved up to 5.0 as the quality performance outpaced the allotted monies designated to incentivize higher quality performance classrooms therefore creating the budget shortfall coalitions are facing.

CEO REPORT

Dr. Hicks for the sake of time quickly reported on the following:

Listening Sessions

Dr. Hicks shared the top three areas of concern for the provider community as he did this first round of Listening Sessions throughout the county.

- Teacher Pay
- Insurance Costs for centers-Family Childcare homes are seeing rates increase as HOA associations are adding to costs, as well as regular insurance companies are increasing costs due to the home being a large liability in caring for children at the home
- Tuition Pay Out-some parents are not able to afford the weekly costs of reduced tuition

Retreat Follow-up: Summit 2025 BOD Participation

- Encouraged Board Members to log-in and download Summit information packet

Provider Transparency Tool

- Dr. Hicks shared this tool was vital to be able to continue to serve the provider community well in addressing matters that may not be easy for some to bring forward to leadership.
- Dr. Hicks stated that the team does their best to respond as quickly as possible and any questions or concerns that are submitted are discussed at the weekly Senior Leadership team meeting on Monday mornings.

Hillsborough Day 2025 recap

- Dr. Hicks shared that he was happy to know this year was the largest Board of Directors turnout for Hillsborough Day and he hoped to see continued engagement by Board members.

Children's Week 2025 Recap

- Dr. Hicks shared Ms. Eberhart and Ms. Bacon were also in attendance for Children's Week and shared the importance of being united with other coalitions at the legislative level.

ANNOUNCEMENTS DRAFT

Skipped due to time however, they are in the agenda packet for review.

PUBLIC COMMENT II

There was no Public Comment II.

ADJOURNMENT

Citing the time, Dr. Shawn Robinson made a motion to adjourn the meeting at 5:02 pm. Dr. Larissa Baia made a second. The motion carried unanimously.

Read and approved by: _____

Bob Hyde, ELCHC Board of Directors Secretary

Date

FY 2025-2026 PROPOSED MEETING SCHEDULE

EXECUTIVE COMMITTEE MEETING SCHEDULE

Monday, August 11, 2025

Monday, October 6, 2025

Monday, February 09, 2026

Monday, April 06, 2026

Monday, June 15, 2026

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

BOARD OF DIRECTORS MEETING SCHEDULE

Monday, August 18, 2025

Monday, October 13, 2025

Monday, February 16, 2026

Monday, April 13, 2026

Monday, June 22, 2026 (Annual Board Meeting)

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

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



Board of Directors Annual Meeting
June 23, 2025

CONSENT

ITEM IV.D.

ISSUE:	Approval of allocation of funds for customer relationship management system
FISCAL IMPACT:	Not to exceed \$96,000
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning School Readiness and VPK quality and administrative funds
RECOMMENDED ACTION:	Approve an allocation of funds to WebAuthor.com LLC not to exceed \$96,000

Vendor Representative Present at Meeting: Perry Borman, Director of Client Solutions, WebAuthor.com LLC.

Product or Service: Webauthor.com provides the ELCHC with a Software as a Service web tool that allows ELCHC to interact with their external stakeholders, primarily providers and referring agencies.

Brief History: This tool is currently the standard for the Early Learning Coalitions across the State and was initially implemented in Hillsborough in 2021.

Purpose: This tool significantly automates the communication processes by integrating workflows. In addition, it has increased security while reducing error rates and paper forms.

Contract Performance: This provider has met or exceeded the guidelines for data security.

Outcome: The WebAuthor tool has allowed ELCHC the ability to automate many key processes such as the School Readiness family referral process, the School Readiness family redetermination process, Summer Boost enrollment and support, and a variety of additional services.

Procurement: The ELCHC originally procured these services through an RFP in the summer of 2023. WebAuthor was awarded the contract after Finance Committee

approval. WebAuthor.com LLC has continued to provide services that have consistently met or exceeded the stated guidelines, and we would like to renew this contract for 2025-26, not to exceed \$96,000. This is the second consecutive year that WebAuthor is supporting us with no price increase.

Budget Impact: Not to exceed \$96,000.

CONSENT

ITEM IV.E.

ISSUE:	Approval of allocation of funds for summer boost research and evaluation
FISCAL IMPACT:	Not to exceed \$150,000
FUNDING SOURCE:	Children’s Board of Hillsborough County local funding
RECOMMENDED ACTION:	Approval of allocation of funds to the University of South Florida (USF) not to exceed \$150,000

NARRATIVE:

Vendor Representative Present at Meeting: Dr. Jason Anthony, University Project Director, and Janet Reyes, Contracts and Grants Manager, Child & Family Studies, Behavioral and Community Sciences, University of South Florida.

Product or Service: We are partnering with the University of South Florida in support of summer boost research and evaluation. Together we will select schools and classrooms that will implement the program.

USF will develop a computerized assessment battery of children’s language, literacy, and math competencies and administer pretests during the initial weeks of Summer Boost and post-tests during the final weeks. The group will be tested by time interaction on educational tests administered, and USF will predict learning gains from student assessments, teacher surveys, and attendance logs.

Purpose: The purpose of this initiative is to predict learning gains from the Summer Boost program.

Contract Performance: This is the second year contracting with USF on a research study of this nature. Last year USF met all contract deliverables and requirements.

Outcome: To provide data analysis on the Summer Boost program to demonstrate efficacy and to inform future programming.

Procurement: Research with a state university is exempt from competitive procurement per Florida Statute. No RFP was issued for this work.

Budget Impact: This is a contract with a budget not to exceed \$150,000.

CONSENT

ITEM IV.F.

ISSUE: Approval of ELCHC Bylaw edits

RECOMMENDED ACTION: Approval of ELCHC Bylaw edits as proposed by Board Attorney, Paul Quin

NARRATIVE:

To correct minor grammatical errors within the Bylaws.

(1-attachment)

BYLAWS

OF

HILLSBOROUGH COUNTY SCHOOL READINESS COALITION,

INC.

D/B/A

Early Learning Coalition of Hillsborough County, Inc.

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**BYLAWS
OF
THE HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC.**

ARTICLE I

Organization

Section 1. Name. The name of this Corporation is Hillsborough County School Readiness, Coalition Inc. (the "Corporation") and shall conduct business as The Early Learning Coalition of Hillsborough County as registered pursuant to the Fictitious Name Act, 865.09 F.S. with the Division of Corporations, Florida Department of State.

Section 2. Objectives. The Corporation has been formed to coordinate and improve the quality and delivery of school readiness, voluntary pre-kindergarten and out-of-school time services for the children and families of Hillsborough County, Florida.

Section 3. Principal Office. The principal office of the Corporation shall be fixed and located by the Board of Directors of the Corporation at any place within the County of Hillsborough, State of Florida. The Board of Directors is hereby granted full power and authority to change said principal office from one location to another in the County of Hillsborough.

Section 4. Members. The Corporation shall have no "members" as that term is defined in 617.01401(12) Florida Statutes.

Section 5. Government-in-the-Sunshine Law. The Corporation is committed to ensuring that the deliberations of its Board of Directors are conducted openly, and the actions of the Board are taken openly in accordance with the Government-in-the Sunshine Law, Chapter 286 of the Florida Statutes. Accordingly, in the event of a conflict between a provision of these Bylaws and a section of the Government-in-the-Sunshine Law, the Government-in-the-Sunshine Law shall control.

ARTICLE II

BOARD OF DIRECTORS

Section 1. Powers. Subject to the limitation of the Articles of Incorporation and other provisions of these Bylaws, and the laws of the State of Florida, all corporate

powers shall be exercised by, or under the authority of, and the business and affairs of the Corporation shall be controlled by, the Board of Directors (sometimes referred to herein as the “Board”).

Section 2. Membership, Number, Class, Voting Rights, Selection and Terms of Office.

- (a) Membership, Number and Classes: The Board of Directors shall number at least fifteen (15) but not more than thirty (30) and shall be divided into three (3) classes: Appointed Directors, Designated Directors, and Elected Directors. Each and every Director must either live OR work in Hillsborough County.
- (b) Selection and Terms of Office:
 - Appointed Directors shall serve a maximum of two consecutive terms as long as they hold the office so designated.
 - Designated Directors shall serve as directors as long as they hold the offices so designated.
 - Elected Directors shall serve four (4) year terms. Elected Directors are eligible for re-election. However, no elected Director may serve more than two consecutive four-year terms.
- (c) Appointed Director Class: The authorized number of Appointed Directors shall be three (3). All vacancies in the class of Appointed Directors, including, without limitation, vacancies caused by expiration of term, resignation or removal, shall be filled by the Governor of the State of Florida as follows:
 - 1) The Chair shall be appointed by the Governor
 - 2) Two (2) private sector business members shall be appointed by the Governor.In the absence of a governor-appointed Chair, the Commissioner of Education may appoint an interim Chair from the current early learning coalition board membership. (F.S. 1002.83). In the absence of an appointed interim, the Vice-Chair shall serve as interim Chair.
- (d) Designated Director Class: Designated Directors shall number twelve (12) and shall include the following:

- a. A department of Children and Families regional administrator or his or her permanent designee who is authorized to make decisions on behalf of the department.
 - b. District superintendent of schools or his or her permanent designee who is authorized to make decisions on behalf of the district.
 - c. A local workforce development board executive director or his or her permanent designee.
 - d. County health department director or his or her designee.
 - e. A children's services council or juvenile welfare board chair or executive director, if applicable.
 - f. A department of Children & Families child care regulation representative or an agency head of a local licensing agency as defined in s. 402.302, where applicable.
 - g. A president of a Florida College System institution or his or her permanent designee.
 - h. One Member appointed by the board of county commissioners or the governing board of a municipality.
 - i. A Head Start director.
 - j. A representative of private for-profit child care providers, including private for-profit family day care homes.
 - k. Representative of faith-based child care providers.
 - l. Representative of programs for children with disabilities under the Federal Individuals with Disabilities Education Act.
- (e) Elected Director Class: Elected Directors shall not exceed fifteen (15). All vacancies in this class of Elected Directors, including, without limitation, vacancies caused by expiration of term, resignation or removal, shall be elected by a majority of the Board then in office. The Elected Directors shall, at all times, be representatives of private sector business, either for-profit or nonprofit, who do not have, nor whose relatives as defined in s.112.3143 F.S. have, a substantial financial interest in the design or delivery of Voluntary Prekindergarten Education programs, School Readiness programs, or out-of-school-time programs.

Section 3. Vacancies.

- (a) A vacancy or vacancies in the Board shall be deemed to exist (i) in case of the death, resignation, or removal of any Director or (ii) if the authorized number of Directors is increased.

- (b) Any Director may resign effective upon giving written notice to the Chair, the Chief Executive Officer, the Secretary, or the Board, unless the notice specifies a later time for the effectiveness of such resignation. If a Director resigns by giving notice specifying that such resignation shall be effective at a future time, a successor may be elected or designated before such time to take office when the resignation becomes effective.
- (c) No reduction in the number of Directors shall have the effect of removing any Director prior to the expiration of his or her term of office.
- (d) When a vacancy occurs in an appointed Director position, the coalition must advertise the vacancy.

Section 4. Removal of Directors. Any member of the Board of this Corporation may be removed from office, with or without cause, by the person or persons authorized to elect or designate the Director in Section 2 (d) – (e) of this Article II.

ARTICLE III

Meetings of the Board of Directors

Section 1. Place of and Public Access to Meetings. All meetings of the Board of Directors shall be held at the principal business office of the Corporation or at such other place within the County of Hillsborough as may be designated from time to time by resolution of the Board of Directors, or in the notice of said meeting. All meetings of the Board of Directors shall be open and public, and all persons shall be permitted to attend any meeting of the Board.

Section 2. Annual Meeting. The annual meeting of the Board of Directors shall be the regular meeting of the Board held during the fourth quarter of the fiscal year. The officers of the Corporation shall be elected at this meeting.

Section 3. Regular Meetings. The Board of Directors shall meet on the date established by the Board of Directors by resolution. The Board shall meet at least four (4) times during each fiscal year.

Section 4 Special Meetings. Special meetings of the Board of Directors for any purpose or purposes shall be called at any time by the Chair of the Board, the Chief Executive Officer, the Secretary, or by any two (2) directors of the Corporation. Special meetings of the Board of Directors shall be held upon at least two (2) calendar days' prior notice. Notice may be given

orally, by first-class mail, by facsimile, electronic mail, or other electronic means, or by personal delivery to each director at such director's address as is shown upon the records of the Corporation for purposes of notice. Notice by mail shall be deemed to have been given at the time a written notice is deposited in the United States mail, postage prepaid. Any other written notice shall be deemed to have been given at the time it is personally delivered to the recipient or is delivered to a common carrier for transmission to the recipient. Oral notice shall be deemed to have been given at the time it is communicated, in person or by telephone, to the recipient or to a person at the office of the recipient who the person giving notice has reason to believe will promptly communicate it to the recipient. A notice or waiver of notice shall specify the purpose of any special meeting of the Board of Directors.

Section 5. Action at a Meeting; Quorum and Required Vote. Presence of a majority of Directors at a meeting of the Board of Directors constitutes a quorum for the transaction of business. A Director may send a representative to a meeting, but that representative does not count towards the quorum requirement and does not have voting privileges. Every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum is present, shall be regarded as the act of the Board of Directors. Board members attending by phone or other electronic means may be counted towards the quorum requirement.

Section 6. Rules of Procedure. All meetings of the Board of Directors shall be conducted in accordance with Robert's Rules of Order. Nothing in Robert's Rules of Order shall supersede any right or requirement of the Articles of Incorporation or these Bylaws.

Section 7. Fees and Compensation. The Board of Directors shall serve without compensation for their services as directors; however, the Appointed Board Chair or Appointed Vice-Chair may be reimbursed for travel and related expenses to attend State meetings per guidance from the Florida Department of Education Division of Early Learning.

Section 8. Each Board member is subject to Florida Statutes ss. [112.313](#), [112.3135](#), and [112.3143](#). For purposes of s. [112.3143](#)(3)(a) F.S., each voting board member is a local public officer who must abstain from voting when a voting conflict exists.

ARTICLE IV

Officers

Section 1. Officers. The officers of the Corporation shall be a Chair of the Board, a Vice Chair, a Secretary, and a Treasurer and other officers as the Board of Directors may elect. All

officers of the Corporation must also be Directors of the Corporation. The removal or resignation of a Director who is an officer of the Corporation shall be deemed a resignation by such person from all offices held.

Section 2. Nomination and Election. The officers of the Corporation, other than the Chair shall be elected annually by the Board of Directors at its annual meeting. Each officer so elected shall hold office for a one-year term or until he or she shall resign, shall be removed or otherwise disqualified to serve. At any regular or special meetings of the Board of Directors, the Board of Directors may fill a vacancy caused by the death, resignation, removal or disqualification of any officer. Officers may be elected to serve additional terms at the discretion of the Board.

Section 3. Removal and Resignation. Any officer may be removed, either with or without cause, by the Board of Directors, at any regular or special meeting thereof. Any officer may resign at any time by giving written notice to the Chair of the Board, the Chief Executive Officer, or the Secretary of the Corporation. Any such resignation shall take effect at the date of the receipt of such notice or at any later date specified therein; and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 4. Chair of the Board. The Chair of the Board shall preside at all meetings of the Board of Directors and exercise and perform such other powers and duties as may be from time to time assigned to the Chair by the Board of Directors or prescribed by the Bylaws.

Section 5. Vice Chair. In the absence of the Chair, the Vice Chair will exercise the duties of the Chair and shall perform such other duties as may be from time to time required by the Chair or by the Board of Directors.

Section 6. Chief Executive Officer. The Chief Executive Officer, subject to the control of the Board of Directors, shall have general supervision, direction and control of the business and affairs of the Corporation and shall have the general powers and duties of management usually vested in the office of the Chief Executive Officer of a corporation. The Chief Executive Officer shall have the necessary authority and responsibility to operate the Corporation and all of its activities and departments, subject only to such policies as may be issued by the Board of Directors or any of its Committees to which the Board has delegated powers for such action. The Chief Executive Officer shall act as a duly authorized representative of

the Board of Directors in all matters in which the Board of Directors has not formally designated some other person to act.

Section 7. Secretary. The Secretary shall record or cause to be recorded, and shall keep or cause to be kept, at the principal business office or such other place as the Board of Directors may order, an electronic copy of minutes that include actions taken at all meetings of the Board, with the time and place of holding, whether regular or special, and if special, how authorized, the notice thereof given and the names of those present at Board meetings. The Secretary shall give, or cause to be given, notice of all the meetings of the Board of Directors required by the Bylaws or by law to be given, and shall have such other powers to perform such other duties as may be prescribed by the Board of Directors or by the Bylaws.

Section 8. Treasurer. The Treasurer shall keep and maintain, or cause to be maintained, adequate and correct accounts of the properties and business transaction of the Corporation, including accounts of its assets, liabilities, receipts, disbursements, gains, and losses. The Treasurer shall submit a statement of accounts on a quarterly basis at meetings of the Board of Directors and shall make reports as the Board of Directors may require. The Treasurer shall cause to be deposited or shall cause to be disbursed in accordance with procedures approved by the Board of Directors all monies and other valuables in the name and to the credit of the Corporation and shall have such other powers to perform such other duties as may be prescribed by the Board of Directors or by the Bylaws.

ARTICLE V Committees

Section 1. Committees.

- (a) The Board of Directors may, by resolution adopted by a majority of the Directors then in office, provided that a quorum is present, establish one or more committees. Members of all committees shall be appointed by the Board of Directors. Committees are of two kinds, those having legal authority to act for the Corporation, known as Standing Committees of the Board, and Special Committees, that do not have legal authority. Members of all committees shall serve at the pleasure of the Board.
- (b) The Board of Directors shall have the power to prescribe the manner in which proceedings of any committee shall be conducted. In the absence of any such prescription, such committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless these Bylaws, The Board or

such committee shall otherwise provide, the regular and special meetings and other actions of any committee shall be governed by the provisions of Article V applicable to meetings and actions of the Board of Directors. Each committee of the Board shall keep regular minutes of its proceedings and shall report the same to the Board from time to time, as the Board of Directors may require.

Section 2. Standing Committees of the Board. Only Directors may be appointed to Standing committees of the Board. Each Standing committee of the Board shall consist of three (3) or more Directors. The Board may designate one or more Directors as alternate members of any such committee, who may replace any absent member at any meeting of the committee. Standing Committees of the Board include the Executive Committee, Finance Committee, Governance Committee and Service Delivery & Efficiency Committee. Standing Committees shall meet no fewer than FOUR (4) times a year and Members are expected to attend each meeting. Each Member shall be entitled to one excused absence per year.

Executive Committee: The Executive Committee is made up of the Officers of the Board and Chairs of the Standing Committees of the Board. The Executive Committee may act on behalf of the Board between regular Board meetings except they are not permitted to do the following: amend the articles or bylaws; dissolve the corporation; dismiss or elect new Board members or officers; hire or fire the chief executive; enter into major contracts or sue another entity; change a board approved budget in excess of their existing authority; or adopt or eliminate major programs.

Finance Committee: The role of the Finance Committee is to recommend policies that protect the organization's assets, review the annual budget, monitor financial reports prepared by staff, oversee the annual audit(s), govern the management of investments, make recommendations to the full Board for approval, and work to make sure the organization is in good financial health. Membership shall consist of board members appointed by the Board Chair with at least one (1) member being a financial expert (CPA or related certification, current/former CEO or CFO).

Governance Committee: The Governance Committee has the responsibility of recommending action items to the full Board that relate to: Board By-Laws, Board policies, Board meeting procedures and protocols, Board member nominations, Board officer nominations, Board leadership structure, the Chief Executive Officer evaluation process (each early learning coalition shall complete an annual evaluation of the early learning coalition's executive director or chief executive office on forms adopted by DEL), and Chief Executive Officer communication with Board and Florida Department of Education Division of Early

Learning (DEL). Membership shall consist of board members appointed by the Board Chair.

Section 3. Special Committees. The Board of Directors may form one or more committees, in addition to the Standing Committees of the Board, from time to time, to assist in the gathering of information, performance of tasks, or other duties related to the general performance and attainment of the purposes of the Corporation. Each such committee shall establish its rules for the conduct of its affairs, shall establish its duties and purposes, and shall perform such other duties as the Board may prescribe from time to time. Each of these committees will include a Committee Chair or Co-chair. The role of any special committee is to bring forth recommendations to the full Board for consideration.

Section 4. Term of Office. The chair and each member of a standing committee shall serve until the next election of directors and until his or her successor is appointed, or until such committee is terminated, or until he or she is removed, resigns or otherwise ceases to qualify as a member of the committee. The chair and each member of a special committee shall serve for the life of the committee unless they are removed, resign, or cease to qualify as members of such committee.

Section 5. Quorum Meetings. Each committee shall meet as often as necessary to perform its duties, at such times and places as directed by its chairman or by the Board of Directors and in compliance with the Government-in-the Sunshine Law. A majority of the members of a committee shall constitute a quorum. Members attending by phone or other electronic means may be counted towards the quorum requirement. The act of a majority of the members present at the meeting at which a quorum is present shall be the act of the committee. Each committee of the Board shall keep accurate minutes of its meetings, the chair designating a secretary of the committee for this purpose and shall make periodic reports and recommendation to the Board of Directors.

Section 6. Vacancies. Vacancies on any committee may be filled for the unexpired portion of the term in the same manner as provided in the case of original appointments.

Section 7. Conflict of Interest. The Board, through a committee designated for that purpose, shall require not less frequently than once a year statements from each director setting forth all business and other affiliations which relate in any way to the business of the Corporation.

ARTICLE VI

Indemnification and Insurance

Section 1. Right of Indemnity. To the fullest extent permitted by law, this Corporation shall indemnify its directors, officers, employees, and agents, including persons formerly occupying any such positions, against all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred by them in connection with any proceedings whether civil, criminal, administrative or investigative, and including an action by or in the right of the Corporation, by reason of the fact that the person is or was acting in such capacity.

Section 2. Approval of Indemnity. On written request to the Board by any person seeking indemnification, the Board shall promptly determine whether the applicable standard of conduct has been met and, if so, the Board shall authorize indemnification.

Section 3. Insurance. The Board of Directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the Corporation against any liability asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the Corporation would have the power to indemnify the agent against that liability under the provision of this Article.

ARTICLE VII

General Provisions

Section 1. Voting Shares. The Corporation may vote any and all shares or memberships held by it in any other corporation by such officer, agent or proxy as the Board of Directors may appoint, or, in the absence of any such appointment, by the Chair, the Chief Executive Officer, the Secretary or the Treasurer. In such case, such officers or any of them similarly may appoint a proxy to vote said shares.

Section 2. Check, Drafts, Etc. All checks, drafts or other orders for payment of money, notes or other evidences of indebtedness, issued in the name of or payable to the

Corporation, and any and all securities owned or held by the Corporation requiring signatures for transfer, shall be signed or endorsed by such person or persons and in such manner as from time to time, shall be determined by the Board of Directors.

Section 3. Inspection of Corporate Records. The Corporation shall keep at its principal business office, the originals or copies of its Articles of Incorporation and Bylaws, as amended or otherwise altered to date, certified by its Secretary; written minutes of the meetings of its Board of Directors, and any committees of the Board; its books and records of account; and all other books, records and documents of the Corporation.

Section 4. Endorsement of Documents; Contracts. Any note, mortgage, evidence of indebtedness, contract, conveyance or other instruments in writing, and any assignment or endorsement thereof executed or entered into between the Corporation and any other person, when signed by the Chair, the Chief Executive Officer, the Secretary, or the Treasurer, shall be valid and binding on the Corporation in the absence of actual knowledge on the part of the other person that the signing officer(s) had no authority to execute the same. Any such instrument may be signed by any other officers, agents or employees and in such manner as shall from time to time be determined by the Board of Directors and, unless so authorized by the Board of Directors no other officer, agent or employee shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable for any purpose or amount.

Section 5. Conflict of Interest and Related Party Transactions. The Corporation, through its Board of Directors, shall promulgate, from time to time a written conflict of interest and related party transaction policies, according to the current law then in effect, to be adhered to by its offices, directors, employees, and agents, and which includes guidelines for the resolution of existing or apparent conflicts of interest and/or related party transactions.

Section 6. Dissolution. The Corporation may be dissolved only with authorization by its Board of Directors given at a special meeting called for that purpose and with subsequent approval by a two-thirds (2/3) vote. Upon dissolution or termination of the Corporation, all remaining assets, after payment in full of all its debts, obligations, and necessary final expenses, or after the making of adequate provision therefore, shall be distributed to organizations operated exclusively for charitable, and/or educational purposes as shall at the time qualify as an exempt organization under 501(c)(3) of the Internal Revenue Code and/or an instrumentality of a local government.

Section 7. Fiscal Year. The fiscal or business year of the Corporation shall be July 1 through June 30.

ARTICLE VIII
Amendments

Section 1. Amendment. New bylaws may be adopted, or these Bylaws may be amended, modified or repealed by the Board of Directors of the Corporation; provided, however, that any amendment shall be consistent with the terms set forth in the Agreement between the Corporation and the Florida Department of Education Division of Early Learning. All amendments to the Articles of Incorporation and/or Bylaws will be noticed to the Florida Department of Education Division of Early Learning as an amendment to the Coalition's Plan.

Section 2. Record of Amendments. Any amendment or alteration in these Bylaws shall be forthwith filed with the original Bylaws of the Corporation.

CERTIFICATION OF SECRETARY

I the undersigned do hereby certify:

1. That I am the duly elected and acting secretary of the Hillsborough County School Readiness Coalition Inc. D/B/A Early Learning Coalition of Hillsborough County Inc, a Florida nonprofit corporation; and

2. That the forgoing revised Bylaws, consisting of sixteen (16) pages, exclusive of cover sheet and table of contents, constitute the Bylaws of said corporation as duly adopted the Board of Directors on October 18, 2021.

IN WITNESS WHEREOF, I have executed this Certificate as of this 23rd day of June 2025.

Bob Hyde Board of Directors Secretary

Record of Amendments:

Amended 09-08-2008	Amended 03-07-2016	Amended 8-8-2016
Amended 11-19-2012	Amended 06-09-2014	Amended: 6-12-17
Amended: 2-12-18	Amended 11-13-2018	Amended 6-17-2019
Amended 10-18-2021		
Amended 06.23.2025		

Board of Directors Annual Meeting
June 23, 2025

LEGAL REPORT

ITEM V.A.

ISSUE: Legal Report

NARRATIVE: Paul Quin, Esq. to give any legal updates pertaining to Florida Sunshine Law or questions pertaining to the Florida Sunshine Law.

ELCHC BOARD OF DIRECTORS ANNUAL MEETING
June 23, 2025

ACTION

ITEM VI.A.

ISSUE: Nomination and Election of ELCHC Board Officers
RECOMMENDED ACTIONS: Nominate and Elect ELCHC Board Officers

NARRATIVE:

As is stated in the Bylaws:

***Section 2. Nomination and Election.** The officers of the Corporation, other than the Chair shall be elected annually by the Board of Directors at its annual meeting. Each officer so elected shall hold office for a one- year term or until he or she shall resign, shall be removed or otherwise disqualified to serve. At any regular or special meetings of the Board of Directors, the Board of Directors may fill a vacancy caused by the death, resignation, removal or disqualification of any officer. Officers may be elected to serve additional terms at the discretion of the Board.*

If deemed by the Board, the following may be amended by the larger Board recommendation.

Name of Officer	Offi cer Position
Aakash Patel	Chair (Gubernational appointed)
Dr. Shawn Robinson	Vice-Chair
Open	Treasurer
Bob Hyde	Secretary

FY 2024-2025 Board Officers:

1. Aakash Patel, Chair (Gubernatorial Appointed)
2. Dr. Shawn Robinson, Vice-Chair
3. Bob Hyde, Secretary
4. Open, Treasurer

As is stated in the Bylaws:

ARTICLE V

Committees

Section 1. Committees.

- (a) The Board of Directors may, by resolution adopted by a majority of the Directors then in office, provided that a quorum is present, establish one or more committees. Members of all committees shall be appointed by the Board of

Directors. Committees are of two kinds, those having legal authority to act for the Corporation, known as Standing Committees of the Board, and Special Committees, that do not have legal authority. Members of all committees shall serve at the pleasure of the Board.

- (b) The Board of Directors shall have the power to prescribe the manner in which proceedings of any committee shall be conducted. In the absence of any such prescription, such committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless these Bylaws, The Board or such committee shall otherwise provide, the regular and special meetings and other actions of any committee shall be governed by the provisions of Article V applicable to meetings and actions of the Board of Directors. Each committee of the Board shall keep regular minutes of its proceedings and shall report the same to the Board from time to time, as the Board of Directors may require.

Section 2. Standing Committees of the Board. Only directors may be appointed to Standing committees of the Board. Each committee of the Board shall consist of three (3) or more Directors. The Board may designate one or more Directors as alternate members of any such committee, who may replace any absent member at any meeting of the committee. Standing Committees of the Board include the Executive Committee, Finance Committee, Governance Committee and Service Delivery & Efficiency Committee.

Executive Committee: The Executive Committee is made up of the Officers of the Board, Chairs of the Standing Committees of the Board. The Executive Committee may act on behalf of the Board between regular Board meetings except they are not permitted to do the following: amend the articles or bylaws; dissolve the corporation; dismiss or elect new Board members or officers; hire or fire the chief executive; enter into major contracts or sue another entity; change a board approved budget in excess of their existing authority; or adopt or eliminate major programs.

Finance Committee: The role of the Finance Committee is to recommend policies that protect the organization's assets, review the annual budget, monitor financial reports prepared by staff, oversee the annual audit(s), govern the management of investments, make recommendations to the full Board for approval, and work to make sure the organization is in good financial health. Membership shall consist of board members appointed by the Board Chair with at least one (1) member being a financial expert (CPA or related certification, current/former CEO or CFO).

Governance Committee: The Governance Committee has the responsibility of recommending action items to the full Board that relate to: Board By-Laws, Board policies, Board meeting procedures and protocols, Board member nominations, Board officer nominations, Board leadership structure, the Chief Executive Officer evaluation process-each early learning coalition shall complete an annual evaluation of the early learning coalition's executive director or chief executive officer on forms adopted by DEL, and Chief Executive Officer communication with Board and Florida Department of Education Division of Early Learning (DEL). Membership shall consist of board members appointed by the Board Chair.

Service Delivery & Efficiency Committee: Membership shall consist of Board appointed by the Board Chair. The Committee has the responsibility of reviewing, analyzing, and overseeing Coalition programs and recommending action items to the full Board that relate to: Coalition expenditures related to services and quality, program evaluation and improvement, contract compliance, and provider effectiveness. The Committee shall collect data, information, and comments from providers in support of its mission to provide supportive and quality services as well as disseminate such information to the full Board as is relevant.

Section 3. Special Committees. The Board of Directors may form one or more committees, in addition to the Standing Committees of the Board. from time to time, to assist in the gathering of information, performance of tasks, or other duties related to the general performance and attainment of the purposes of the Corporation. Each such committee shall establish its rules for the conduct of its affairs, shall establish its duties and purposes, and shall perform such other duties as the Board may prescribe from time to time. Each of these committees will include a Committee Chair or Co-chair. The role of any special committee is to bring forth recommendations to the full Board for consideration.

Section 4. Term of Office. The chair and each member of a standing committee shall serve until the next election of directors and until his or her successor is appointed, or until such committee is terminated, or until he or she is removed, resigns or otherwise ceases to qualify as a member of the committee. The chair and each member of a special committee shall serve for the life of the committee unless they are removed, resign, or cease to qualify as members of such committee.

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Section 6. Vacancies. Vacancies on any committee may be filled for the unexpired portion of the term in the same manner as provided in the case of original appointments.

Section 7. Conflict of Interest. The Board, through a committee designated for that purpose, shall require not less frequently than once a year statements from each director setting forth all business and other affiliations which relate in any way to the business of the Corporation.

ELCHC BOARD OF DIRECTORS ANNUAL MEETING
June 23, 2025

ACTION

ITEM VI.B.

ISSUE: Board of Directors Committee Assignments

RECOMMENDED ACTIONS: Assigning Board of Director members to a committee

NARRATIVE:

As is stated in the Bylaws:

ARTICLE V

Committees

Section 1. Committees.

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- (b) The Board of Directors shall have the power to prescribe the manner in which proceedings of any committee shall be conducted. In the absence of any such prescription, such committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless these Bylaws, The Board or such committee shall otherwise provide, the regular and special meetings and other actions of any committee shall be governed by the provisions of Article V applicable to meetings and actions of the Board of Directors. Each committee of the Board shall keep regular minutes of its proceedings and shall report the same to the Board from time to time, as the Board of Directors may require.

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committees of the Board. Each Standing committee of the Board shall consist of three (3) or more Directors. The Board may designate one or more Directors as alternate members of any such committee, who may replace any absent member at any meeting of the committee. Standing Committees of the Board include the Executive Committee, Finance Committee, Governance Committee, and Service Delivery & Efficiency Committee.

Executive Committee: The Executive Committee is made up of the Officers of the Board and Chairs of the Standing Committees of the Board. The Executive Committee may act on behalf of the Board between regular Board meetings except they are not permitted to do the following: amend the articles or bylaws; dissolve the corporation; dismiss or elect new Board members or officers; hire or fire the chief executive; enter into major contracts or sue another entity; change a board approved budget in excess of their existing authority; or adopt or eliminate major programs.

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Governance Committee: The Governance Committee has the responsibility of recommending action items to the full Board that relate to: Board By-Laws, Board policies, Board meeting procedures and protocols, Board member nominations, Board officer nominations, Board leadership structure, the Chief Executive Officer evaluation process (each early learning coalition shall complete an annual evaluation of the early learning coalition's executive director or chief executive officer on forms adopted by DEL), and Chief Executive Officer communication with Board and Florida Department of Education Division of Early Learning (DEL). Membership shall consist of board members appointed by the Board Chair.

Service Delivery & Efficiency Committee: Membership shall consist of Board members appointed by the Board Chair. The Committee has the responsibility of reviewing, analyzing, and overseeing Coalition programs and recommending action items to the full Board that relate to:

Coalition expenditures related to services and quality, program evaluation and improvement, contract compliance, and provider effectiveness. The Committee shall collect data, information, and comments from providers in support of its mission to provide supportive and quality services as well as disseminate such information to the full Board as is relevant.

Section 3. Special Committees. The Board of Directors may form one or more committees, in addition to the Standing Committees of the Board, from time to time, to assist in the gathering of information, performance of tasks, or other duties related to the general performance and attainment of the purposes of the Corporation. Each such committee shall establish its rules for the conduct of its affairs, shall establish its duties and purposes, and shall perform such other duties as the Board may prescribe from time to time. Each of these committees will include a Committee Chair or Co-chair. The role of any special committee is to bring forth recommendations to the full Board for consideration.

(1-attachment)

Approved 2024-2025 ELCHC BOARD COMMITTEES

<p style="text-align: center;"><u>Executive Committee</u> <i>Standing</i></p> <ol style="list-style-type: none"> 1. Aakash Patel, Board Chair 2. Dr. Shawn Robinson, Vice-Chair & Chair, Governance Committee 3. Bob Hyde, Secretary 4. Open, Treasurer 5. AmandaJae, Chair SD&E Committee <p style="text-align: center;"><u>Staff Liaisons:</u> Dr. Hicks Nancy Will</p>	<p style="text-align: center;"><u>Finance Committee</u> <i>Standing</i></p> <ol style="list-style-type: none"> 1. Open, Chair 2. Dr. Jacquelyn Jenkins, Vice Chair 3. Wynton Geary 4. Noelle Wostal 5. Felicia Thomas <p style="text-align: center;"><u>Staff Liaisons:</u> Dr. Hicks Gary Meyer</p>	<p style="text-align: center;"><u>Governance Committee</u> <i>Standing</i></p> <ol style="list-style-type: none"> 1. Dr. Shawn Robinson, Chair 2. Brian Mays, Vice Chair 3. Adam Giery 4. Alina Shaffer 5. Dr. Larissa Baia 6. Aakash Patel <p style="text-align: center;"><u>Staff Liaisons:</u> Dr. Hicks Nancy Will</p>
<p style="text-align: center;"><u>Service Delivery and Efficiency & Committee</u> <i>Standing</i></p> <ol style="list-style-type: none"> 1. AmandaJae, Chair 2. Dr. Lise Fox, Vice Chair 3. Commissioner Gwen Myers 4. Dr. Larissa Baia 5. Annette Eberhart <p style="text-align: center;"><u>Staff Liaisons:</u> Dr. Hicks Stacey Francois</p>	<p style="text-align: center;"><u>Legislative Affairs Committee</u> <i>Special</i></p> <ol style="list-style-type: none"> 1. Gino Casanova, Chair 2. Brian Mays, Vice Chair 3. AmandaJae 4. Aakash Patel 5. Tracye Brown <p style="text-align: center;"><u>Staff Liaison:</u> Dr. Hicks Alison Fraga</p>	<p style="text-align: center;"><u>Provider Review Hearing Committee</u> <i>Division of Early Learning (DEL) Required Committee</i></p> <ol style="list-style-type: none"> 1. Dr. Jacquelyn Jenkins, Chair 2. AmandaJae, Vice Chair 3. Beth Pasek 4. Dr. Shawn Robinson 5. Annette Eberhart <p>*The Review Hearing Committee must be composed of at least three but no more than five members of the Coalition Board (DEL Form - SR 20 Statewide Provider Contract, Exhibit 7: Due Process Procedures).</p> <p style="text-align: center;"><u>Staff Liaisons:</u> Dr. Hicks Casie Haines Stacey Francois</p>
	<p style="text-align: center;"><u>Development & Outreach Committee</u> <i>Special</i></p> <ol style="list-style-type: none"> 1. Dr. Shawn Robinson-Chair 2. Kelley Flanery-Vice Chair 3. Jonathan Ferro 4. Felicia Thomas 5. Ashley Porch 6. Chantal Porte 7. Bob Hyde 8. Dr. Stephie Holmquist* <p><u>Staff Liaison</u> Alison Fraga Abby Perez</p>	

Amended:02.19.2025 (*Non-director role)

Board of Directors Annual Meeting
June 23, 2025

ACTION

ITEM VI.C.

ISSUE: Approval of the ELCHC Chief Executive Officer
Evaluation Process

NARRATIVE: To use the Department of Early Learning (DEL) state form for the evaluation of the Early Learning Coalition of Hillsborough County (ELCHC) Chief Executive Officer; to include a merit increase if approved by the ELCHC Board of Directors plus an additional 5-questions.

(2-attachments)



Memorandum

To: Members of the Board of Directors

From: Dr. Frederick L. Hicks

RE: Performance Evaluation for Merit Consideration

Date: May 19, 2025

+++++

Brief History

Under Rule 6M-9.120, the Chief Executive Officer (CEO) or Executive Director Evaluation. The Early Learning Coalition Board Chair or other delegated member(s) shall annually complete the Chief Executive Officer/Executive Director Annual Performance Evaluation, Form DEL-SR 120¹ for the ELC's CEO or executive directors. The evaluation must be completed and submitted to DEL by August 30 of each year." Dr. Fred Hicks, CEO of the ELC of Hillsborough County, began employment at the ELCHC on November 14, 2022. The below proposes an annual CEO evaluation process that aligns with other Florida ELC's and ensures timely submission of the mandated CEO DEL annual evaluation form and provides an avenue for CEO merit consideration.

2025 CEO Evaluation Process

Last year, the 2024 October Governance Committee was canceled. At the October BOD meeting, the CEO merit increase was voted upon, approved, and there was some discussion but not motioned to approve the annual CEO annual evaluation process. This memo proposes that CEO annual evaluation would occur with members of the ELCHC Executive Committee. ELCHC BOD Executive Committee review of the CEO's merit increase aligns with other large ELCs. After voting and tallying the scores, the Executive Committee will present their averaged score to the full BOD with a recommendation for a merit increase in accordance with the applicable CEO salary cap set by DEL which is aligned with the federal salary cap for [level II executives](#). Below is the proposed calendar that incorporates an annual process to review the CEO's performance and merit consideration.

March 2025 Governance Committee

1. Vote Regarding the CEO Evaluation process
2. Prepare recommendation for Executive Committee

April 2025 Executive Committee

1. Vote regarding the recommendation from the Governance Committee Regarding the CEO Evaluation Process
2. Prepare recommendation for the full BOD meeting in June 2025

June 2025 BOD Meeting

1. Vote regarding the CEO Annual Evaluation process
2. **If approved** Annually on July 1

¹ The DEL SR-120 form is found here: <https://flrules.org/gateway/readRefFile.asp?refId=14589&filename=Form%20DEL-SR%20120.pdf>



3. ELCHC CFO will electronically release the CEO Annual Evaluation to members of the Executive Committee with a return due date of July 31.

Annually in August at the Executive Committee

1. Review the tallied results presented by the ELCHC CFO
2. Vote regarding merit consideration² if warranted
3. Prepare merit recommendation to the ELCHC BOD meeting

Annually at the August BOD Meeting

1. Vote regarding the merit recommendation of the Executive Committee.
2. ELCHC CFO uploads the Form DEL-SR 120 in compliance with DEL regulations

If the BOD does not agree with the above

Employment Anniversary Alignment with CEO Merit Increase

The ELCHC Governance committee could vote to align the merit increase with the CEO's anniversary day or the Governance Committee could call a special meeting each year in October to consider the merit increase with the scores from the combined CEO evaluation described above. Note that the DEL mandated evaluation is due annually by August 30th.

² Annually the DEL Form DEL-SR 120 and amended section average score will be tallied by our CFO. This value will be presented to the Executive Committee for merit consideration. If a merit increase is warranted, the ELC CFO will ensure that the recommended amount does not exceed the annual cap set by DEL.

Chief Executive Officer/Executive Director

Annual Performance Evaluation

Officer/Director's Name: _____ Date: _____
Evaluation Period: _____ ELC: _____

Position Summary: The Chief Executive Officer (CEO)/Executive Director (ED) is responsible for providing direction, leadership, and oversight to the Coalition in support of its mission, strategic plan, and annual goals and objectives. The CEO/ED must effectively work with Board members, volunteers, government officials, community leaders, business leaders, child care providers, and the clients and families that the ELC serves. The CEO/ED provides leadership to internal staff and is responsible for daily operations of the business, including oversight of financial management, human resources, fund development, program quality and delivery, and public relations.

Evaluate the CEO/ED's performance in the domains below using the following ratings:

3 = Exceeds Expectations

2 = Meets Expectations

1 = Does Not Meet Expectations

Comments must be included for each factor with a rating of "Does Not Meet Expectations." Additional comments may be attached to this form.

Domain 1: Board Administration and Support – Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff.

Rating	Performance Indicator
	Provides the Board with professional advice and recommendations based on the organization's strategic plan.
	Engages the Board in establishing the ELC's policy direction; interprets and executes the intent of Board policy; supports Board policy and actions to the public and staff.
	Communicates with the Board chair and other members of the Board to provide accurate, sufficient, and relevant information regarding Board policy and operations in a timely manner.
	Fosters a harmonious working relationship with the Board.
	Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 2: Program and Service Delivery – Oversees development, implementation, and quality assurance of all Coalition programs and services.

Rating	Performance Indicator
	Communicates ELC's vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.
	Provides direction and defines priorities to assure that the ELC's programs and services respond to the needs of families, children, and providers.
	Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.
	Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.
	Measures the extent to which ELC programs improve enrolled children's school readiness skills for transitioning into kindergarten; reports findings to the Board and the community.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 3: Financial Sustainability and Mission Impact – Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-range planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes (to operations and budgets) as appropriate, and resolve fiscal issues that affect the ELC.

Rating	Performance Indicator
	Recommends yearly budget for Board approval.
	Manages the Coalition's resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.
	Possesses a robust understanding of the ELC's financial needs and communicates them clearly.
	Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.
	Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 4: Human Resource Management, Staff and Administrative Relations – Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations.

Rating	Performance Indicator
	Provides leadership for developing and executing sound personnel procedures and practices that incorporate directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the organization.
	Recruits and retains a talented and diverse staff.
	Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.
	Encourages and supports staff to participate in ongoing professional development opportunities.
	Establishes clear patterns of authority, responsibility, supervision, and communication with staff.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 5: Community, State, and Public Relations – Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders.

Rating	Performance Indicator
	Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.
	Represents and promotes the ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities dealing with early childhood education and family issues.
	Encourages community involvement and contribution to the ELC.
	Provides leadership on behalf of the ELC at the state level; advocates the needs of the ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents, including lobbying the state legislature within the parameters permitted by state and federal law and regulation.
	Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 6: Professional Skills and Abilities

Rating	Performance Indicators
	Maintains high standards of ethics, honesty, and integrity in all professional matters.

	Is well organized and efficient in the accomplishment of objectives.
	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.
	Effectively communicates verbally and in written form.
	Actively engages in continuous professional development.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 7 (Optional): List three to five local performance indicators:

Rating	Performance Indicators
Rating Average (total divided by # of indicators):	Comments regarding the performance in this domain:

Performance Domain	Rating Averages
Domain 1	
Domain 2	
Domain 3	
Domain 4	
Domain 5	
Domain 6	
Domain 7 – optional local	
*Overall Rating	

**To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.*

Overall Rating:

3.0 = Exceeds Expectations

2.0 – 2.9 = Meets Expectations

1.9 and below = Does Not Meet Expectations

Evaluator Name: _____

Evaluator Signature: _____



Performance Dimensions Section

Rate the five Performance Dimensions (pages 2-4) on known or observed behaviors of the Chief Executive Officer (CEO) during this review period. Please base your ratings on observations or interactions and identify strengths and areas for improvement.

Use this rating scale to select a rating for each of the 5 Performance Objectives. Include narrative comments to explain/support your ratings and any aspects of the CEO's performance. This will help to provide better understanding and feedback.

Rating Scale Definitions for Performance Dimensions

The ratings are based on a scale of 1 to 3.

3 Exceeds Expectations: The CEO's level of performance on this performance dimension exceeded expectations. Performance exceeded expectations in essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.

2 Meets Expectations: The CEO's level of performance on this performance dimension met expectations. Performance met expectations to an acceptable extent on the essential areas of responsibility. Goals or projects were achieved to support this performance within this dimension.

1 Unsatisfactory: The CEO's level of performance fell significantly below the expectations for this performance dimension without any acceptable reason or justification. Performance failed to meet expectations on more than one essential area of responsibility, and less than acceptable progress was made toward achieving this dimension. Significant improvement is required.

N/O Not Observed: This rating option is available for use when there is not sufficient information to evaluate the level of performance.

Strategic Objectives Section

Overall Process

Board Member responses for the Performance Dimensions section will be tallied and averaged. This information will be used by the Executive Committee to provide the CEO with performance feedback and to make compensation decisions. The decision on CEO compensation will necessarily involve not only performance, but budgetary and salary cap considerations. However, in general, the general guidelines will be used in providing feedback and determining compensation will be as shown below.

Merit Consideration Ranges

Score: 2.7-3.0	Exceptional Merit Increase Range	3-5%
Score: 2.4-2.69	Commendable Merit Increase Range	2.5-3.5%
Score: 2.0-2.39	Meets Expectations Merit Increase Range	0-2.5%
Score: 1.0-1.99	Below Expectations Merit Increase Range	0% PIP*

*Performance Improvement Plan

Note: The applicable CEO salary cap is set by the Division of Early Learning in accordance with Federal Regulations



**Early Learning Coalition of Hillsborough County (ELCHC)
Chief Executive Officer
Performance Appraisal Form
for Board Members**

Date Filled Out _____

Performance Review Period _____

CEO's Name Dr. Frederick Hicks

ELCHC BOD Member Name _____

1. Leadership

Definition: The CEO's ability to inspire, motivate, and guide individuals and teams towards achieving organizational goals. This includes demonstrating integrity, fostering a positive culture, and effectively communicating the vision and mission of the ELC of Hillsborough County with stakeholders, childcare providers, elected officials, and other stakeholders.

- **Question:** How effectively does the CEO demonstrate leadership in guiding the organization towards its goals? **(Select one)**
 - 1: Unsatisfactory
 - 2: Meets Expectations
 - 3: Exceeds Expectations
 - Not Observed

Additional Comment:

2. Strategic Planning

Definition: The CEO's capability to develop, communicate, and implement long-term strategies that align with ELCHC's mission and vision. This involves setting clear objectives, anticipating future challenges, and adapting to changing environments.



- **Question:** How effectively does the CEO develop and implement strategic plans that drive the organization forward? **(Select one)**
 - 1: Unsatisfactory
 - 2: Meets Expectations
 - 3: Exceeds Expectations
 - Not Observed
- Additional Comment:

3. Board of Director Relations

Definition: The CEO's ability to maintain productive and transparent relationships with the board of directors. This includes ensuring effective governance, facilitating informed decision-making, and keeping the board well-informed about organizational performance and strategic issues.

- **Question:** How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making? **(Select one)**
 - 1: Unsatisfactory
 - 2: Meets Expectations
 - 3: Exceeds Expectations
 - Not Observed
- Additional Comment:

4. Financial Management

Definition: The CEO's proficiency in managing the organization's financial resources. This encompasses budgeting, financial planning, risk management, and ensuring the financial sustainability and growth of the ELC.



- **Question:** How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth? **(Select one)**
 - 1: Unsatisfactory
 - 2: Meets Expectations
 - 3: Exceeds Expectations
 - Not Observed
- Additional Comment:

5. Operational Efficiency

Definition: The CEO's ability to optimize organizational processes and resources to achieve maximum efficiency and effectiveness. This includes streamlining operations, improving productivity, and ensuring that the ELC operates smoothly and efficiently.

- **Question:** How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness? **(Select one)**
 - 1: Unsatisfactory
 - 2: Meets Expectations
 - 3: Exceeds Expectations
 - Not Observed
- Additional Comment:

ACTION	ITEM VI.D.
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NARRATIVE: To use the Department of Early Learning (DEL) deadline of August 30th for the evaluation of the Early Learning Coalition of Hillsborough County (ELCHC) Chief Executive Officer to also, include a merit increase if approved by the ELCHC Board of Directors.

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COMMITTEE REPORTS

ITEM VIII.A.

ISSUE: **Executive**

NARRATIVE:

The Executive Committee met on June 16, 2025 to discuss, approve and review the following:

- Approval of the April 14, 2025 Committee Meeting minutes
- Approval of the June 23, 2025 Board of Directors Draft Agenda
- Approval of the CEO Evaluation Process by recommendation of the Governance Committee to be sent to the full board
- Approval of the CEO merit increase with state evaluation deadline of August 30th by recommendation of the Governance Committee to be sent to the full board
- Committee Reports
 - Governance
 - Finance
 - Service Delivery & Efficiency
 - Legislative
 - Development & Outreach
 - Provider Review Hearing
- CEO Report
 - Legislative Update
 - Children's Summit 0225
 - Summer Boost: VPK Performance Update
- Adjournment

COMMITTEE REPORTS

ITEM VIII.B.

ISSUE: Governance

NARRATIVE:

The Governance Committee met on May 19, 2025 to approve, discuss, and review the following:

- January 27, 2025 Governance Committee meeting minutes
- Approve the CEO evaluation process & timeline
- Consider for Board Membership-Cayla Dougherty (did not review, lacking establishment of business)
- Discussion-Bylaw review
Motion to approve grammatical edits to the by-laws as proposed by Mr. Paul Quin, Esq of the ELCHC Board of Directors for full board vote at the next board meeting.
- Legal Report
Paul Quin, Esq spoke to previous discussion on the following:
 - Sheriff appointment to the Board of Directors -cannot be done at the local level would have to be a state level change in Board members as outlined in state statute
 - Formation of new committee not as a standing committee by ad hoc-resulted in the creation of the Development & Outreach Committee
 - Ensure that all Board of Directors live and/or work in Hillsborough County
 - Adding an additional Board member to the ELCHC Board of Directors-cannot be done per state statute; cannot be change at the local level
- CEO Report
 - Legislative Update
 - Children's Summit Update
 - Day of Play
 - Summer Boost: Update
- Announcement
 - Day of Play-June 7 from 10:00 am-12:00 noon at Victor Crist Community Complex
- Adjournment

COMMITTEE REPORTS

ITEM VIII.C.

ISSUE: Finance

NARRATIVE:

The Finance Committee did not meet during the last cycle of meetings. The Finance Committee will schedule a meeting once the state budget has been approved and coalitions are notified of their FY25-26 budget.

ISSUE: Service Delivery & Efficiency

NARRATIVE:

The Service Delivery & Efficiency Committee met on May 15, 2025 to discuss, review and approve the following:

- Approval of the April 3, 2025 Meeting minutes
 - CEO Report
 - Legislative Update
 - Children's Summit
 - Day of Play
 - Summer Boost Update
 - Legal Report
 - Paul Quin, Esq for the Board of Directors reported on the following as follow-up from previous committee meeting:
 - Addition of Provider Representative onto the SD&E Committee-The SD&E Committee is a standing committee and a non-Board Member cannot serve on a standing committee
 - Addition of a Provider Representative of a large center onto the ELCHC Board of Directors-per state statute and outlined under the state of Florida's Early Learning Coalitions board make-up this addition cannot be made at the local/county level. This change would have to occur at the state level with the backing of all Florida ELC's to then be approved by the state at a legislative level.
 - In the fall of 2023 an election was held with results announced in the 2024 for ELCHC Board of Directors Provider representatives as outlined in state statute. The winners were Amanda Jae for Representative of faith based child care providers and Annette Eberhart for Representative for-profit child care providers based on results voted by their peers.
 - Announcement
 - Day of Play-June 7, 2025 at Victor Crist Community Complex
 - Adjournment
-

COMMITTEE REPORTS

ITEM VIII. E.

ISSUE: **Development & Outreach**

NARRATIVE:

The Development & Outreach Committee met on May 14 & July 11, 2025 to discuss, review and approve the following:

- Approval of the April 9, 2025 & May 14, 2025 Meeting minutes
- Summit Host Committee Update
- Summit Updates
- Program Awareness
- CEO Report
 - Legislative Update
 - Children's Summit
 - Summer Boost
- Announcement
 - Day of Play-June 7 from 10:00 am to 12:00 noon at Victor Crist Community Complex
- Adjournment

COMMITTEE REPORTS

ITEM VIII.F.

ISSUE: **Provider Review Hearing**

NARRATIVE:

The Provider Review Hearing Committee met on the following dates:

The Provider Review Hearing Committee met on May 8, 2025 to hear A+ Learning Center vs Early Learning Coalition of Hillsborough County with the following outcome.

As a result, it was determined during the hearing on May 8, 2025, that A + Learning Center will be terminated from the program for a period of one (1) year, effective July 1, 2025.

The Provider Review Hearing Committee met on May 8, 2025 to hear Achievement Center vs Early Learning Coalition of Hillsborough County with the following outcome.

As a result, it was determined during the hearing on May 8, 2025, that the Achievement Center will not be terminated from the School Readiness program. To stay in good standing with the ELCHC, Achievement Center will be placed in a probationary status effective, May 8, 2025. The probation period is for 1 year, ending May 8, 2026. Any additional Class 1 or Class 2 violations could lead to immediate termination with due process. In addition, there will be 2 Technical Assistance (TA) onsite visits every 6 months during the 1-year probationary period. TA visits will be unannounced.

You will also be receiving a School Readiness Tier 2 monitoring during any program years the school is on probation.

The Provider Review Hearing Committee was scheduled on May 27, 2025 to hear La Petite Academy vs Early Learning Coalition of Hillsborough County. However, this hearing was cancelled due to revision of the Coalition's position on the case.

The Provider Review Hearing Committee was scheduled on June 10, 2025 to hear Simmons Child World vs Early Learning Coalition of Hillsborough County however, this hearing was cancelled due to lack quorum.

The Provider Review Hearing Committee met on June 12, 2025 to hear Vanguard Kids vs Early Learning Coalition of Hillsborough County with the following outcome.

It was determined that Vanguard Kids contract would not be terminated. However, the following conditions would apply during a 9-month probationary period.

- Realistic discussion about accreditation program
- (2) Technical Assist visits
- If level 1-violation or repeat Class 2 violations occurs, then contract would automatically be terminated with due process to follow at the discretion of the center.

COMMITTEE REPORTS

ITEM VIII.G.

ISSUE: Legislative

NARRATIVE:

The Legislative Committee did not meet during the last cycle of meetings. A meeting will be scheduled once the state has come back with a budget to begin discussing the FY25-26 legislative priorities.

ELCHC BOARD OF DIRECTORS ANNUAL MEETING
June 23, 2025

FINANCIAL REPORT

IX.A.

ISSUE: Financial Report

NARRATIVE:

Attached are the FY 2025 Financials through April 30, 2025, Budget to Actual

Dr. Fred Hicks, ELCHC CEO, will report.

(1 Attachment)

Budget to Actual
April 30, 2025

	YTD	YTD	Difference		FY 24-25	FY 24-25	Difference		
	Actual	Adjusted Budget	YTD favorable /(unfavorable)	%	Forecast	Original Budget	YTD favorable /(unfavorable)	%	
Program Revenue									
School Readiness	75,745,895	73,638,867	2,107,029	2.9%	91,554,402	78,843,157	12,711,245	16.1%	
School Readiness Match - DEL	1,209,004	906,121	302,883	33.4%	1,379,844	1,126,233	253,611	22.5%	
School Readiness - Local Funders:									
Children's Board HC	1,000,000	1,000,000	-	0.0%	1,000,000	1,000,000	-	0.0%	
Hillsborough County BOCC	276,000	276,000	-	0.0%	276,000	276,000	-	0.0%	
Metro Ministries (Children's Board)	37,077	70,000	(32,923)	-47.0%	40,000	40,000	-	0.0%	
City of Tampa	100,000	125,000	(25,000)	-20.0%	125,000	125,000	-	0.0%	
United Way (Quality Initiative)	18,000	18,000	-	0.0%	20,000	35,000	(15,000)	-42.9%	
School Readiness - Local Funders	1,431,077	1,489,000	(57,923)	-3.9%	1,461,000	1,476,000	101,000	0.0%	
Total School Readiness Revenue	78,385,976	76,033,987	2,351,989	3.1%	94,395,246	81,445,390	86.3%	0.0%	
Other Local Funders:									
Children's Board HC (QPI Differential)	-	-	-	0.0%	600,000	-	600,000	100.0%	
Conn Foundation	13,774	30,000	(16,226)	-54.1%	13,774	30,000	(16,226)	-54.1%	
Spurlino Foundation	33,484	40,000	(6,516)	-16.3%	33,484	40,000	(6,516)	-16.3%	
SR Program Income (IECP memberships)	5,903	16,667	(10,763)	-64.6%	9,237	20,000	(10,763)	-53.8%	
Misc. Donations	379,159	69,421	309,738	446.2%	409,738	100,000	309,738	309.7%	
Other Local Funders	432,320	156,088	276,233	177.0%	1,066,233	190,000	892,459	469.7%	
Total School Readiness Revenue and Local Revenue	78,818,296	76,190,075	2,628,222	3.4%	95,461,479	81,635,390	13,826,089	16.9%	
Program Expenses									
School Readiness									
Direct Services	63,523,107	60,915,651	(2,607,456)	-4.3%	75,968,964	63,159,126	(12,809,838)	-20.3%	
School Readiness Match - DEL	1,209,004	906,121	(302,883)	-33.4%	1,379,844	1,126,233	(253,611)	-22.5%	
School Readiness - Local Funders	1,516,742	1,471,000	(45,742)	-3.1%	2,131,531	1,457,695	(673,836)	-46.2%	
General Contributions and Gifts	432,320	156,088	(276,233)	-177.0%	1,066,233	90,000	(976,233)	-1084.7%	
Total Direct Services	66,681,173	63,448,859	(3,232,314)	-5.1%	80,546,573	65,833,054	(14,713,519)	-22.3%	
Personnel	9,127,087	9,597,349	470,262	4.9%	11,154,017	11,826,551	672,534	5.7%	
Staff Development	9,709	62,199	52,490	84.4%	25,476	71,956	46,480	64.6%	
Professional Services	574,163	605,706	31,543	5.2%	839,930	666,756	(173,173)	-26.0%	
Occupancy	441,211	509,323	68,112	13.4%	543,075	527,061	(16,015)	-3.0%	
Postage, Freight and Delivery	2,582	6,449	3,867	60.0%	3,795	7,662	3,867	50.5%	
Rentals	5,291	8,429	3,138	37.2%	6,977	10,114	3,137	31.0%	
Supplies	79,454	59,219	(20,235)	-34.2%	89,958	71,356	(18,602)	-26.1%	
Communications	28,352	29,976	1,624	5.4%	34,347	35,971	1,624	4.5%	
Insurance	93,739	68,633	(25,106)	-36.6%	107,465	82,359	(25,106)	-30.5%	
Tangible Personal Property	-	7,339	7,339	-100.0%	1,318	8,656	7,338	84.8%	
Quality	692,810	947,552	254,742	26.9%	1,029,987	1,430,258	400,271	28.0%	
Travel	36,371	54,436	18,065	33.2%	45,905	68,283	22,378	32.8%	
Other Operating	205,416	350,941	145,526	41.5%	277,829	423,355	145,526	34.4%	
Other Operating Expenses	2,169,098	2,710,200	541,102	20.0%	3,006,062	3,403,785	(397,723)	-11.7%	
ELCHC Operating	11,296,185	12,307,549	1,011,364	8.2%	14,160,079	15,230,336	274,811	1.8%	
ECC	26,110	20,417	(5,694)	-27.9%	66,110	80,000	13,890	17.4%	
Inclusion Cost	209,210	250,417	41,206	16.5%	245,000	245,000	-	0.0%	
Scholarships and Other	430,755	162,833	(267,922)	-164.5%	443,717	247,000	(196,717)	-79.6%	
Total School Readiness & Other Expenses	78,643,434	76,190,075	(2,453,359)	-3.2%	95,461,479	81,635,390	(14,621,534)	-17.9%	
SR Change in Net Assets	174,862	-	(174,862)	100.0%	-	-	-	0.0%	
GOALS									
< 5.00 %	School Readiness - Admin	3.1%	3.4%	-0.3%	-9.6%	3.0%	3.3%	-0.3%	-8.3%
> 4.00 %	School Readiness - Quality	7.5%	8.3%	-0.9%	-10.3%	9.2%	9.2%	0.0%	-0.4%
< 22.00%	School Readiness - Non-Direct	16.7%	18.6%	-1.8%	-9.9%	18.4%	19.5%	-1.1%	-5.6%
> 78.00 %	School Readiness - Direct	83.3%	81.4%	1.8%	2.3%	81.6%	80.5%	1.1%	1.4%

Budget to Actual
April 30, 2025

	YTD Actual	YTD Adjusted Budget	Difference YTD favorable /(unfavorable)	%	FY 24-25 Forecast	FY 24-25 Original Budget	Difference YTD favorable /(unfavorable)	%
VPK Revenue								
Voluntary Pre-Kindergarten	27,849,724	28,811,414	(961,690)	-3.3%	31,759,719	32,196,911	(437,191)	-1.4%
Total VPK Revenue	27,849,724	28,811,414	(961,690)	-3.3%	31,759,719	32,196,911	(437,191)	-1.4%
Voluntary Pre-Kindergarten								
Direct Services	26,432,513	27,243,919	811,406	3.0%	29,686,153	30,375,310	689,157	2.3%
Personnel	1,019,117	1,352,969	333,852	24.7%	1,664,288	1,480,516	(183,772)	-12.4%
Staff Development	3,092	12,244	9,152	74.7%	5,942	15,094	9,152	60.6%
Professional Services	190,294	73,528	(116,766)	-158.8%	205,009	87,924	(117,085)	-133.2%
Occupancy	84,203	1,760	(82,442)	-4683.4%	84,555	86,239	1,685	2.0%
Postage, Freight and Delivery	255	3,102	2,846	91.8%	842	3,688	2,846	77.2%
Rentals	1,045	1,155	110	9.5%	1,276	1,386	110	7.9%
Supplies	2,277	5,236	2,959	56.5%	3,194	6,894	3,701	53.7%
Communications	5,365	3,358	(2,008)	-59.8%	6,037	4,029	(2,008)	-49.8%
Insurance	19,441	34,621	15,180	43.8%	26,366	41,545	15,180	36.5%
Tangible Personal Property	-	1,745	1,745	-100.0%	349	2,094	1,745	83.3%
Quality	1,708	28	(1,680)	-5969.6%	1,708	28	(1,680)	-5969.6%
Travel	11,526	25,444	13,918	54.7%	15,284	27,382	12,099	44.2%
Other Operating	46,254	52,304	6,050	11.6%	58,717	64,779	6,062	9.4%
Other Operating Expenses	365,460	214,526	(150,935)	-70.4%	409,278	341,084	(68,194)	-20.0%
ELCHC Operating	1,384,577	1,567,495	182,918	11.7%	2,073,566	1,821,600	(251,966)	-13.8%
Total Voluntary Pre-Kindergarten	27,817,090	28,811,414	1,290,828	4%	31,759,719	32,196,911	437,191	1%
VPK Change in Net Assets	32,634	-	(32,634)	100.0%	-	-	-	0.0%
GOALS								
< 5.00 % VPK - Admin	4.2%	4.6%	-0.4%	-9.4%	5.6%	5.0%	0.6%	0.0%
Total Revenue	106,668,020	105,001,488	1,666,532	1.6%	127,221,198	113,832,301	13,388,897	11.8%
Total Expenses	106,460,524	105,001,488	1,459,036	1.4%	127,221,198	113,832,301	13,388,897	11.8%
Change in Net Assets	207,496	-	207,496	100.0%	-	-	-	0.0%

Board of Directors Annual Meeting
June 23, 2025

CEO REPORT

ITEM X.

ISSUE: CEO REPORT

NARRATIVE:

Dr. Hicks will give updates on the following:

- Legislative
 - Children's Summit 2025
 - Summer Boost: VPK Performance
-

Board of Directors Annual Meeting
June 23, 2025

SUPPLEMENTAL
DOCUMENTS

ITEM XI.

ISSUE: Supplemental Documents

NARRATIVE:

- Summit 2025 Dashboard
- Summit 2025 Sponsorship Packet
- Dr. Hicks's Listening Session Write-Up

(3-attachments)



Invites you to

Education of Young Children Summit

A stylized illustration on a dark blue background with curved lines representing a race track. A yellow race car is shown from the side, with a blue graduation cap on its roof. The car has a smiling face with closed eyes. Above the car is a semi-circular track with segments in pink, red, orange, and green. The text "Accelerating Success" is written in large, bold, white letters with a black outline, and "A RACE TO KINDERGARTEN READINESS." is written in smaller, white, all-caps letters below it.

Accelerating Success

A RACE TO KINDERGARTEN READINESS.

SEPTEMBER 18, 2025 | 12 PM - 1:30 PM

6500 MOTOR ENCLAVE WAY, TAMPA, FL 33610

2025 Education of Young Children Summit

Thursday September 18th



EARLY LEARNING
COALITION OF HILLSBOROUGH COUNTY

Performance to Goals: last updated 6.2.25



- Attendance goal = 500
- 5 elected officials
- 9 ELCHC board members



Responsible	Goal	Current	% of goal
RD Team	\$ 15,000.00	\$ 27,500.00	183%
Dr. Hicks	\$ 20,000.00	\$ 12,500.00	100%*
Private BOD	\$ 35,000.00	\$ 17,500.00	50%
Ex. Officio BOD	\$ 7,500.00	\$ 5,000.00	67%
Event ASK	\$ 12,500.00	\$ -	0%
	\$ 90,000.00	\$ 62,500.00	69%



Education of Young
Children Summit

2025 Sponsorship Packet



SEPTEMBER 18, 2025
12 PM - 1:30 PM



6500 MOTOR ENCLAVE WAY
TAMPA, FL 33610

*As a sponsor,
you'll drive real change
and be recognized as a champion
for early education.*

DRIVE MODE
NORMAL - SPORT

D

RADIO



\$20,000

Checkered Flag Champions

- VIP Networking Session in Drivers Lounge & Balcony overlooking the Motor Enclave Track for your 20 guests
- Maximum logo placement at event and on all print and digital event materials
- Onstage opportunity to address attendees
- Meet and greet with keynote speaker
- Two premium tables (20) seats
- The Daycare Myth by Dan Wuori books for your event guests



\$10,000

Adrenaline Accelerators

- Exclusive logo placement on a driving simulator
- Pro driver thrill ride on The Motor Enclave Track for your 10 guests
- Logo placement at event and on all print and digital event materials
- One premium table (10) seats
- The Daycare Myth by Dan Wuori books for your event guests



\$7,500

High Performance Partners

- Logo placement at event and on all print and digital event materials
- One premium table (10) seats
- The Daycare Myth by Dan Wuori books for your event guests



\$5,000

Speedway Scholars

- Logo placement on all print and digital event materials
- One table (10) seats



\$2,500

Crew Chiefs for Children

- Logo placement on all digital materials
- One table (10) seats

Questions?

Contact Alison Fraga at afraga@elhc.org or
Kelley Minney at kminney@elhc.org.



SPONSORSHIP COMMITMENT FORM

Company Name: _____

Contact Person: _____

Phone: _____

E-Mail: _____

Address: _____

City: _____

State: _____

Zip: _____

SUMMIT SPONSORSHIP LEVELS

Please select your sponsorship level:

- ☐ **\$20,000 — Checkered Flag Champions**
 - VIP Networking Session in Drivers Lounge & Balcony overlooking The Motor Enclave Track for 20 guests
 - Maximum logo placement at the event and on all print/digital materials
 - Onstage opportunity to address attendees
 - Meet and greet with keynote speaker
 - Two premium tables (20 seats total)
 - The Daycare Myth by Dan Wuori for your guests
 - Helps us provide classrooms with innovative learning materials which acts as catalysts for authentic play, and provide measurable learning (\$150 x 200 classrooms)
- ☐ **\$10,000 — Adrenaline Accelerators**
 - Exclusive logo placement on a driving simulator
 - Pro driver thrill ride for 10 guests
 - Logo placement at the event and on all print/digital materials
 - One premium table (10 seats)
 - The Daycare Myth by Dan Wuori for your guests
 - Helps us provide compensation to an early education teacher who attends training during their personal time. (\$100 x 100 teachers)
- ☐ **\$7,500 — High Performance Partners**
 - Logo placement at the event and on all print/digital materials
 - One premium table (10 seats)
 - The Daycare Myth by Dan Wuori for your guests
 - Helps us provide a children's book library to preschool classrooms (\$50 X 150 classrooms)
- ☐ **\$5,000 — Speedway Scholars**
 - Logo placement on all print and digital event materials
 - One table (10 seats)
 - Helps us provide children with an age-appropriate backpack and classroom materials (\$25x 200 children)
- ☐ **\$2,500 — Crew Chiefs for Children**
 - Logo placement on all digital materials
 - One table (10 seats)
 - Helps us provide age-appropriate books and STEM activities for children at ELCHC outreach events to promote play-based learning, building foundational skills (\$20 x 125)

PAYMENT OPTIONS (SELECT ONE):

- ☐ **Please invoice my company.**
- ☐ **I would like to pay by credit card.**
Please use the following link to pay by credit card

☐ **Check will be in the mail.**
Make checks payable to:
Early Learning Coalition of Hillsborough County
Attn: Community Relations
6302 E. Dr. Martin Luther King Jr. Blvd., Suite 100
Tampa, FL 33619

<https://secure.qgiv.com/for/educationofchildrensummit2025/>



or scan to pay

*Please email your company/organization logo to Kelley Minney at kminney@elchc.org.

Important Information & Disclosures
The Early Learning Coalition of Hillsborough County is funded in part by the State of Florida's Division of Early Learning. No professional solicitors were hired to raise these funds.
100% of this contribution goes directly to the Early Learning Coalition of Hillsborough County (#CH43030). Any additional funds raised will be used to support early learning programs.
A copy of the official registration and financial information may be obtained from the Division of Consumer Services by calling toll-free within the state at 1-800-HELP-FLA or by visiting www.FloridaConsumerHelp.com. Registration does not imply endorsement, approval, or recommendation by the State.
EIN #59-3626765
Funds not spent on the Summit will be reallocated to continue to serve our ELC mission, initiatives, and programs—without limitation to the fiscal year in which the sponsorship was received.



With only half of Hillsborough County’s children fully prepared for kindergarten, we have a critical opportunity to make a difference.

This summit will bring together business leaders, educators, policymakers, and community advocates to drive solutions that support early learning success.

As a sponsor, your organization will gain visibility as a champion for early education while fueling essential programs that prepare children for school and lifelong success.

Board of Directors

- Aakash Patel**
Founder & President
Elevate, Inc.
Board Chair
- Dr. Shawn H. Robinson, Esq.**
Law Office of Shawn H. Robinson, Esq.
Board Vice-Chair
- Bob Hyde**
Vice President of Community Impact
Suncoast Credit Union
Board Secretary
- Michelle Zieziula, MUP**
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- Tracye H. Brown**
Chief of Federal Programs, Grants
and Administration
Hillsborough County Public Schools

- Gino Casanova**
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- Jonathan C. Ferro, JD, CFP**
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Professor and Co-Director
Florida Center for Inclusive Communities
University of South Florida
- Wynton Geary**
Program Manager
Florida Department of Health
in Hillsborough County

- Adam Giery**
Managing Partner
Strategos Group
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Palma Ceia Methodist Day School
Faith-based Provider Representative
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Start/Early Head Start
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Tampa Electric
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RE/MAX

6302 E. DR. MARTIN LUTHER KING, JR. BLVD.
SUITE 100, TAMPA, FL 33619
PHONE: 813-515-2340
WEB: www.elchc.org

2024-25 Childcare Provider and Family Homes Listening Sessions in Hillsborough County

In response to growing tension within the early childhood education landscape, the Early Learning Coalition (of Hillsborough County) (ELCHC) convened a series of in-person listening sessions with five childcare centers and family childcare homes across the zip codes 33511, 33610, 33604, 33615, and 33578. These sessions were initiated by the ELCHC chief Executive Officer, Dr. Fred Hicks, and members of the ELCHC Board of Directors as a deliberate effort to *stop talking* and *start listening* to engage authentically with providers and hear directly from those leading early learning programs amid one of the most challenging times in the history of the childcare industry¹. The goal: to inform future decision-making, policy advocacy, and resource allocation based on lived experience and operational reality.

To launch each listening session, Dr. Hicks presented clarification regarding ELCHC funding against the backdrop of the pending (consider adding: perceived) dissolution of the Department of Education. Dr. Hicks' brief introduction was followed by his silence hearing the good, the bad, and the ugly from the perspective of the childcare representative, owners, and directors.

Property & Liability Insurance costs emerged as a top concern. According to data from the National Association for the Education of Young Children (NAEYC), providers nationwide have seen a 30 to 40% increase in premiums since 2020, with even higher rates in Florida due to natural disaster risk. Small centers and family childcare homes describe these costs as a growing barrier to sustainability, particularly in underserved communities. Further, some homeowner associations are increasingly adding fees for family childcare homes. Alongside insurance issues, providers urgently discussed the **strain of serving children with behavioral or special needs** without adequate mental health consultants or paraprofessional staff. While inclusion remains a shared value, the gap between need and support is widening, jeopardizing the quality of care and educator retention.

Another dominant theme was **teacher compensation and workforce stability**. The Florida Department of Economic Opportunity reports that the average hourly wage for childcare workers in Florida is just \$13.98², well below a living wage. Providers repeatedly emphasized the moral and economic dilemma of underpaying essential staff while struggling to balance tight budgets. Simultaneously, concerns were raised about the **complex and sometimes adversarial relationship with the Department of Children and Families (DCF)**. Providers called for more consistent communication, clearer regulatory guidance, and less punitive oversight that acknowledges the realities of working with vulnerable ALICE³ populations.

Conversations also highlighted the **pressure of achieving accreditation and meeting CLASS requirements**, especially when financial incentives tied to these benchmarks are

¹ Worker shortages, high costs and affordability, demand and supply gap, impact on families, economic impact, policy and advocacy are key issues nationally. For more see: [Child care costs in the United States | Economic Policy Institute](#)

² Other reports indicate that the average hourly wage is between \$9.62 to \$17.00 an hour.

³ For more see: [ALICE® | United Way of Florida](#)

perceived as financial opportunities or unevenly distributed. Many providers requested technical assistance, streamlined application processes, and clearer expectations. Additionally, participants identified their **marketing and public awareness** as a major weakness, especially as enrollment recovery lags post-COVID. Providers reported difficulty reaching families with accurate, appealing information about available services. Similarly, **parent fee collection challenges** were cited as destabilizing, with providers asking for tools or best practice tips. Perhaps most poignantly, participants stressed the need for **parental education** urging the ELCHC to amplify messages that *parents are their child's first teacher*, a truth that lays the foundation for school readiness and lifelong learning.

As a result of these critical insights, the ELCHC will conduct **three additional listening sessions during the summer of 2025** to further engage other communities and refine its support strategies. Looking ahead, the **2025-26 fiscal year presents serious financial headwinds** as pandemic-era stabilization funds sunset and inflation continues to outpace revenue growth. Strategic budgeting, advocacy at the state and federal levels, and responsive program design will be essential. These listening sessions serve as a compass, ensuring that the Coalition's path forward is informed not only by data, but by the voices of those on the front lines of early childhood education in Hillsborough County.

5 Next Steps

- ✓ Finalize the questions and answers regarding Florida's ELC funding.
- ✓ Provide clarification regarding the upcoming training requested.
- ✓ Schedule the next round of listening sessions.
- ✓ Encourage the usage of the [provider transparency tool](#) on the ELCHC website.
- ✓ Share and distribute contact information for listening session attendees to foster connections and exchange business practices.

2024-2025 Listening Session Locations and Dates

1. Best Friends For Kidz (408 E Lumsden Rd, Brandon, FL 33511, Monday, March 31.
2. Love & Glory Learning Center (4911 N 42nd St, Tampa, FL 33610), Tuesday, April 1, 2024.
3. Starbrite (Home Center) 410 E. Hamilton Ave Tampa, Fl 33604: Space is limited to 7 adults which would include Dr. Hicks, 1-Board Member and 5-providers, Wednesday, April 2, 2025.
4. Sunshine Daycare of Tampa (8401 W Hillsborough Ave, Tampa, FL 33615-3807), Monday April 7, 2025.
5. Maria Carillo (Home Center) 10909 Riverview Drive Riverview, FL 33578: Space is limited to 10 adults which will include Dr. Hicks, 1-Board Member and 8-providers, Wednesday, April 9, 2025.

Dr. Hicks thanks the board of directors who attended the listening sessions during this round of visit and encourages others to join in the future.