



ELCHC Board of Directors Meeting Agenda Packet

Monday, April 20, 2026

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

Tampa, FL 33619

<https://us06web.zoom.us/j/82066463292?pwd=SNsmLaPpcz707fL7w1EkKSZs3dkVz9.1>

Meeting ID: 820 6646 3292

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ELCHC Board of Directors Meeting Agenda

Monday, April 20, 2026

I. WELCOME & INTRODUCTIONS

- A. Roll call/Quorum Verification
- B. Pledge of Allegiance

A. Patel

II. PUBLIC COMMENT I

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

A. Patel

III. CHAIRMAN'S REPORT

- A. Mission Moment

A. Patel

IV. CONSENT AGENDA

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

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- B. Approval of the February 23, 2026 Board of Directors Draft Meeting Minutes - 4
- C. Approval to apply for the JaCarlene Foundation Grant Funding - 9

A. Patel

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P. Quin, Esq.

VI. ACTION ITEM

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- B. Approval to allocate \$900,000 for the 2026 Childcare Provider and Family Childcare Home Virtual Learning Materials - 14
- C. Approval to release a request for quotes to commission an independent evaluation of the 2026 Summer Boost Program not to exceed \$175,000 - 16
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- E. Approval to allocate \$735,250 for Quality Incentive Stipends for Childcare Providers, Family Childcare Homes, Teachers, and Directors participating in ELCHC Quality Programs - 20
- F. Approval to allocate for Quality funding for the 2026 Childcare Provider and Family Childcare Home Stability Support Mini-Grant - 22

A. Patel

VII. DISCUSSION

- A. Summer Boost 2025 Results - 23

A. Patel

J. Anthony

B. Presentation of Audited Financials of and for the year ended June 30, 2025 - 31

J. Goolsby

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- E. Development & Outreach Committee - 48
- F. Provider Review Hearing Committee - 49
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A. Patel
 A. Patel
 S. Robinson
 J. Jenkins
 A. Jae
 S. Robinson
 J. Jenkins
 G. Casanova
 Y. Hernandez
 Tamayo

IX. FINANCIAL REPORT

- A. Budget to Actuals through February 28, 2026 - 53

F. Hicks

X. CEO REPORT

- A. Legislative Update
- B. Education of Young Children Summit I and II Updates
- C. VPK PM2 Update
- D. ELCHC: Lease next steps
- E. Spending Plan

XI. SUPPLEMENTAL DOCUMENTS

- A. Education of Young Children Summit 2026-Sponsorship Packet - 55

XII. ANNOUNCEMENTS

- A. Teacher's Night Out at the Italian Club of Tampa, Saturday, May 2, 2026 at 5:30 pm, please RSVP with Nancy Will
- B. Day of Play Saturday, June 6, 2026 will be held at Feeding Tampa Bay from 10:00 am to 12:00 noon please RSVP with Nancy Will
- C. The next ELCHC Board of Directors Regular Meeting is scheduled for June 22, 2026 at 3:00 p.m.

A. Patel

XIII. PUBLIC COMMENT II

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

A. Patel

XIV. ADJOURNMENT

A. Patel



Monday, February 23, 2026 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, Commissioner Gwendolyn Myers, Beth Pasek, Dr. Shawn Robinson, Annette Eberhart, Kelly Flannery, Bob Hyde, Amanda Jae, Dr. Jacquelyn Jenkins, Keidrian Kunkel, Wynton Geary, Adam Giery*, Keidrian Kunkel, Aakash Patel, Ashley Porch, Alina Shaffer, Noelle Wostal, Dr. Emily Hudkins-Shaffer and Cameron Cassidy

Board Members Absent:

Dr. Daira Barakat, Tracye Brown, Gino Casanova, Annette Eberhart, Jonathan Ferro, Brian Mays, Chantal Porte, Alina Shaffer and Felicia Thomas

ELCHC Staff:

Dr. Fred Hicks, Nancy Will, Yarima Hernandez Tamayo and Rick Rampersad

Other Attendees:

Attorney Paul Quin, and Alex Ochoa

CALL TO ORDER

Quorum Verification

Noting a quorum was not established, Chair Patel called for the meeting to continue.

Pledge of Allegiance

Chair Patel asked Rebecca Bacon to lead the Pledge of Allegiance.

PUBLIC COMMENT I

No, public comment I.

CHAIRMAN'S REPORT

Mission Moment

Dr. Shawn Robinson shared why he serves on the ELCHC Board of Directors. Dr. Robinson shared that he attended the Day of Play that the coalition put on, and he stated it was a great event as usual. Dr. Robinson shared that the Day of Play was held in Plant City, Florida and enjoyed seeing the families and it was great opportunity to interact with the community.

Nancy Will, ELCHC Board of Directors Liaison, shared that a quorum had been established.

Chair Patel shared with the board about his time at Hillsborough Day in Tallahassee. Chair Patel thanked all ELCHC Board members who also stumped the halls of the capitol to share the message of the importance of early education.



Chair Patel shared a date for the Summit, and a location had been secured and that all members should have received a save date notice.

Chair Patel also shared that the current building leased by the ELCHC was going to be torn down and that ELCHC would need to find another building to office in.

CONSENT AGENDA

The following items were included under the Consent Agenda:

Approval of February 23, 2026, Board of Directors Meeting Agenda

Approval of November 1, 2025, Annual Board of Directors Draft Meeting Minutes

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

Legal Report

Paul Quin, shared there are no changes to any state policies that would effect the ELCHC. Mr. Quin also shared that he is working with a provider who had a lien placed on their center.

Adam Geary, asked Dr. Hicks about personal change and if that had been communicated to the board of directors. Dr. Hicks stated that personal change had been made known to the board of directors and that some loose ends with banking were being taken care of. Dr. Hicks also shared that another ELC would loan their CFO while the CFO search was on-going. Dr. Hicks stated that finance and accounting has a strong manager with Yarima Hernandez Tamayo and great supporting staff.

Adam Geary asked if all the legal documentation including a release had also been taken care of.

Dr. Hicks stated that all documentation had been taken care of. Chair Patel asked about the legal documents for clarification as to Mr. Geary's question. Paul Quin, ELCHC Board of Directors legal counsel stated that all documentation had gone through Human Resources and their legal counsel.

There was further discussion on whether providers were made aware of the resignation of Gary Meyer, former Chief Financial Officer. There was also discussion on whether the CFO position had been posted internally and would be posted externally. There was also discussion about change had impacted any grants.

There was question on whether a legal release of liability and claims had been signed by the former Chief Financial Officer. Paul Quin stated that he had advised Dr. Hicks on the process of how this type of situation should be handled however, this was being handled by the legal counsel through the ELCHC's Human Resource. Dr. Hicks stated he did not believe there had been a legal release of liability and claims. Dr. Hicks shared that this event had been handled under the supervision of Human Resources' legal counsel.

Adam Geary advised that the ELCHC have additional documentation besides a letter of resignation when a situation like this happens in the future.

There was discussion to have the Human Resources legal counsel review nothing would fall back to the organization as a results of the resignation of the Chief Financial Officer.

There was board discussion to have formal documentation drawn up for future use.

Action Item

Approval to accept \$300,000 and release the subsequent RFQ toward accreditation coaching/consultant services in the target zip codes 33603, 33610, and 33619.

Commissioner Gwen Myers made a motion to approve to accept \$300,000 and release the subsequent RFQ toward accreditation coaching/consultant services in the target zip codes 33603, 33610, and 33619. Keidrian Kunkel made a second. The motion passed.

Board member Rebecca Bacon abstained from the vote as a conflict of interest.

Approval of the name change on contract for legal services from Saxon, Gilmore & Carroway to DarrowEverett, LLP.

Adam Geary made a motion to approve the name change on contract for legal services from Saxon, Gilmore & Carroway to DarrowEverett, LLP.

Discussion Items

Dr. Hicks reported on the following three items for discussion:

Blue Ribbon Review-raising the awareness of the importance of early education

Board of Directors- Table Sponsorships for the Education of Young Children Summit

ELCHC-Office Lease Space; using state-approved vendors to assist in finding a new building space

Board of Directors-Survey

Committee Reports

Executive Committee

Chair Patel read through the memo included in the agenda packet.

Governance Committee

Dr. Shawn Robinson shared the memo details with the board of directors.

There was discussion about allowing the board of directors' meetings to be virtual.

Finance Committee

Dr. Jacquelyn Jenkins shared the details of the memo included in the agenda packet.

Service Delivery & Efficiency Committee

Amanda Jae shared the details of the memo included in the agenda packet. Ms. Jae also encouraged the board to attend the Day of Plays put on by ELCHC staff.

Development & Outreach Committee

Dr. Shawn Robinson shared the details of the memo included in the agenda packet.

Provider Review Hearing Committee

Dr. Jacquelyn Jenkins shared the details of the memo included in the agenda packet with the outcome of the case heard at the last committee meeting.

Legislative Affairs Committee

Dr. Hicks shared that he was in attendance for Children's Week in Tallahassee.

Finance Report

Chair Patel introduced Yarima, Manager of Accounting and Finance, to give the finance report.

Yarima highlighted the following:

- Right on target for expenditures and revenues
- Continue to work on School Readiness (SR) and Voluntary Prekindergarten (VPK) to bring in more children to providers
- On target for match and local funders
- Admin is under 5% for SR and VPK

Adam Geary asked who was overseeing the operations of the finances.

Dr. Hicks shared Yarima Hernandez Tamayo and Casie Haines, Director of Provider Supports, with a CFO borrowed from the Southwest Florida Coalition and Pinellas County were overseeing the finances of the coalition.

Mr. Geary asked if the borrowed CFO from other coalitions were going to be reviewing the internal close of the ELCHC staff. Dr. Hicks stated that after the internal review of the close the borrowed CFO's would be review.

Adam Geary expressed his concern with the ELCHC not having a certified public accountant and suggested one be hired while the search for a full-time chief financial officer was being conducted.

There was discussion as to the oversight of fiduciary responsibility of the ELCHC Board of Directors in the current situation.

CEO Report

Legislative Update

Dr. Hicks shared the latest projected loss from FY25-26 budget to the upcoming FY is an estimated \$5 million dollars. Dr. Hicks also shared that legislators are shifting to the budget pre-covid. Dr. Hicks shared that fewer School Readiness (SR) children would be served as it is projected to date.

Waitlist Update

Dr. Hicks also stated that there is no waitlist to date.

Education of Young Children Part I and Part II

Dr. Hicks stated that this was already covered earlier in the meeting. Dr. Hicks announced that part II of the Summit would be held on October 3, 2026 at The Skill Center targeting providers and parents.

Lease Next Steps

Dr. Hicks stated currently, the ELCHC was within the Cone of Silence and what was shared at the start of the meeting is all that can be shared.

ANNOUNCEMENTS

Board Member Ashley Porch announced on April 29, 2026 from 5:00 pm-7:00 pm at The Tampa Club "Gathering For Good Event" event would be taking place. Ms. Porch shared that 13 nonprofit organizations would be represented.

Dr. Hicks shared that the ELCHC would be represented to pass out sponsorship packets.

Board Member Bob Hyde shared that he and Chair Patel attended an event at the Glazer Children's Museum Annual Fundraiser. Mr. Hyde shared that they use a lot of early learning data to encourage giving.

Board Member Rebecca Bacon shared that she attended the 'State of the Region' and shared that third grade reading levels have gone up a little bit but the biggest challenge with families is affordability.

Dr. Larissa Baia shared that \$5 million dollars were cut from the Ybor City Hillsborough College campus that supported childcare on campus for students with children. Dr. Baia did also mentioned that currently, they were working with HeadStart to possibly take over the on-campus childcare center otherwise the center would be closing its doors in May 2026.

Board Member Cameron Cassidy shared that he was assisting in creating an endowment for the ELCHC and there would be more details to come.

PUBLIC COMMENT II

There was no Public Comment II.

ADJOURNMENT

Chair Patel called for a motion to adjourn the meeting.

Dr. Shawn Robinson made a motion to adjourn the meeting at 4:30 pm. Dashley Porch made a second. The motion carried unanimously.

Read and approved by: _____

Bob Hyde, ELCHC Board of Directors Secretary Date



**EARLY LEARNING COALITION OF HILLSBOROUGH COUNTY
MEMORANDUM**

TO: Board of Directors
FROM: Dr. Frederick Hicks, Chief Executive Officer
DATE: April 12, 2026
RE: Authorization to Apply for JaCarlene Foundation Grant Funding

Purpose

The purpose of this memorandum is to request formal authorization from the Board of Directors for the Early Learning Coalition of Hillsborough County (ELCHC) to apply for grant funding from the JaCarlene Foundation in support of ELCHC's mission to ensure that children are ready for kindergarten.

Background

During the March 25, 2026 Finance Committee Meeting, ELCHC leadership sought approval to pursue non-federal funding opportunities that align with the Coalition's strategic priorities. This request included a specific provision to return to the full Board of Directors for authorization when required by a funding entity as a condition of application.

The JaCarlene Foundation requires documented Board approval as part of its grant application process. The Foundation's mission aligns with ELCHC's focus on improving outcomes for children and families through investments in education, health, and community-based initiatives.

ELCHC intends to pursue funding that supports evidence-based programs and services that enhance early literacy, numeracy, parent engagement, and overall kindergarten readiness outcomes in Hillsborough County.

Audit & Compliance Justification

Reasonable:

Applying for grant funding represents a prudent and cost-effective strategy to leverage external resources to expand services without increasing reliance on state or federal funding, consistent with sound fiscal stewardship and **2 CFR §200.404**.

Necessary:

Pursuit of philanthropic funding is necessary to fulfill ELCHC's statutory responsibilities under **ss. 1002.82 and 1002.84, F.S.**, which require the Coalition to implement strategies that improve school readiness, expand access, and enhance quality for children and families.

Allowable:

Grant application activities are allowable administrative functions under state and federal guidelines, as they directly support program sustainability and service expansion and do not fall within any prohibited cost categories outlined in the Florida CFO Reference Guide for State Expenditures.

Allocable:

Any funding secured through the JaCarlene Foundation will be allocated to eligible school readiness and early learning initiatives, ensuring that expenditures directly benefit the intended populations and align proportionately with ELCHC's programmatic objectives, consistent with **2 CFR §200.405**.



History of Board Approval

Board Action (Finance Committee – March 25, 2026)

Motion:

Dr. Daira Barakat made a motion to approve the authorization for ELCHC to apply for grant funding from the JaCarlene Foundation as presented.

Second:

Felicia Thomas seconded the motion.

Vote:

The motion passed unanimously.

Recommendation

It is recommended that the Board of Directors authorize ELCHC to apply for grant funding from the JaCarlene Foundation to support early education literacy and overall child readiness for kindergarten.

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 MEETING-April 20, 2026

ACTION	ITEM VI. A.
	Approval to allocate \$195,000 for Roebuck Technologies Managed IT Services, Cybersecurity, Help Desk, and Infrastructure Management
FISCAL IMPACT:	\$195,000.00
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning School Readiness and VPK Quality and Administrative Funds
RECOMMENDED ACTION:	Approval of an allocation not to exceed \$195,000.00 for an annual contract with Roebuck Technologies to provide ELCHC with managed IT services including help desk, cybersecurity, desktop patching, server and infrastructure management, cloud backup and disaster recovery, VoIP, and 24/7 network and endpoint monitoring, in compliance with AICPA, FERPA, and SOC standards, continuing a local partnership of more than seven years.

Narrative: ELCHC seeks board approval to allocate \$195,000.00 for an annual contract with Roebuck Technologies, a local Tampa-area managed IT services provider that has supported ELCHC's full technology infrastructure for over seven years. Roebuck Technologies provides ELCHC's 133-member staff both remote and onsite with daily managed IT support, proactive cybersecurity services, and infrastructure management in compliance with AICPA, FERPA, and SOC standards.

Product and Services: Roebuck Technologies provides ELCHC with: (1) Help Desk and Network Operations Center (NOC) remote and onsite IT support for all staff with greater than 80% first-call resolution via remote access; (2) Security Operations Center (SOC) 24/7 threat detection, endpoint and network monitoring, and fully integrated response and remediation capabilities; (3) managed cybersecurity multi-layered protection including firewall management, endpoint protection, DNS filtering, patch management, simulated phishing, and user training; (4) server and infrastructure management servers, workstations, networking, storage, and Office 365 management with real-time inventory dashboards and trouble ticket tracking; (5) backup and disaster recovery scalable BDR with cloud, hybrid, or on-premises options and fast restore of critical data and business operations; (6) business cloud services Microsoft Office 365, Exchange Online, SharePoint Online, and Teams setup and management; and (7) VoIP scalable business phone system with call forwarding, video conferencing, voice-to-text, and remote user extensions.

Brief History: Roebuck Technologies is a local Tampa-area provider that has served as ELCHC's managed IT partner for over seven years. Over the course of the engagement, Roebuck Technologies has managed the day-to-day IT needs of all ELCHC employees both remote and onsite providing proactive monitoring, rapid incident response, and sustained cybersecurity and infrastructure management that has consistently met or exceeded ELCHC's data security and service management performance requirements.

Purpose: ELCHC's 133-staff administrative and program operations including management of services for approximately 1,200 contracted childcare providers and 21,500 children require a fully managed IT infrastructure with constant monitoring, proactive cybersecurity, and reliable disaster recovery. Under § 1002.84(1) and § 1002.84(19)(b), Florida Statutes, ELCHC must maintain secure, compliant operations for the administration of SR and VPK funds; Roebuck Technologies provides the AICPA-, FERPA-, and SOC-compliant managed IT environment required to fulfill these obligations.

ELCHC BOARD OF DIRECTORS MEETING-April 20, 2026

Contract Performance: Roebuck Technologies has consistently met or exceeded all data security and service management performance requirements under its prior contracts with ELCHC, delivering strong, proactive cybersecurity and technical services throughout the seven-year engagement. The vendor scored 13.60 out of 15.00, the highest score among respondents in ELCHC's 2026 competitive RFP scoring process.

Audit: Allowable, Reasonable, Necessary, and Allocable

(a) Allowable: Managed IT services, cybersecurity, help desk, infrastructure management, and cloud backup costs supporting ELCHC's administrative operations constitute allowable administrative expenditures under § 1002.89 and § 1002.84, Florida Statutes; these services directly support ELCHC's capacity to administer SR and VPK programs and are consistent with DEL-recognized operational expenditures.

(b) Reasonable: The annual cost of \$195,000.00 for comprehensive managed IT services encompassing 24/7 NOC/SOC monitoring, help desk with greater than 80% remote resolution, multi-layered cybersecurity, server and infrastructure management, backup and disaster recovery, cloud services, and VoIP for 133 staff is reasonable and consistent with prevailing market rates for managed IT services of this scope at comparable non-profit organizations in the Tampa Bay area.

(c) Necessary: Continued engagement of Roebuck Technologies is necessary because ELCHC's 133-member staff operations, provider-facing systems, and child data infrastructure require continuously managed, secured, and monitored IT services; without dedicated managed IT and cybersecurity coverage, ELCHC cannot maintain AICPA-, FERPA-, and SOC-compliant operations and would be exposed to significant cybersecurity and data integrity risk, directly undermining its ability to fulfill its § 1002.84(1) mandate.

(d) Allocable: All costs are allocable to SR and VPK Quality and Administrative funds because the services exclusively support the IT infrastructure through which ELCHC administers SR and VPK programs; each cost is directly attributable to maintaining secure and compliant operations for the provider and stakeholder network serving children enrolled in those programs, consistent with § 1002.84(19)(b), Florida Statutes.

RFP Posting Details

March 10th, 2026 – Posted to website

March 25th, 2026 – Posting closed

RFP Responses:

2 responses were received and scored

RFP Scoring Methodology:

Each vendor could score up to 5 points. The scores totaled across 3 scorers to come up with a total score with a maximum of 15 points.

RFP Total Scores:

Roebuck Technologies	13.60
One Connection IT	10.20

ELCHC BOARD OF DIRECTORS MEETING-April 20, 2026

ACTION	ITEM VI. B.
ISSUE:	Approval to allocate \$900,000 for the 2026 Childcare Provider and Family Child Care Home Virtual Learning Materials Fair
FISCAL IMPACT:	\$900,000
FUNDING SOURCE:	School Readiness (SR) Quality Funds and VPK Quality Funds
RECOMMENDED ACTION:	Approval of an allocation not to exceed \$900,000 to conduct the 2026 Virtual Learning Materials Fair, providing up to 600 ELCHC-contracted early childhood classrooms and family child care home programs with curated classroom learning materials and curriculum resources, including special needs and adaptive equipment, at a maximum of \$2,000 per classroom inclusive of all shipping and delivery costs, with materials delivered by June 30, 2026.

Narrative: ELCHC seeks board approval to allocate up to \$900,000 for the 2026 Virtual Learning Materials Fair, through which contracted childcare center classrooms and family child care home programs select curated learning materials and curriculum resources via a vendor-hosted online shopping cart portal. Each classroom receives up to \$2,000 (inclusive of all shipping and delivery), with all carts centrally approved and invoiced through ELCHC, and materials drop-shipped to each site by June 30, 2026. The fair is structured for sustainability at scaled investment levels in future budget cycles.

Product and Services: Vendor(s) selected through ELCHC's competitive Request for Proposals (RFP) process (RFP issued April 6, 2026; proposals due May 6, 2026; award anticipated May 15, 2026) will supply materials across thirteen defined categories: Language and Literacy; Dramatic Play and Creative Play; Curriculum and Curriculum Support Materials; Blocks and Manipulatives; Music and Movement; STEM; Special Needs and Adaptive Equipment (Infant-Toddler); Special Needs and Adaptive Equipment (Preschool); Non-Stationary Playground Equipment; Furnishings and Carpets; Infant and Toddler Materials; Teacher Resources; and additional vendor-proposed categories. ELCHC will approve all individual shopping carts prior to order submission and serve as the single point of contact for returns, exchanges, damaged items, and recall coordination.

Brief History: ELCHC previously conducted a similar materials fair during the American Rescue Plan Act (ARPA) funding period, providing classroom materials to its contracted provider network at scale. The 2026 Virtual Materials Fair transitions this initiative from one-time federal relief funding to a sustained quality investment funded from SR and VPK Quality funds, consistent with the practice of other Florida early learning coalitions that conduct materials fairs as part of their annual quality fund budget allocation. ELCHC currently serves approximately 1,200 childcare providers in Hillsborough County, including 12,500 School Readiness children and 9,000 VPK children in the 2025-2026 program year.

Purpose: Developmentally appropriate classroom materials including curriculum resources, adaptive equipment for children with special needs, and teacher support tools are foundational to instructional quality for children birth through age five. Under § 1002.84(1), Florida Statutes, ELCHC is mandated to enhance children's cognitive, social, and physical development to meet DEL performance standards. The inclusion of Special Needs and Adaptive Equipment categories ensures classrooms serving children with disabilities are fully equipped to deliver inclusive, high-quality early learning.

Procurement History: This allocation will be procured through a competitive RFP process conducted in compliance with §§ 215.971, 287.057, and 287.058, Florida Statutes. The RFP was issued April 6, 2026, with proposals due May 6, 2026, evaluation beginning May 10, 2026, and contract award targeted for May 15, 2026. Proposals are scored on product quality, fulfillment capacity, pricing and volume

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discounts, operational policies, experience, minority business status, and virtual fair engagement. ELCHC will make every effort to utilize woman-, minority-, and service-disabled veteran-owned businesses in accordance with § 287.093, Florida Statutes.

Audit: Allowable, Reasonable, Necessary, and Allocable

(a) Allowable: The Virtual Learning Materials Fair constitutes an allowable quality expenditure under § 1002.89, Florida Statutes, as the purchase of developmentally appropriate classroom learning materials, curriculum resources, special needs and adaptive equipment, and teacher resources directly supports the instructional quality and provider capacity improvements funded through SR and VPK Quality funds; consistent with the practice of other Florida early learning coalitions that fund materials fairs from quality allocations, and not among the categories of expenditures prohibited by Division of Early Learning rules.

(b) Reasonable: The allocation of \$900,000 equating to a maximum of \$2,000 per classroom across up to 600 ELCHC-contracted classrooms and family child care home programs, inclusive of all shipping and delivery costs is reasonable and proportionate to the scope of materials delivered; the per-classroom cap reflects a modest, market-calibrated investment in classroom quality infrastructure, and the competitive RFP process with mandatory volume discount requirements ensures ELCHC obtains the best possible pricing.

(c) Necessary: Many ELCHC-contracted classrooms particularly family child care homes and lower-resource center-based sites lack access to the quality materials, curriculum supports, and adaptive equipment required for developmentally appropriate instruction; without this investment, these classrooms cannot meet the quality standards needed to improve kindergarten readiness outcomes, and children with special needs risk inadequate access to adaptive learning tools, undermining ELCHC's mandate under § 1002.84(1), Florida Statutes.

(d) Allocable: All costs are allocable in their entirety to SR and VPK Quality fund sources because each expenditure materials, curriculum resources, special needs equipment, teacher resources, and delivery is incurred solely for and directly benefits children enrolled in ELCHC's SR and VPK programs through the contracted classrooms and family child care home programs receiving materials, consistent with the fund segregation and expenditure reporting requirements of § 1002.84(19)(b), Florida Statutes.

Outcome: Approval will equip up to 600 ELCHC-contracted classrooms and family child care home programs including those serving children with disabilities and special needs with developmentally appropriate materials and curriculum resources by June 30, 2026, directly improving classroom quality and kindergarten readiness outcomes, with the program sustained at scaled investment levels in future quality fund cycles.

Budget Impact: \$900,000 from SR and VPK Quality funds; maximum \$2,000 per classroom (inclusive of shipping and delivery) across up to 600 contracted classrooms and family child care home programs; all invoices submitted directly to ELCHC by the selected vendor(s); no individual provider will be invoiced directly.

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ACTION	ITEM VI. C.
ISSUE:	Approval to release a Request for Quotes to Commission an Independent Evaluation of the 2026 Summer Boost Program, Not to Exceed \$175,000
FISCAL IMPACT:	Not to Exceed \$175,000
FUNDING SOURCE:	School Readiness (SR) Quality Funds
RECOMMENDED ACTION:	Authorization to release a Request for Quotes (RFQ) to procure an independent program evaluation of the 2026 Summer Boost cohort of approximately 400 rising kindergarteners, using pre- and post-program administration of the School Readiness Curriculum Based Measurement System (SRCBM) to measure gains in literacy and numeracy, employing the same research methodology used in the 2024 University of South Florida (USF) evaluation, with total expenditure not to exceed \$175,000.

Narrative: ELCHC seeks board authorization to release a Request for Quotes (RFQ) to commission an independent program evaluation of the 2026 Summer Boost program, not to exceed \$175,000 from SR and VPK Quality funds. The 2026 Summer Boost cohort of approximately 400 rising kindergarteners will receive 8 weeks of intensive literacy and numeracy instruction beginning the first week of June 2026. The independent evaluator will administer SRCBM assessments at program entry and program completion, using the same methodology established in the 2024 USF evaluation, enabling year-over-year efficacy comparison. This action item is for permission to release RFQ only; a separate board action will authorize contract execution.

Product and Services: The selected independent evaluator will: (1) administer pre-program SRCBM assessments to approximately 400 rising kindergarteners in Week 1 of Summer Boost, covering Vocabulary, Letter Sounds, Letter Names, Blending Multiple Choice, Blending Free Response, Operations, and Numeracy subtests; (2) conduct classroom-level random assignment to language/literacy emphasis or mathematics emphasis instructional groups, consistent with the 2024 USF design; (3) administer post-program SRCBM assessments in the final week of the 8-week program; (4) perform repeated measures ANOVA to test learning gains and Group × Time interaction effects; and (5) deliver a written evaluation report to ELCHC, including pre/post score comparisons, effect sizes, and attendance analysis.

Brief History: ELCHC conducted its inaugural Summer Boost program evaluation in July 2024, engaging the University of South Florida (Dr. Jason Anthony, Ph.D., Ed.S., with Drs. Diep Nguyen and Noe Erazo). Despite a 4-week duration, half-day instruction, and moderate absenteeism, the 2024 evaluation (N=119) demonstrated statistically significant learning gains: Vocabulary (ES=.11, p=.001), Phonological Awareness Blending Free Response (ES=.35, p<.0001), Mathematical Operations (ES=.22, p<.0001), and Numeracy (ES=.11, p=.02). Causal analysis showed that an emphasis on literacy instruction produced significantly greater vocabulary gains (F=5.6, p=.001) and an emphasis on mathematics instruction produced significantly greater numeracy gains (F=5.6, p=.001). The 2026 program expands the cohort to approximately 400 children and extends duration to 8 weeks, increasing the potential to detect larger effect sizes.

Purpose: Continuing the program evaluation with the same SRCBM methodology establishes a longitudinal efficacy record for Summer Boost, enabling ELCHC to demonstrate cumulative impact to DEL, the Florida Legislature, and the Board; to make data-driven decisions about program scale and

ELCHC BOARD OF DIRECTORS MEETING-April 20, 2026

design improvements; and to fulfill its accountability obligations under § 1002.84(7), Florida Statutes, which requires a coordinated program quality system grounded in outcome data.

Procurement History: The RFQ will be released in compliance with §§ 215.971, 287.057, and 287.058, Florida Statutes. Evaluation provider selection criteria will prioritize demonstrated expertise in early childhood education program evaluation, SRCBM assessment administration, and Florida Pre-K research methodology, consistent with the standards applied in the 2024 USF engagement.

Audit: Allowable, Reasonable, Necessary, and Allocable

(a) Allowable: Independent program evaluation of SR and VPK quality initiatives constitutes an allowable quality expenditure under § 1002.89, Florida Statutes; program outcome research directly supports ELCHC's capacity to measure and improve the quality of services delivered to SR and VPK children, is consistent with DEL-recognized quality improvement activities, and is not among the categories of expenditures prohibited under Division of Early Learning rules.

(b) Reasonable: The not-to-exceed threshold of \$175,000 for an independent evaluation encompassing SRCBM pre- and post-assessment for approximately 400 children across 8 weeks, background-checked assessors, randomized classroom assignment, repeated measures ANOVA analysis, and a formal written report is reasonable and consistent with the scope, scale, and prevailing rates of university-level early childhood program evaluations in Florida, representing an expansion proportionate to the 2026 cohort size.

(c) Necessary: Continued independent evaluation is necessary to build the longitudinal evidence base validating Summer Boost's effectiveness; without comparable pre/post SRCBM data for the 2026 cohort, ELCHC cannot confirm that the expanded 8-week program produces gains consistent with or exceeding the 2024 findings, cannot fulfill its § 1002.84(7) quality accountability obligations, and cannot justify sustained investment in the program.

(d) Allocable: All costs are allocable to SR and VPK Quality funds because the evaluation solely measures outcomes for children enrolled in ELCHC's SR and VPK programs participating in Summer Boost; each cost assessment administration, data analysis, and reporting is incurred exclusively to improve quality outcomes for those children, consistent with the fund segregation and expenditure reporting requirements of § 1002.84(19)(b), Florida Statutes.

Outcome: Upon completion, ELCHC will possess a second year of independently validated, comparable SRCBM pre/post data for Summer Boost, establishing a longitudinal efficacy record, enabling year-over-year impact comparisons, and providing the evidence base needed to support program continuation and scaling decisions.

Budget Impact: Not to exceed \$175,000 from SR and VPK Quality funds; covers SRCBM pre- and post-assessment administration for approximately 400 rising kindergarteners, randomized classroom assignment, repeated measures analysis, and written evaluation report. Contract execution subject to a separate board action following RFQ procurement.

ELCHC BOARD OF DIRECTORS MEETING-April 20, 2026

ACTION	ITEM VI. D.
ISSUE:	Approval to allocate funding for the 2026 Summer Boost Program
FISCAL IMPACT:	\$600,000
FUNDING SOURCE:	School Readiness (SR) and VPK Quality Funds
RECOMMENDED ACTION:	Approval of an allocation not to exceed \$600,000 to implement the 2026 Summer Boost Program, an 8-week academic enrichment program providing literacy and numeracy instruction to children transitioning to kindergarten in August 2026.

Narrative: The Early Learning Coalition of Hillsborough County (ELCHC) proposes to allocate up to \$600,000 to operate the 2026 Summer Boost Program. Summer Boost is a research-based, 8-week intensive academic enrichment program delivering literacy and numeracy instruction to children transitioning into kindergarten in August 2026. The program is designed to prevent the "summer slide" and ensure that children who demonstrated developmental risk on the PM3 assessment enter kindergarten ready to succeed. Priority enrollment invitations will be extended to families of children whose PM3 scores fall within the lowest quartile, as well as to children whose scores indicate borderline kindergarten readiness. The program begins the first week of June 2026 and runs through the first week of August 2026.

Product and Services: The Summer Boost Program provides teacher stipends to compensate early childhood educators for delivering intensive instruction, Creative Curriculum classroom kits, student supply packs for each enrolled child, and books for both classroom use and home reading to promote parent-child literacy. The program also funds pre- and post-assessments to measure and document learning gains and efficacy in alignment with evidence-based practice standards.

Eligibility and Enrollment: Children whose PM3 assessment scores fall within the lowest quartile (0–24th percentile) encompassing the Division of Early Learning's Urgent Intervention range (0–9th percentile) and Intervention range (10–24th percentile) will receive priority invitations. Families of children whose scores are borderline for kindergarten readiness will also receive invitations at the discretion of the coalition. Participation is voluntary, and parental consent is required for enrollment.

Brief History: ELCHC has operated the Summer Boost program in prior years with documented learning gains, supported by independent research conducted by the University of South Florida (USF). Historical implementation has demonstrated that intensive summer programming during the critical transition period reduces kindergarten unreadiness. The 2026 program reflects lessons learned from prior cycles and is calibrated to serve approximately 400 children across 24 classrooms with 48 teachers.

Purpose: The purpose of the Summer Boost Program is to interrupt the summer learning loss experienced by children at the highest risk of kindergarten unreadiness, providing structured, evidence-based academic instruction in the eight weeks preceding kindergarten entry. Only approximately half of Hillsborough County children currently enter kindergarten ready to learn. Summer Boost directly addresses this gap by targeting children whose PM3 results indicate the most urgent need.

Procurement History: The Summer Boost Program is implemented through existing partnerships with contracted early childhood providers participating in the School Readiness and Voluntary Prekindergarten programs. Pursuant to § 1002.84(13), Florida Statutes, early learning coalitions are not required to competitively procure direct services for SR and VPK providers. All non-direct-service

ELCHC BOARD OF DIRECTORS MEETING-April 20, 2026

expenditures comply with the procurement requirements of §§ 215.971, 287.057, and 287.058, Florida Statutes, and applicable Division of Early Learning rules.

Audit: Allowable, Reasonable, Necessary, and Allocable

(a) Allowable: Expenditures for the Summer Boost Program constitute quality and non-direct-services activities permissible under the School Readiness and VPK Quality fund categories authorized by § 1002.89, Florida Statutes, and are not among the categories of prohibited expenditures identified in Division of Early Learning rules, including teacher stipends, curriculum materials, student supplies, and research evaluation.

(b) Reasonable: The total allocation of \$600,000 to serve approximately 400 children across 8 weeks of structured literacy and numeracy instruction approximately \$1,500 per child is commensurate with the cost of comparable evidence-based summer academic intervention programs and reflects prudent stewardship of public funds, as the per-child cost is substantially lower than the long-term societal cost of kindergarten unreadiness and grade retention.

(c) Necessary: The Summer Boost Program is necessary because the PM3 data identifies a documented and measurable cohort of children at risk of entering kindergarten without foundational literacy and numeracy skills; without this intervention, the summer slide will further erode any developmental gains achieved during the school year, directly undermining the outcomes the School Readiness and VPK programs are statutorily mandated to achieve under § 1002.84(1), Florida Statutes.

(d) Allocable: All program costs are allocable in their entirety to the Summer Boost Program because each expenditure teacher stipends, curriculum kits, student supplies, and pre/post research is incurred solely for and directly benefits the enrolled children served by the program, with costs distributed proportionately across the SR and VPK Quality fund sources in accordance with the fund segregation and expenditure reporting requirements of § 1002.84(19)(b), Florida Statutes.

Program Performance: USF's independent evaluation of prior Summer Boost implementations has confirmed measurable pre-to-post learning gains in both literacy and numeracy among enrolled children. Provider participation has been consistent with coalition expectations, and teacher stipend structures have proven effective in securing qualified instructional staff for the program's duration.

Outcome: Approval of this allocation will enable ELCHC to operate the 2026 Summer Boost Program beginning the first week of June 2026, serving approximately 400 children in the Intervention and Urgent Intervention PM3 score bands, providing each child with 8 weeks of structured literacy and numeracy enrichment, and producing independently verified pre- and post-assessment data demonstrating program efficacy and readiness outcomes by August 2026.

Budget Impact: \$600,000, allocated from School Readiness (SR) and VPK Quality funds, comprising: teacher stipends (\$384,000 for 48 teachers × \$8,000 each); Creative Curriculum classroom kits (\$4,800 for 24 classrooms); student supplies (\$40,000 for 400 children); cost-of-care slots for children not currently enrolled in SR (\$171,200); and pre/post research and evaluation.

ELCHC BOARD OF DIRECTORS Meeting-April 20, 2026

ACTION	ITEM VI.E.
ISSUE:	Approval to allocate \$735,250 for Quality Incentive Stipends for Childcare Providers, Family Child Care Homes, Teachers, and Directors Participating in ELCHC Quality Programs
FISCAL IMPACT:	\$735,250
FUNDING SOURCE:	School Readiness (SR) Quality Funds and VPK Quality Funds
RECOMMENDED ACTION:	Approval of an allocation of \$735,250 from SR and VPK Quality funds to provide quality incentive stipends recognizing childcare providers, family childcare homes (FCCH), teachers, and directors who demonstrate sustained quality through ELCHC program participation, CLASS observation scores, child assessment implementation, learning management system engagement, business leadership development, and approval for special needs service rates.

Narrative: ELCHC seeks board approval to allocate \$735,250 from SR and VPK Quality funds to fund quality incentive stipends for early childhood providers, FCCHs, teachers, and directors who meet defined quality benchmarks across ELCHC programs and performance categories. Stipends are a proven quality improvement strategy that recognizes and sustains high-performing early education professionals and childcare settings serving ELCHC's approximately 1,200 contracted providers and 21,500 children in Hillsborough County. This action item informs the Board of Directors regarding the stipend incentive allocation structure for the 2025-2026 program year.

Product and Services: Stipend incentives are awarded across the following qualifying categories: (1) iSpy Tampa Bay teachers and directors completing professional development and program requirements for this ELCHC-developed play-based STEM enrichment program serving preschoolers ages 3-5; (2) Hillsborough Infant and Toddler Initiative (HITI) infant and toddler teachers in SR-contracted programs pursuing quality improvements and Infant/Toddler CDA credentials; (3) On My Way to Kindergarten providers delivering kindergarten transition resources and play-based learning supports; (4) Professional Development and Child Assessment educators completing IACET-accredited training or implementing an approved SR child assessment; (5) CLASS Score Excellence FCCHs with 3 consecutive years of CLASS scores at 6.0 or above, SR providers with 3 consecutive years at 5.75 or above, and VPK providers with 3 consecutive years at 5.75 or above; (6) PM Score Growth Top 10 providers demonstrating the highest child assessment score gains on progress monitoring (PM) measures; (7) Learning Management System (LMS) Completions Top 5 providers with the highest completion rates in ELCHC's LMS training platform; (8) Business Leadership Institute (BLI) and other accredited programs directors and operators completing business and leadership development cohorts; and (9) Special Needs Rate Approval childcare providers and FCCHs approved to serve children with special needs at the enhanced special needs rate.

Purpose: Financial incentives are a nationally recognized strategy for reducing educator turnover and sustaining quality in early childhood settings. Under § 1002.84(1) and § 1002.84(7), Florida Statutes, ELCHC is mandated to enhance children's development and maintain a coordinated professional development system. Stipends directly advance these mandates by incentivizing the high-quality instruction, sustained CLASS performance, child assessment implementation, and inclusive special needs services that improve kindergarten readiness outcomes for Hillsborough County children.

ELCHC BOARD OF DIRECTORS Meeting-April 20, 2026

Procurement History: Stipend disbursements are administered directly by ELCHC to contracted providers and individual educators through ELCHC's established provider payment systems, consistent with § 1002.84(13), Florida Statutes, which exempts direct SR and VPK service payments from competitive procurement requirements. Eligibility determinations are documented through ELCHC's provider quality records, CLASS observation scores, LMS completion data, PM score tracking, and DEL special needs rate approval documentation.

Audit: Allowable, Reasonable, Necessary, and Allocable

(a) Allowable: Stipends for teachers, directors, and providers participating in quality improvement programs constitute allowable quality expenditures under § 1002.89, Florida Statutes; incentive payments that sustain CLASS score performance, professional development completion, child assessment implementation, and special needs service capacity directly support SR and VPK instructional quality and are consistent with DEL-recognized quality improvement strategies.

(b) Reasonable: The allocation of \$735,250 across nine distinct quality incentive categories serving approximately 1,200 contracted providers and their educators is reasonable; incentive amounts are calibrated to objective, measurable performance benchmarks including multi-year CLASS score thresholds, ranked PM growth, and LMS completion standing ensuring awards are proportionate to demonstrated quality contributions.

(c) Necessary: Quality incentive stipends are necessary because early childhood educator compensation in Hillsborough County remains insufficient to retain qualified teachers in SR and VPK classrooms; without financial recognition of sustained CLASS performance, professional development completion, and special needs service delivery, ELCHC cannot maintain the provider quality network required to meet its § 1002.84(1) mandate to improve kindergarten readiness outcomes for the children it serves.

(d) Allocable: All costs are allocable to SR and VPK Quality funds because each stipend is awarded exclusively to providers and educators serving children enrolled in ELCHC's SR and VPK programs; every expenditure is directly tied to documented quality performance in those programs, consistent with fund segregation and expenditure reporting requirements of § 1002.84(19)(b), Florida Statutes.

Outcome: Approval will sustain and recognize high-quality early childhood instruction across Hillsborough County, incentivize continued investment in professional development and CLASS performance, support inclusive classrooms serving children with special needs, and advance ELCHC's quality improvement goals for children enrolled in SR and VPK programs.

Budget Impact: \$735,250 from SR and VPK Quality funds disbursed as direct stipend payments to qualifying childcare providers, FCCHs, teachers, and directors across nine quality incentive categories; eligibility verified through ELCHC provider quality records, CLASS observation data, PM tracking, LMS completion data, and DEL special needs rate documentation.

ELCHC BOARD OF DIRECTORS MEETING-April 20, 2026

ACTION		ITEM VI. F.
ISSUE:	Approval to allocate for quality funding for the 2026 Childcare Provider and Family Child Care Home Stability Support Mini-Grant	
FISCAL IMPACT:	To be determined based on qualifying attendance data in EFS MOD; funded at the daily rate per SR child served during January–April 2026	
FUNDING SOURCE:	School Readiness (SR) Quality Funds	
RECOMMENDED ACTION:	Approval to release Childcare Provider Stability Support Funds to qualifying School Readiness contracted providers and family child care homes in Hillsborough County at the daily rate for each SR child served during January 2026 through April 2026, as documented in the statewide EFS MOD system, in accordance with the eligibility methodology established in this resolution.	

Narrative: ELCHC seeks board approval to release Childcare Provider Stability Support Funds to SR contracted childcare providers and family child care homes (FCCHs) in Hillsborough County that delivered quality early learning services to SR-enrolled children during January through April 2026. Disbursements are calculated at \$3.10 per day per SR child served, as documented in the statewide EFS MOD system.

Eligibility Methodology: (1) Provider was a School Readiness contracted provider with ELCHC from January 2026 through April 2026, is in good standing, and continues to provide School Readiness services to Hillsborough County children. (2) Provider served SR eligible children for a minimum of one day each month during the eligible timeframe, except for documented allowable closures. (3) Funding amounts are based on child attendance as documented through the statewide EFS MOD system, at daily rate per SR child served.

Audit: Allowable, Reasonable, Necessary, and Allocable

(a) Allowable: Provider stability payments constitute allowable quality expenditures under § 1002.89, Florida Statutes; they sustain the SR provider network delivering quality early learning services to eligible children and are consistent with DEL-recognized provider support strategies.

(b) Reasonable: The daily rate per SR child served is reasonable and proportionate to attendance-based funding mechanisms, reflecting the cost of continuous quality service delivery across ELCHC's contracted provider network during the qualifying period.

(c) Necessary: Provider stability funds are necessary to sustain the SR contracted provider network; financial instability directly threatens ELCHC's capacity to fulfill its § 1002.84(1) mandate to ensure children's cognitive, social, and physical development.

(d) Allocable: All costs are allocable to SR Quality funds; each disbursement is calculated exclusively on documented SR child attendance in ELCHC-contracted classrooms, consistent with § 1002.84(19)(b), Florida Statutes.

Budget Impact: Total disbursement determined by qualifying SR child attendance days in EFS MOD for January–April 2026 at the daily rate per child per day; funded from SR Quality funds; distributed via ELCHC's established provider payment system.

ELCHC BOARD OF DIRECTORS MEETING–April 20, 2026

DISCUSSION

ITEM VII.A.

ISSUE: Summer Boost Update

NARRATIVE:

Dr. Jason Anthony with Rightpath Research & Innovation Center at the University of South Florida to give results of Summer Boost 2025.

(7-pages attached)

SUMMER BOOST

Jason Anthony, Ph.D.
Rightpath Research & Innovation Center
University of South Florida



- I. What is Summer Boost?
- II. What have we learned?
- III. Where to go from here?
- IV. Discussion

Program Overview



Purpose & Target Population. Summer Boost aims to improve school readiness of rising kindergarteners at risk of academic failure.

Ingredients: Provision of kindergarten readiness curriculum, training in curriculum, weekly coaching, targeted instruction, take home materials, and family engagement.

Program Length. 4 – 6 weeks during the summer



What have we learned?



Children are developing school readiness skills during Summer Boost.

OUTCOME	EFFECT SIZE		P VALUE
Vocabulary	.18	Small	.0001
Letter Sounds	.22	Small	.02
Letter Names	.17	Small	.07
Blending MC	.40	Moderate	.0001
Blending FR	.62	Moderate	.0001
Operations	.42	Moderate	.0001
Numeracy	.40	Moderate	.06



What have we learned?



Children learning from the instruction !

Outcome	Extra Growth?	Effect Size	Interp.
Vocabulary	YES	.13	Small
Letter Knowledge	NO	.02	None
Phonological Awareness	NO	.04	None
Math	YES	.17	Small



What have we learned?



Opportunities to improve implementation

1. Earlier and more extended recruitment of schools and families
2. More timely delivery of curriculum
3. Training in delivery of curriculum before SB
4. Earlier training in curriculum-related web platforms
5. Time to plan lessons prior to SB
6. Time to prepare materials prior to SB
7. Face-to-face coaching
8. More children's books



What should we do now?



- Multipronged efforts to garner support for future implementations of Summer Boost
- Extend program length by starting earlier and ending later in summer
- Finalize administrative arrangements early in year, so that recruitment efforts, teacher trainings, delivery of materials, and evaluation work is timely
- Execute Data Sharing Agreement among ELCHC, HCPS, and USF that permits determination of impact of Summer Boost on kindergarten readiness scores

ELCHC BOARD OF DIRECTORS MEETING – April 20, 2026

DISCUSSION

ITEM VII.B.

ISSUE: Financial Statement Audit Presentation by Jeff Goolsby, CPA

NARRATIVE:

Audited Financials of and for the year ended June 30, 2025 presented by Jeff Goolsby, CPA with forv/s mazars.

(12-pages attached)



Financial Statement Audit Presentation
Early Learning Coalition of Hillsborough County
March 25, 2026

Jeff Goolsby, CPA



Required Communications Regarding Our Audit Strategy & Approach (AU-C 260)

The following matters are required communications we must make to you, including these responsibilities:

Overview & Responsibilities

Scope of Our Audit & Inherent Limitations to *Reasonable Assurance*

Your & Our Responsibilities

Extent of Our Communication & Distribution Restriction

Independence Matters

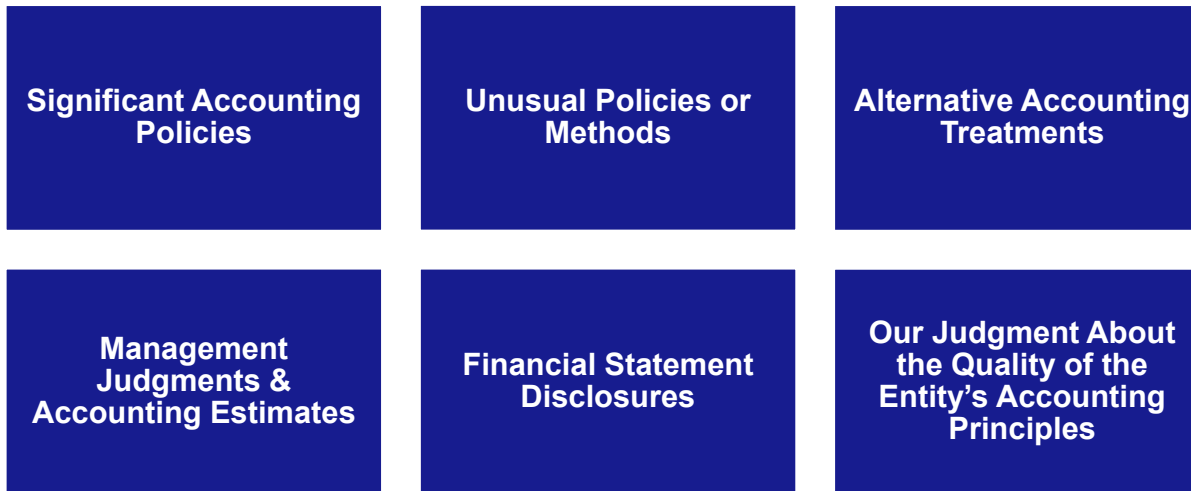
Required Communications

Matter	Discussion
Scope of Our Audit	<p>This report covers audit results related to your financial statements</p> <ul style="list-style-type: none"> • As of and for the year ended June 30, 2025 • Conducted in accordance with our contract dated December 10, 2025
Our Responsibilities	<p>Forvis Mazars is responsible for forming and expressing an opinion about whether the financial statements that have been prepared by management, with the oversight of those charged with governance, are prepared in accordance with accounting principles generally accepted in the United States of America (GAAP).</p>
Audit Scope & Inherent Limitations to Reasonable Assurance	<p>An audit performed in accordance with auditing standards generally accepted in the United States of America (GAAS) is designed to obtain reasonable, rather than absolute, assurance about the financial statements. The scope of our audit tests was established in relation to the financial statements taken as a whole and did not include a detailed audit of all transactions.</p> <p>We have also issued our report on internal control over financial reporting and on our tests of compliance in accordance with <i>Government Auditing Standards</i> (GAGAS). There were no material weaknesses identified in internal control</p>

Required Communications

Matter	Discussion
<i>Our Uniform Guidance and Chapter 10.650 Rules of the Auditor General Compliance Opinion</i>	We have also issued an unmodified opinion, as to whether Coalition complied with the requirements of the by Title 2 <i>U.S. Code of Federal Regulations</i> , Part 200, <i>Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards</i> (Uniform Guidance) for each major federal award, and Chapter 10.650, <i>Rules of the Auditor General</i> for each state award program, and our report on internal control over compliance.
Independence	The engagement team, others in our firm, as appropriate, and our firm, have complied with all relevant ethical requirements regarding independence.
Your Responsibilities	Our audit does not relieve management or those charged with governance of your responsibilities. Your responsibilities and ours are further referenced in our contract.

Qualitative Aspects of Significant Accounting Policies & Practices



- Significant accounting policies are described in Note 2 of the audited financial statements
- We had no discussions with management regarding alternative accounting treatments
- Significant accounting estimates consist of valuation of receivables, measurement of leases, and allocation of functional expenses

Other Communications

- No current-period uncorrected misstatements
- Posted adjustments:
 - Net increase in net assets of \$145K from combination of reduction of paid time off adjustment and lease true-up
 - Balance sheet only reclassification between receivable and payables of \$138K
- No disagreements with management and no difficulties encountered during the audit
- Management did not consult with other accountants regarding issues impacting the audit
- Single audit testing of major programs
 - Federal Awards
 - 93.757, 93.596 Child Care Development Fund Cluster
 - 93.558 Temporary Assistance for Needy Families
 - Qualified as a low-risk auditee
 - State Awards
 - 48.108 Voluntary Pre-Kindergarten Education Program

2026 Forvis Mazars State of the Nonprofit Sector Report

- Two-thirds of nonprofits receive federal funding or federal pass-through funds
- One-third of nonprofits reported disruptions in federal funding in 2025
- 80% of non-profits reported an increase in demand for services compared to prior year
- Only 27% of non-profits have more than \$500,000 of revenues annually
- Total donors are down nearly 5% but total fundraising up overall more than 3%
 - Activity up among high wealth individuals

Download full report
[NP-3187517-PUB-Nonprofit-Report-2026.pdf](#)

Group	Average Giving	Giving Preferences	Funding Preferences
Boomers (60 – 78)	\$3,250	Loyal, planned giving, events	Religion, education, health
Gen X (44 – 59)	\$1,370	Monthly giving, data driven impact	Children, human rights, local
Millennials (28 – 43)	\$1,615	Social media, peer-2-peer	Children, human rights, jobs
Gen Z (18 – 27)	\$865	Activism, mobile giving	Health, disaster relief, social

Review of Selected Financial Information and Ratios



Statements of Financial Position

Assets	As of June 30,		As of June 30,	
	2025	% of Total	2024	% of Total
Cash	11,928	57.1%	10,544	44.7%
Grants receivable	7,555	36.2%	11,140	47.2%
Right-of-use lease	1,339	6.4%	1,833	0.0%
Other	64	0.3%	64	0.3%
Total Assets	20,886	100.0%	23,581	92.2%
Liabilities and Net Assets	2025	% of Total	2024	% of Total
Accounts and provider payables	14,068	90.4%	16,497	89.2%
Right-of-use lease	1,425	9.2%	1,921	10.4%
Deferred revenue	68	0.4%	71	0.4%
Total Liabilities	15,561	100.0%	18,489	100.0%
Total Net Assets	5,325	N/A	5,092	N/A

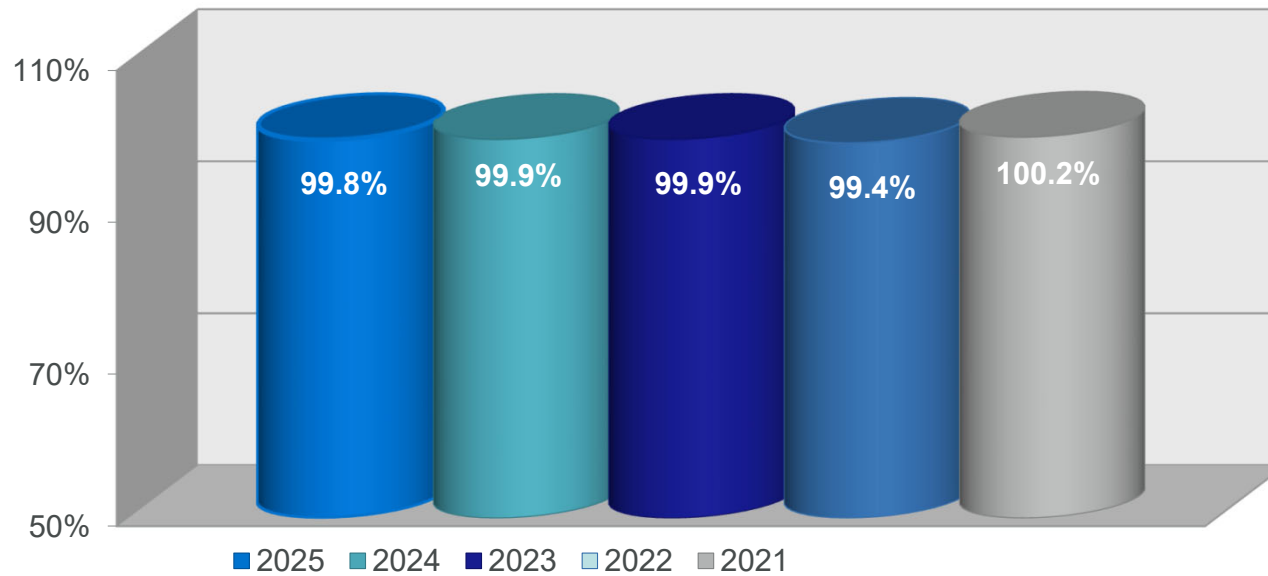
Statements of Activities

	For the Years Ended June 30		
Revenues	2025	2024	% of Change
Grant Revenue and Other Support	128,140	153,928	-16.8%
Expenses			
School Readiness	90,333	117,430	-23.1%
Voluntary Pre-K	30,707	29,969	2.5%
Other Programs	3,221	2,100	53.4%
Management and General	3,647	4,355	-16.3%
Total Expenses	127,908	153,854	-16.9%
Change in Net Assets	232	74	213.5%

Operating Ratio

Indicates whether cash operating revenues were sufficient to cover cash operating expenses. An operating ratio of less than 100 percent is desired.

Cash Operating Expenses/Cash Operating Revenues



Contact

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The information set forth in this presentation contains the analysis and conclusions of the author(s) based upon his/her/their research and analysis of industry information and legal authorities. Such analysis and conclusions should not be deemed opinions or conclusions by Forvis Mazars or the author(s) as to any individual situation as situations are fact-specific. The reader should perform their own analysis and form their own conclusions regarding any specific situation. Further, the author(s)' conclusions may be revised without notice with or without changes in industry information and legal authorities.

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ISSUE: Executive Committee Report

NARRATIVE:

The Executive Committee met on April 13, 2026 to review, discuss and vote on the following:

- Approval of draft meeting minutes for February 9, 2026
- Approval of the April 20, 2026, draft Board of Directors agenda
- Legal Update on CEO contract renewal: no need for a vote per contract parameters for extension of contract
- Discussion Items-Summer Boost Results from 2025; Spending plan as presented by Dr. Fred Hicks, CEO ELCHC.
- Committee reports: Governance, Finance, Service Delivery & Efficiency, Legislative, Development & Outreach, and Provider Review Hearing
- CEO Report: Legislative Update, Education of Young Children Summit 2026 Part I and Part II, Waitlist Update, ELCHC: Lease next steps, VPK PM2 Update
- Announcements:
 - Day of Play is scheduled for Saturday, June 6, 2026 will be held at Feeding Tampa Bay from 10:00 am to 12:00 noon please RSVP to Nancy Will
 - Teacher's Night Out at the Italian Club of Tampa, Saturday, May 2, 2026 at 5:30 pm, please RSVP to Nancy Will
 - The next ELCHC Executive Committee meeting will be held on June 15, 2026
- Adjournment

ELCHC BOARD OF DIRECTORS MEETING – April 20, 2026

COMMITTEE REPORTS

VIII.B.

ISSUE: Governance Committee Report

NARRATIVE:

The Governance Committee met on Monday March 23, 2026, to review, discuss and vote on the following:

- Approval of January 26, 2026, draft meeting minutes
- Discussion Items
 - a. Bylaw Review
 - b. Board Matrix Review
- CEO Report
 - a. Legislative Update
 - b. 2026-2027 Budget
 - c. Education of Young Children 2026 Summit Update
 - d. Voluntary Prekindergarten (VPK) numbers
- Announcement
 - a. Next meeting of the ELCHC Governance Committee is scheduled for Monday, May 18, 2026

ELCHC BOARD OF DIRECTORS MEETING – April 20, 2026

COMMITTEE REPORTS

VIII.C.

ISSUE: Finance Committee Report

NARRATIVE:

The Finance Committee met on Wednesday, March 25, 2026 to review, discuss and vote on the following:

- Approval of draft meeting minutes for February 4, 2026
- Action Items
 - a. Approval of Audited Financials of and for the year ended June 30, 2025
- Finance Report & Year-to-Date Financials through January 31, 2026 and February 28, 2026
- CEO Report
 - a. Legislative Update
 - b. 2026-2027 Budget
 - c. Education of Young Children Summit 2026
 - d. Voluntary Prekindergarten (VPK) Numbers
- Announcements
 - a. Next, ELCHC Finance Committee meeting is scheduled for Wednesday, June 10, 2026 at 3:00 pm
- Adjournment

ELCHC BOARD OF DIRECTORS MEETING –April 20, 2026

COMMITTEE REPORTS

VIII.D.

ISSUE: Service Delivery & Efficiency Committee Report

NARRATIVE:

The Service Delivery & Efficiency committee met on March 5, 2026, to review, approve and discuss the following agenda:

- Approval of January 22, 2026, draft meeting minutes
- Discussion Items: Summer Boost Update presentation by Dr. Jason Anthony, USF Professor of Child & Family Studies and 2026-2027 Contracts Update by Casie Haines, ELCHC Director of Provider Supports
- CEO Report:
 - Legislative Priorities
 - 2026-2027 Budget
 - Education of Young Children 2026 Summit Sponsorships & Table reminders
 - Voluntary Prekindergarten (VPK) Numbers
- Announcements:
 - Next committee meeting scheduled for Thursday, May 14, 2026
 - Teacher’s Night Out: Unmasking Excellence at the Italian Club of Tampa on Saturday, May 2 at 5:30 pm
- Adjournment

ELCHC BOARD OF DIRECTORS MEETING – April 20, 2026

COMMITTEE REPORTS

VIII.E.

ISSUE: Development & Outreach Committee Report

NARRATIVE:

The Development & Outreach Committee met virtually on Wednesday, March 4, 2026, to approve, review and discuss the following items:

- Approve the January 21, 2026, committee meeting minutes
- Discussion Items: Review of Blue-Ribbon membership and Education of Young Children Summit 2026

The next committee meeting is scheduled for Wednesday, May 13, 2026.

ISSUE: Provider Review Hearing Committee Report

NARRATIVE:

The Provider Review Hearing Committee met on March 26, 2026, to hear the case of Baby Bliss Daycare LLC and met on March 30, 2026 to hear the case of University C.C.C. with the following outcomes attached.

Currently, there are no additional hearings scheduled.

(2 pages attached)



6302 E. MARTIN LUTHER KING, JR. BLVD.
SUITE 100, TAMPA, FL 33619

PHONE: 813-515-2340
WEB: www.elchc.org

March 27, 2026

Baby Bliss Daycare LLC
5307 SOUTHWICK DR
TAMPA, FL 33624

Dear Baby Bliss Daycare LLC,

This letter is to notify you that the Early Learning Coalition of Hillsborough County (ELCHC) has come to a decision based on the appeal hearing regarding the violations from the Department of Children and Families (DCF) in the last 2 years. During the appeal, March 26, 2026, the following was decided:

As a result, the board committee has chosen to modify the recommendation of termination. To stay in good standing with the ELCHC, Baby Bliss Daycare LLC will be placed on probation, effective 3/27/2026. The probation period is for 3 years, ending March 27, 2029. In addition, there will be 4 Technical Assistance (TA) onsite visits during the probationary period. Any additional Class 1, Class 2, or more than 5 Class 3 violations could lead to immediate termination with due process.

The board committee also urges your site to develop a plan outlining where tools and chemicals are stored, along with establishing strict maintenance hours to ensure proper tracking and accountability for children onsite.

Should you have any questions, please feel free to contact Casie Haines, Director of Provider Support, at 813-515-2340 x197 or via email at chains@elchc.org.

Sincerely,

Dr. Frederick Hicks
CEO



April 1, 2026

UNIVERSITY C.C.C.
PO BOX 290620
TAMPA, FL 33687-0620
Dear UNIVERSITY C.C.C.,

This letter is to notify you that the Early Learning Coalition of Hillsborough County (ELCHC) has come to a decision based on the appeal hearing regarding the violations from the Department of Children and Families (DCF) in the last 2 years. During the appeal, March 2, 2026, the following was decided:

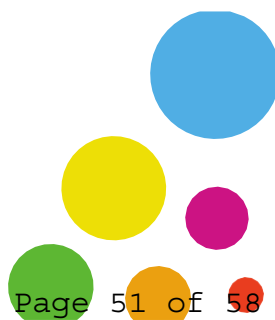
As a result, the board committee has chosen to modify the recommendation of termination. To stay in good standing with the ELCHC, UNIVERSITY C.C.C. will be placed on probation, effective 4/1/2026. The probation period is for two years, ending April 1, 2028. In addition, there will be 4 Technical Assistance (TA) onsite visits during the probationary period. Any additional Class 1 or repeat Class 2 violations could lead to immediate termination with due process.

The board committee also urges your site to implement an updated bus log-in/out system shared with the ELCHC and formalize written policies for seat belt and alarm maintenance. Within 60 days of the hearing, you must install classroom cameras, provide a protocol for parental footage requests, and submit documentation of disciplinary action regarding the teacher who witnessed the incident.

Should you have any questions, please feel free to contact Casie Haines, Director of Provider Relations, at 813-515-2340 x197 or via email at chaines@elchc.org.

Sincerely,

Dr. Frederick Hicks
CEO



ELCHC BOARD OF DIRECTORS MEETING – April 20, 2026

COMMITTEE REPORTS

VIII.G.

ISSUE: Legislative Committee Report

NARRATIVE:

The Legislative Committee did not meet during this last cycle of board committee meetings.



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Budget to Actual
February 28, 2026

	YTD	YTD	Difference		FY 25-26	FY 25-26	Difference		
	Actual	Adjusted Budget	YTD favorable / (unfavorable)	%	Forecast	Original Budget	YTD favorable / (unfavorable)	%	
Program Revenue									
School Readiness	51,684,472	60,149,668	(8,465,197)	-14.1%	89,023,962	89,190,571	(166,609)	-0.2%	
School Readiness Match - DEL	763,483	949,930	(186,447)	-19.6%	1,016,692	1,329,678	(312,986)	-23.5%	
School Readiness - Local Funders:									
Affordable Housing	48,402	100,000	(51,598)	-51.6%	114,638	100,000	14,638	14.6%	
Children's Board HC	644,054	899,763	(255,710)	-28.4%	1,351,000	1,000,000	351,000	35.1%	
City Of Tampa	64,197	50,653	13,544	26.7%	115,642	100,000	15,642	15.6%	
Mayfield Foundation	165,580	100,000	65,580	65.6%	195,580	100,000	95,580	95.6%	
Metro Ministries (Children's Board)	28,473	38,592	(10,119)	-26.2%	76,865	75,000	1,865	2.5%	
United Way (Quality Initiative)	20,870	20,000	870	4.4%	20,870	20,000	870	4.4%	
School Readiness - Local Funders	971,576	1,209,009	(237,432)	-19.6%	1,874,595	1,395,000	479,595	34.4%	
Total School Readiness Revenue	53,419,531	62,308,607	(8,889,076)	-14.3%	91,915,249	91,915,248	0	0.0%	
Other Local Funders:									
Conn Foundation	-	30,000	(30,000)	-100.0%	30,000	30,000	-	0.0%	
Spurlino Foundation	18,808	40,000	(21,192)	-53.0%	50,000	40,000	10,000	25.0%	
SR Program Income (IECP memberships)	17,896	9,694	8,202	84.6%	24,224	20,000	4,223	21.1%	
Misc. Donations	270,579	60,000	210,579	351.0%	310,579	100,000	210,579	210.6%	
Other Local Funders	307,283	139,694	167,589	120.0%	414,803	190,000	224,803	118.3%	
Total School Readiness Revenue and Local Revenue	53,726,814	62,448,301	(8,721,487)	-14.0%	92,330,051	92,105,249	224,803	0.2%	
Program Expenses									
School Readiness									
Direct Services	42,552,281	49,903,362	7,351,081	14.7%	68,038,046	74,235,127	6,197,080	8.3%	
School Readiness Match - DEL	763,483	949,930	186,447	19.6%	1,016,692	1,329,678	312,986	23.5%	
School Readiness - Local Funders	990,232	1,109,009	118,777	10.7%	2,784,640	1,295,000	(1,489,640)	-115.0%	
General Contributions and Gifts	307,283	139,694	(167,589)	-120.0%	435,673	210,000	(225,673)	-107.5%	
Total Direct Services	44,613,279	52,101,994	7,488,715	14.4%	72,275,051	77,069,805	4,794,754	6.2%	
ELCHC Operating	9,107,535	10,346,306	1,238,771	12.0%	14,279,020	15,035,444	756,424	5.0%	
Total School Readiness & Other Expenses	53,720,814	62,448,301	8,727,487	14.0%	86,554,071	92,105,249	5,551,178	6.0%	
SR Change in Net Assets	6,000	-	6,000	100.0%	5,775,980	-	5,775,980	100.0%	
GOALS									
< 5.00 %	School Readiness - Admin	3.1%	3.6%	-0.5%	-14.7%	3.2%	3.6%	-0.4%	-10.9%
> 4.00 %	School Readiness - Quality	7.9%	7.5%	0.4%	5.5%	9.3%	7.6%	1.7%	22.7%
< 22.00%	School Readiness - Non-Direct	18.6%	18.9%	-0.3%	-1.5%	19.9%	18.7%	1.1%	6.0%
> 78.00 %	School Readiness - Direct	81.4%	81.1%	0.3%	0.4%	80.1%	81.3%	-1.1%	-1.4%



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Budget to Actual February 28, 2026									
	YTD	YTD	Difference		FY 25-26	FY 25-26	Difference		
	Actual	Adjusted Budget	YTD favorable /(unfavorable)	%	Forecast	Original Budget	YTD favorable /(unfavorable)	%	
VPK Revenue									
Voluntary Pre-Kindergarten	21,082,583	21,845,457	(762,874)	-3.5%	31,487,362	32,229,956	(742,594)	-2.3%	
Total VPK Revenue	21,082,583	21,845,457	(762,874)	-3.5%	31,487,362	32,229,956	(742,594)	-2.3%	
VPK Change in Net Assets									
	4,213	(0)	(4,213)	0%	4,213	-	(4,213)	100.0%	
GOALS									
< 5.00 % VPK - Admin	4.8%	4.3%	0.4%	10.0%	4.8%	5.0%	-0.2%	-3.7%	
Summer Boost Revenue									
Children's Board HC	406,526	800,000	(393,474)	-49.2%	607,783	800,000	(192,218)	-24.0%	
Total Summer Boost Revenue	406,526	800,000	(393,474)	-49.2%	607,783	800,000	(192,218)	-24.0%	
Summer Boost									
Direct Services	-	322,500	322,500	-100.0%	-	322,500	322,500	-100.0%	
ELCHC Operating	582,862	477,500	(105,362)	-22.1%	607,783	477,500	(130,283)	-27.3%	
Total Summer Boost Expenses	582,862	800,000	217,139	27.1%	607,783	800,000	192,218	24.0%	
Summer Boost Change in Net Assets									
	(176,336)	-	176,336	100.0%	-	-	-	0.0%	
Total Revenue	75,215,922	85,093,757	(9,877,835)	-11.6%	124,425,196	125,135,205	(710,009)	-0.6%	
Total Expenses	75,382,045	85,093,757	9,711,712	11.4%	118,645,002	125,135,205	6,490,202	5.2%	
Change in Net Assets	(166,123)	(0)	(166,123)	100.0%	5,780,193	-	5,780,193	100.0%	
ELCHC Expenditure Categories									
Personnel	8,317,696	9,491,542	1,173,846	12.4%	12,536,159	13,710,005	1,173,846	8.6%	
Staff Development	4,168	34,418	30,249	87.9%	24,361	54,610	30,249	55.4%	
Professional Services	653,727	731,806	78,079	10.7%	955,630	1,033,709	78,079	7.6%	
Occupancy	425,832	435,647	9,814	2.3%	643,656	653,470	9,814	1.5%	
Postage, Freight and Delivery	5,257	4,567	(690)	-15.1%	7,590	6,900	(690)	-10.0%	
Rentals	5,635	5,833	198	3.4%	8,802	9,000	198	2.2%	
Supplies	69,597	29,667	(39,931)	-134.6%	108,931	69,000	(39,931)	-57.9%	
Communications	20,217	26,667	6,450	24.2%	33,550	40,000	6,450	16.1%	
Insurance	63,721	69,723	6,002	8.6%	98,582	104,584	6,002	5.7%	
Tangible Personal Property	11,644	6,667	(4,977)	-74.7%	22,517	17,540	(4,977)	-28.4%	
Quality	662,574	874,777	212,202	24.3%	936,516	1,092,640	156,124	14.3%	
Travel	15,644	52,000	36,356	69.9%	39,344	75,700	36,356	48.0%	
Other Operating	206,195	321,524	115,328	35.9%	366,963	482,291	115,328	23.9%	
Other Operating Expenses	2,144,212	2,593,293	449,081	17.3%	3,246,442	3,639,444	393,002	10.8%	
Total ELCHC Operating Expenses	10,461,908	12,084,835	1,622,927	13.4%	15,782,600	17,349,449	1,566,848	9.0%	



Education of Young
Children Summit

Presented by The Brink Foundation

2026 Sponsorship Packet



2026 Summit
Grand Champion
Sponsor



SEPTEMBER 24, 2026
12 PM - 1:30 PM



6500 MOTOR ENCLAVE WAY
TAMPA, FL 33610

Sponsorship Packet

Education of Young **Children Summit**

Presented by The Brink Foundation

On September 24, 2026

The Education of Young Children Summit, presented by The Brink Foundation, provides a platform for community leaders and investors to gather and discuss the crucial role of early education in our community and its profound impact on the current and future workforce.

Summit Grand Champion Sponsor, \$25,000

The Brink Foundation

- VIP Networking Session in Drivers Lounge & Balcony overlooking the Motor Enclave Track for your "20" guests
- Two premium tables "20" seats
- Onstage opportunity to address attendees
- Maximum logo placement at event and on all print and digital event materials
- Meet and greet with Keynote Speaker
- Social media shoutouts

Summit Checkered Flag Elite Sponsor, \$20,000

3 Available

- Pro driver thrill ride on The Motor Enclave Track for your "10" guests
- One premium table "10" seats
- Exclusive logo placement on the driving simulators
- Logo placement at event and on print and digital event materials
- Social media shoutouts

Summit Full Throttle Sponsor, \$15,000

3 Available

- One premium table "10" seats
- Logo placement at event on print and digital event materials
- Social media shoutouts

Summit High-Octane Sponsor, \$10,000

5 Available

- One table "10" seats
- Logo placement at event on print and digital event materials



Summit Pit Stop Sponsor, \$7,500

2 Available

- One table "10" seats
- Logo placement at event on digital materials

Turbo Boost Sponsor, \$5,000

2 Available

- "5" seats
- Logo placement at event on digital materials

Green Flag Sponsor, \$2,000

Multiple Opportunities

- "2" seats
- Logo placement at event on digital materials

Sponsorship Commitment Form

Company Name: _____

Contact Person: _____

Phone: _____ Address: _____

City: _____ State: _____ Zip: _____

Become a Sponsor

Select Sponsorship Amount:

2026 Education of Young Children Summit Presented by The Brink Foundation:

- Committed* ~~Sponsorship, (\$25,000)~~ Sponsorship, (\$7,500)
- Sponsorship, (\$20,000) Sponsorship, (\$5,000)
- Sponsorship, (\$15,500) Sponsorship, (\$2,000)
- Sponsorship, (\$10,000)



Payment Options (select one):

- Please invoice my company
- Check will be in the mail

Please make check payable to:
Attn: Community Relations
Early Learning Coalition of Hillsborough County
6302 E. Dr. Martin Luther King Jr. Blvd. Suite 100
Tampa, Florida 33619

- I would like to pay by credit card. Please use the following link to pay by credit card: *4% fee will be applied.*



For questions, please contact: CommunityRelations@elchc.org

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 made 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 1-800-help-fla or go to 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, programs, etc. not limited to the fiscal year sponsorship was received.



**6302 E. DR. MARTIN LUTHER KING, JR. BLVD.
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