



ELCHC Executive Committee Meeting Agenda Packet

Monday, October 19, 2026 at 3:00pm

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

<https://us06web.zoom.us/j/86913167286?pwd=0BEVjanWOE7XbzRr581GsQ89M328WD.1>

Meeting ID: 869 1316 7286

Passcode: 547660



ELCHC Executive Committee Meeting Amended Agenda Packet

Monday, October 19, 2026

I. CALL TO ORDER

A. Patel

A. Roll Call/Quorum Verification

II. PUBLIC COMMENT

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.

III. ACTION ITEMS

A. Patel

- A. Approval of the August 17, 2026 Executive Committee Draft Meeting Minutes - 4
- B. Approval of the October 24, 2026, Board of Directors Meeting Draft Agenda - 8
- C. CEO Performance Evaluation and Merit Increase Consideration Packet_2026 - 10

IV. DISCUSSION ITEMS

A. Patel

- A. Education of Young Children Summit 2026: Results F. Hicks
- B. Ready to Rise: Results F. Hicks
- C. Early Learning Coalition of Hillsborough County Compensation-Peer Coalition Comparison P. Quin
 - A. Memo for potential CEO salary increase beyond Federal level II cap - 196

V. COMMITTEE REPORTS

A. Patel

- A. Governance Committee - 199 S. Robinson
- B. Finance Committee - 200 J. Jenkins
- C. Service Delivery & Efficiency Committee - 201 A. Jae
- D. Legislative Committee - 202 G. Casanova
- E. Development & Outreach Committee - 203 S. Robinson
- F. Provider Review Hearing Committee - 204 J. Jenkins

VI. CEO REPORT

F. Hicks

- A. ELCHC Move Notification to the Public and Provider Community
- B. Education of Young Children Summit: Numbers

C. Legislative Priorities

VII. ANNOUNCEMENTS

A. Day of Play - Saturday, December 5 from 10-12 at
Gibsonston Recreation Center - 206

B. The next ELCHC Executive Committee Meeting will
be held on February 8, 2027.

VIII. ADJOURNMENT

A. Patel

IX. SUPPLEMENTAL DOCUMENTS



Monday, August 17, 2026, at 3:00 pm
6302 E. Martin Luther King, Jr. Blvd., Suite 100 Tampa, FL
33619

MEETING ATTENDANCE

Facilitator: Aakash Patel, Chair

Committee Members Present:

Aakash Patel*, Dr. Shawn Robinson*, Bob Hyde*, Amanda Jae* and Noelle Wostal*

Committee Members Absent:

None.

Other Board Members in Attendance:

Gino Casanova

ELCHC Staff:

Dr. Fred Hicks, and Nancy Will

Other Attendees:

Alex Ochoa and Paul Quin

**Indicates attendance by Zoom Meeting platform.*

CALL TO ORDER

Quorum Verification

Noting a quorum was present, Chair Patel called the meeting to order at 3:02 pm.

PUBLIC COMMENT

There was no Public Comment.

ACTION ITEMS

Approval of June 15, 2026 Executive Committee meeting minutes.

Amanda Jae made a motion to approve the June 15, 2026, Executive Committee Meeting Draft Minutes. A second was made by Noelle Wostal. The motion carried unanimously.

Approval of the August 26, 2026, Draft Board of Directors draft agenda.

Amanda Jae made a motion to approve the August 26, 2026 draft Board of Directors agenda. Noelle Wostal made a second. The motion carried unanimously.

Discussion Items

Education of Young Children Summit Update

Dr. Fred Hicks Chief Executive Officer (CEO) shared that all board members were email a code to



register themselves and their guests. Dr. Hicks shared a few entities that he was pursuing to purchase a table and/or an individual ticket.

Committee Member Ms. Wostal shared an update from Mosaic concerning a grant opportunity.

Board Member Mr. Casanova shared a change in leadership at Mosaic.

There was committee discussion on how elected officials were to register for the summit.

Division of Early Learning Leadership Change

Dr. Hicks shared that Katrina Maroney is the interim- Chancellor.

ELCHC Board of Directors Recruitment Efforts

Dr. Hicks introduced Mr. Stefano Cavallaro.

Mr. Cavallaro introduced himself and shared his passion for education and early education.

Chair Patel introduced Mr. Anthony Siviglia.

Mr. Siviglia introduced himself and shared his passion for education and early education.

ELCHC Lease Update: Executive Managing Director at JLL Firm, Mr. Caleb Lewis

Chair Patel introduced Mr. Lewis.

Mr. Lewis highlighted the following:

- March 26, 2026 his firm won the RFP
- Dr. Hicks shared a desire to relocate downtown to be closer to the business community
 - Mr. Lewis shared that this request was cost prohibited
 - Mr. Lewis shared that there was some comparables outside of the downtown area however, costs per square foot was less expensive at Suncoast Credit Union's vacant location.
- Tenant improvement provided by Suncoast Credit Union providing \$100,000 to assist with refurbishments.
- Length of lease is 5 years
- Approximately, 30,000 square feet
- The square footage cost is about \$19.00 a square foot

There was committee discussion on staff moving with date of January 1, 2027, per Dr. Hicks, the transition would occur over the holidays with no time off.

Dr. Hicks shared that the lease begins on November 1, 2026.

Mr. Lewis shared that the coalition currently has access to the building.

Committee member Mr. Hyde asked what date staff could move into the building. Dr. Hicks stated

that staff could tour after November 15.

Committee member Dr. Robinson asked what the last day that the coalition can be in the current building. Dr. Hicks stated December 31, 2026.

Chair Patel asked why the move could not occur for December 1st.

Mr. Lewis stated that the current landlord has been very accommodating.

Dr. Hicks shared that the community served needs several months to be made aware of the move. Dr. Hicks stated that once the Chief Operations Officer is back from personal time off more details would be available. Dr. Hicks also shared that movers were going to be hired.

There was committee discussion as to how movers were going to be paid out as this was not an item approved in the expense of the move.

Casie Haines, Chief Financial Officer stated that the new landlord would be paying the moving company directly as a part of the \$100,000 provided by Suncoast Credit Union.

There was a committee request for a more detailed plan of dates for the move to be provided at the next executive committee meeting.

COMMITTEE REPORTS

Governance Committee

Dr. Shawn Robinson, Chair of the Governance Committee, reported the activities of the committee as included in the agenda packet.

Dr. Robinson asked for clarification that the correct procedure was completed before hiring the broker.

Paul Quin, Board attorney, stated that he briefly looked into the matter. Mr. Quin shared that he would have a complete report at the next full board meeting.

Chair Patel asked for the phone number of an associate to call in the event that Mr. Quin could not be available for a committee or board meeting.

Finance Committee

Casie Haines, Chief Financial Officer, reported on behalf of the finance committee the activities of the last committee meeting as included in the agenda packet.

There was executive committee discussion on the RFP out for phone system.

Service Delivery & Efficiency Committee

Dr. Fred Hicks, CEO reported on behalf of the service & efficiency committee the activities of the last committee meeting as included in the agenda packet.

Development & Outreach Committee

Dr. Shawn Robinson Chair of the Development & Outreach committee reported the activities of the last committee meeting as included in the agenda packet.

Chair Patel asked for an update of elected officials that have not responded to their invitation to the summit.

There was committee discussion on promoting confirmed elected officials that will be in attendance at the summit.

Provider Review Hearing Committee

Dr. Fred Hicks, CEO reported on behalf of the committee as included in the agenda packet.

Legislative Committee

Dr. Fred Hicks, CEO reported on behalf of the legislative committee as presented in the agenda packet.

CEO REPORT

Dr. Fred Hicks reported on the following:

Be the Ball

Dr. Hicks shared the Emily and Baker Mayfield Foundation historically, sells out and invited all board members to purchase a ticket for the event.

Lease Update

Skipped

Part II of the Summit

Dr. Hicks shared he in communication with vendors who would like to participate. Dr. Hicks shared that he would like a prize or award from the Hampton Chocolate to give out the day of the event.

ANNOUNCEMENTS

Next, Executive Committee regular Meeting is scheduled for October 5, 2026.

Nancy Will, ELCHC Board of Directors liaison, shared the next Day of Play will be held on December 5 at the Gardenville Center from 10:00-12:00 noon with more details to come.

ADJOURNMENT

Bob Hyde made a motion to adjourn the meeting at 4:05 pm. Noelle Wostal made a second. The motion carried unanimously.

Read and approved by: _____ Date: _____
Bob Hyde, ELCHC Board of Directors Secretary



ELCHC Board of Directors Meeting DRAFT Agenda

Saturday, October 24, 2026

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. Patel

- A. Mission Moment
- B. Thank you for a successful- Education of Young Children Summit 2026

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 October 24, 2026 Board of Directors Meeting Agenda
- B. Approval of the August 24, 2026 Board of Directors Draft Meeting Minutes - 3

V. LEGAL REPORT

P. Quin, Esq.

- A. New ELCHC Board Members have been through Florida State Sunshine Law requirements for board members

VI. ACTION ITEMS

A. Patel

- A. Approval of the recommendation of the Governance Committee CEO merit increase

VII. DISCUSSION

A. Patel

VIII. COMMITTEE REPORTS

A. Patel

- A. Executive Committee Report - 7
- B. Governance Committee Report - 8
- C. Finance Committee Report - 9
- D. Service Delivery & Efficiency Committee Report - 10
- E. Development & Outreach Committee Report - 11
- F. Legislative Committee Report - 12
- G. Provider Review Hearing Committee Report - 13

A. Patel
S. Robinson
J. Jenkins
A. Jae
S. Robinson
G. Casanova
J. Jenkins
C. Haines

IX. FINANCIAL REPORT

- A. Financial Report - 17

X. CEO REPORT

F. Hicks

- A. ELCHC Move Notification to the Public and Provider Communities

- B. Education of Young Children Summit: Numbers
- C. Ready to Rise: Results
- D. Legislative Priorities

XI. SUPPLEMENTAL DOCUMENTS

XII. ANNOUNCEMENTS

A. Patel

- A. Day of Play is scheduled for Saturday, December 5, 2026 from 10:00 am-12:00 noon at Gardenville Recreation Center in Gibsonton, Florida
- B. The next ELCHC Board of Directors Regular Meeting is scheduled for February 22, 2027 at 3:00 p.m.

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

ELCHC EXECUTIVE COMMITTEE MEETING-October 19, 2026

ACTION

ITEM III.C.

ISSUE:	Chief Executive Officer (CEO) Performance Evaluation Process and Merit Increase Consideration
FISCAL IMPACT:	\$228,000 annual
FUNDING SOURCE:	School Readiness and Voluntary Prekindergarten
RECOMMENDED ACTION (1):	The Committee recommends that the full board approves a merit increase for Dr. Hicks, CEO, for the 2026 employment anniversary, effective November 14, 2026, with an annual salary of \$228,000, the maximum allowed by state law.

NARRATIVE:

Dr. Fred Hicks, Early Learning Coalition of Hillsborough County CEO, would be eligible for a merit increase in recognition of his 2026 employment anniversary. In compliance with Rule 6M-9.120, Board members submitted the required Division of Early Learning (DEL) Annual Performance Evaluation form (DEL-SR 120) and submitted it to DEL by the due date, August 30, 2026. Dr. Hick's received an average evaluation score of 2.73 out of a possible 3.00. The Governance Committee recommends that the full board approve a merit increase for Dr. Hicks, for the 2026 employment anniversary, effective November 14, 2026, with an annual salary of \$228,000 the maximum allowed by state law.

The Performance Evaluation for Merit Consideration Memorandum is attached.
(1 attachment)



Memorandum

To: Members of the Board of Directors

From: Dr. Frederick L. Hicks

RE: Performance Evaluation for Merit Consideration

Date: October 6, 2025

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Brief History

Under Rule 6M-9.120, the Chief Executive Officer (CEO) or Executive Director Evaluation process is prescribed. 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 120, August 2025, for the ELC's CEO or executive director. The evaluation must be completed and submitted to DEL by August 30 of each year. This August the required evaluation was submitted on time to DEL.

Dr. Fred Hicks, CEO of the ELC of Hillsborough County, began employment at the ELCHC on November 14, 2022.

The 2026 DEL Form DEL-SR 120 average score of 2.73 out of a possible 3.00 would typically translate to the Board's consideration of a merit raise of 1.02% to an annual salary of \$228,0000. This is the annual salary maximum capped by the State for a Level II CEO for 2026.

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 for 2026 is \$228,000



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:

Evaluation Period	Evaluator Name	Overall Rating	Date	Officer/Director's Name	Date Created
July 1, 2025 - June 30, 2026	Felicia Thomas	2.83	8/19/2026	Dr. Fredrick Hicks	8/19/2026 11:09 AM
July 1, 2025 - June 30, 2026	Chantal Porte	2.31	8/18/2026	Dr. Fredrick Hicks	8/18/2026 3:02 PM
July 1, 2025 - June 30, 2026	Commissioner Gwen Myers	2.23	8/18/2026	Dr. Fredrick Hicks	8/18/2026 12:44 PM
July 1, 2025 - June 30, 2026	Adam Giery	2.91	8/17/2026	Dr. Fredrick Hicks	8/17/2026 2:27 PM
July 1, 2025 - June 30, 2026	Annette Eberhart	2.34	8/14/2026	Dr. Fredrick Hicks	8/14/2026 4:56 PM
July 1, 2025 - June 30, 2026	Beth Pasek	2.49	8/12/2026	Dr. Fredrick Hicks	8/12/2026 9:35 AM
July 1, 2025 - June 30, 2026	Larissa Baia	2.4	8/11/2026	Dr. Fredrick Hicks	8/11/2026 1:17 PM
July 1, 2025 - June 30, 2026	Aakash Patel	3	8/7/2026	Dr. Fredrick Hicks	8/7/2026 3:16 PM
July 1, 2025 - June 30, 2026	Robert Hyde	2.77	8/4/2026	Dr. Fredrick Hicks	8/4/2026 6:45 PM
July 1, 2025 - June 30, 2026	noelle wostal	2.94	7/30/2026	Dr. Fredrick Hicks	7/30/2026 10:42 AM
July 1, 2025 - June 30, 2026	Rebecca Bacon	2.74	7/27/2026	Dr. Fredrick Hicks	7/27/2026 9:55 AM
July 1, 2025 - June 30, 2026	Kelly Flannery	2.8	7/23/2026	Dr. Fredrick Hicks	7/23/2026 4:58 PM
July 1, 2025 - June 30, 2026	Daira A Barakat	2.97	7/21/2026	Dr. Fredrick Hicks	7/21/2026 11:54 AM
July 1, 2025 - June 30, 2026	Amanda Jae	2.74	7/21/2026	Dr. Fredrick Hicks	7/21/2026 10:21 AM
July 1, 2025 - June 30, 2026	Wynton M Geary	2.97	7/20/2026	Dr. Fredrick Hicks	7/20/2026 12:11 PM
July 1, 2025 - June 30, 2026	Ashley Porch	3	7/20/2026	Dr. Fredrick Hicks	7/20/2026 11:36 AM
July 1, 2025 - June 30, 2026	Shawn H. Robinson	3	7/20/2026	Dr. Fredrick Hicks	7/20/2026 10:17 AM

Record No. 1076

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	7/20/2026 2 months, 3 weeks and 6 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	3
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.	3
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	3

Domain 1 Average Rating	3
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Domain 1 Comments Dr. Hicks and his team work well to make sure board members are aware of their responsibility as a governing body.

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	3
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	3
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.	3
Average Rating	3

Domain 2 Average Rating 3

Domain 2 Comments Dr. Hicks and his team are active in making sure families and providers are receiving maximum service from the ELCHC to support early education.

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	3
Average Rating	3

Domain 3 Average Rating 3

Domain 3 Comments Dr. Hicks and his team have shown they can use funds effectively to serve the children of Hillsborough County.

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	3
Recruits and retains a talented and diverse staff.	3
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	3
Encourages and supports staff to participate in ongoing professional development opportunities.	3
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	3

Domain 4 Average Rating 3

Domain 4 Comments Although there were major changes in leadership over the last year, Dr. Hicks kept the ELCHC focused on its mission while shifting existing staff to manage the vacancies.

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

Domain 5 Average Rating 3

Domain 5 Comments Dr. Hicks is visible in the community both in-person and through media (social and traditional) sharing the needs of the early learning community and the success stories.

Domain 6: Professional Skills and Abilities

Domain 6		Professional Skills and Abilities															
		Professional Skills and Abilities															
		<table><tr><th>Item</th><th>Rating</th></tr><tr><td>Maintains high standards of ethics, honesty, and integrity in all professional matters.</td><td>3</td></tr><tr><td>Is well organized and efficient in the accomplishment of objectives.</td><td>3</td></tr><tr><td>Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.</td><td>3</td></tr><tr><td>Effectively communicates verbally and in written form.</td><td>3</td></tr><tr><td>Actively engages in continuous professional development.</td><td>3</td></tr><tr><td>Average Rating</td><td>3</td></tr></table>		Item	Rating	Maintains high standards of ethics, honesty, and integrity in all professional matters.	3	Is well organized and efficient in the accomplishment of objectives.	3	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3	Effectively communicates verbally and in written form.	3	Actively engages in continuous professional development.	3	Average Rating	3
Item	Rating																
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3																
Is well organized and efficient in the accomplishment of objectives.	3																
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3																
Effectively communicates verbally and in written form.	3																
Actively engages in continuous professional development.	3																
Average Rating	3																
Domain 6 Average Rating	3																
Domain 6 Comments	Dr. Hicks is very intentional and strategic about his choices and decisions.																
Domain BOD Comments																	
Domain 7																	

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	3
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	3
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	3
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	3
		Average Rating	3

Domain 7 Average Rating 3

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating 3

Evaluator Name Shawn H. Robinson

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1077

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	7/20/2026 2 months, 3 weeks and 6 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	3
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.	3
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	3

Domain 1 Average Rating	3
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Domain 1 Comments	Dr. Hicks exceeds expectations in Board administration and support. He consistently provides professional, strategic advice aligned with the ELC’s priorities and ensures that Board members receive accurate, relevant, and timely information to support informed decision-making. She effectively engages the Board in establishing policy direction, clearly interprets and executes Board intent, and supports Board-approved policies and actions with staff and the community. Maintains open communication with the Board Chair and members, fosters a respectful and collaborative working relationship, and supports strong governance practices. He also promotes Board teamwork, advocacy, recruitment, education, and development, strengthening the Board’s overall effectiveness and community impact.
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Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	3
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	3
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.	3
Average Rating	3

Domain 2 Average Rating 3

Domain 2 Comments	Dr. Hicks exceeds expectations in overseeing the development, implementation, and quality assurance of the Coalition’s programs and services. He clearly communicates the ELC’s vision, goals, and priorities, building strong commitment to its mission among staff, community partners, and other stakeholders. He provides effective direction and establishes priorities that keep programs responsive to the needs of children, families, and providers. Dr. Hicks proactively identifies challenges, recommends appropriate solutions, and implements changes that strengthen service delivery. He also promotes long-range planning, keeps the Board informed of emerging trends and significant decisions, and uses program outcomes—including school-readiness measures—to evaluate impact and communicate results to the Board and community.
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Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	3
Average Rating	3

Domain 3 Average Rating 3

Domain 3 Comments	Dr. Hicks exceeds expectations in providing leadership for the Coalition’s financial sustainability and mission impact. He works effectively with staff, the Finance Committee, and the Board to develop and recommend an annual budget that supports the ELC’s mission, strategic goals, and long-range priorities. He manages the Coalition’s resources responsibly and within approved budget guidelines, policies, legal requirements, and regulations. Dr. Hicks demonstrates a strong understanding of the ELC’s financial needs and communicates them clearly and promptly. He also provides effective leadership in developing strategies to secure SR Match Program funding by identifying resource requirements and potential funding sources, cultivating donor relationships, and overseeing match-development activities that support the Coalition’s continued impact.
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Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	3
Recruits and retains a talented and diverse staff.	3
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	3
Encourages and supports staff to participate in ongoing professional development opportunities.	3
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	3

Domain 4 Average Rating 3

Domain 4 Comments

Dr. Hicks exceeds expectations in human resource management and staff and administrative relations. He provides strong leadership in developing and implementing sound personnel policies and practices that reflect the ELC’s commitment to integrity, ethical conduct, accountability, and compliance with applicable employment laws and regulations.

He effectively recruits and retains a talented and diverse workforce while fostering a safe, respectful, and inclusive workplace. Dr. Hicks supports ongoing professional development and encourages staff members to strengthen their knowledge, skills, and leadership capabilities. He also establishes clear lines of authority, responsibility, supervision, and communication, contributing to an organized, collaborative, and high-performing work environment.

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

Domain 5 Average Rating 3

Domain 5 Comments

Dr. Hicks exceeds expectations in community, state, and public relations. He effectively promotes the ELC’s mission, programs, and services while maintaining a positive and credible public image among families, providers, community partners, funders, and government leaders.

He develops strong relationships with businesses, civic organizations, elected officials, child advocates, and other stakeholders, encouraging meaningful community involvement and support. Through regular participation in meetings, conferences, and interagency activities, Dr. Hicks ensures that the ELC is well represented in discussions concerning early childhood education and family needs. He also provides strong leadership and advocacy at the state level, communicating the Coalition’s priorities to appropriate officials and agencies within applicable legal and regulatory requirements. Dr. Hicks serves as an informed, professional, and effective spokesperson for the organization.

Domain 6: Professional Skills and Abilities

Domain 6

Professional Skills and Abilities
Professional Skills and Abilities

Item	Rating
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3
Is well organized and efficient in the accomplishment of objectives.	3
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3
Effectively communicates verbally and in written form.	3
Actively engages in continuous professional development.	3
Average Rating	3

Domain 6 Average Rating 3

Domain 6 Comments	Dr. Hicks exceeds expectations in demonstrating the professional skills and abilities essential to his role. He consistently maintains high standards of ethics, honesty, integrity, and professionalism in his decisions and interactions. He is organized and efficient in accomplishing objectives and managing competing priorities. Dr. Hicks thoughtfully analyzes and addresses problems, challenges, and conflicts, remaining composed and solution-focused under pressure. He communicates clearly and effectively in both verbal and written formats and demonstrates a strong commitment to continuous professional development, applying new knowledge and best practices to strengthen his leadership and the Coalition’s performance.
Domain BOD Comments	Dr. Hicks consistently exceeds expectations in his leadership of the ELC. He demonstrates a strong commitment to the organization’s mission and provides strategic, ethical, and effective leadership across governance, program delivery, financial management, human resources, and community relations. He maintains productive relationships with the Board, staff, families, providers, community partners, and government leaders while ensuring the Coalition remains responsive to the needs of children and families. His sound judgment, clear communication, fiscal responsibility, advocacy, and commitment to continuous improvement have strengthened the organization’s operations and community impact. Dr. Hicks is a highly effective leader who represents the ELC with integrity and professionalism and positions the organization for continued success.
Domain 7	

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Item		Rating
Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?		3
Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?		3
Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?		3
Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?		3
Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?		3
Average Rating		3

Domain 7 Average Rating 3

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating 3

Evaluator Name Ashley Porch

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1078

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	7/20/2026 2 months, 3 weeks and 6 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	3
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.	3
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	3

Domain 1 Average Rating 3

Domain 1 Comments

Dr. Hicks consistently demonstrates strong support for the Board and its operations. When I needed to use the organization’s space for an event my staff was coordinating, he not only ensured the space was available but also personally assisted with setup and remained on-site the day of the event to help as needed. Additionally, when I requested information on the ELCHC to brief my Health Officer, he responded quickly with clear materials and talking points. His responsiveness and willingness to provide hands-on support make it much easier for Board members to carry out our responsibilities effectively.

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	3
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	3
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.	3
Average Rating	3

Domain 2 Average Rating 3

Domain 2 Comments

Dr. Hicks is highly engaged in program and service delivery and is consistently visible in the community, particularly at educational events where he actively promotes the work and mission of the ELCHC. In Board and committee meetings, he demonstrates a forward-thinking approach, bringing innovative ideas and focusing on the broader needs of the families and communities we serve. His commitment to enhancing program quality and expanding impact is evident in both his presence in the community and his leadership within the organization.

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	3
Average Rating	3

Domain 3 Average Rating 3

Domain 3 Comments

As a member of the finance committee, I consistently see Dr. Hicks actively engaged in all discussions related to fiscal management. He attends every meeting and provides clear, thoughtful insight alongside his finance team on financial reports and any proposed fund allocations. During Board meetings, he is quick to offer necessary context and fill in gaps when questions arise. It is evident that he is committed to strengthening the organization’s financial position. He continually explores new funding opportunities, works to diversify sources, and expresses genuine appreciation for any additional support secured for the ELCHC. His leadership in this area contributes meaningfully to both financial stability and mission impact.

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	3
Recruits and retains a talented and diverse staff.	2
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	3
Encourages and supports staff to participate in ongoing professional development opportunities.	3
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	2.8

Domain 4 Average Rating	2.8
Domain 4 Comments	Dr. Hicks has navigated notable retention challenges this year, including the loss of two instrumental staff members. Despite these setbacks, he has approached the situation with a forward-looking mindset and views it as an opportunity to strengthen and reshape the workplace culture. He has not shied away from the challenge and continues to remain engaged, thoughtful, and proactive in addressing staffing needs and supporting his team.

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

Domain 5 Average Rating 3

Domain 5 Comments	Dr. Hicks remains highly active in the community and regularly attends events where he can share information about the ELCHC and build awareness of its mission. He also traveled to Tallahassee during the legislative session to advocate for the ELCHC and for ELCs statewide, focusing on securing additional funding and supporting the needs of early learning programs. His presence in both community and state-level settings reflects his commitment to maintaining a positive public image and advancing the interests of the Coalition.
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Domain 6: Professional Skills and Abilities

Domain 6	Professional Skills and Abilities Professional Skills and Abilities														
	<table><tr><th>Item</th><th>Rating</th></tr><tr><td>Maintains high standards of ethics, honesty, and integrity in all professional matters.</td><td>3</td></tr><tr><td>Is well organized and efficient in the accomplishment of objectives.</td><td>3</td></tr><tr><td>Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.</td><td>3</td></tr><tr><td>Effectively communicates verbally and in written form.</td><td>3</td></tr><tr><td>Actively engages in continuous professional development.</td><td>3</td></tr><tr><td>Average Rating</td><td>3</td></tr></table>	Item	Rating	Maintains high standards of ethics, honesty, and integrity in all professional matters.	3	Is well organized and efficient in the accomplishment of objectives.	3	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3	Effectively communicates verbally and in written form.	3	Actively engages in continuous professional development.	3	Average Rating	3
Item	Rating														
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3														
Is well organized and efficient in the accomplishment of objectives.	3														
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3														
Effectively communicates verbally and in written form.	3														
Actively engages in continuous professional development.	3														
Average Rating	3														

Domain 6 Average Rating	3
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Domain 6 Comments	In my experience working with Dr. Hicks, he consistently demonstrates a high level of ethics, honesty, and integrity. His communication, both verbal and written, has always been clear and effective. He presents himself in a polished manner and is consistently well-prepared.
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Domain BOD Comments	In my experience working with Dr. Hicks, he consistently demonstrates a high level of ethics, honesty, and integrity. His communication, both verbal and written, has always been clear and effective. He presents himself in a polished manner and is consistently well-prepared.
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Domain 7

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	3
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	3
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	3
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	3
		Average Rating	3

Domain 7 Average Rating 3

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating 2.97

Evaluator Name Wynton M Geary

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Evaluator Signature



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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1079

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	7/21/2026 2 months, 3 weeks and 5 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	3
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.	2
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	2.8

Domain 1 Average Rating 2.8

Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	3
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	3
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.	3
Average Rating	3

Domain 2 Average Rating 3

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	2
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	2
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	3
Average Rating	2.6

Domain 3 Average Rating 2.6

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	2
Recruits and retains a talented and diverse staff.	2
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	2
Encourages and supports staff to participate in ongoing professional development opportunities.	2
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	2
Average Rating	2

Domain 4 Average Rating 2

Domain 4 Comments

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

Domain 5 Average Rating 3

Domain 5 Comments

Domain 6: Professional Skills and Abilities

Domain 6

Professional Skills and Abilities
Professional Skills and Abilities

Item	Rating
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3
Is well organized and efficient in the accomplishment of objectives.	3
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3
Effectively communicates verbally and in written form.	3
Actively engages in continuous professional development.	3
Average Rating	3

Domain 6 Average Rating 3

Domain 6 Comments

Domain BOD Comments

Domain 7

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	2
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	3
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	3
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	3
		Average Rating	2.8

Domain 7 Average Rating 2.8

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating 2.74

Evaluator Name Amanda Jae

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1080

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	7/21/2026 2 months, 3 weeks and 5 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	3
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.	3
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	3

Domain 1 Average Rating 3

Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	3
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	3
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.	3
Average Rating	3

Domain 2 Average Rating 3

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	3
Average Rating	3

Domain 3 Average Rating 3

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	3
Recruits and retains a talented and diverse staff.	2
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	3
Encourages and supports staff to participate in ongoing professional development opportunities.	3
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	2.8

Domain 4 Average Rating 2.8

Domain 4 Comments

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

Domain 5 Average Rating 3

Domain 5 Comments

Domain 6: Professional Skills and Abilities

Domain 6		Professional Skills and Abilities															
		Professional Skills and Abilities															
		<table><tr><th>Item</th><th>Rating</th></tr><tr><td>Maintains high standards of ethics, honesty, and integrity in all professional matters.</td><td>3</td></tr><tr><td>Is well organized and efficient in the accomplishment of objectives.</td><td>3</td></tr><tr><td>Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.</td><td>3</td></tr><tr><td>Effectively communicates verbally and in written form.</td><td>3</td></tr><tr><td>Actively engages in continuous professional development.</td><td>3</td></tr><tr><td>Average Rating</td><td>3</td></tr></table>		Item	Rating	Maintains high standards of ethics, honesty, and integrity in all professional matters.	3	Is well organized and efficient in the accomplishment of objectives.	3	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3	Effectively communicates verbally and in written form.	3	Actively engages in continuous professional development.	3	Average Rating	3
Item	Rating																
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3																
Is well organized and efficient in the accomplishment of objectives.	3																
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3																
Effectively communicates verbally and in written form.	3																
Actively engages in continuous professional development.	3																
Average Rating	3																
Domain 6 Average Rating		3															
Domain 6 Comments																	
Domain BOD Comments																	
Domain 7																	

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	3
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	3
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	3
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	3
		Average Rating	3

Domain 7 Average Rating

3

Domain 8

Domain 8

Optional: List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating

2.97

Evaluator Name

Daira A Barakat

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1081

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	7/23/2026 2 months, 3 weeks and 3 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	3
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.	3
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	3

Domain 1 Average Rating 3

Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	2
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	3
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.	3
Average Rating	2.8

Domain 2 Average Rating 2.8

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	2
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	3
Average Rating	2.8

Domain 3 Average Rating 2.8

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	3
Recruits and retains a talented and diverse staff.	2
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	3
Encourages and supports staff to participate in ongoing professional development opportunities.	2
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	2.6

Domain 4 Average Rating 2.6

Domain 4 Comments This is an area that the CEO could better educate the board about.

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

Domain 5 Average Rating 3

Domain 5 Comments Our community LOVES Dr Hicks!

Domain 6: Professional Skills and Abilities

Domain 6		Professional Skills and Abilities															
		Professional Skills and Abilities															
		<table><tr><th>Item</th><th>Rating</th></tr><tr><td>Maintains high standards of ethics, honesty, and integrity in all professional matters.</td><td>3</td></tr><tr><td>Is well organized and efficient in the accomplishment of objectives.</td><td>3</td></tr><tr><td>Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.</td><td>3</td></tr><tr><td>Effectively communicates verbally and in written form.</td><td>3</td></tr><tr><td>Actively engages in continuous professional development.</td><td>3</td></tr><tr><td>Average Rating</td><td>3</td></tr></table>		Item	Rating	Maintains high standards of ethics, honesty, and integrity in all professional matters.	3	Is well organized and efficient in the accomplishment of objectives.	3	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3	Effectively communicates verbally and in written form.	3	Actively engages in continuous professional development.	3	Average Rating	3
Item	Rating																
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3																
Is well organized and efficient in the accomplishment of objectives.	3																
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3																
Effectively communicates verbally and in written form.	3																
Actively engages in continuous professional development.	3																
Average Rating	3																
Domain 6 Average Rating		3															
Domain 6 Comments																	
Domain BOD Comments																	
Domain 7																	

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

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Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	2
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	3
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	2
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	2
		Average Rating	2.4

Domain 7 Average Rating

2.4

Domain 8

Domain 8

Optional: List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating

2.8

Evaluator Name

Kelly Flannery

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1082

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	7/27/2026 2 months, 2 weeks and 6 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	3
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.	2
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	2.8

Domain 1 Average Rating	2.8
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Domain 1 Comments

Dr. Hicks has grown the size and engagement of the ELC board, thereby expanding support for the mission of the organization.

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	3
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	2
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.	3
Average Rating	2.8

Domain 2 Average Rating 2.8

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	2
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	3
Average Rating	2.8

Domain 3 Average Rating 2.8

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	3
Recruits and retains a talented and diverse staff.	2
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	2
Encourages and supports staff to participate in ongoing professional development opportunities.	3
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	2.6

Domain 4 Average Rating 2.6

Domain 4 Comments Dr. Hicks has had some significant changes to his senior team this year. It's been challenging, however he kept the organization moving forward.

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

Domain 5 Average Rating 3

Domain 5 Comments Dr. Hicks continues to be very visible in the community, attending many events and meetings, promoting both the mission and advocating for early learning.

Domain 6: Professional Skills and Abilities

Domain 6		Professional Skills and Abilities															
		Professional Skills and Abilities															
		<table><tr><th>Item</th><th>Rating</th></tr><tr><td>Maintains high standards of ethics, honesty, and integrity in all professional matters.</td><td>2</td></tr><tr><td>Is well organized and efficient in the accomplishment of objectives.</td><td>2</td></tr><tr><td>Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.</td><td>3</td></tr><tr><td>Effectively communicates verbally and in written form.</td><td>3</td></tr><tr><td>Actively engages in continuous professional development.</td><td>3</td></tr><tr><td>Average Rating</td><td>2.6</td></tr></table>		Item	Rating	Maintains high standards of ethics, honesty, and integrity in all professional matters.	2	Is well organized and efficient in the accomplishment of objectives.	2	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3	Effectively communicates verbally and in written form.	3	Actively engages in continuous professional development.	3	Average Rating	2.6
Item	Rating																
Maintains high standards of ethics, honesty, and integrity in all professional matters.	2																
Is well organized and efficient in the accomplishment of objectives.	2																
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3																
Effectively communicates verbally and in written form.	3																
Actively engages in continuous professional development.	3																
Average Rating	2.6																
Domain 6 Average Rating	2.6																
Domain 6 Comments																	
Domain BOD Comments																	
Domain 7																	

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

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Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	2
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	2
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	3
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	3
		Average Rating	2.6

Domain 7 Average Rating 2.6

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating 2.74

Evaluator Name Rebecca Bacon

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1083

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	7/30/2026 2 months, 2 weeks and 3 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	3
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.	3
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	3

Domain 1 Average Rating 3

Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	3
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	3
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.	3
Average Rating	3

Domain 2 Average Rating 3

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	2
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	2
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	3
Average Rating	2.6

Domain 3 Average Rating 2.6

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	3
Recruits and retains a talented and diverse staff.	3
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	3
Encourages and supports staff to participate in ongoing professional development opportunities.	3
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	3

Domain 4 Average Rating 3

Domain 4 Comments

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

Domain 5 Average Rating 3

Domain 5 Comments

Domain 6: Professional Skills and Abilities

Domain 6

Professional Skills and Abilities

Professional Skills and Abilities

Item	Rating
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3
Is well organized and efficient in the accomplishment of objectives.	3
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3
Effectively communicates verbally and in written form.	3
Actively engages in continuous professional development.	3
Average Rating	3

Domain 6 Average Rating3

Domain 6 Comments

Domain BOD Comments

Domain 7

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	3
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	3
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	3
		Average Rating	3

Domain 7 Average Rating 3

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating 2.94

Evaluator Name noelle wostal

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1084

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	8/4/2026 2 months, 1 week and 5 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	2
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.	3
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	2
Average Rating	2.6

Domain 1 Average Rating 2.6

Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	2
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	2
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.	3
Average Rating	2.6

Domain 2 Average Rating 2.6

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	3
Average Rating	3

Domain 3 Average Rating 3

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	2
Recruits and retains a talented and diverse staff.	2
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	3
Encourages and supports staff to participate in ongoing professional development opportunities.	3
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	2.6

Domain 4 Average Rating 2.6

Domain 4 Comments

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

Domain 5 Average Rating 3

Domain 5 Comments

Domain 6: Professional Skills and Abilities

Domain 6		Professional Skills and Abilities															
		Professional Skills and Abilities															
		<table><tr><th>Item</th><th>Rating</th></tr><tr><td>Maintains high standards of ethics, honesty, and integrity in all professional matters.</td><td>3</td></tr><tr><td>Is well organized and efficient in the accomplishment of objectives.</td><td>3</td></tr><tr><td>Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.</td><td>3</td></tr><tr><td>Effectively communicates verbally and in written form.</td><td>3</td></tr><tr><td>Actively engages in continuous professional development.</td><td>3</td></tr><tr><td>Average Rating</td><td>3</td></tr></table>		Item	Rating	Maintains high standards of ethics, honesty, and integrity in all professional matters.	3	Is well organized and efficient in the accomplishment of objectives.	3	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3	Effectively communicates verbally and in written form.	3	Actively engages in continuous professional development.	3	Average Rating	3
Item	Rating																
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3																
Is well organized and efficient in the accomplishment of objectives.	3																
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3																
Effectively communicates verbally and in written form.	3																
Actively engages in continuous professional development.	3																
Average Rating	3																
Domain 6 Average Rating		3															
Domain 6 Comments																	
Domain BOD Comments																	
Domain 7																	

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

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Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	2
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	3
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	3
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	2
		Average Rating	2.6

Domain 7 Average Rating

2.6

Domain 8

Domain 8

Optional: List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating

2.77

Evaluator Name

Robert Hyde

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Evaluator Signature



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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1085

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	8/7/2026 2 months, 1 week and 2 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	3
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.	3
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	3

Domain 1 Average Rating 3

Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	3
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	3
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.	3
Average Rating	3

Domain 2 Average Rating 3

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	3
Average Rating	3

Domain 3 Average Rating 3

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	3
Recruits and retains a talented and diverse staff.	3
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	3
Encourages and supports staff to participate in ongoing professional development opportunities.	3
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	3

Domain 4 Average Rating 3

Domain 4 Comments

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

Domain 5 Average Rating 3

Domain 5 Comments

Domain 6: Professional Skills and Abilities

Domain 6

Professional Skills and Abilities

Professional Skills and Abilities

Item	Rating
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3
Is well organized and efficient in the accomplishment of objectives.	3
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3
Effectively communicates verbally and in written form.	3
Actively engages in continuous professional development.	3
Average Rating	3

Domain 6 Average Rating3

Domain 6 Comments

Domain BOD Comments

Domain 7

Domain 7

Leadership: 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.

Strategic Planning: 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.

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Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

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Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	3
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	3
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	3
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	3
		Average Rating	3

Domain 7 Average Rating 3

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

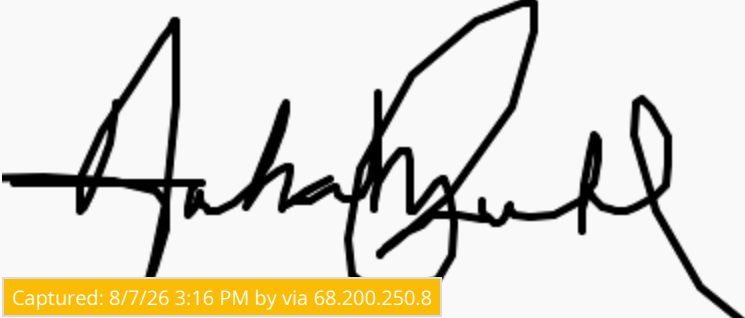
Domain Comments

Overall

Overall Rating 3

Evaluator Name Aakash Patel

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1086

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	8/11/2026 2 months and 5 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	2
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.	3
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.	2
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	2.6

Domain 1 Average Rating 2.6

Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	2
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	3
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	2
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.	3
Average Rating	2.6

Domain 2 Average Rating 2.6

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	2
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	2
Average Rating	2.6

Domain 3 Average Rating 2.6

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	2
Recruits and retains a talented and diverse staff.	2
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	2
Encourages and supports staff to participate in ongoing professional development opportunities.	
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	2
Average Rating	2

Domain 4 Average Rating 2

Domain 4 Comments

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	2
Average Rating	2.8

Domain 5 Average Rating 2.8

Domain 5 Comments

Domain 6: Professional Skills and Abilities

Domain 6		Professional Skills and Abilities															
		Professional Skills and Abilities															
		<table><tr><th>Item</th><th>Rating</th></tr><tr><td>Maintains high standards of ethics, honesty, and integrity in all professional matters.</td><td>2</td></tr><tr><td>Is well organized and efficient in the accomplishment of objectives.</td><td></td></tr><tr><td>Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.</td><td>2</td></tr><tr><td>Effectively communicates verbally and in written form.</td><td>2</td></tr><tr><td>Actively engages in continuous professional development.</td><td></td></tr><tr><td>Average Rating</td><td>2</td></tr></table>		Item	Rating	Maintains high standards of ethics, honesty, and integrity in all professional matters.	2	Is well organized and efficient in the accomplishment of objectives.		Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	2	Effectively communicates verbally and in written form.	2	Actively engages in continuous professional development.		Average Rating	2
Item	Rating																
Maintains high standards of ethics, honesty, and integrity in all professional matters.	2																
Is well organized and efficient in the accomplishment of objectives.																	
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	2																
Effectively communicates verbally and in written form.	2																
Actively engages in continuous professional development.																	
Average Rating	2																
Domain 6 Average Rating		2															
Domain 6 Comments																	
Domain BOD Comments																	
Domain 7																	

Domain 7

Leadership: 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.

Strategic Planning: 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.

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Financial Management: 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.

Operational Efficiency: 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.

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Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	2
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	2
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	3
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	2
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	2
		Average Rating	2.2

Domain 7 Average Rating 2.2

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating 2.4

Evaluator Name Larissa Baia

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Evaluator Signature



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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1087

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	8/12/2026 2 months and 4 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	2
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.	2
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	2.6

Domain 1 Average Rating	2.6
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Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	2
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	2
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	2
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.	3
Average Rating	2.4

Domain 2 Average Rating 2.4

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	2
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	2
Average Rating	2.6

Domain 3 Average Rating 2.6

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	2
Recruits and retains a talented and diverse staff.	2
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	2
Encourages and supports staff to participate in ongoing professional development opportunities.	3
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	2
Average Rating	2.2

Domain 4 Average Rating 2.2

Domain 4 Comments

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	2
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.	3
Average Rating	2.8

Domain 5 Average Rating 2.8

Domain 5 Comments

Domain 6: Professional Skills and Abilities

Domain 6

Professional Skills and Abilities
Professional Skills and Abilities

Item	Rating
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3
Is well organized and efficient in the accomplishment of objectives.	2
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	2
Effectively communicates verbally and in written form.	2
Actively engages in continuous professional development.	3
Average Rating	2.4

Domain 6 Average Rating 2.4

Domain 6 Comments

Domain BOD Comments

Domain 7

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	2
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	2
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	2
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	3
		Average Rating	2.4

Domain 7 Average Rating 2.4

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating 2.49

Evaluator Name Beth Pasek

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1088

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	8/14/2026 2 months and 2 days ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	2
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.	2
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.	2
Fosters a harmonious working relationship with the Board.	2
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	2
Average Rating	2

Domain 1 Average Rating 2

Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	2
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	2
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	2
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.	3
Average Rating	2.4

Domain 2 Average Rating 2.4

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	2
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	2
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	2
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	2
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	2
Average Rating	2

Domain 3 Average Rating 2

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	2
Recruits and retains a talented and diverse staff.	2
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	2
Encourages and supports staff to participate in ongoing professional development opportunities.	2
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	2.2

Domain 4 Average Rating 2.2

Domain 4 Comments

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	2
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.	3
Average Rating	2.8

Domain 5 Average Rating 2.8

Domain 5 Comments

Domain 6: Professional Skills and Abilities

Domain 6	Professional Skills and Abilities		
	Professional Skills and Abilities		
	Item	Rating	
	Maintains high standards of ethics, honesty, and integrity in all professional matters.	3	
	Is well organized and efficient in the accomplishment of objectives.	2	
	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3	
	Effectively communicates verbally and in written form.	2	
	Actively engages in continuous professional development.	3	
Average Rating		2.6	
Domain 6 Average Rating			2.6
Domain 6 Comments			
Domain BOD Comments			
Domain 7			

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	2
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	2
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	3
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	2
		Average Rating	2.4

Domain 7 Average Rating

2.4

Domain 8

Domain 8

Optional: List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating

2.34

Evaluator Name

Annette Eberhart

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Evaluator Signature



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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1089

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	8/17/2026 1 month, 4 weeks and 1 day ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	3
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.	2
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	2.8

Domain 1 Average Rating 2.8

Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	3
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	2
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.	3
Average Rating	2.8

Domain 2 Average Rating 2.8

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	3
Average Rating	3

Domain 3 Average Rating 3

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	3
Recruits and retains a talented and diverse staff.	3
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	3
Encourages and supports staff to participate in ongoing professional development opportunities.	3
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	3

Domain 4 Average Rating 3

Domain 4 Comments

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

Domain 5 Average Rating 3

Domain 5 Comments

Domain 6: Professional Skills and Abilities

Domain 6

Professional Skills and Abilities
Professional Skills and Abilities

Item	Rating
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3
Is well organized and efficient in the accomplishment of objectives.	3
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3
Effectively communicates verbally and in written form.	3
Actively engages in continuous professional development.	3
Average Rating	3

Domain 6 Average Rating 3

Domain 6 Comments

Domain BOD Comments

Domain 7

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	3
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	2
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	3
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	3
		Average Rating	2.8

Domain 7 Average Rating 2.8

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating 2.91

Evaluator Name Adam Giery

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1090

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	8/18/2026 1 month and 4 weeks ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	3
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.	2
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.	2
Fosters a harmonious working relationship with the Board.	2
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	3
Average Rating	2.4

Domain 1 Average Rating 2.4

Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	2
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	2
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	2
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.	2
Average Rating	2.2

Domain 2 Average Rating 2.2

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	2
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	2
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	2
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	2
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	2
Average Rating	2

Domain 3 Average Rating 2

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	2
Recruits and retains a talented and diverse staff.	2
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	3
Encourages and supports staff to participate in ongoing professional development opportunities.	2
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	2
Average Rating	2.2

Domain 4 Average Rating 2.2

Domain 4 Comments

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	2
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.	2
Encourages community involvement and contribution to the ELC.	2
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.	3
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.	3
Average Rating	2.4

Domain 5 Average Rating 2.4

Domain 5 Comments

Domain 6: Professional Skills and Abilities

Domain 6		Professional Skills and Abilities															
		Professional Skills and Abilities															
		<table><tr><th>Item</th><th>Rating</th></tr><tr><td>Maintains high standards of ethics, honesty, and integrity in all professional matters.</td><td>2</td></tr><tr><td>Is well organized and efficient in the accomplishment of objectives.</td><td>2</td></tr><tr><td>Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.</td><td>2</td></tr><tr><td>Effectively communicates verbally and in written form.</td><td>3</td></tr><tr><td>Actively engages in continuous professional development.</td><td>2</td></tr><tr><td>Average Rating</td><td>2.2</td></tr></table>		Item	Rating	Maintains high standards of ethics, honesty, and integrity in all professional matters.	2	Is well organized and efficient in the accomplishment of objectives.	2	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	2	Effectively communicates verbally and in written form.	3	Actively engages in continuous professional development.	2	Average Rating	2.2
Item	Rating																
Maintains high standards of ethics, honesty, and integrity in all professional matters.	2																
Is well organized and efficient in the accomplishment of objectives.	2																
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	2																
Effectively communicates verbally and in written form.	3																
Actively engages in continuous professional development.	2																
Average Rating	2.2																
Domain 6 Average Rating	2.2																
Domain 6 Comments																	
Domain BOD Comments																	
Domain 7																	

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	2
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	2
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	3
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	2
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	2
		Average Rating	2.2

Domain 7 Average Rating 2.2

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating 2.23

Evaluator Name Commissioner Gwen Myers

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
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Evaluator Signature	 Captured: 8/18/26 12:44 PM by via 205.220.28.104
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Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>
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Record No. 1091

CEO Performance Evaluation

Created By	[System Account]
Modified By	[System Account]
Heading	Chief Executive Officer/Executive Director Annual Performance Evaluation
Officer/Director's Name	Dr. Fredrick Hicks
Date	8/18/2026 1 month and 4 weeks ago
Evaluation Period	July 1, 2025 - June 30, 2026
ELC	Hillsborough County
Directions	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."

Domain 1: Board Administration and Support

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	2
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.	2
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.	3
Fosters a harmonious working relationship with the Board.	2
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	2
Average Rating	2.2

Domain 1 Average Rating	2.2
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Domain 1 Comments

Domain 2: Program and Service Delivery

Domain 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	2
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	2
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	3
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.	3
Average Rating	2.6

Domain 2 Average Rating 2.6

Domain 2 Comments

Domain 3: Financial Sustainability and Mission Impact

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	2
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	2
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	2
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	2
Average Rating	2.2

Domain 3 Average Rating 2.2

Domain 3 Comments

Domain 4: Human Resource Management, Staff and Administrative Relations

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.

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.

Item	Rating
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.	2
Recruits and retains a talented and diverse staff.	2
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	2
Encourages and supports staff to participate in ongoing professional development opportunities.	2
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	2
Average Rating	2

Domain 4 Average Rating 2

Domain 4 Comments

Domain 5: Community, State, and Public Relations

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	2
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.	3
Average Rating	2.8

Domain 5 Average Rating 2.8

Domain 5 Comments

Domain 6: Professional Skills and Abilities

Domain 6	Professional Skills and Abilities	
	Professional Skills and Abilities	
	Item	Rating
	Maintains high standards of ethics, honesty, and integrity in all professional matters.	2
	Is well organized and efficient in the accomplishment of objectives.	2
	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	2
	Effectively communicates verbally and in written form.	3
	Actively engages in continuous professional development.	2
Average Rating		2.2
Domain 6 Average Rating 2.2		
Domain 6 Comments		
Domain BOD Comments		
Domain 7		

Domain 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

		Item	Rating
		Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	2
		Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	3
		Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	2
		Financial Management: How effectively does the CEO manage the organization's financial resources to ensure sustainability and growth?	2
		Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	2
		Average Rating	2.2

Domain 7 Average Rating 2.2

Domain 8

Domain 8 **Optional:** List three to five local performance indicators:

Domain Other Average Rating

Domain Comments

Overall

Overall Rating 2.31

Evaluator Name Chantal Porte

Certify Signature	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.
Evaluator Signature	 Captured: 8/18/26 3:02 PM by via 2603:9000:7e00:39bf:d4cb:7bc5:6e62:6499
Footer	Form DEL-SR 120, August 2022, 6M-9.120, F.A.C.
Calculate Overall Reating	<i>*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.</i> <i>Overall Rating:</i> <i>3.0 = Exceeds Expectations</i> <i>2.0 – 2.9 = Meets Expectations</i> <i>1.9 and below= Does Not Meet Expectations</i>

Record No. 1092

CEO Performance Evaluation

CREATED BY	[System Account]		
MODIFIED BY	[System Account]		
HEADING	Chief Executive Officer/Executive Director Annual Performance Evaluation		
OFFICER/DIRECTOR'S NAME	Dr. Fredrick Hicks		
DATE	8/19/2026 1 month, 3 weeks and 6 days ago		
EVALUATION PERIOD	July 1, 2025 - June 30, 2026		
ELC	Hillsborough County		

DIRECTIONS

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.”

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DOMAIN 1: BOARD ADMINISTRATION AND SUPPORT

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.

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.

Item	Rating
Provides the Board with professional advice and recommendations based on the organization’s strategic plan.	2
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.	3
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.	3
Fosters a harmonious working relationship with the Board.	3
Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.	2
Average Rating	2.6

DOMAIN 1 AVERAGE RATING2.6

DOMAIN 1 COMMENTSThe comments section for Domain 1 is currently empty.

DOMAIN 2: PROGRAM AND SERVICE DELIVERY

DOMAIN 2

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

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

Item	Rating
Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.	3
Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.	3
Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.	2
Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.	3
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.	3
Average Rating	2.8

DOMAIN 2 AVERAGE RATING2.8

DOMAIN 2 COMMENTS—

DOMAIN 3: FINANCIAL SUSTAINABILITY AND MISSION IMPACT

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.

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.

Item	Rating
Recommends yearly budget for Board approval.	3
Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.	3
Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.	3
Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.	3
Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.	
Average Rating	3

DOMAIN 3 AVERAGE RATING 3

DOMAIN 3 COMMENTS —

DOMAIN 4: HUMAN RESOURCE MANAGEMENT, STAFF AND ADMINISTRATIVE RELATIONS

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.

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.

Item	Rating
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.	2
Recruits and retains a talented and diverse staff.	3
Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.	2
Encourages and supports staff to participate in ongoing professional development opportunities.	2
Establishes clear patterns of authority, responsibility, supervision, and communication with staff.	3
Average Rating	2.4

DOMAIN 4 AVERAGE RATING2.4

DOMAIN 4 COMMENTS—

DOMAIN 5: COMMUNITY, STATE, AND PUBLIC RELATIONS

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.

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.

Item	Rating
Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.	3
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.	3
Encourages community involvement and contribution to the ELC.	3
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.	3
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.	3
Average Rating	3

DOMAIN 5 AVERAGE RATING3

DOMAIN 5 COMMENTS—

DOMAIN 6: PROFESSIONAL SKILLS AND ABILITIES

DOMAIN 6

Professional Skills and Abilities

Professional Skills and Abilities

Item	Rating
Maintains high standards of ethics, honesty, and integrity in all professional matters.	3
Is well organized and efficient in the accomplishment of objectives.	3
Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.	3
Effectively communicates verbally and in written form.	3
Actively engages in continuous professional development.	3
Average Rating	3

DOMAIN 6 AVERAGE RATING3

DOMAIN 6 COMMENTS—

DOMAIN BOD COMMENTS—

DOMAIN 7

DOMAIN 7

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Leadership: 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.

Strategic Planning: 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.

Board of Director Relations: 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 wellinformed about organizational performance and strategic issues.

Financial Management: 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.

Operational Efficiency: 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.

Item	Rating
Leadership: How effectively does the CEO demonstrate leadership in guiding the organization towards its goals?	3

Item	Rating
Strategic Planning: How effectively does the CEO develop and implement strategic plans that drive the organization forward?	3
Board of Director Relations: How effectively does the CEO engage with the board of directors to ensure effective governance and decision-making?	3
Financial Management: How effectively does the CEO manage the organization’s financial resources to ensure sustainability and growth?	3
Operational Efficiency: How effectively does the CEO optimize organizational processes and resources to achieve maximum efficiency and effectiveness?	3
Average Rating	3

DOMAIN 7 AVERAGE RATING	3
DOMAIN 8	
DOMAIN 8	Optional: List three to five local performance indicators: —
DOMAIN OTHER AVERAGE RATING	—
DOMAIN COMMENTS	—
OVERALL	
OVERALL RATING	2.83
EVALUATOR NAME	Felicia Thomas
CERTIFY SIGNATURE	By providing this electronic signature, I the undersigned, attest I understand that electronic signatures are legally binding and have the same meaning as handwritten signatures. I also confirm internal controls have been maintained, and policies and procedures were properly followed to ensure the authenticity of the electronic signature. This statement is to certify I confirm this electronic signature is to be legally binding equivalent of my handwritten signature and the data on this form is accurate to the best of my knowledge.

EVALUATOR SIGNATURE



Captured: 8/19/26 11:09 AM by via 47.197.21.142

FOOTER

Form DEL-SR 120, August 2022, 6M-9.120, F.A.C.

CALCULATE OVERALL REATING

**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

MEMORANDUM

TO: Board of Directors

FROM: Paul Quin, Esq. Darrow Everett.

DATE: October 18, 2026

RE: CEO Compensation – Peer Coalition Comparison

PURPOSE: Market context for consideration of CEO compensation

Executive Summary

I have been asked by Chair Patel and by Dr. Hicks to assess the issues surrounding executive compensation in light of relevant federal and state regulations and within the context of executive compensation for similarly sized Early Learning Coalitions in the state of Florida. Ms. Haines (CFO for ELCHC has assisted with the relevant numbers for this Memorandum).

A review of comparable large Early Learning Coalitions supports consideration of an increase in CEO compensation. ELCHC manages an annual operating budget of approximately \$123.4 million, placing the organization among Florida's larger coalitions. While Hillsborough's cost of living is lower than South Florida, where CEO compensation is highest, ELCHC's organizational size, fiscal responsibility, funding complexity, and population served remain comparable to other large metropolitan coalitions.

At \$226k per year, the ELCHC CEO's current compensation remains below the reported total compensation of CEOs in Miami-Dade/Monroe (\$392k per year), Palm Beach (\$271k per year), and Broward (\$243k per year). Considering ELCHC's scale of operations, executive responsibilities, and the CEO's role in securing and leveraging additional resources for Hillsborough County, a reasonable compensation adjustment would maintain market competitiveness while appropriately recognizing the scope and complexity of the position.

Peer Coalition Comparison

Coalition	Salary / Reportable Compensation	Other Compensation	Total Compensation	Verified Budget / Financial Size	Basis
Miami-Dade/Monroe	\$362k per year	\$31k per year	\$392k per year	\$250M per year	FY2025 revenue
Palm Beach	\$223k per year	\$48k per year	\$271k per year	\$191M per year	FY2024 audited revenue/support
Broward	\$216k per year	\$27k per year	\$243k per year	\$171M per year	FY2025-26 amended budget
Orange	\$185k per year	\$0	\$185k per year	\$148M per year	FY2024 audited revenue/support
Duval	\$175k per year	\$13k per year	\$188k per year	\$99M per year	FY2025 revenue
Hillsborough	\$226k per year	\$0	\$226k per year	\$123M per year	FY2025-26 operating budget



Requested CEO Salary Adjustment

A 4% salary increase is requested for Dr. Hicks, increasing annual base compensation from \$225,700 to \$234,728, an annual adjustment of \$9,028. For consistency with the peer comparison, the proposed annual salary may be presented as approximately \$235k per year; exact amounts are provided here for fiscal and compliance review.

The proposed annual salary would exceed the 2026 federal Executive Level II salary limitation of \$228,000 by \$6,728 per year. The request proposes charging no more than the applicable allowable amount to capped federal funding and allocating the \$6,728 annual excess to eligible state and local funding sources, potentially including VPK, Children's Board of Hillsborough County, United Way, or other unrestricted or appropriately authorized non-federal resources. Such allocation would be made only where permitted by the applicable award, contract, and funding-source requirements and supported by appropriate cost allocation and documentation. This proposed adjustment recognizes the scope of CEO responsibility for a large metropolitan coalition, oversight of approximately \$123M in annual financial activity, stewardship of multiple restricted funding streams, and leadership in developing and sustaining local and philanthropic partnerships. Board approval is requested, subject to legal and fiscal confirmation of the proposed funding allocation.

Federal Salary Cap

The federal salary limitation applicable to Child Care and Development Fund (CCDF) funding is tied to Executive Level II of the Federal Executive Pay Scale. Effective January 1, 2026, the applicable Executive Level II rate is \$228k per year.

The limitation governs the amount of an individual's base salary that may be charged to applicable federally funded programs; it **does not** establish the maximum total salary that an organization may pay. Compensation above the federal limitation may be supported by an eligible non-federal funding source, provided the funding source permits the expenditure and appropriate allocation and documentation procedures are maintained.

The ELCHC CEO's current salary is approximately \$226k per year, compared with the \$228k per year federal Executive Level II rate (an exact difference of \$2,300). Accordingly, any compensation adjustment above the federal limitation would require the portion exceeding the applicable cap to be supported by an eligible non-federal funding source and should be reviewed for compliance with applicable Division of Early Learning contract requirements.

Notes and Methodology

- **Peer CEO compensation reflects the latest publicly available Form 990 compensation information reviewed. ELCHC reflects the current Board-approved salary for the Hillsborough CEO. No additional compensation is included for the Hillsborough CEO in this comparison.**
- Peer financial figures represent the most recent publicly verifiable adopted budget or audited/reported annual financial activity available. Reporting periods differ among coalitions; accordingly, the figures demonstrate organizational financial scale and are not presented as identical-period budget comparisons.



- Palm Beach's \$190.8 million figure is audited FY2023-24 total revenue and support. Approximately \$31.1 million of that year's support was provided by the Children's Services Council of Palm Beach County, illustrating the significance of locally generated funding in the coalition's overall financial scale.
- ELCHC's \$123,399,126 figure is its FY2025-26 operating budget, including School Readiness, SR local match, VPK, and other local revenues.

Sources

- Early Learning Coalition of Hillsborough County, FY2025-26 Annual Report.
- Early Learning Coalition of Broward County, FY2025-26 Board/Finance budget materials.
- Early Learning Coalition of Palm Beach County, audited financial statements filed with the Florida Auditor General.
- Early Learning Coalition of Orange County, audited financial statements filed with the Florida Auditor General.
- IRS Form 990 filings/public nonprofit financial records for peer CEO compensation and annual financial activity.
- Federal Executive Level II salary rate, effective January 1, 2026: \$228k per year.
- Federal/CCDF salary limitation guidance and applicable Division of Early Learning contract requirements.

ELCHC EXECUTIVE COMMITTEE MEETING – September 21, 2026

COMMITTEE REPORTS

V.A.

ISSUE: Governance Committee Report

NARRATIVE:

The Governance Committee met on Monday, September 21, 2026 to review, discuss and vote on the following:

- Action Items
 - ELCHC CEO Evaluation for Merit Increase Consideration
- Discussion Items
 - Early Learning Coalition of Hillsborough County-Social Media Policy
- CEO Report
 - Education of Young Children 2026 Summit Registration Update
 - Informational Item: Latest administration suggested change
- Announcement(s)
 - Day of Play: Scheduled for Saturday, December 5, 2026, Location from 10:00 -12:00 noon at Gardenville Recreation Center in Gibsonton.
 - Next Governance Committee Meeting is scheduled for Monday, January 27, 2027

ELCHC EXECUTIVE COMMITTEE MEETING – October 19, 2026

COMMITTEE REPORTS

V.B.

ISSUE: Finance Committee Report

NARRATIVE:

The Finance Committee met on Monday, September 26, 2026 to review, discuss and vote on the following:

- Approval of draft meeting minutes for August 5, 2026
- Action Items
 - Resolution RFP New Building Cabling
 - Moving Services Resolution
- Discussion Item(s)
 - None
- Finance Report
 - FY 2026-2027 ELCHC Notice of Award Tracking update from Chief Financial Officer, Casie Haines
 - ELCHC FY 2026-2027 Budget from the Department of Early Learning Notice of Award dated 9.03.2026
- CEO Report
 - a. Education of Young Children Summit 2026-Recap
 - b. ELCHC Office Move Update
 - c. Be the Ball Update
 - d. Part II-Ready to Rise
- Announcement(s)
 - a. Day of Play will be held on December 5, 2026 at the Gardenville Recreation center in Gibsonton from 10:00-12:00 noon.
- Adjournment

ELCHC EXECUTIVE COMMITTEE MEETING –October 19, 2026

COMMITTEE REPORTS

V.C.

ISSUE: Service Delivery & Efficiency Committee Report

NARRATIVE:

The Service Delivery & Efficiency committee met on Thursday, October 15, 2026, to approve, review and discuss the following:

- Approval of September 11, 2026, draft meeting minutes
- Discuss LEAD which includes BLI/AA, Director CoP, Book Study and TEACH including review of the 20258 Accreditation Academy Annual Impact Report and TEACH usage in Hillsborough.
- CEO Report
 - ELCHC Move Notification to the public and provider communities
 - Education of Young Children Summit: Numbers
 - Legislative Priorities
- Announcements
 - Day of Play: Saturday, December 5, 2026, from 10:00 am -12:00 noon at Gardenville Recreation Center in Gibsonton.
 - The next committee meeting is scheduled for Thursday, January 21, 2027, at 3:00 pm
- Informational Documents included in the agenda packet
 - Memorandum of Understanding-United Way Suncoast, Inc and Early Learning Coalition of Hillsborough County

COMMITTEE REPORTS

V.D.

ISSUE: Legislative Committee Report

NARRATIVE:

The Legislative Committee met on Tuesday, September 8, 2026 to approve, review and discuss the following:

- Approval of October 16, 2025 draft committee meeting minutes
- Discuss elected officials confirmed for the Education of Young Children Summit 2026
- Discuss the attendance of Florida Education Commissioner Dr. Henry Mack
- Announced the next Day of Play scheduled for Saturday, December 5 from 10-12 noon at the Gardenville Recreation Center in Gibsonton.
- Currently, there is not meeting scheduled for the legislative committee.

ELCHC EXECUTIVE COMMITTEE MEETING – October 19, 2026

COMMITTEE REPORTS

V.E.

ISSUE:

Development & Outreach Committee Report

NARRATIVE:

The Development & Outreach Committee did not meet during the last cycle of meetings to give ELCHC staff the time needed in preparation for the Education of Young Children's Summit. The next committee meeting scheduled is Wednesday, October 21 at 3:00 pm.

COMMITTEE REPORTS

V.F.

ISSUE: Provider Review Hearing Committee Report

NARRATIVE:
The Provider Review Hearing Committee met one time during the last meeting cycle to hear the case of The Learning Experience at Riverview vs the Early Learning Coalition of Hillsborough County.
Currently, there are no additional hearings scheduled.

(1-attachment)

October 12, 2026

C13HI0719

The Learning Experience
3705 US HIGHWAY 301 S
RIVERVIEW, FL 33578

Dear The Learning Experience,

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, October 7, 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, The Learning Experience will be placed on probation, effective October 8, 2026. The probation period is for 1 year, ending October 8, 2027. During the probationary period there will be 1 Technical Assistance (TA) onsite visit by your assigned provider support specialist. The Learning Experience will also be placed on the School Readiness and Voluntary Prekindergarten Tier 2 monitoring list. Any Class 1, repeat Class 2 or Class 3 violations could lead to immediate termination with due process.

Should you have any questions, please feel free to contact Kari Vernon, Manager, Provider Support by email at KVernon@elchc.org.

Sincerely,

Frederick Hicks

Dr. Frederick Hicks
CEO



Day of Play



EARLY LEARNING
COALITION OF HILLSBOROUGH COUNTY

Get ready

to have fun with your community
as we come together to play!
This fun family event is to help
prepare children ages
birth to 5 for their kindergarten
journey with all-inclusive
activities.

WHERE

**GARDENVILLE PARK
& REC CENTER**

6219 Symmes Rd.
Gibsonton, FL 33534

WHEN

DECEMBER 5

10 am -12 pm

REGISTRATION REQUIRED



WHAT TO EXPECT:

- Fun educational activities
 - Books
 - Giveaways
 - Resources & more



Visit:

elchc.org/dayofplay
to register for **FREE**

COMMUNITY PARTNERS AND SPONSORS



**Hillsborough
County Florida**
Parks & Recreation





Day of Play



EARLY LEARNING
COALITION OF HILLSBOROUGH COUNTY

Prepararse

¡Diviértete con tu comunidad mientras nos reunimos para jugar! Este divertido evento familiar tiene como objetivo preparar a los niños de 0 a 5 años para su etapa en el jardín de infancia con actividades inclusivas.

DÓNDE

**GARDENVILLE PARK
& REC CENTER**

6219 Symmes Rd.
Gibsonton, FL 33534

CUANDO

DICIEMBRE 5

10 am -12 pm

REGISTRACIÓN REQUERIDA



QUÉ ESPERAR:

Actividades
educativas divertidas

- Juegos
- Regalos
- Recursos y más



Visita:

elchc.org/dayofplay
para registrarse GRATIS



SOCIOS Y PATROCINADORES DE LA COMUNIDAD



**Hillsborough
County Florida**
Parks & Recreation

