ELCHC Board of Directors Special Meeting Agenda Packet

Monday, November 16, 2026

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

Tampa, FL 33619

https://us06web.zoom.us/j/81697238455?pwd=bHpzHkcP3CdB3f54gDHMvahbxL9KO0.1

Meeting ID: 816 9723 8455

Passcode: 545205

ELCHC Board of Directors Special Meeting Agenda

Monday, November 16, 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. Thank you for a successful- Education of Young Children Summit 2026

IV. ACTION ITEMS

A. Patel

A. Approval of the recommendation of CEO merit increase

A. DarrowEverett LLP Memo write up for proposal of CEO salary increase beyond federal level II cap - 3

V. DISCUSSION

A. Patel

A. Education of Young Children Summit 2026: Results

A. Summit Report - 6

VI. SUPPLEMENTAL DOCUMENTS

VII. 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.

VIII. 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.

IX. ADJOURNMENT

A. Patel

DarrowEverett LLP

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.

EOYCS Presented by Brink Foundation
2026 Report

Financial Results

Revenue source	Revenue
Sponsorships (Invoiced)	$90,475.00
Sponsorships (Online)	$23,605.00
TIcket Sales	$7,172.00
Donations	$4,821.35
Track Thrill Ride Experience	$996.00
Total	**$127,069**

Goal of $100,000 in Revenue
127% Goal Reached

		2025	2026
Gross Revenue		$102,000	127,069
Cost			
	Processing fees		1055.59
	General Costs	$58,000	$59,065
Net Revenue		$44,000	$66,948
Cost to Raise a Dollar		$0.57	$0.47
Average Donation		N/A	$150.67

Audience

Audience segment	2025	2026
Registered Guests	486	402
Attended	357	338
No Shows	129	64
No Show Percentage	27%	16%
Open Seats		37
Guests of Paid Sponsors	NA	185
Board Members Attended		20
Unpaid board guests	NA	57
Unpaid board guests who donated	NA	17
Staff	20	22
Kids & parents	NA	7
Guests of In-kind sponsors	NA	13
Elected / public officials	NA	19
Elected Officials that did not show	NA	9

Media coverage

Television		
	Channel 13	FOX 13 Tampa Bay
	Channel 28	ABC Action News / Tampa Bay 28 (WFTS-TV

Donors & Sponsors

Sponsors by Tier

Tier	Qty	Value
$25,000	1	$25,000
$20,000	1	$20,000
$10,000	1	$10,000
$7,725	1	$7,725
$5,000	4	$20,000
$2,575	1	$2,575
$2,500	10	$25,000
Under $2,500	5	$4,295
Total	**24**	**$114,595**

Sponsors & Donor Metrics

Renewal Rate (%)	35%
New sponsors	16
New sponsors (%)	59%
Sponsors secured by Board	8
New Donors	32

YOY Sponsorship Revenue

Year	Total	Change
2025	$76,250	+$53,250
2026	$114,595	+$38,345

Sponsor giving growth (multi-year totals)

Sponsor	2023	2024	2025	2026	Total	Growth %
McGohan Brabender	—	$2,500	$20,000	$20,000	$42,500	**700.00%**
Protected Trust	$750	—	—	$2,500	$3,250	**233.30%**
WebAuthor	$2,500	$2,500	$2,500	$7,725	$15,225	**209.00%**
TECO	$2,500	$2,500	$2,500	$5,000	$12,500	**100.00%**
Hillsborough College	$2,500	$2,500	$2,500	$5,000	$12,500	**100.00%**

Sponsors $5,000+

Sponsors $5,000 +	Amount
Brink Foundation	$25,000.00
McGohan Brabender	$20,000.00
Suncoast Credit Union	$10,000.00
WebAuthor	$7,725.00
Sunshine Health	$5,000.00
TECO	$5,000.00
Zip Data	$5,000.00
Hillsborough College	$5,000.00