



Early Learning Coalition
Of Indian River, Martin and Okeechobee Counties, Inc.

EXECUTIVE COMMITTEE MEETING AGENDA

April 3, 2018
1:00 p.m.

ELC Main Office
10 SE Central Parkway, Suite 200, Stuart, FL

* Items require action

Mission: Partnering with parents, providers and communities to ensure quality early learning experiences through programmatic and financial support.

Vision: Building Blocks for Educational Success

I. Call to Order, Roll Call, Determination of Quorum	1:00	PAGES	Brandon Tucker
II. Announcements and Additions/Deletions to Agenda	1:01-1:02		Brandon Tucker
III. Adoption of Agenda *	1:02-1:03		Brandon Tucker
IV. Consent Agenda * A. Minutes – November 7, 2017	1:03-1:04	1 - 2	Brandon Tucker
V. New Business A. CEO Search 1. Interview Questions a) Board Approved job description attached 2. Rating Matrix 3. Interview Rating Sheet 4. Tentative Interview Dates – 6/12/18, 6/13/18	1:04-1:50	3 4 – 6 7 – 8 9 - 10	Brandon Tucker
VI. Chairman's Comments	1:50-1:55		Brandon Tucker
VII. Board Member Comments	1:55-2:00		Brandon Tucker
VIII. Adjournment	2:00		Brandon Tucker

Public comments may be offered at every Early Learning Coalition of Indian River, Martin & Okeechobee Counties Board of Director's or committee meeting. We welcome the opportunity as part of our continuing effort to improve our responsiveness to the needs of the children, families, and community we serve. To present comment, interested parties are asked to complete a Public Comment Card available at the sign-in table, deliver such to the Chair in advance to the Call to Order, and be present during the public comment period. All interested parties are asked to indicate whether the comment is related to the business associated with the specific agenda before the Board/Committee or if the comment is intended for consideration by the Board/Committee at a future meeting. All comments are limited to 3 minutes unless otherwise waived by a majority action of the members present.



Early Learning Coalition
Of Indian River, Martin and Okeechobee Counties, Inc.

EXECUTIVE COMMITTEE MEETING MINUTES

November 7, 2017

ELC Main Office
10 SE Central Parkway, Suite 200, Stuart, FL

Present: Brandon Tucker (via teleconference)
Michelle Akins (via teleconference)
Julie Bixler (via teleconference)

Barbara Clowdus (via teleconference)
William Laughlin
Donna Rivett (via teleconference)

Excused: Miranda Hawker
Ann Rodriguez

Natalie Sanders

ELCIRMO Staff: Migdalia Rosado

Loretta Toth

I. CALL TO ORDER

The meeting was called to order at 1:00 p.m. by Chair, Brandon Tucker. Roll call was taken and a quorum present.

II. ANNOUNCEMENTS AND ADDITIONS/DELETIONS TO AGENDA - None

Barbara Clowdus joined via teleconference at 1:02 p.m.

III. ADOPTION OF THE AGENDA

Motion to adopt the agenda was made by Donna Rivett, seconded by Michelle Akins and passed unanimously.

IV. CONSENT AGENDA

- A. Minutes – January 17, 2017 (not previously approved)
- B. Minutes – June 6, 2017

Motion to approve the consent agenda was made by Donna Rivett, seconded by Michelle Akins and passed unanimously.

V. NEW BUSINESS

- A. **School Readiness Program Policies** – Referencing the many changes, Ms. Rivett questioned whether there were any concerns. Ms. Rosado explained that there were no concerns and that changes were made to align policies with rule updates.

Motion to approve the School Readiness Program Policies as presented was made by Donna Rivett, seconded by Will Laughlin and passed unanimously.

- B. **VPK Program Policies** – Ms. Rosado explained that the changes were made to align policies with rule updates.

Motion to approve the VPK Program Policies as presented was made by Donna Rivett, seconded by Barbara Clowdus and passed unanimously.

VI. CHAIRMAN'S COMMENTS –

Mr. Tucker informed the committee that he sent a letter to Mr. Trefelner, Board Chair of St. Lucie ELC regarding the status of the merger RFP. The last meeting was held in July and to date no further information has been received. A copy of Mr. Tucker's letter will be included in the Board packet.

VII. BOARD MEMBER COMMENTS – No further comments.

VIII. PUBLIC COMMENTS – None

IX. ADJOURNMENT

There being no further business, the meeting was adjourned at 1:13 p.m. on a motion by Brandon Tucker, seconded by Donna Rivett.

Respectfully submitted,

Brandon Tucker, Chair
BT/lt

DRAFT

QUESTIONS FOR ELC CEO INTERVIEW

1. Why did you apply for this particular position and what is your vision for the Coalition?
2. Tell us your greatest career accomplishments? Describe a challenge you faced and how you overcame the challenge to meet your goal?
3. What skills do you possess that make you the right person to lead the Coalition?
4. As the ELC Chief Executive Officer, you would be responsible for recruiting business leaders as members of the Coalition. Have you ever had any experience in this endeavor? Where would you go to find these leaders, how would you convince them that participating on the Coalition is beneficial to them and what would you do to retain them once you had them on the Coalition?
5. A negative news article about the ELC appears in the local newspapers. How would you react to it?
6. How do you move ELC to the next level? What do you see as the next level?
7. What do you see as the challenges of satellite offices? How do you manage the equity of services at the remote locations?



Early Learning Coalition of Indian River, Martin & Okeechobee Counties Job Description

Title: Chief Executive Officer
Status: Exempt – Employment Agreement
Salary Range: \$85,000 - \$100,000
Reports to: Coalition Chair and the Full Board

SUMMARY OF RESPONSIBILITIES:

This position requires a broad knowledge of program planning, community level strategic planning skills, leadership and ability to analyze and resolve complex social issues. The position requires significant skills in the areas of problem analysis and resolution, consensus building, group facilitation, strategic planning, management/leadership, finance, program planning, and contract management. The Chief Executive Officer will report to the Coalition Chair and the full board, as the chief executive in charge of operations.

DUTIES AND RESPONSIBILITIES:

- Plans, develops and recommends to the Board policies and programs which will further the objectives of the Coalition. Executes all decisions, contracts, commitments as delegated by the ELC Board of Directors.
- Develops, implements and administers a comprehensive service delivery plan for programs funded by the state of Florida intended to enhance all children's readiness to enter kindergarten and/or participate in Voluntary Pre-kindergarten program.
- Recommends methods for improving/increasing early learning services to pre-school children and parents of pre-school children.
- Provides leadership and direction to all staff to ensure that the mission and goals of the Coalition are effectively carried out while assuring that the standard of professionalism identified by the Board is maintained.
- Prepares, maintains, and submits accurate and appropriate reports describing planning and evaluation activities to the Board and officers on all activities of the Coalition.
- Works cooperatively with Coalition members and staff to assess the community's needs for early education services.
- Ensures fiscal stability of the organization through developing alternative sources of funding, including grants, contracts, and conducting fund-raising activities.
- Prepares and recommends an annual budget to the coalition to insure proper allocation of cost, reasonable and necessary expenses and efficient use of resources consistent with the Office of Early Learning (OEL) guidelines.
- Responsible for fiscal accounting to insure compliance with state and federal requirements under General Accepted Accounting Principles (GAAP)

DUTIES AND RESPONSIBILITIES CONTINUED:

- Develops and implements health promotion programs as necessary. Coordinates coalition education programs and public information services.
- Facilitates and/or participates in community activities, promotes opportunities to market coalition programs, ascertains community needs and accomplishes goals and objectives of the Coalitions three county service area.
- Hires, supervises and terminates staff based on the job performance and personnel policies adopted by the coalition.
- Develops and operates within an annual budget; is responsible for prudent management of all funds and physical assets.
- Provides training and technical assistance to staff, Coalition membership, contracted providers, community partners, etc. on issues that promote the Coalition's mission and services.
- Represent the ELC with community partners and stakeholders.
- Performs related work as assigned by the Coalition Chair and the full board.

KNOWLEDGE, SKILLS AND ABILITIES:

- Ability to establish and maintain effective working relationships with Coalition membership, staff, funders, and the general public.
- Plans, coordinates and controls the daily operation of the organization through the organization's managers.
- Establishes current and long range goals, objectives, plans and policies, subject to Board approval.
- Knowledgeable of community organizations and capable of carrying out programs within the community structure.
- Ability to listen and communicate clearly and concisely, orally and written.
- Competent to represent the organization in a variety of public and professional forums.
- Demonstrates the ability to compile, organize, and analyze data related to early education, child care and school readiness indicators.
- Ability to reach consensus on complex issues. Self-directed, motivated, and ability to effectively manage in a multi-task environment.

QUALIFICATIONS:

Minimum: Bachelor's degree in human services, early education, education, business or related field.

Preferred: Master's degree in human services, early education, education, business, or related field.

EXPERIENCE:

Minimum: Management/leadership experience in human service, early education, or related field. Demonstrated experience with a broad range of stakeholders in a multi-county environment. Knowledge and/or experience in fiscal management of non-profit institutions and developing early education or related programs.

Preferred: Prior experience with direct board reporting relationship. Management of multi-million dollar non-profit organizations and public policy experience.

SPECIFIC COMPETENCIES:

Computer literacy in all currently used programs: Microsoft Office XP, Excel, Access, Statewide eligibility tracking systems, community-wide tracking databases.

LANGUAGE SKILLS:

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations; write reports, business correspondence, and procedure manuals; and effectively communicate and present information and respond to questions from groups of managers, clients and the general public.

PHYSICAL ACTIVITY/WORKING CONDITIONS:

While performing the duties of this job, the employee is regularly required to sit, talk and hear. The employee is frequently required to use hands to finger, handle, or feel and reach with hands and arms. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision and ability to adjust focus. The noise level in the work environment is usually quiet.

The physical demands and work environment described are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions of this job.

Revised: 8/2004, 7/2005, 4/2006, 5/2017

**Early Learning Coalition
Chief Executive Officer
Rating Matrix**

**Points based on Resume, Cover Letter & References*

Required Criteria (Fatal Criteria)

Points Candidate Totals

• Education

(choose only highest point category applicable) (i.e. One)

PHD

3

Masters Degree

2

Bachelor Degree

1

Maximum Points

3

• Management/Supervisory Experience (Fatal Criteria)

(choose only highest point category applicable) (i.e. One)

Early Learning management experience

9

Early Learning program supervisory experience

7

Board management experience

6

Board supervisory experience

5

Other management experience

4

Other supervisory experience

3

• Management/Supervisory Experience (Non-Fatal Criteria)

(select as supported by application packet)

Experience in hiring staff, performing appraisals

3

Knowledge of state and federal personnel rules and regulations

3

Maximum Points

15

Demonstrates Excellent Written and Verbal communications Skills

• Written Communication Skills

(select as supported by application packet)

Experience in writing operational plans

3

Experience in writing policy and procedures

3

Business writing experience

2

Experience in responding to public inquiries

2

Experience in developing and setting board agendas

2

Extensive knowledge of Microsoft Office programs

3

Maximum Points

15

- **Verbal Communication Skills***

(select as supported by application packet)

Experience and demonstrated expertise dealing with public	3	_____
Experience and demonstrated expertise dealing with board members	3	_____
Experience and demonstrated expertise dealing with other agencies	3	_____
Experience giving presentations and speeches	3	_____
Experience in recruiting board members or program stakeholders	3	_____
	Maximum Points	15

Preferred Criteria

- Background in Early Childhood Education or service delivery

(choose only highest point category applicable) (i.e. One)

5 + years	6	_____
3-5 years	4	_____
0-3 years	2	_____
	Maximum Points	6

- Experience Operating or working with a non-profit board

(choose only highest point category applicable)

5+ years	6	_____
2-3 years	4	_____
0-2 years	2	_____
	Maximum Points	6

- Experience in budgeting and accounting

(select as supported by application packet)

Experience in developing and amending agency budgets	3	_____
Experience in developing cost allocation plans	2	_____
Experience in paying or approving invoices	3	_____
Experience in utilizing OMB circulars	2	_____
Knowledge of GAAP	2	_____
	Maximum Points	12

- Contract Procurement and management

(select as supported by application packet)

Contract procurement per government standards	2	_____
Contract management experience	2	_____
Experience in monitoring contract performance	2	_____
Familiarity with Florida contract statutes and code	2	_____
	Maximum Points	8

Total Applicant Rating (Maximum 80) _____



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INTERVIEW RATING SHEET

Candidate Name: _____

Date: _____

Position: Chief Executive Officer

Interviewed by: _____

Have you been provided with a copy of the job description? _____

Do you have a general understanding of the role for which you are being interviewed? _____

Category	Rating		Comments
	Assigned	Earned	
Relevant Education vs. Required	5		
Relevant Experience vs. Required	5		
Charisma	10		
Leadership Potential	10		
Question 1	10		
Question 2	10		

Candidate Name: _____

Date: _____

Position: Chief Executive Officer

Interviewed by: _____

Category	Rating		Comments
	Assigned	Earned	
Question 3	10		
Question 4	10		
Question 5	10		
Question 6	10		
Question 7	10		
Total	100	_____	