Finance/Governance Committee

Meeting Agenda Packet

Tuesday, May 5, 2026 at 8:30 a.m.

Zoom Meeting

https://us06web.zoom.us/j/86384166934

Passcode: 329748

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I. CALL TO ORDER — **J. Disbro**
A. Welcome
B. Roll call & Quorum Verification

II. PUBLIC COMMENT

III. ACTION ITEMS (pgs. 3-6) — **J. Disbro**
A. Approval of Minutes for March 3, 2026, Finance Committee Meeting

IV. FINANCIAL REPORT (pgs. 7-8) — **K. Smith**
A. Budget to Actuals Year–to-Date as of March 31, 2026

V. CEO REPORT — **A. Fraga**
A. Continuity of Operations (COOP) Plan - Delegation of Authority
B. Hurricane Ian Grant Updates

VI. DISCUSSION — **J. Disbro**
A. CEO Evaluation Process
B. Bylaws Revisions (pgs. 9-14)
C. Board Member Skills & Expertise Self-Assessment
D. For-Profit Provider Representative Update & Process
E. iVenture Laptop Purchases

VII. INFORMATION ITEM (pgs. 15-16)
A. Program Enrollment Dashboard

VIII. ANNOUNCEMENTS — **J. Disbro**
A. Board of Directors Meeting – May 12, 2026, at 3:00 p.m.
(Hybrid; Honoree Office)
B. Finance/Governance Committee Meeting – June 2, 2026, at 8:30 a.m.
(Virtual)
C. Budget Workshop – June 9, 2026, at 2:00 p.m.
(In-person; Caring Collective Office)
D. Board of Directors Annual Meeting – June 9, 2026, at 3:00 p.m.
(In-person; Caring Collective Office)

IX. ADJOURNMENT

FINANCE COMMITTEE

MEETING UNAPPROVED MINUTES

Tuesday, March 3, 2026, at 8:30 a.m.
Virtual Meeting

MEETING ATTENDANCE

Facilitator: James Disbro

Board Members Present: Kevin Cooper*, James Disbro*, Jennifer Infanti*, and Tiffany Barfield*

Board Members Absent: None

ELC Staff: Alison Fraga*, Kelley Minney*, Kiyana Scott*, Ana McClendon, Brigid Kolowith*, Kevin Smith*

Other Attendees: Jon Duffy*, Rich Cassidy*, Ryan Guerin*, Kelsie Burke*

**Indicates attendance via Zoom meeting platform.*

CALL TO ORDER

Quorum Verification

Noting a quorum had been established, Chair Disbro called the meeting to order at 8:34 a.m.

PUBLIC COMMENT

There was no Public Comment.

ACTION ITEMS

A. Approval of Minutes for January 20, 2026, Finance Committee Meeting

Kevin Cooper made a motion to approve. Tiffany Barfield made a second. The motion carried unanimously.

B. Approval of Minutes for February 4, 2026, Finance Committee Special Meeting

Kevin Cooper made a motion to approve. Tiffany Barfield made a second. The motion carried unanimously.

C. Review and Recommendation of Proposed Privacy Policy

Alison Fraga, Chief Executive Officer (CEO), provided an overview of the organization's Privacy Policy. She noted that the Early Learning Coalition of Sarasota County (ELCSC) previously did not have a formal privacy policy in place. The policy was developed in alignment with Association of Fundraising Professionals (AFP) guidelines and donor privacy best practices.

Upon approval by the Board of Directors, the policy will be published on the organization's website.

Tiffany Barfield made a motion to approve the recommended proposed Privacy Policy to the full Board of Directors for approval. Kevin Cooper made a second. The motion carried unanimously.

D. Review and Recommendation of Prospective Private Sector Board Member

The committee engaged in discussion regarding Ryan Guerin's qualifications and potential service on the Board of Directors. Mr. Guerin thanked the committee for their consideration.

Kevin Cooper made a motion to approve the recommendation to appoint Ryan Guerin as a Private Sector Member to the full Board of Directors for approval. Tiffany Barfield made a second. The motion carried unanimously.

FINANCIAL REPORT

Kevin Smith, Chief Financial Officer (CFO), presented the financial report and provided the following updates:

- 40% of School Readiness (SR) funding has been utilized year to date.
- 43% of VPK funding has been utilized year to date.
- Year to date expenses include Hurricane Ian Grant funding.
- ELCSC is transitioning from QuickBooks to the MIP accounting system. The target implementation date is May 1, 2026, and staff are currently participating in system training.
- A review of all vendor engagements is underway to identify potential cost savings.

Kevin addressed committee questions regarding the reclassification of Other Cost Allocation (OCA) line items within the financial report.

CEO REPORT

A. Florida Department of Education, Division of Early Learning (DEL) Audit Update

Mrs. Fraga provided an update on the DEL audit:

- The DEL audit is conducted separately from the independent audit.
- The fiscal monitoring audit was completed in December 2025.
- DEL is currently reviewing audits for all 30 coalitions before releasing individual coalition results. Results are expected within 30 to 45 days.

- The audit report is anticipated to be available by the next Finance Committee meeting on May 5, 2026.

B. Hurricane Ian Grant Update

Mrs. Fraga gave an update on the Hurricane Ian Grant:

- On March 2, 2026 DEL approved an amendment to the Hurricane Ian application that was submitted by ELCSC, the amendment provides additional flexibility to providers through a mini grant structure.
- Total grant allocation is approximately $400,000 designated for quality improvement initiatives, disaster preparedness, and playground enhancements.
- DEL received an additional $12 million in disaster recovery funding related to Hurricanes Milton and Helene. ELCSC intends to pursue this funding.
- ELCSC plans to allocate a portion of the funding toward technology investments that will support providers with attendance systems and family communication tools.

DISCUSSION ITEMS

A. Annual Independent Audit for Years Ended June 30, 2025 and 2024

The auditors from Moss, Krusick & Associates (MKA) reviewed the annual independent audit and reported that the two findings were related to federal and state grant funds being deposited into non interest bearing accounts instead of interest bearing accounts as required.

Tiffany Barfield made a motion to recommend approval of the Annual Independent Audit for the years ended June 30, 2025 and 2024 to the full Board of Directors. Kevin Cooper made a second. The motion carried unanimously.

B. Notice of Award and Special Needs Rate Allocation and Impact

Mrs. Fraga reported that the ELCSC received $1.2 million in funding from DEL to cover program costs related to the Special Needs rate allocation, School Readiness funding for school age children, and the quality differential funding shortfall.

Mrs. Fraga also noted that the ELCSC submitted a funding request to the County for $400,000 per year for three years. A notification of award if approved is expected between May and June 2026.

C. Safe Harbor Match 401(k)

The committee further discussed the retirement match investment (401k contribution) for Mrs. Fraga:

- The benefit was not included in the CEO contract.
- The issue appears related to Alphastaff's system showing two hire dates.
- The employee handbook states that 401k employer match eligibility begins after six months of employment.
- Contributions for Mrs. Fraga began in November and may have been made in error.

There was further discussion about the amount of time and resources spent identifying and resolving the error.

The Committee expressed appreciation for Mrs. Fraga's transparency in bringing the matter to the attention of the Board.

Jennifer Infanti made a motion to acknowledge the issue in the Alphastaff system, and recommended no action by the Board of Directors at this time. Tiffany Barfield made a second. The motion carried unanimously.

INFORMATION ITEMS

A. Program Enrollment Dashboard

The committee held discussion on the program enrollment dashboard and related data.

ANNOUNCEMENTS

- Board of Directors Meeting – March 10, 2026, at 3 p.m. (Hybrid)
- Finance Committee Meeting – May 5, 2026, at 8:30 a.m. (Virtual)

ADJOURNMENT

There being no further business, Kevin Cooper moved to adjourn the meeting at 9:39 a.m. Jennifer Infanti made a second. The motion carried unanimously.

Read and approved by: ________________________________ ____________

Jennifer Infanti, Secretary ***Date***

Budget to Actual
March 31, 2026

	YTD Actual	YTD Original Budget	Difference YTD favorable /(unfavorable)	%	FY 25-26 Forecast	FY 25-26 Original Budget	Difference YTD favorable /(unfavorable)	%
Program Revenue								
School Readiness	8,073,984	8,360,195	(286,210)	-3.4%	12,391,998	11,166,526	1,225,472	11.0%
School Readiness Match - DEL	234,454	210,570	23,884	11.3%	280,760	280,760	-	0.0%
School Readiness - Local Funders:								
Sarasota County	232,299	262,500	(30,201)	-11.5%	350,000	350,000	-	0.0%
School Readiness - Local Funders	232,299	262,500	(30,201)	-11.5%	350,000	350,000	-	0.0%
Total School Readiness Revenue	**8,540,736**	**8,833,265**	**(292,528)**	**-3.3%**	**13,022,758**	**11,797,286**	**1,225,472**	**10.4%**
Other Local Funders:								
Apprenticeship Program	11,000	-	11,000	100.0%	11,000	-	11,000	100.0%
Bridges to Success Program	32,202	-	32,202	100.0%	32,202	-	32,202	100.0%
United Way *(Strengthening Quality)*	6,000	-	6,000	100.0%	6,000	-	6,000	100.0%
Misc. Donations	9,386	-	9,386	100.0%	13,333	-	13,333	100.0%
Other Local Funders	58,588	-	58,588	100.0%	62,535	-	19,333	100.0%
Total School Readiness Revenue and Local Revenue	**8,599,324**	**8,833,265**	**(233,941)**	**-2.6%**	**13,085,293**	**11,797,286**	**1,288,007**	**10.9%**
Program Expenses								
School Readiness								
Direct Services	6,685,659	6,765,275	79,616	1.2%	10,170,558	9,020,367	(1,150,191)	-12.8%
School Readiness Match - DEL	234,454	210,570	(23,884)	-11.3%	280,760	280,760	-	0.0%
School Readiness - Local Funders	237,008	262,500	25,492	9.7%	350,000	350,000	-	0.0%
General Contributions and Gifts	58,588	-	(58,588)	100.0%	62,535	-	(62,535)	100.0%
Total Direct Services	7,215,708	7,238,345	22,637	0.3%	10,863,853	9,651,127	(1,212,726)	-12.6%
Personnel	1,010,913	1,181,846	170,933	14.5%	1,508,929	1,575,795	66,866	4.2%
Staff Development	2,619	11,625	9,006	77.5%	15,500	15,500	-	0.0%
Professional Services	93,490	188,985	95,495	50.5%	120,980	270,980	150,000	55.4%
Occupancy	60,953	59,475	(1,478)	-2.5%	79,300	79,300	-	0.0%
Postage, Freight and Delivery	274	1,425	1,151	80.7%	1,900	1,900	-	0.0%
Rentals	7,278	6,375	(903)	-14.2%	8,500	8,500	-	0.0%
Supplies	11,248	4,688	(6,561)	-140.0%	14,727	6,250	(8,477)	-135.6%
Communications	11,994	8,775	(3,219)	-36.7%	16,191	11,700	(4,491)	-38.4%
Insurance	19,211	20,400	1,189	5.8%	27,800	27,800	-	0.0%
Tangible Personal Property	2,310	-	(2,310)	100.0%	30,000	-	(30,000)	100.0%
Quality	222,466	18,750	(203,716)	-1086.5%	320,152	25,000	(295,152)	-1180.6%
Travel	6,921	7,613	691	9.1%	10,150	10,150	-	0.0%
Other Operating	26,732	84,963	58,231	68.5%	67,311	113,284	45,973	40.6%
Other Operating Expenses	465,496	413,073	(52,423)	-12.7%	712,511	570,364	(142,147)	-24.9%
ELCHC Operating	1,476,408	1,594,919	118,511	7.4%	2,221,440	2,146,159	(75,281)	-3.5%
Total School Readiness & Other Expenses	**8,692,117**	**8,833,265**	**141,148**	**1.6%**	**13,085,293**	**11,797,286**	**(1,288,007)**	**-10.9%**
SR Change in Net Assets	**(92,793)**	**-**	**(92,793)**	**-100.0%**	**-**	**-**	**-**	**0.0%**
GOALS								
< 5.00 % School Readiness - Admin	**3.3%**	**4.2%**	**-0.9%**	**-20.9%**	**3.2%**	**4.2%**	**-1.0%**	**-23.6%**
> 4.00 % School Readiness - Quality	**8.4%**	**9.7%**	**-1.3%**	**-13.6%**	**10.0%**	**9.7%**	**0.3%**	**3.0%**
< 22.00% School Readiness - Non-Direct	**16.5%**	**20.0%**	**-3.5%**	**-17.7%**	**18.7%**	**20.0%**	**-1.3%**	**-6.7%**
> 78.00 % School Readiness - Direct	**83.5%**	**80.0%**	**3.5%**	**4.4%**	**81.3%**	**80.0%**	**1.3%**	**1.7%**
VPK Revenue								
Voluntary Pre-Kindergarten	3,722,831	4,055,773	(332,942)	-8.2%	5,407,726	5,407,726	-	0.0%
Total VPK Revenue	**3,722,831**	**4,055,773**	**(332,942)**	**-8.2%**	**5,407,726**	**5,407,726**	**-**	**0.0%**
Voluntary Pre-Kindergarten								
Direct Services	3,574,957	3,828,299	253,342	6.6%	5,104,428	5,104,428	-	0.0%
Personnel	79,912	81,205	1,293	1.6%	108,273	108,273	-	0.0%
Staff Development	-	1,500	1,500	-100.0%	2,000	2,000	-	0.0%
Professional Services	34,554	54,531	19,977	36.6%	65,575	72,708	7,133	9.8%
Occupancy	4,290	4,200	(90)	-2.1%	5,609	5,600	(9)	-0.2%
Postage, Freight and Delivery	3	263	259	98.8%	356	350	(6)	-1.7%
Rentals	522	525	3	0.5%	696	700	4	0.6%
Supplies	829	353	(476)	-135.1%	2,628	470	(2,158)	-459.1%
Communications	874	600	(274)	-45.6%	1,025	800	(225)	-28.1%
Insurance	1,525	1,613	88	5.4%	5,200	2,150	(3,050)	-141.9%
Tangible Personal Property	174	-	(174)	100.0%	348	-	(348)	100.0%
Quality	37,785	-	(37,785)	100.0%	50,423	-	(50,423)	100.0%
Travel	842	113	(729)	-648.4%	2,734	150	(2,584)	-1722.7%
Other Operating	3,705	82,573	78,868	95.5%	58,432	110,097	51,665	46.9%

Budget to Actual
March 31, 2026

	YTD Actual	YTD Original Budget	Difference YTD favorable /(unfavorable)	%	FY 25-26 Forecast	FY 25-26 Original Budget	Difference YTD favorable /(unfavorable)	%
Other Operating Expenses	85,102	146,269	61,166	41.8%	195,025	195,025	(0)	0.0%
ELCHC Operating	165,014	227,474	62,459	27.5%	303,298	303,298	-	0.0%
Total Voluntary Pre-Kindergarten Expenses	**3,739,972**	**4,055,773**	**315,801**	**7.8%**	**5,407,726**	**5,407,726**	**-**	**0%**
VPK Change in Net Assets	**(17,141)**	**-**	**17,141**	**-100.0%**	**-**	**-**	**-**	**0.0%**
GOALS								
< 5.00 % VPK - Admin	**3.5%**	**4.0%**	**-0.5%**	**-12.2%**	**2.9%**	**4.0%**	**-1.1%**	**-26.6%**
Ian Disaster Relief								
Hurriance Ian Funding	-	-	-	0.0%	1,337,325	-	1,337,325	100.0%
Total Ian Disaster Relief	**-**	**-**	**-**	**0.0%**	**1,337,325**	**-**	**1,337,325**	**100.0%**
Ian Disaster Relief								
Direct Services	-	-	-	0.0%	-	-	-	0.0%
Personnel	6,400	-	(6,400)	100.0%	66,866	-	(66,866)	100.0%
Staff Development	-	-	-	0.0%	-	-	-	0.0%
Professional Services	78	-	(78)	100.0%	356,459	-	(356,459)	100.0%
Occupancy	-	-	-	0.0%	-	-	-	0.0%
Postage, Freight and Delivery	-	-	-	0.0%	-	-	-	0.0%
Rentals	-	-	-	0.0%	-	-	-	0.0%
Supplies	-	-	-	0.0%	-	-	-	0.0%
Communications	-	-	-	0.0%	-	-	-	0.0%
Insurance	15	-	(15)	100.0%	-	-	-	0.0%
Tangible Personal Property	-	-	-	0.0%	-	-	-	0.0%
Quality	5,920	-	(5,920)	100.0%	912,700	-	(912,700)	100.0%
Travel	-	-	-	0.0%	-	-	-	0.0%
Other Operating	-	-	-	0.0%	1,300	-	(1,300)	100.0%
Other Operating Expenses	6,013	-	(6,013)	100.0%	1,270,459	-	(1,270,459)	100.0%
ELCHC Operating	12,413	-	(12,413)	100.0%	1,337,325	-	(1,337,325)	100.0%
Total Ian Disaster Relief Expenses	**12,413**	**-**	**(12,413)**	**100.0%**	**1,337,325**	**-**	**(1,337,325)**	**100.0%**
Ian Disaster Relief Change in Net Assets	**(12,413)**	**-**	**12,413**	**100.0%**	**-**	**-**	**-**	**0.0%**
Total Revenue	**12,322,155**	**12,889,037**	**(566,883)**	**-4.4%**	**19,830,344**	**17,205,012**	**2,625,332**	**15.3%**
Total Expenses	**12,444,502**	**12,889,037**	**444,536**	**3.4%**	**19,830,344**	**17,205,012**	**(2,625,332)**	**-15.3%**
Change in Net Assets	**(122,347)**	**-**	**(122,347)**	**-100.0%**	**-**	**-**	**-**	**0.0%**
ELCSC Expenditure Categories								
Personnel	1,097,225	1,263,051	165,826	13.1%	1,684,068	1,684,068	-	0.0%
Staff Development	2,619	13,125	10,506	80.0%	17,500	17,500	-	0.0%
Professional Services	128,122	243,516	115,394	47.4%	543,014	343,688	(199,326)	-58.0%
Occupancy	65,243	63,675	(1,568)	-2.5%	84,909	84,900	(9)	0.0%
Postage, Freight and Delivery	277	1,688	1,410	83.6%	2,256	2,250	(6)	-0.3%
Rentals	7,801	6,900	(901)	-13.1%	9,196	9,200	4	0.0%
Supplies	12,077	5,040	(7,037)	-139.6%	17,355	6,720	(10,635)	-158.3%
Communications	12,868	9,375	(3,493)	-37.3%	17,216	12,500	(4,716)	-37.7%
Insurance	20,750	22,013	1,262	5.7%	33,000	29,950	(3,050)	-10.2%
Tangible Personal Property	2,484	-	(2,484)	100.0%	30,348	-	(30,348)	100.0%
Quality	266,171	18,750	(247,421)	-1319.6%	1,283,275	25,000	(1,258,275)	-5033.1%
Travel	7,763	7,725	(38)	-0.5%	12,884	10,300	(2,584)	-25.1%
Other Operating	30,437	167,536	137,099	81.8%	127,043	223,381	96,338	43.1%
Other Operating Expenses	556,611	559,342	2,731	0.5%	2,177,995	765,389	(1,412,606)	-184.6%
Total ELCSC Operating Expenses	**1,653,836**	**1,822,393**	**168,557**	**9.2%**	**3,862,063**	**2,449,457**	**(1,412,606)**	**-57.7%**

DISCUSSION ITEM VI.B.

ITEM:	**Bylaw Revisions**
FISCAL IMPACT:	N/A
FUNDING SOURCE:	N/A
RECOMMENDED ACTION:	Discuss the proposed bylaw revisions. If the Committee finds the amendments appropriate, make a recommendation for full Board approval.

Overview: Article III, Section 4 – Attendance and Removal: The removal provision has been updated to establish a clear attendance standard, members are expected to attend at least three (3) of the five (5) regular meetings per calendar year, with telephone or videoconference attendance counting toward that requirement. The revision also separates removal for cause from removal for attendance violations and replaces the prior six-meeting count with a fifty percent (50%) fiscal year threshold.

Article VI, Section 2c – Communications Committee: The Communications Committee has been removed as a standing committee. This change reflects the Coalition's current structure, in which communications activities are managed at the staff level. The board retains the ability to address communications-related matters through ad hoc committees as needed.

Article VI, Section 3 – Ad Hoc Committees: The former "Special Committees" provision has been retitled and revised to establish "Ad Hoc Committees" as the mechanism for time-limited, purpose-specific work. The revised language clarifies that ad hoc committees are dissolved upon completion of their designated purpose or at the discretion of the Chair, providing a cleaner framework for their use.

Attachment(s): Revised Bylaws (includes redline)

BYLAWS OF THE SCHOOL READINESS COALITION OF SARASOTA COUNTY, INC.

ARTICLE I
ORGANIZATION

This organization shall be known as the School Readiness Coalition of Sarasota County, Inc. d/b/a The Early Learning Coalition of Sarasota County ("Coalition"). The Coalition is a Florida not-for-profit corporation with offices located in Sarasota County, serving Sarasota County. The Coalition fiscal year shall run from July 1 through June 30.

ARTICLE II
MISSION AND VISION

The Early Learning Coalition prepares children for lifelong success through quality early learning. Every child develops a strong foundation of learning in a community dedicated to ensuring all families have the necessary support to thrive and all children reach their full potential.

The purposes for which this Coalition is organized are to implement the provisions of the School Readiness Program, Florida Statute Part VI, Chapter 1002, as amended from time to time, and the Voluntary Pre-kindergarten Act, Part V, Chapter 1002, Florida Statutes ("F.S."), as amended from time to time, and any subsequent legislation that impacts the purpose as well as associated adopted rules.

ARTICLE III
MEMBERS

1. Membership. Pursuant to section 1002.83, Florida Statutes, each early learning coalition shall be composed of at least 15 members but not more than 30 members. All Members are subject to the ethics and provisions in sections 112.313, 112.3135 and 112.3143, Florida Statutes.

a. Required Members. Required member positions are provided in section 1002.83, Florida Statutes, including appointments made by the Governor as well as legislatively designated members. The Governor shall appoint the Chair and two other members of the Coalition, who must meet the same qualifications as private sector business members appointed by the Coalition. In the absence of a governor-appointed chair, the Commissioner of Education may appoint an interim chair from current Coalition Board membership. A Member who is no longer serving in the position specified by statute shall notify the Chair and a replacement shall be identified by the designated organization or group.

b. Private Sector Members. Private sector members appointed by the Coalition must reside in Florida and be an employee, manager or owner of a business entity that operates within Sarasota County. Potential private sector applicants, other than gubernatorial appointees, shall be reviewed by the Governance Committee, which shall then make any recommendations to the full Board. Private sector business members, either for profit or nonprofit, cannot have a substantial financial interest in the School Readiness or Voluntary Pre-kindergarten Program as defined in s.112.3143. Members must also meet criteria established by relevant statute, Florida Department of Education, Division of Early Learning, or Coalition bylaws.

2. Term. Serving on the Coalition will require a commitment of time from all members, including attending regular Coalition meetings and participating in committee work, as well as reading and becoming educated about the many aspects of early childhood development and school readiness. Coalition appointed Private Sector Members may serve a maximum of two (2) consecutive four-year (4 year) terms. An appointed Member elected to fill an unfinished term of one year or less is eligible to serve two (2) additional four-year (4 year) terms. Any appointment for a vacancy greater than one year will be considered a term and that Member may serve one additional four-year term. Members may be nominated to serve additional terms after a one-year break in service. Gubernatorial appointed members serve at the pleasure of the Governor and in terms as designated by the Governor's office.

3. Meetings. Regular meetings shall be held at a time and place to be decided by the Members. The Coalition will meet as needed to conduct the Coalition's business. Coalition meetings are public meetings and notice shall be made pursuant to section 286.011, F. S. Minutes of meetings will be kept and made available upon request. Minutes of meetings shall be provided to members prior to the next scheduled meeting for review and subsequent approval. A special meeting may be called by the Chair, with reasonable notice, upon concurrence by a majority of the Coalition Board or upon petition signed by a majority of the Coalition Board. All Coalition meetings shall be governed by Robert's Rules of Order, Newly Revised (latest edition).

4. Removal. ~~All Members, except those appointed by the Governor, may be removed by a two-thirds (2/3) vote of a quorum of the Members when, in the Members' judgement, the best interest of the Coalition would be served. Notice of intent to remove shall be given~~. ~~The Coalition may remove Coalition appointed members absent, without excuse, from three (3) consecutive meetings or six (6) meetings within a twelve month period. Legislatively mandated Members absent from three (3) consecutive meetings or six meetings within a twelve-month period, without excuse, may be notified by the Chair that their membership is not in good standing.~~ At minimum, Board members are expected to attend at least three (3) of the five (5) regular meetings held in any calendar year. Attendance via telephone or video conference, where permitted by the Chair and consistent with Florida's public meeting requirements, shall count towards attendance. All Members, except those appointed by the Governor, may be removed for cause or when the Board determines that removal is in the best interest of the Coalition, by two-thirds (2/3) vote of the members present at a meeting where a quorum has been established. Written notice of the proposed removal shall be provided to the Member. Members may be removed for attendance violations if they are absent, without excuse, from three (3) consecutive regular meetings, or if they fail to attend at least fifty percent (50%) of the regular meetings held during a fiscal year (i.e., attend fewer than 3 of the 5 scheduled meetings). Legislatively mandated Members who are absent, without excuse, from three (3) consecutive meetings or who fail to attend at least fifty percent (50%) of the regular meetings held during the fiscal year may be notified by the Chair that their membership is not in good standing and the appointing entity will be notified.

5. Vacancy. Upon review and recommendation of the Governance Committee, vacancies for seats, other than those appointed by the Governor, may be filled at any regular meeting by a majority vote. Mandated seats are automatically appointed by the associated entity

6. Code of Conduct. Members of the Coalition Board are subject to the ethics provisions in Section 112.313 (Standards of Conduct for Public Officers, etc.), 112.3135 (Restriction on Employment of Relatives) and 112.3143 (Voting Conflicts). Members of the Coalition Board as well as staff will conduct themselves in an ethical and professional manner at all times.

ARTICLE IV
VOTING

1. Quorum.
Fifty percent (50%) plus one of the members shall constitute a quorum for the transaction of business at any meeting of the Coalition. If less than a quorum is present at a meeting the majority of the Members present may adjourn the meeting without further notice or conduct the meeting for informational and discussion purposes only. No legal actions or votes can occur without a quorum.

A quorum may be met by use of a conference call, virtual meetings, or other method of telecommunication, provided that the public is given proper notice, reasonable access to observe and hear, and, when appropriate, to participate. All recording requirements must be met.

2. Conflicts
Each Member is subject to sections 112.313, 112.3135, and 112.3143, Florida Statutes. For purposes of section 112.3143, Florida Statutes, each voting member is a local public officer who must abstain from voting when a voting conflict exists.

ARTICLE V
OFFICERS

Any member in good standing shall be eligible for nomination and election to serve as an officer of the Coalition. No staff may hold an office of the Coalition, nor may a professional staff member of an agency receiving funds from the Coalition hold the office of Treasurer. All officers, except the Chair, shall serve two (2) year terms and shall be a voting member of the Coalition.

1. Duties.

The Chair shall~~,~~ preside at all Coalition meetings~~)~~ and perform other duties as may be requested by the Coalition. The Chair shall appoint the officers of a Vice Chair, Treasurer and Secretary, as well as chair of all committees. Officer appointments must be ratified by the board.

The Vice-Chair shall preside, in the absence of the Chair at regular Coalition meetings and/or special meetings called by the Chair, and act on behalf of the Coalition when needed.

The Treasurer shall be responsible to the Coalition for the financial review of all funds received and disbursed by the Coalition. The Treasurer chairs the Budget and Finance committee, ensures fiscal compliance and shall report at regular board ~~meeting~~meetings.

The Secretary will ensure that notices required by these Bylaws are posted in a timely and accurate manner. The Secretary will ensure records are maintained of all proceedings of the Coalition Board.

2. Nomination. Any person nominated and/or appointed by Chair to serve as an officer shall have given prior consent to nomination and election as an officer.

3. Term. Officers shall serve for a term of two (2) years, or until a successor is duly qualified and elected. Officers may serve in the same position for a maximum of two (2) consecutive officer terms, but not exceeding their overall term as a member.

4. Vacated position. If an officer is vacated prior to the completion of a two (2) year term, any member in good standing may be appointed by the Chair and ratified by the members. This Member

shall serve for the duration of the term of the vacancy and is then eligible to serve an additional two (2) consecutive officer terms.

ARTICLE VI
COMMITTEES

General. Committees may be established to assist in Coalition functions. Committees do not have decision making role, unless specially authorized by the board, and all official business decisions comes to the full board. Committees are subject to the same notice and requirements as regular Coalition meetings. Committees shall meet as necessary and at times designated by the committee chair.

1. Executive Committee. The Executive Committee shall consist of the Coalition officers and will meet only when designated by the full Coalition to act on its behalf or in emergency situations.

2. Standing Committees.

a. Governance Committee. The Governance Committee is responsible for strategic planning, leadership and other governance issues, including general compliance with all relevant regulatory items. This committee is responsible for nominating Members for reappointment as terms expire, and for nominating new Members to fill vacancies, This committee will complete an annual performance appraisal of the Coalition Executive Director/CEO as initiated and directed by the Board Chair. The appraisal will be completed on forms adopted by Florida's Division of Early Learning and must be submitted to the Commission of Education as mandated.

b. Budget and Finance Committee. The Budget and Finance Committee is chaired by the Treasurer and provides oversight for all financial operations of the Coalition, providing reports to the board. The Budget and Finance Committee shall ensure compliance with all relevant laws and regulations, reviews and monitors Coalition's annual operating budget and ensures appropriate fiscal policies and procedures are in place. This committee shall recommend or confirm the auditor for the Coalition's annual audit. The chair of this Committee shall ensure that the audit report is presented to the Members within thirty (30) days of its completion.

c. ~~Communications Committee. The Communications Committee is responsible for varied outreach and communications activities to targeted audiences such as clients, businesses and community partners. Members work with staff directly on appropriate outreach efforts and events. May also facilitate and direct other activities at the direction of the board.~~

3. Ad Hoc Committees. Ad hoc committees may be established as needed and may include both board members and community partners. The Chair shall appoint a chair for each ad hoc committee and committees shall meet as necessary at times designated by the Committee Chair. The Chair shall designate the expected scope of the committee, including any required reports or follow up to the Coalition. Ad hoc committees are dissolved upon completion of their designated purpose or at the discretion of the Chair. ~~Special Committees. Special committees may be established and may include both board members and community partners. The Chair shall appoint a chair for each Special Committee and committees shall meet as necessary at times as designated by the Committee Chair. The Chair shall designate the expected scope of the committee, along with any required reports or follow up to the Coalition.~~

ARTICLE VII
FINANCIAL MANAGEMENT

4

1. Audit. An audit of the books and records of the Coalition shall be conducted annually by a certified public accountant as recommended by the Budget and Finance Committee. The audit report shall be presented to the members within thirty (30) days of completion.

2. Contracts. The Coalition may authorize any officer of the Coalition or the Executive Director/CEO of the Coalition to enter any contract or execute and deliver any instrument in the name of, and on behalf of, the Coalition. Such authority may be general or confined to specific instances as defined by the Coalition.

3. Insurance. The Coalition shall maintain appropriate insurance coverage.

ARTICLE VIII
MANAGEMENT

The Coalition board shall hire an Executive Director/CEO and designates the CEO to act on behalf of the Coalition and handle the day-to-day business functions of the organization, including the pursuit of additional funding opportunities consistent with the goals of the organization.

The Executive Director/CEO:

- Responsible for the administration of the coalition affairs and authorized to act on its behalf in all day to day operations;
- Perform the duties assigned by the Board of Directors;
- Responsible for hiring all employees and staff members who are under their direction and control;
- Maintain correct and complete records of all activities, transactions and financial accounts at the principal Coalition office and make them available upon request;
- Has the authority to enter into contracts on behalf of the Coalition;
- Has full discretion for managing the programs and activities of the Coalition.

ARTICLE IX
AMENDMENTS

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by a majority of the Members present at any regular meeting. These Bylaws are part of the Coalition's Plan and any amendments to them constitute an amendment to the Plan.

Cory Byzewski, Chair

11/17/21
Board Approval Date

Janet Kahn

Janet Kahn, CEO

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Early Learning Coalition Sarasota County

DATA AS OF APRIL 21, 2026

PROGRAM ENROLLMENT DASHBOARD

School Readiness

1,272 Children Enrolled

By Billing Group

BG1 (At-Risk Referral)	106
BG8 ECON (Application)	973
BG8 SRMT (County Match)	175
BG3	3
SR Plus	15

Special Needs Rate

Children 19

Providers 5

Fiscal Year-to-Year Comparison

	2024-2025	2025-2026	
July	1,296	1,217	⌄ 79
August	1,343	1,279	⌄ 64
September	1,166	1,122	⌄ 44
October	1,177	1,175	⌄ 2
November	1,187	1,185	⌄ 2
December	1,196	1,191	⌄ 5
January	1,188	1,215	⌃ 27
February	1,222	1,239	⌃ 17
March	1,221	1,271	⌃ 50

VPK

Please see the next page for definitions of key terms

1,528 Children Enrolled

By Provider Type

Private Child Care Providers	1,198
School District	327
VPK SIS (Specialized Instructional Services)	3

VPK enrollments are expected to decline from March through June as the FY 25-26 School Year Program comes to an end.

Fiscal Year-to-Year Comparison

	2024-2025	2025-2026	
July (Summer VPK)	66	29	⌄ 37
August	1,501	1,422	⌄ 79
September	1,617	1,541	⌄ 76
October	1,609	1,565	⌄ 44
November	1,610	1,552	⌄ 58
December	1,608	1,539	⌄ 69
January	1,621	1,546	⌄ 75
February	1,625	1,539	⌄ 86
March	1,614	1,544	⌄ 70

Data from DEL Tableau Reports

Key

BG = Billing Group

At-Risk Referral - child care referral from an authorized agency such as DCF, Safe Children's Coalition, homeless agencies, and SPARCC.

BG3 (TANF, TCA, RCG and GAP) - Temporary Assistance for Needy Families (TANF), Temporary Cash Assistance (TCA), Relative Caregiver Payments (RCG), Guardianship Assistance Program (GAP).

ECON - Economically Disadvantaged. SR Families with income at or below 55% State Median Income at the time eligibility is determined to enter the School Readiness program.

SRMT (County Match) - SR Families with income between 55% State Median Income and 70% State Median Income at the time eligibility is determined to enter the School Readiness program.

SR Plus - State funded program for families on School Readiness who exceed 85% State Median Income at redetermination.

Special Needs Rate - Additional School Readiness payment for providers who provide additional accommodations for children with special needs.

VPK SIS (Specialized Instructional Services) - Four-year old children with special needs may use VPK funding towards therapy instead of in a VPK Classroom setting.