ELC of Sarasota Board of Directors

Amended Meeting Agenda Packet

Tuesday, August 11, 2026

6003 Honore Ave, Suite 106

Sarasota, FL 34238

https://us06web.zoom.us/j/89000978097

Passcode: 072899

Early Learning Coalition
Sarasota County

Board of Directors Meeting Agenda
Tuesday August 11, 2026
https://us06web.zoom.us/j/89000978097
Passcode: 072899

I. CALL TO ORDER — **K. Cooper**
   A. Welcome
   B. Roll call & Quorum Verification

II. PUBLIC COMMENT

III. CHAIRMAN'S REPORT — **K. Cooper**
   A. Welcome New Board Member
   B. Board Strategy & Execution Workshop

IV. CONSENT AGENDA (Pgs. 2-9)
   A. Approval of August 11, 2026, Board Meeting Agenda
   B. Approval of June 9, 2026, Budget Workshop Minutes
   C. Approval of June 9, 2026, Annual Board Meeting Minutes
   D. Approval of June 12, 2026, Appeals Committee Meeting Minutes

V. ACTION ITEMS (Pgs. 10-40) — **K. Cooper**
   A. CEO Performance Evaluation
   B. Approval of Revised Privacy Policy
   C. Approval Of Assessment Services With Wels Direct Entry (Children's Forum CLASS Observations)
   D. Approval of Corporate Resolution for Potential FY 27 Sarasota County Funding

VI. FINANCIAL REPORT (Pgs. 41-42) — **K. Smith**
   A. Budget to Actuals Year-to-Date as of June 30, 2026

VII. COMMITTEE REPORT
   A. Finance Committee — **J. Disbro**

VIII. CEO REPORT — **A. Fraga**
   A. Special Needs Rate Update
   B. New Contract Development
   C. Department of Education Update
   D. Facilities Update

IX. DISCUSSION — **K. Cooper**
   A. Board Committees

X. INFORMATION ITEM (Pgs. 43-44)
   A. Program Enrollment Dashboard

XI. ANNOUNCEMENTS **K. Cooper**

A. Board of Directors Meeting – November 10, 2026, at 3 p.m. | ELC of Sarasota's Honore Office
B. Board Strategy & Execution Workshop – October 21, 2026, at 9 a.m. – 12 p.m. | Gulf Coast Community Foundation's Philanthropy Center

XII. ADJOURNMENT

BUDGET WORKSHOP
UNAPPROVED MINUTES

Tuesday, June 9, 2026, at 2:00 p.m.
Caring Collective, 1750 17th Street,
Building J, Sarasota, FL 34234

MEETING ATTENDANCE

Facilitator: Kevin Cooper

Board Members Present: Kevin Cooper, Chuck Henry, Daniela Smith, Ryan Guerin, James Disbro, Kathleen Sullivan, Mark Smith, Tom Tanno, Heather Shehorn, Alison Thomas, Brittany Lamont, Tiffany Barfield

Board Members Absent: Michelle Kenner, Tracey Cardenas, Jeff Matthews, Jennifer (Jenny) Infanti, Kristin Gallagher

ELC Staff: Alison Fraga, Kiyana Scott, Kelley Minney, Kevin Smith, Lorrie Young, Leah Binkely, Barbara Papantonakis

Other Attendees: Nicole Kammer

**Indicates attendance via Zoom meeting platform.*

WORKSHOP OVERVIEW

Kevin Smith, Chief Financial Officer (CFO) conducted a comprehensive educational workshop on the Fiscal Year 2026-2027 budget for the Early Learning Coalition of Sarasota County. The workshop provided board members with context on budget structure, revenue allocations, program expenditures, and regulatory compliance requirements. The session was designed to build shared understanding of the Coalition's financial operations and the connection between budget allocations and program delivery.

ADJOURNMENT

The Budget Workshop concluded at approximately 2:50 p.m. with board members and staff preparing to reconvene for the Board of Directors Annual Meeting at 3:00 p.m.

Read and approved by: ______________________________ ___________

Jennifer Infanti, Secretary *Date*

BOARD OF DIRECTORS ANNUAL MEETING UNAPPROVED MINUTES

Tuesday, June 9, 2026, at 3:00 p.m.
Hybrid Meeting
Caring Collective, 1750 17th Street,
Building J, Sarasota, FL 34234

MEETING ATTENDANCE

Facilitator: Kevin Cooper

Board Members Present: Kevin Cooper, Chuck Henry, Daniela Smith, Ryan Guerin, James Disbro, Kathleen Sullivan, Mark Smith, Tom Tanno, Heather Shehorn, Alison Thomas, Brittany Lamont, Tiffany Barfield, Paige Tyde*

Board Members Absent: Michelle Kenner, Tracey Cardenas, Jeff Matthews, Jennifer (Jenny) Infanti, Kristin Gallagher

ELC Staff: Alison Fraga, Kelley Minney, Kiyana Scott, Lorrie Young, Dianne Lawrence*, Kaitlyn Dorsett*, Quanisha Minor, Kevin Smith, Kathy Cestaro, Leah Binkely, Tess Scarcella-Fidelman, Barbara Papantonakis

Other Attendees: Caroline Fisher, Laurie McCracken, Nicole Kammer, Noah Hamilton

**Indicates attendance via Zoom meeting platform.*

CALL TO ORDER

Quorum Verification

Noting a quorum had been established, Chair Cooper called the meeting to order at 3:04 p.m.

PUBLIC COMMENT I

There was no Public Comment.

CHAIRMAN'S REPORT

Chair Cooper provided remarks on the following matters:

- End of Fiscal Year
- Recognition of Board Members and ELC Staff
- Recap of Budget Workshop

CONSENT AGENDA

The following items were included under the Consent Agenda:

A. Approval of June 9, Board of Directors Annual Meeting Agenda
B. Approval of Minutes for May 12, 2026, Board Meeting Minutes

James Disbro made a motion to approve. Heather Shehorn made a second. The motion carried unanimously.

DRAFT

ACTION ITEMS

A. Ratification of Private For-Profit Provider Representative Election Results

Alison Fraga, Chief Executive Officer (CEO), presented the results of the 2026 Private For Profit Child Care Provider Representative election, conducted online from May 14 through May 21, 2026. Four nominations were received. One nominee was ineligible due to nonprofit employment, and one did not accept the nomination by the deadline. Laurie McCracken of Baby Fox Academy received 18 votes, and Alexis Malvers of Learning Academy & The School House received 17 votes.

Brittany Lamont made a motion to ratify the Private For-Profit Provider Representative election results and appoint Laurie McCracken to the Board of Directors for a four-year term beginning June 9, 2026, through June 9, 2030. A second was made by Tiffany Barfield. The motion carried unanimously.

B. Approval of Proposed Bylaws Revision

Mrs. Fraga, presented a proposed bylaws revision to establish an Appeals Committee as a standing committee of the Board. The committee will hear family appeals related to School Readiness and Voluntary Prekindergarten services and serve as the review hearing committee for provider contract termination appeals, as required by state contracts. It will consist of three to five Board members appointed by the Board Chair, including one mandated ex officio member and one provider representative.

Kathleen Sullivan made a motion to approve the proposed bylaws revision as presented. Heather Shehorn made a second. The motion carried unanimously.

C. Approval of Proposed Fiscal Year 2026-2027 Budget

Kevin Smith, Chief Financial Officer (CFO), presented the proposed fiscal year 2026-2027 budget, highlighting the following:

- FY 2026-2027 budget of $19.6 million.
- The budget supports approximately 1,500 School Readiness children and 1,580 VPK children while maintaining all required administrative and quality spending thresholds.

Tiffany Barfield made a motion to approve the proposed FY 2026-2027 Budget as presented. Brittany Lamont seconded the motion. Chuck Henry and Mark Smith abstained from voting. The motion carried.

FINANCIAL REPORT

Mr. Smith, presented the budget to acutals year-to-date as of April 30, 2026.

James Disbro made a motion to approve the budget to actuals year-to-date as of April 30, 2026, as presented. Alison Thomas made a second. The motion carried unanimously.

DRAFT

COMMITTEE REPORTS

Finance Committee

James Disbro reported that the Finance Committee met on May 5, 2026. He noted that the majority of the items discussed had already been presented to the Board.

CEO REPORT

Mrs. Fraga reported on the following:

- 832 co-payment fee waivers totaling $130,000 returned to families while maintaining full provider reimbursement.
- Special Needs Rate services expanded to 25 children across seven providers, generating approximately $40,000 in supplemental funding.
- School Readiness enrollment exceeded 1,350 children, the highest level in three years.
- Update on facility planning, including a review of current office locations and potential opportunities to optimize space and reduce costs.
- Update was provided on local funding efforts, including grant applications and Sarasota County's continued investment in expanding services for local families.

DISCUSSION ITEMS

A. CEO Performance Evaluation

Chair Cooper provided an overview of the CEO evaluation process, including a supplemental Board survey to gather feedback on leadership and organizational priorities, with results to be shared at the next Board of Directors meeting in August.

INFORMATION ITEM

The Program Enrollment Dashboard was reviewed.

ANNOUNCEMENTS

Chair Cooper announced the date of the next Board of Directors meeting and the upcoming Strategic Planning session.

ADJOURNMENT

There being no further business, the meeting was adjourned at 3:54 p.m.

Read and approved by: ______________________________ ___________

Jennifer Infanti, Secretary *Date*

DRAFT

APPEALS COMMITTEE HEARING
UNAPPROVED MINUTES

Friday, June 12, 2026, at 9:00 a.m.
Zoom Meeting

MEETING ATTENDANCE

Facilitator: Kevin Cooper

Board Members Present: Kevin Cooper*, James Disbro*, Paige Tyde*, Jennifer (Jenny) Infanti*

Board Members Absent: None

ELC Staff: Alison Fraga*, Kiyana Scott*

Other Attendees: Melanie Madrigal*

**Indicates attendance via Zoom meeting platform.*

CALL TO ORDER

Quorum Verification

Noting a quorum had been established, Chair Cooper called the hearing to order at 9:00 a.m.

PUBLIC COMMENT I

There was no Public Comment.

HEARING

The hearing addressed a parent's appeal of a notice terminating School Readiness services and seeking repayment of $7,953.84 in improperly received benefits. Although the parent submitted a timely written appeal, it was not processed due to a procedural oversight. Following an internal review by new Family Services leadership, the matter was scheduled before the Appeals Committee to ensure a fair and transparent review in accordance with the Coalition's Anti-Fraud Plan.

The parent presented testimony regarding the family's circumstances, School Readiness enrollment, and the unreported change in household composition. Coalition staff presented the case findings and the basis for the repayment determination.

The Appeals Committee then entered deliberation to review all information presented and determine whether to uphold, reverse, or modify the Coalition's action.

James Disbo made a motion to approve staff to with the family to establish eligibility for the period in question, with the intent being that upon determination of eligibility that the outstanding amount be waived. Paige Tyde made a second. The motion carried unanimously.

ADJOURNMENT

There being no further business, the hearing was adjourned at 9:18 a.m.

Read and approved by: ______________________________ ___________

Jennifer Infanti, Secretary *Date*

DRAFT

Memorandum
TO: Early Learning Coalition Board of Directors
FROM: Kevin Cooper
DATE: 7 August 2026
RE: CEO Performance Evaluation & Compensation Guidance

BACKGROUND

According to Rule 6M9.120 "Early Learning Coalition Performance Standards and Evaluations" of the Florida Administrative Code (Exhibit A), "(t)he 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 2022, for the ELC's CEO or executive director. The evaluation must be completed and submitted to DEL by August 30 of each year."

On July 21, 2026, Chief Family Services Officer, Kiyana Scott, distributed a survey to members of the Finance/Governance Committee that included all elements required within Form DEL-SR 120.

On July 23, 2026, Kiyana sent a CEO Engagement Survey to all members of the board.

PERFORMANCE EVALUATION

Form DEL-SR 120

Form DEL-SR 120 includes 30 separate performance indicators across 6 distinct domains. The domains are as follows:

1. Board Administration and Support
2. Program and Service Delivery
3. Financial Sustainability and Mission Impact
4. Human Resource Management, Staff and Administrative Relations
5. Community, State, and Public Relations
6. Professional Skills and Abilities

For each performance indicator, the form requires one of three ratings:

1. Exceeds Expectations
2. Meets Expectations
3. Does Not Meet Expectations

Each individual rating corresponds with a point value whereby “Exceeds Expectations” equals 3 points, “Meets Expectations” equals 2 points and “Does Not Meet Expectations equals 1 point.

All four members of the Finance/Governance Committee completed the survey, and their responses were averaged within each performance indicator to calculate a total score for each indicator. Subsequently, as required by the form, the total scores from each performance indicator within a domain are averaged to provide an overall rating for that domain.

An overall rating is then calculated by averaging the total scores from each domain. **For FY26, the overall performance rating for the Early Learning Coalition of Sarasota CEO, Alison Fraga, was 2.78**.

A completed Form DEL-SR 120, including all scores associated with each performance indicator, is enclosed. (Exhibit B)

BOD CEO Engagement Survey

Ten members of the BOD completed the survey, and the results are provided herein (Exhibit C). Of the twelve questions asked, and 120 total responses, the CEO received a total of 95 responses (79.2%) where the respondent indicated that performance “exceeds expectations” and 11 responses (9.2%) where it was indicated that performance “meets expectations.” The balance of responses indicated “unknown” as a response. No responses indicated that the CEO “does not meet expectations”.

Additional feedback included the following:

- “We are so lucky to have Alison as our CEO. There has been the biggest improvement to ELC.”
- “Alison has taken the ELC to the next level which we desperately needed. She has built relationships throughout the community with partners, funders, local officials and more.”
- “Alison has brought a much needed breath of fresh air to Sarasota. The community has been longing for this change and I am excited to see the wonderful changes for the benefit of our future workforce.”

COMPENSATION ANALYSIS

In an effort to comply with guidance provided by the United States Internal Revenue Service, for the purposes of providing compensation guidance, the BOD should follow the rebuttable presumption procedures which require:

1. The compensation arrangement must be approved in advance by an authorized body of the applicable tax-exempt organization, which is composed of individuals who do not have a conflict of interest concerning the transaction;
2. Prior to making its determination, the authorized body obtained and relied upon appropriate data as to comparability; and
3. The authorized body adequately and timely documented the basis for its determination concurrently with making that determination.

It is worth noting that the state of Florida sets a salary cap for ELC CEOs as it relates to the use of state and federal dollars. For FY27, that cap is set at $228,000.

For FY27, a comprehensive multi-source salary market analysis was conducted using nationally recognized and nonprofit-specific data sets, including the U.S. Bureau of Labor Statistics (BLS), the Candid 2026 Nonprofit Compensation Report, LHH 2026 Salary Guide, the Professionals for NonProfits 2025 Nonprofit Salaries & Staffing Trends Report, and Salary.com.

National BLS benchmarks were used due to a lack of state and county data available in the Occupational Employment and Wage Statistics Query System (OEWS). The Chief Executive salary distribution for Social Advocacy Organizations was incorporated to ensure alignment with the organization's mission area while overall national data from the BLS was included to modestly offset the historically lower salaries traditionally associated with the Social Advocacy Organization classification. According to the BLS, "workers in the nonprofit sector [1994 to 2022] earned 4 to 7 percent less than for-profit workers…nonprofit workers earned 3 to 6 percent less than public sector workers." (https://www.bls.gov/opub/mlr/2024/article/nonprofit-earnings-and-sectoral-employment-in-the-united-states-since-1994.htm)

From Candid, budget-specific datasets were analyzed at the National and State levels.

A table outlining the analysis, as described above, appears below:

Source	Data Sample	Title	10th	25th	Median	75th	90th	Average
2025 Candid Nonprofit Compensation Report (Budget Size $5M-$10M) Florida (n=441)	Fiscal Year 2023	CEO/Executive Director	$ 111,974	$ 146,321	$ 195,830	$ 264,442	$ 350,808	$ 224,284
2025 Candid Nonprofit Compensation Report (Budget Size $5M-$10M) National (n=10,883)	Fiscal Year 2023	CEO/Executive Director	$ 108,232	$ 139,648	$ 189,000	$ 260,291	$ 361,442	$ 220,993
LHH 2026 Salary Guide	2025	Executive Director, Nonprofit	$ 143,400	$ 172,650	$ 182,400	$ 201,750	$ 259,800	$ 201,600
U.S. BLS Occupational Employment and Wage Stats - National - Social Advocacy Orgs (n=1,370)	May 2024	Chief Executives	$ 78,730	$ 98,810	$ 135,700	$203,630	≥$239,200	$ 171,060
U.S. BLS Occupational Employment and Wage Stats - National (n=211,850)	May 2024	Chief Executives	$ 73,710	$ 126,080	$ 206,420	≥$239,200	≥$239,200	$ 262,930
Salary.com (Sarasota, FL) (01/06/2026)	2025	CEO, Non-Profit Organizations	$ 196,647	$ 220,791	$ 247,310	$ 292,322	$ 333,303	$ 258,075
			$ 118,782	$ 150,717	$ 192,777	$ 244,487	$ 326,338	$ 223,157
					Statistical Aggregate Average			$ 205,960

In addition, the Community Foundation of Sarasota County publishes a recurring nonprofit compensation and benefits report. Selected pages of the 2025 report are enclosed. (Exhibit D). That report identifies that the regional nonprofit CEO of an organization with a budget of more than $10M has a weighted average salary of $194,718.

A common challenge for compensation analyses is that the analysis conducted each year uses data that is often aged by multiple years. Best practices would recommend that the compensation guidance considerations use an adjustment factor when considering the data presented. For example, when using FY23 data, an adjustment factor should be used to age the data to FY26.

A more robust process may reasonably include a benchmarking of the ELC against other local nonprofits, which would add an additional layer of confirmation for data being drawn from other, sometimes regional or national, sources. The analysis below was conducted by reviewing 990 documentation from local nonprofits, all of which are available should members of the board wish to review individually. A similar adjustment factor should be applied to the data below in order to age the figures to FY26

A table outlining the analysis, as described above and sorted by total reportable compensation, appears below:

Organization	FY/990 Year	Salary	Other Comp	Total Comp	Agency Revenue	Agency Expenses
Easter Seals	FY24/2023	$314,337	$15,453	$329,790	$24,583,513	$16,661,463
Lightshare Behavioral	FY24/2023	$258,944	$26,180	$285,124	$27,547,596	$23,982,306
JFCS	FY24/2023	$258,630	$11,833	$270,463	$9,247,281	$8,628,326
Boys & Girls Clubs	FY24/2023	$221,081	$42,500	$263,581	$14,445,315	$8,776,876
Safe Children Coalition	FY24/2023	$220,070	$31,740	$251,810	$60,855,493	$57,521,648
Senior Friendship Centers	FY24/2023	$203,475	$35,346	$238,821	$18,809,458	$18,206,326
Step Up Suncoast	FY24/2023	$206,434	$27,183	$233,617	$21,592,099	$20,261,597
Haitat for Humanity	FY24/2023	$230,000	$0	$230,000	$7,628,658	$6,764,927
SPARCC	FY24/2023	$200,750	$24,530	$225,280	$6,467,952	$4,469,755
Community Day School	FY24/2023	$215,372	$9,831	$225,203	$8,097,906	$9,062,927
Community Haven	FY24/2023	$196,200	$11,966	$208,166	$8,766,255	$7,105,702
Children's Cancer Center	FY24/2023	$184,887	$0	$184,887	$2,792,384	$2,479,868
Education Foundation	FY24/2023	$173,061	$6,938	$179,999	$4,780,412	$3,385,916
Child Protection enter	FY24/2023	$151,553	$22,115	$173,668	$4,751,172	$3,477,908
Forty Carrots Family Center	FY24/2023	$160,200	$13,433	$173,633	$7,185,449	$4,026,242
Florida Center for Early Childhood	FY24/2023	$170,286	$0	$170,286	$11,702,099	$1,117,677
Resilient Retreat	FY24/2023	$162,741	$6,980	$169,721	$1,210,346	$1,637,100
Girl Scouts of Gulfcoast	FY24/2023	$150,589	$19,095	$169,684	$4,146,657	$4,622,049
Womens Exchange	FY24/2023	$162,824	$0	$162,824	$4,153,675	$4,215,631
All Star Children's Foundation	FY25/2024	$247,199	$0	$247,199	$3,031,879	$4,066,212
Children First	FY25/2024	$277,754	$53,908	$331,662	$14,037,092	$14,990,536
All Faiths Food Bank CEO	FY25/2024	$221,835	$15,769	$237,604	$55,398,000	$52,556,329
Forty Carrots Family Center	FY25/2024	$191,699	$13,126	$204,825	$5,487,451	$4,558,142

COMPENSATION GUIDANCE

Upon review of the feedback from board members, as outlined above, **the CEO has performed in a manner that <u>exceeds the expectations</u> of the Board of Directors**.

According to the United States Bureau of Labor Statistics Consumer Price Index for the Tampa-St. Petersburg-Clearwater region increased by 3.2%, year over year as of May 2026, which is its most recent release (https://www.bls.gov/regions/southeast/news-release/consumerpriceindex_tampa.htm).

In consideration of the collective information and data outlined above, **to recognize performance, align with broader staff compensation recalibration, and more closely calibrate compensation to comparable, local, nonprofit organizations, it is recommended that the compensation increase for the CEO be <u>10%</u> for FY27, with a goal of setting the CEO's salary at <u>$198,000</u> beginning in the next pay period.**

EXHIBIT A

6M-9.120 Early Learning Coalition Performance Standards and Evaluations.

(1) Definitions.

(a) "Customer service satisfaction survey" is a questionnaire of performance that measures customers' or related stakeholders' level of satisfaction with services.

(b) "Early learning programs" means the local administration of the Child Care Resource and Referral (CCR&R) Network, School Readiness (SR) and Voluntary Prekindergarten (VPK) programs.

(c) "Needs Improvement" means there is moderate evidence that performance standards are satisfactorily met.

(d) "Not Substantially Met" means there is little to no evidence that performance standards are satisfactorily met.

(e) "Performance level" is a description of how high or low a performance rating is within a performance standard.

(f) "Performance rating" means the final performance level resulting from an evaluation of performance standards.

(g) "Performance standards" are the criteria that will establish how well an early learning coalition implements the service delivery and local administration of the CCR&R Network, SR, and VPK programs.

(h) "Substantially Met" means there is evidence that most or all performance standards are satisfactorily met.

(2) Early Learning Coalition Performance Standards. The Division of Early Learning (DEL) shall measure the ability of each early learning coalition to meet performance standards using data from requirements in the DEL Grant Agreement, review of school readiness plans, compliance with the customer service satisfaction survey requirements, and CCR&R, SR, and VPK programmatic and fiscal monitoring, at a minimum.

(a) DEL shall evaluate the coalitions on the following performance standards:

1. Coalition submits early learning program grant agreement deliverables and reports on or before the due date;

2. Coalition maintains and provides CCR&R services in accordance with Rule 6M-9.300, F.A.C.;

3. Coalition implements the school readiness program according to its DEL approved SR coalition plan pursuant to Rule 6M-9.115, F.A.C.;

4. Coalition maintains compliance with financial management requirements for early learning programs (i.e., fiscal reports, revenue, and expenditures); and

5. Coalition completes corrective action plans within required timeframe, if applicable.

(b) Coalitions will receive a performance rating, as outlined in paragraph (4)(a) below, based on the outcome of the evaluation.

(3) Customer Service Satisfaction Survey. The customer service satisfaction survey will be completed by parents, child care providers, CCR&R customers, and early learning coalition board members required under Section 1002.83, F.S.

(a) Beginning in fiscal year 2022-2023, the customer satisfaction survey shall be disseminated to:

1. Customers upon completion of a CCR&R inquiry in accordance with Rule 6M-9.300, F.A.C.;

2. Parents upon an initial eligibility determination, and annually thereafter at redetermination, for the SR or VPK programs, as applicable;

3. Child care providers upon execution of the statewide provider contract for participation in SR or VPK programs; and,

4. Early learning coalition board members annually.

(b) An early learning coalition with survey results below sixty (60) percent will be placed on a corrective action plan for a period of one (1) year.

(4) Early Learning Coalition Performance Outcomes and Evaluations. The outcome measures from evaluations of performance standards identified in paragraph (2)(a) of this rule will determine the coalition's performance rating.

(a) A summative performance rating. DEL shall determine each coalition's performance rating using these performance levels: substantially met, needs improvement, or not substantially met. Performance levels measure compliance with performance standard criterions that indicate the coalition's effectiveness in the implementation and financial management of early learning programs.

(b) Needs Improvement Performance Ratings. The DEL will provide an early learning coalition with recommendations for improving performance in identified criteria. An early learning coalition may request technical assistance from the DEL for implementing recommendations.

(c) Not Substantially Met Performance Ratings. The DEL shall issue a corrective action plan to an early learning coalition with a performance rating of "not substantially met" or a customer service satisfaction survey result below sixty (60) percent. Corrective action plans shall include technical assistance, staff professional development, or coaching. If a coalition fails to receive a customer service satisfaction survey result at or above the sixty (60) percent threshold after the one (1) year corrective action period or does not receive a performance rating above "not substantially met" at the next evaluation, the DEL may opt to contract with a qualified entity to continue the delivery of CCR&R, SR, and VPK services in the coalition's service area until the DEL reestablishes the coalition's eligibility or merges the coalition with an existing early learning coalition that has substantially met the performance standards.

(5) Chief Executive Officer (CEO) or Executive Director Evaluation. 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 2022, for the ELC's CEO or executive director. The evaluation must be completed and submitted to DEL by August 30 of each year. The Chief Executive Officer/Executive Director Annual Performance Evaluation, Form DEL-SR 120, August 2022, is incorporated by reference and a copy may be obtained from the DEL's website at www.floridaearlylearning.com or from the following link: (http://www.flrules.org/Gateway/reference.asp?No=Ref-14589).

(6) Early Learning Coalition Mergers. Coalitions that fail to satisfactorily meet the requirements in subsections (3) and (4) above, may be required to merge their services with another coalition.

(a) Coalitions required to merge must submit the following documentation to DEL within thirty (30) calendar days of receiving written notification:

1. Statement of coalition's current service area by county;

2. A description of proposed allocation of personnel services;

3. The current financial situation and the anticipated financial situation for two grant program years;

4. Active contracts related to service providers or material service organizations that will remain part of the coalition's service delivery model;

5. The process by which continuity of services, programs, and operations will be ensured;

6. Identification of the method proposed to reallocate board membership positions among the counties in the newly proposed service area;

7. A description of any proposed improvements or changes to coordinate and reduce the wait list for the newly merged or changed service area;

8. A description of any proposed changes to the service delivery model (i.e., use of a material service organization, contracted service provider, outsourced fiscal management or program services, etc.); and,

9. A description of any record management systems not captured in the Statewide Single Information System.

(b) DEL will notify the impacted adjacent coalitions of an intent to merge within fifteen (15) calendar days of receiving the documentation in paragraph (6)(a) above.

1. The impacted coalition(s) must submit a response to DEL within fifteen (15) calendar days of receiving the intent, which may include the following:

a. A statement of support for merging with the coalition;

b. A statement identifying any additional information the coalition requires to be able to continue the operations of the merging coalition;

c. A statement of interest in alternate arrangements for merging specific portions of the coalition's service area.

2. An impacted adjacent coalition may review the intent to merge with the board's Executive Committee in the event the full governing board meeting will not be held within the required response time deadline.

(c) The DEL will review documentation submitted, applicable coalition corrective action plan results and performance standard outcome measures within the previous two consecutive years to approve a coalition merger. Approved coalition mergers require a coalition to develop a merger plan that includes procedures for consolidation that minimize duplication of programs and services and for the early termination of the terms of the coalition members required to accomplish the merger. This plan must be submitted to DEL for review within thirty (30) calendar days from the DEL approval date.

Rulemaking Authority 1001.02(1), (2)(n), 1002.82(3), (5), 1002.83(14) FS. Law Implemented 1002.82(3), (5), 1002. 83(14) FS. History–New 8-16-22.

EXHIBIT B

Chief Executive Officer/Executive Director

Annual Performance Evaluation

Officer/Director's Name: Alison Fraga Date: 7 August 2026

Evaluation Period: FY2026 ELC: Sarasota County

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." Additional comments may be attached to this form.

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.

Rating	Performance Indicator
2.75	Provides the Board with professional advice and recommendations based on the organization's strategic plan.
2.75	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.
3.00	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.
2.75	Fosters a harmonious working relationship with the Board.
2.50	Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.
Rating Average (total divided by 5): 2.75	Comments regarding the performance in this domain:

Domain 2: Program and Service Delivery – Oversees development, implementation, and quality assurance of all Coalition programs and services.

Rating	Performance Indicator
2.75	Communicates ELC's vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.
2.75	Provides direction and defines priorities to assure that the ELC's programs and services respond to the needs of families, children, and providers.
3.00	Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.
2.50	Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.
2.50	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.
Rating Average (total divided by 5): 2.70	Comments regarding the performance in this domain:

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.

Rating	Performance Indicator
2.50	Recommends yearly budget for Board approval.
2.75	Manages the Coalition's resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.
2.75	Possesses a robust understanding of the ELC's financial needs and communicates them clearly.
2.75	Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.
2.75	Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.
Rating Average (total divided by 5): 2.70	Comments regarding the performance in this domain:

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.

Rating	Performance Indicator
2.75	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.
3.00	Recruits and retains a talented and diverse staff.
2.50	Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.
2.75	Encourages and supports staff to participate in ongoing professional development opportunities.
3.00	Establishes clear patterns of authority, responsibility, supervision, and communication with staff.
Rating Average (total divided by 5): 2.80	Comments regarding the performance in this domain:

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.

Rating	Performance Indicator
3.00	Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.
2.75	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.
2.75	Encourages community involvement and contribution to the ELC.
2.75	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.
3.00	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.
Rating Average (total divided by 5): 2.85	Comments regarding the performance in this domain:

Domain 6: Professional Skills and Abilities

Rating	Performance Indicators
2.75	Maintains high standards of ethics, honesty, and integrity in all professional matters.

3.00	Is well organized and efficient in the accomplishment of objectives.
3.00	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.
2.75	Effectively communicates verbally and in written form.
2.50	Actively engages in continuous professional development.
Rating Average (total divided by 5): 2.80	Comments regarding the performance in this domain:

Domain 7 (Optional): List three to five local performance indicators:

Rating	Performance Indicators
Rating Average (total divided by # of indicators):	Comments regarding the performance in this domain:

Performance Domain	Rating Averages
Domain 1	2.75
Domain 2	2.70
Domain 3	2.70
Domain 4	2.80
Domain 5	2.85
Domain 6	2.80
Domain 7 – optional local	
*Overall Rating	2.78

**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

Evaluator Name: Kevin Cooper, Board Chair

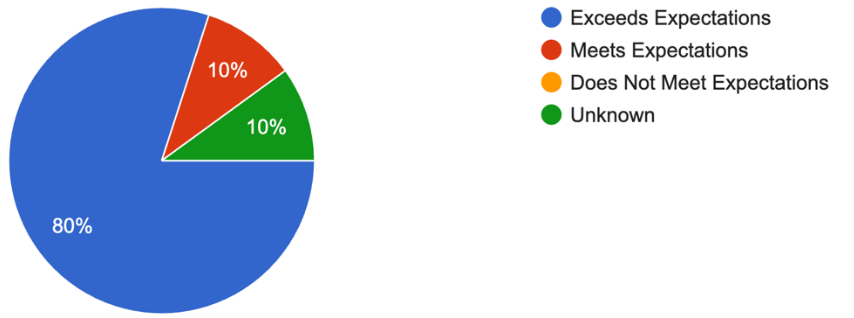
Evaluator Signature: ____________________

Early Learning Coalition
Sarasota County

EXHIBIT C

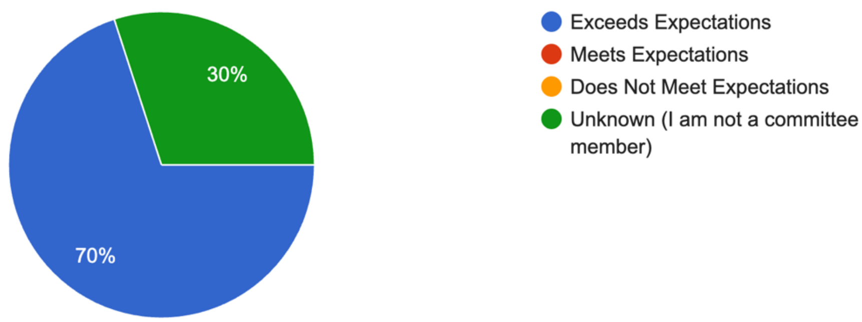
Appropriately provides both support and leadership to the board

10 responses



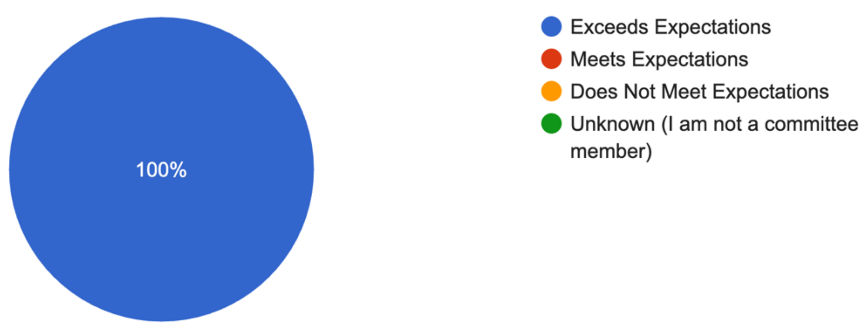
Sees that board committees are appropriately supported.

10 responses



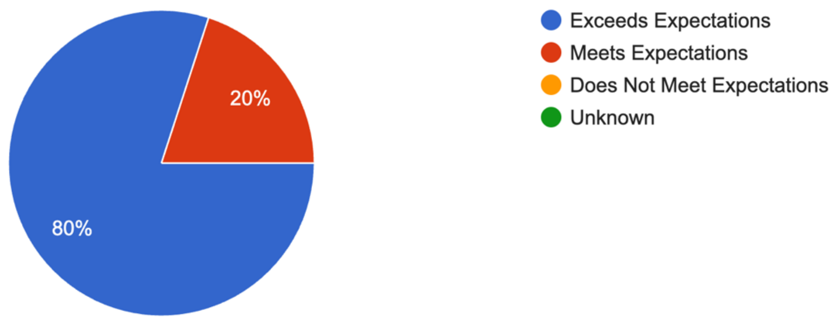
Sees that board members are adequately educated and prepared for meetings.

10 responses



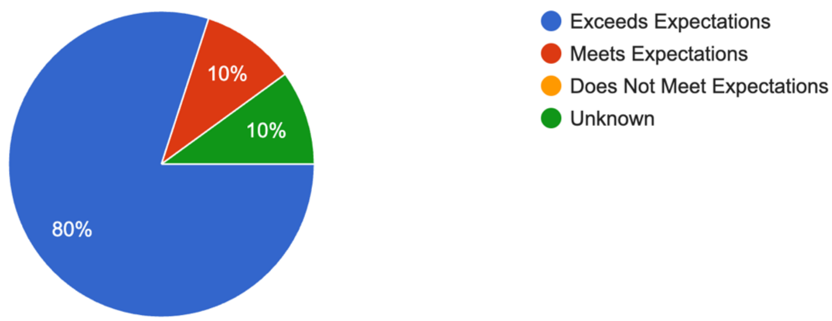
Sees that board members are kept fully informed in a timely way on the condition of the organization and important factors influencing it.

10 responses



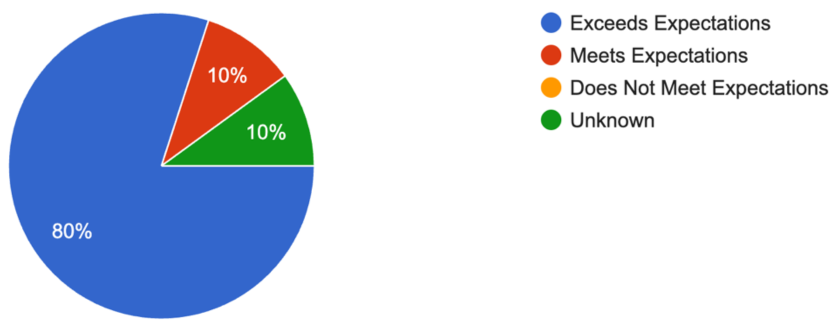
Works with the board to develop strategies for achieving mission, goals and program growth.

10 responses



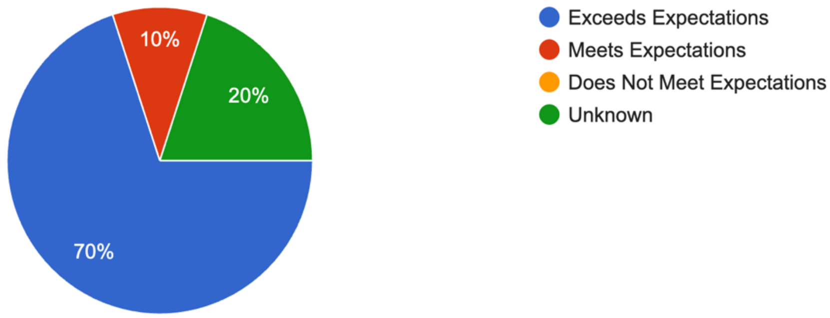
Develops realistic, ambitious plans for expanding service.

10 responses



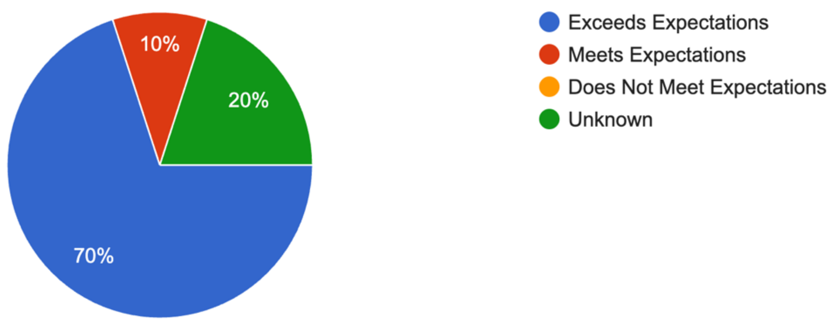
Assures adequate control and accounting of all funds, including maintaining sound financial practices.

10 responses



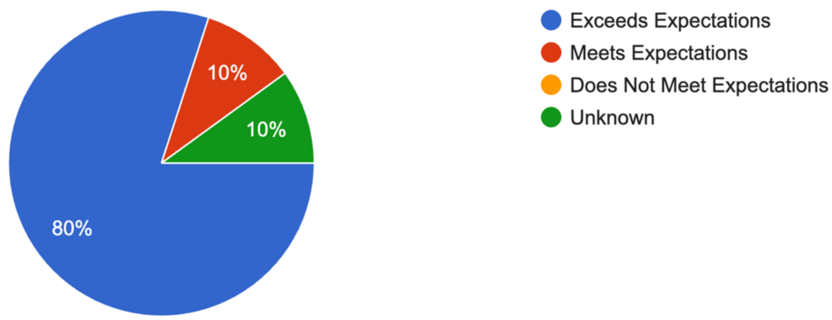
Works with the staff, finance committee and the board to prepare budgets, monitor progress, and initiate changes (to operations and/or to budgets) as appropriate.

10 responses



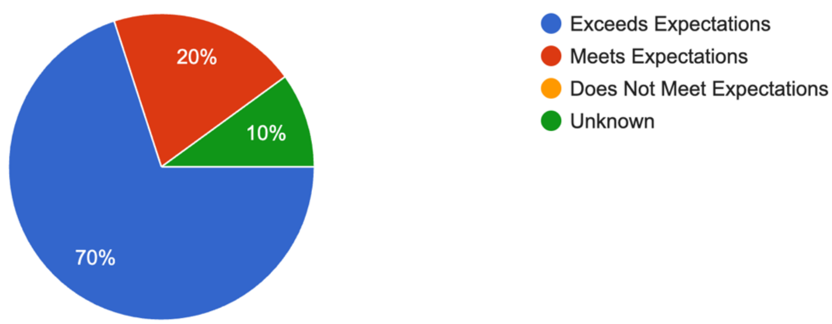
Demonstrates quality of analysis and judgment related to progress and opportunities, and needs for changes.

10 responses



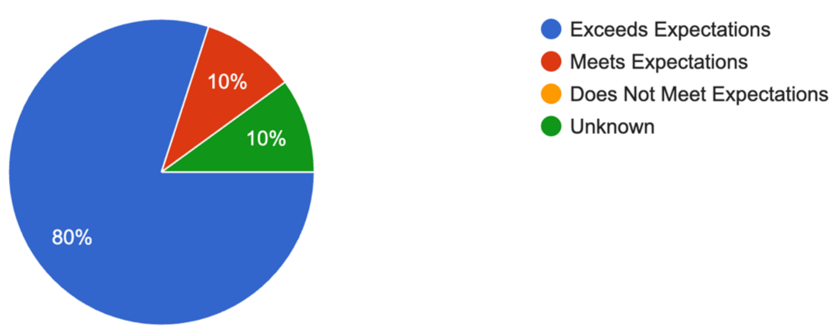
Establishes ambitious goals for excellence and impact and initiates, maintains, and adapts as necessary.

10 responses

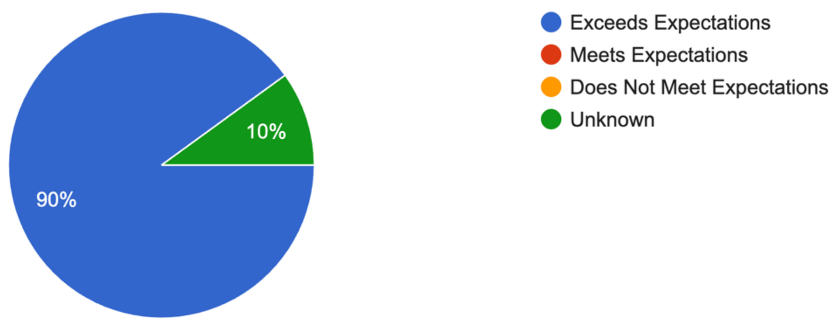


Establishes and leads an effective management team.

10 responses



Overall performance and leadership.
10 responses



Early Learning Coalition
Sarasota County

EXHIBIT D

COMMUNITY FOUNDATION of Sarasota County

2025 NONPROFIT COMPENSATION & BENEFITS REPORT

Sarasota, Manatee, Charlotte, and DeSoto Counties

COMMUNITY
FOUNDATION
of Sarasota County

To our Nonprofit Partners,

The Community Foundation of Sarasota County is proud to bring you the 2025 Nonprofit Compensation and Benefits Report. This report analyzes the survey responses of 95 organization across Sarasota, Manatee, and Charlotte counties and helps create benchmarks for many positions within the nonprofit sector. Our intention is for the data provided in this report to inform decision making and strategic planning around professional growth, compensation, benefits, and staff retention.

We extend special thanks to the organizations and individuals who took the time to complete the survey. The information provided is valuable data that can be used as a benchmarking reference tool for nonprofit leaders throughout our region.

This report is one way our Community Foundation demonstrates our commitment to strengthening our nonprofit partners that improve the lives of so many throughout the region. We have been tracking nonprofit compensation with community-wide assessments since 2006 and applied the results to inform trainings, guide consultants, and to provide a greater understanding of the complexities of the nonprofit sector to the broader community. In sharing data from this report, as well as our public nonprofit database, The Giving Partner, along with our Community Indicators Dashboard, we aim to provide a transparent view into a vitally important industry where sound management practices are literally changing lives.

This report is offered at no cost to all nonprofits, their boards, and other interested parties. Please share this report with your colleagues and peers and let us know how it assisted your work or operations. We hope you find this resource credible, useful, and informative.

Thank you for the important work you do to support all who call our region home.

With appreciation,

Community Foundation of Sarasota County

Community Foundation of Sarasota County
2635 Fruitville Road | Sarasota, FL 34237 | 941.955.3000 | CFSarasota.org

Overview of The Compensation Report

The 2025 Community Foundation of Sarasota County (CFSC) Compensation Report includes information on more than 100 specific nonprofit job titles within the Florida counties of Sarasota, Manatee, Charlotte, and DeSoto. These positions range from administrative support to senior executives. The salary and benefit information are comprised of responses from a self-reported survey conducted from March - May 2025. Information from this report can be used to help nonprofit organizations calculate raises, find the market value for specific positions, and retain or recruit employees.

The CFSC Compensation Report seeks to serve as a representative sample of the large nonprofit community within the Florida counties of Sarasota, Manatee, Charlotte, and DeSoto.

This report includes graphs depicting the demographic makeup of participants in areas including county, budget size, staff size, and organization category. Additional graphs show what percentages reported an overall budget increase or decrease and salary budget increase or decrease. Also included are tables summarizing the criteria these organizations use in determining salary increases and the average increase offered at each performance and job level.

This report also includes a robust benefits section, which details nonprofit organizations' behavior when offering employee benefits. These benefits include: health care, paid leave, retirement plans, incentive plans, and executive benefits. Some data in this section is cross tabulated by budget size, as this is the metric that correlates most strongly with employee benefit fidelity.

Weighted average salaries and bonuses for each job title are provided, cross tabulated by county, budget size, staff size and organization category. For weighted average salary tabulation, positions not reaching a statistically significant threshold have been suppressed.

Detailed salary data for each job title is summarized within this report. Job titles are conveniently grouped by job function and can be found through the two indices at the back of the book, job title or job number.

Each job title profile contains a "highlights" box showing the group average (weighted and trimmed), as well as the percent of orgs awarding bonuses to the given job title. The quartile amounts have also been displayed where sufficient data was available.

The survey methodology and a glossary of terms are on the following pages.

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Methodology for The Compensation Report

Survey Instrument:

The survey instrument queried participating organizations on their classification in several areas, including county, budget size, staff size, and organization category. This enabled cross-tabulation of data based on these criteria. Additionally, the survey asked participants to define employee benefits offerings, salary increase criteria, as well as changes in overall budget and salary budget.

Data Collection:

Survey participants were solicited in the following two ways:

1. In March of 2025, an email was sent to "key contacts" from each of the nonprofits within the Community Foundation of Sarasota County's online directory, TheGivingPartner.org. In the subsequent weeks, email reminders were sent out to all organizations that have not completed the survey.

2. During the spring of 2025, survey information was disseminated through a CFSC press release.

Survey respondents utilized an online interface with a unique login and password that allowed them to save progress and return later. The survey was officially closed on May 1st, 2025.

Sample Size, Response Rate, and Confidence Interval:

Of the 1629 invitations to participate sent out, 111 were completed for an overall completion rate of 6.82%. This is consistent with a margin of error of 8.98% with a confidence interval of 95%, assuming a normal distribution within the sample of respondents.

This margin of error and confidence level indicates that for all analyses of data from the 111 survey respondents, we can be 95% confident that figures are within +/- 8.98 percentage points of the actual figures from the whole population of organizations invited to participate in this study.

It should be noted that any survey contains unknown levels of error from a number of sources, including the question wording, question order, respondent misunderstandings, non-response rates, and other difficulties related to conducting survey research.

All data reported in ***The Community Foundation of Sarasota County Compensation Report: An Analysis of Nonprofits in Sarasota, Manatee, Charlotte, and DeSoto counties*** was self-reported by survey participants. When the accuracy of data appeared to be contradictory or unlikely, it was verified when possible, for clarification by contacting the reporting organizations. When this was not possible, suspect data was removed. Survey responses were considered complete if responses contained at least 1 credible source of salary data. Therefore, it is important to note that not every question was answered by each respondent.

2025 CFSC Compensation Report: An analysis of nonprofits in Sarasota, Manatee, Charlotte, and DeSoto counties. **All rights reserved by Columbia Books, Inc.**

Glossary of Terms

MIN

Indicates the actual lowest salary paid within all participant employees belonging to a specific job title

1st Quartile

Indicates the mid-point between the actual low salary and the median salary paid within all participant employees belonging to a specific job title; represents the highest salary paid in the bottom 25% of that group

Median

The salary figure occupying the middle position when all reported salary figures paid within participant employees belonging to a specific job title are arranged in ascending order.

3rd Quartile

Indicates the mid-point between the median salary and the actual high salary paid within all participant employees belonging to a specific job title; represents the highest salary paid in the bottom 75% of that group

MAX

Indicates the actual highest salary paid within all participant employees belonging to a specific job title

(**Note:** Quartile details will only appear for positions with at least 12 unique organizations reporting that position)

Group Average

The average salary paid to participant employees within a specific job title; calculated by totaling all unique salaries paid within that job title and dividing the total by the number of unique salaries.

Weighted Average

The average salary paid to participant employees belonging to a specific job title, taking into account the number of employees earning each unique salary; calculated by multiplying each unique salary paid within a specific job title by the number of employees earning that unique salary, then totaling the results and dividing the total by the number of all employees within that job title group.

Group Average (Weighted & Trimmed)

This is the same as Weighted Average, except that outliers have been "trimmed" from the calculation. An outlier is operationally defined as any salary value that is greater than three standard deviations from the average salary in both directions. Note: This calculation is only provided when a given job title has at least 12 unique organizations reporting the position.

% Orgs Offering Bonus

This is the percent of organizations reporting a given job title which offer a bonus to persons having that job title. Please note: this percent only refers to eligibility of receiving a bonus, as opposed to the percent of employees actually receiving a bonus.

% Eligible Employees Receiving Bonus

This is the percent of eligible employees at organizations who actually received a bonus in the 2024-2025 fiscal year. The calculation is: [# employees actually receiving a bonus] / [# of total employees of a job title at organizations where persons having that job title are eligible for a bonus]

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Comparison of Average Increase Rates

Each table below compares average salary increases for each of the three most widely-considered criteria:

Merit/Performance Only

Performance/Job Level	2025	2022	2019
Superior Performance			
Non-Management	3.69%	4.86%	4.20%
Mid-Management	4.59%	3.76%	4.46%
Upper Management	4.93%	6.26%	4.90%
Above Average Performance			
Non-Management	3.18%	3.55%	2.90%
Mid-Management	3.82%	2.80%	3.01%
Upper Management	3.68%	4.10%	3.30%
Average Performance			
Non-Management	2.32%	2.20%	1.94%
Mid-Management	2.79%	1.85%	2.05%
Upper Management	2.86%	2.35%	2.21%
Below Average Performance			
Non-Management	0.96%	0.60%	0.32%
Mid-Management	0.61%	0.60%	0.32%
Upper Management	0.61%	0.60%	0.36%

Cost of Living Only

Job Level	2025	2022	2019
Non-Management	3.00%	4.34%	2.37%
Mid-Management	3.00%	4.34%	2.10%
Upper Management	3.00%	5.16%	2.37%

Merit/Performance & Cost of Living

Performance/Job Level	2025	2022	2019
Superior Performance			
Non-Management	6.08%	8.09%	5.25%
Mid-Management	5.63%	7.33%	5.03%
Upper Management	6.52%	7.40%	5.44%
Above Average Performance			
Non-Management	4.87%	7.09%	4.42%
Mid-Management	4.52%	4.97%	4.25%
Upper Management	5.10%	5.70%	4.50%
Average Performance			
Non-Management	3.80%	4.94%	3.10%
Mid-Management	3.85%	3.62%	3.02%
Upper Management	3.63%	4.01%	3.10%
Below Average Performance			
Non-Management	2.81%	3.89%	2.15%
Mid-Management	2.46%	2.77%	2.04%
Upper Management	2.62%	3.03%	2.17%

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Weighted Average Salaries Paid by Budget Size

Job #	Job Title	Total Emps.	Under 100K	100-250K	250-500K	500-750K	750K-1M	1-3M	3-5M	5-10M	Over 10M
Accounting/Finance											
35	Accounting Assistant	18	-	-	-	-	-	-	-	47,651	48,092
108	Director, Finance	13	-	-	-	-	-	66,200	75,097	78,867	107,530
40	Manager, Accounting	9	-	-	-	-	-	72,666	-	75,007	90,558
37	Payroll Assistant	4	-	-	-	-	-	-	-	58,125	-
43	Purchasing Assistant	1	-	-	-	-	-	-	-	-	-
39	Staff Accountant	16	-	-	-	-	-	45,000	-	59,464	60,463
38	Supervisor, Accounting	4	-	-	-	-	-	-	-	-	75,221
159	Vice President, Finance	2	-	-	-	-	-	-	-	123,575	-
Administrative											
46	Intern (Annualized Salary)	1	-	-	-	-	-	-	-	-	-
6	Administrative Assistant	35	-	27,896	47,500	-	-	41,907	-	50,500	46,209
4	Administrative Secretary	1	-	-	-	-	-	-	-	-	-
32	Building Maintenance/Janitor	18	-	22,976	-	-	-	34,132	43,000	46,533	44,210
102	Director, Administration	23	-	-	60,193	-	-	67,273	-	67,143	-
5	Executive Secretary	11	-	-	-	-	-	-	-	67,750	62,277
33	Manager, Building Services	14	-	-	-	-	-	-	-	68,508	64,816
12	Office Assistant	9	-	-	-	-	-	41,500	-	43,142	38,500
7	Office Manager	16	-	-	43,426	-	-	44,000	50,280	56,472	-
1	Receptionist	20	-	-	-	-	-	37,121	-	36,302	38,355
2	Secretary - A	3	-	-	-	-	-	-	-	-	-
160	Driver	26	27,012	-	-	-	-	-	-	-	48,633
Communications/Marketing/Creative											
104	Director, Communications	11	-	-	-	-	-	-	76,500	59,645	75,776
74	Manager, Marketing	14	-	-	-	-	-	-	67,000	63,517	63,409
76	Manager, Public Relations	4	-	-	-	-	-	-	-	-	72,430
69	Production Manager	2	-	-	-	-	-	-	-	-	-
70	Staff Artist	4	-	-	-	-	-	-	-	-	69,663
158	Web & Social Media Director	12	33,540	23,600	-	46,300	-	-	-	-	67,631
161	Vice President, Communications	1	-	-	-	-	-	-	-	-	-
162	Director, Marketing	13	-	-	-	-	-	58,108	-	61,642	79,327
178	Vice President, Marketing	1	-	-	-	-	-	-	-	-	-
Executive Management											
163	Chief Executive Officer	79	35,480	65,178	76,438	73,949	109,272	121,647	147,768	198,270	194,718
164	Chief Financial Officer	12	-	-	-	-	-	-	-	119,984	145,280
165	Chief Operations Officer	24	-	-	-	-	-	86,859	86,550	116,125	133,005
167	Chief Information/Technology Officer	2	-	-	-	-	-	-	-	-	152,381
168	Chief Administrative Officer	3	-	-	-	-	-	-	-	-	-
174	Chief Marketing Officer	5	-	-	-	-	-	-	-	-	155,323
175	Chief Human Resources Officer	2	-	-	-	-	-	-	-	-	-
Government Relations/Legal/Policy											
120	Legislative Representative	1	-	-	-	-	-	-	-	-	-
124	Staff Attorney	5	-	-	-	-	-	-	-	-	-
169	Vice President, Government Relations	1	-	-	-	-	-	-	-	-	-
Human Resources/Benefits											
51	Benefits Specialist	2	-	-	-	-	-	-	-	-	-
112	Director, Human Resources	11	-	-	-	-	-	-	66,993	73,001	95,868
50	Employment Specialist	12	-	-	-	-	-	-	-	-	-
49	Human Resources Assistant	6	-	-	-	-	-	-	-	51,500	53,793
53	Manager, Human Resources	8	-	-	-	-	-	-	-	61,500	74,000
170	Vice President, Human Resources	1	-	-	-	-	-	-	-	-	-

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ACTION ITEM V.B.

ITEM:	**Approval of revision to the ELC Sarasota privacy policy**
FISCAL IMPACT:	N/A
RECOMMENDED ACTION:	Approve the revision to the ELC Sarasota Privacy Policy.

Overview: April 2026, ELC Sarasota partnered with Ring Central to integrate a new phone system which also has text messaging capability. Due to this integration, RingCentral is requesting the below clause to be added to the Coalition's Privacy Policy regarding SMS text messaging. SMS Text messaging provides another method of communication for the ELC to inform families regarding their services, as well as inform providers about operations in emergency situations.

SMS Messaging

- By opting into SMS from a web form or other medium, donors, volunteers, clients, vendors, volunteers, and community partners are agreeing to receive SMS messages from Early Learning Coalition of Sarasota County. This includes SMS messages for conversations (external). Message frequency varies. Message and data rates may apply.

The policy has been updated to be a more general privacy policy for donors, all clients, providers, vendors, and partners.

Purpose: To update the Privacy Policy.

Attachment(s): N/A

ACTION ITEM V.C.

ITEM:	**Approval Of Assessment Services With Wels Direct Entry (Children's Forum CLASS Observations)**
FISCAL IMPACT:	Not to exceed $70,000
FUNDING SOURCE:	School Readiness & VPK Program Assessments, Florida Department of Education, Division of Early Learning
RECOMMENDED ACTION:	Approve entering into an agreement with Wels Direct Entry for CLASS Observation assessment services in an amount not to exceed $70,000.

Overview: On August 4, 2026, the Finance Committee reviewed this item and voted to recommend that the Board of Directors approve entering into an agreement with Wels Direct Entry for CLASS Observation assessment services in an amount not to exceed $70,000.

Annual CLASS (Classroom Assessment Scoring System) observations are statutorily mandated by the Department of Education for all contracted School Readiness (SR) and Voluntary Prekindergarten (VPK) providers to ensure taxpayer-funded programs deliver high-quality, measurable educational outcomes. Rather than auditing physical classroom materials, the evidence, based CLASS tool evaluates the effectiveness of teacher-child interactions. Specifically emotional support, classroom organization, and instructional support which are statistically proven to drive kindergarten readiness.

For the Sarasota County coalition, administering these continuous assessments is critical for both state compliance and fiduciary accountability, as non-exempt SR providers must maintain a minimum composite score of 4.00 to remain eligible for contracts, while those scoring 5.00 or higher earn a 7% to 10% performance-based increase in their reimbursement rates.

Purpose: To seek approval to utilize the Children's Forum to perform our mandated CLASS observations assessment services. Partnering with the Children's Forum ensures that all contracted School Readiness and VPK providers receive continuous, standardized, and independent assessments to meet state compliance requirements and drive high-quality educational outcomes.

Attachment(s): N/A

ACTION ITEM V.D.

ITEM:	**Approval of Corporate Resolution for Potential FY 27 Sarasota County Board of County Commissioners Human Services Advisory Council (HSAC) funding**
FISCAL IMPACT:	$400,000 (Revenue Contract)
FUNDING SOURCE:	Sarasota County Board of County Commissioners HSAC Funding
RECOMMENDED ACTION:	Approve the Corporate Resolution of the Board of Directors for Potential FY 2027 Sarasota County Board of County Commissioners HSAC funding.

Overview: The ELC Sarasota applied and was recommended for Human Services program funding in the amount of $400,000 to support the Safe and Affordable Child Care Match program. The Safe and Affordable Child Care Match program expands access to School Readiness services for working families that meet income eligibility requirements at or below 70% of the State Median Income.

Purpose: As a part of the County's contract process, Sarasota County is requesting the ELC Sarasota to provide a current Corporate Resolution authoring the individual(s) who will be authorized to execute contract related documents on behalf of our organization. This Resolution must be approved by the ELC Board of Directors.

Attachment(s): Corporate Resolution of the Board of Directors

RESOLUTION OF THE BOARD OF DIRECTORS

Early Learning Coalition of Sarasota County is a non-profit corporation organized, in good standing, and existing under and by virtue of the laws of the State of Florida and having its principal office located at 1750 17th Street, Building L, Sarasota, Florida 33234 .

BE IT RESOLVED THAT the Board of Directors/Trustees of Early Learning Coalition of Sarasota County , has determined that it is in the best interest of the corporation to enter into an agreement with the Sarasota Board of County Commissioners to receive Contracted Human Services Program funding.

BE IT FURTHER RESOLVED THAT for the purpose of consummating said transaction, the following corporate officers are authorized, directed, and empowered to issue, sign, and deliver as the act and deed of this corporation, any and all documents necessary to complete the application and contractual agreement with the Sarasota Board of County Commissioners.

NAME (please type or print)	TITLE
Alison Fraga	Chief Executive Officer

BE IT FURTHER RESOLVED, by the Board of Directors/Trustees that, to the best of its knowledge and belief, the information in the application are true and correct, and that the document has been duly authorized for submission to Sarasota County Government by a majority vote of the governing body of the corporation, the fact of which has been documented in the governing body's meeting minutes. The corporate officers identified above are authorized to assure that the corporation will comply with the stipulations contained in the application and contract, including any assurances and certifications as are referenced in the application or contract.

I, Kevin Cooper ____________, Board Chairman, do hereby certify that the foregoing is a valid resolution duly adopted by the Board of Directors/Trustees of said corporation at a meeting held on the __________day of ____________________, 202__.

Signature of Board Chairman/President	Signature of Board Vice-Chairman/President or Secretary
Typed Name: ______________________	Typed Name: ______________________
Date: ______________________	Date: ______________________

STATE OF FLORIDA, COUNTY OF ______________________________

The forgoing instrument was acknowledged before me this _____ day of _______________, 202__ by ______________________________ as **Board Chairman/President** and by ______________________________ as **Board Vice-Chairman/President or Secretary** for Early Learning Coalition of Sarasota County .

Signature of Notary Public, State of Florida	Print, type, or stamp commissioned name of Notary Public

Budget to Actual
June 30, 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	10,942,979	11,166,526	(223,548)	-2.0%	11,894,401	11,166,526	727,875	6.5%
School Readiness Match - DEL	280,760	280,760	-	0.0%	280,760	280,760	-	0.0%
School Readiness - Local Funders:								
Sarasota County	278,303	350,000	(71,697)	-20.5%	278,303	350,000	(71,697)	-20.5%
School Readiness - Local Funders	278,303	350,000	(71,697)	-20.5%	278,303	350,000	(71,697)	-20.5%
Total School Readiness Revenue	**11,502,041**	**11,797,286**	**(295,245)**	**-2.5%**	**12,453,463**	**11,797,286**	**656,177**	**5.6%**
Other Local Funders:								
Apprenticeship Program	11,258	-	11,258	100.0%	11,258	-	11,258	100.0%
Bridges to Success Program	24,349	-	24,349	100.0%	24,349	-	24,349	100.0%
United Way *(Mental Health)*	80	-	80	100.0%	80	-	80	100.0%
United Way *(Strengthening Quality)*	6,950	-	6,950	100.0%	6,950	-	6,950	100.0%
Misc. Donations	9,995	-	9,995	100.0%	9,995	-	9,995	100.0%
Other Local Funders	52,633	-	52,633	100.0%	52,633	-	17,026	100.0%
Total School Readiness Revenue and Local Revenue	**11,554,674**	**11,797,286**	**(242,612)**	**-2.1%**	**12,506,096**	**11,797,286**	**708,810**	**6.0%**
Program Expenses								
School Readiness								
Direct Services	9,312,775	9,020,367	(292,408)	-3.2%	9,864,561	9,020,367	(844,194)	-9.4%
School Readiness Match - DEL	280,760	280,760	-	0.0%	280,760	280,760	0	0.0%
School Readiness - Local Funders	278,303	350,000	71,697	20.5%	278,303	350,000	71,697	20.5%
General Contributions and Gifts	52,633	-	(52,633)	100.0%	52,633	-	(52,633)	100.0%
Total Direct Services	9,924,470	9,651,127	(273,343)	-2.8%	10,476,256	9,651,127	(825,129)	-8.5%
ELCSC Operating	2,029,840	2,146,159	116,319	5.4%	2,029,840	2,146,159	116,319	5.4%
Total School Readiness & Other Expenses	**11,954,310**	**11,797,286**	**(157,024)**	**-1.3%**	**12,506,096**	**11,797,286**	**(708,810)**	**-6.0%**
SR Change in Net Assets	**(399,636)**	**-**	**(399,636)**	**-100.0%**	**-**	**-**	**-**	**0.0%**
GOALS								
< 5.00 % School Readiness - Admin	**3.7%**	**4.2%**	**-0.5%**	**-12.0%**	**3.7%**	**4.2%**	**-0.5%**	**-12.0%**
> 4.00 % School Readiness - Quality	**8.2%**	**9.7%**	**-1.5%**	**-15.3%**	**8.2%**	**9.7%**	**-1.5%**	**-15.3%**
< 22.00% School Readiness - Non-Direct	**16.6%**	**20.0%**	**-3.4%**	**-16.9%**	**16.6%**	**20.0%**	**-3.4%**	**-16.9%**
> 78.00 % School Readiness - Direct	**83.4%**	**80.0%**	**3.4%**	**4.2%**	**83.4%**	**80.0%**	**3.4%**	**4.2%**
VPK Revenue								
Voluntary Pre-Kindergarten	4,996,045	5,407,726	(411,681)	-7.6%	5,182,056	5,207,726	(25,670)	-0.5%
Total VPK Revenue	**4,996,045**	**5,407,726**	**(411,681)**	**-7.6%**	**5,182,056**	**5,207,726**	**(25,670)**	**-0.5%**
Voluntary Pre-Kindergarten								
Direct Services	4,765,264	4,904,428	139,164	2.8%	4,873,480	4,904,428	30,948	0.6%
ELCSC Operating	230,781	303,298	72,517	23.9%	308,576	303,298	(5,278)	-1.7%
Total Voluntary Pre-Kindergarten Expenses	**4,996,045**	**5,407,726**	**411,681**	**7.6%**	**5,182,056**	**5,207,726**	**25,670**	**0%**
VPK Change in Net Assets	**-**	**-**	**-**	**0.0%**	**-**	**-**	**-**	**0.0%**
GOALS								
< 5.00 % VPK - Admin	**3.9%**	**4.0%**	**-0.1%**	**-2.2%**	**3.9%**	**4.0%**	**-0.1%**	**-2.2%**
Ian Disaster Relief								
Hurricane Ian Funding	932,424	-	932,424	100.0%	1,337,325	-	1,337,325	100.0%
Total Ian Disaster Relief	**932,424**	**-**	**932,424**	**100.0%**	**1,337,325**	**-**	**1,337,325**	**100.0%**
Ian Disaster Relief								
Direct Services	-	-	-	0.0%	-	-	-	0.0%
ELCSC Operating	932,424	-	(932,424)	100.0%	1,337,325	-	(1,337,325)	100.0%
Total Ian Disaster Relief Expenses	**932,424**	**-**	**(932,424)**	**100.0%**	**1,337,325**	**-**	**(1,337,325)**	**100.0%**
Ian Disaster Relief Change in Net Assets	**-**	**-**	**-**	**0.0%**	**-**	**-**	**-**	**0.0%**

Budget to Actual
June 30, 2026

	YTD Actual	YTD Original Budget	Difference YTD favorable /(unfavorable)	%	FY 25-26 Forecast	FY 25-26 Original Budget	Difference YTD favorable /(unfavorable)	%
Total Revenue	**17,483,142**	**17,205,012**	**278,130**	**1.6%**	**19,025,477**	**17,005,012**	**2,020,465**	**11.9%**
Total Expenses	**17,882,778**	**17,205,012**	**(677,766)**	**-3.9%**	**19,025,477**	**17,005,012**	**(2,020,465)**	**-11.9%**
Change in Net Assets	**(399,636)**	**-**	**(399,636)**	**-100.0%**	**-**	**-**	**-**	**0.0%**
ELCSC Expenditure Categories								
Personnel	1,541,168	1,684,068	142,900	8.5%	1,585,417	1,684,068	98,651	5.9%
Staff Development	4,581	17,500	12,919	73.8%	4,581	17,500	12,919	73.8%
Professional Services	264,319	343,688	79,369	23.1%	541,924	343,688	(198,236)	-57.7%
Occupancy	86,415	84,900	(1,515)	-1.8%	86,415	84,900	(1,515)	-1.8%
Postage, Freight and Delivery	405	2,250	1,845	82.0%	405	2,250	1,845	82.0%
Rentals	10,236	9,200	(1,036)	-11.3%	10,236	9,200	(1,036)	-11.3%
Supplies	16,293	6,720	(9,573)	-142.5%	16,293	6,720	(9,573)	-142.5%
Communications	18,110	12,500	(5,610)	-44.9%	18,110	12,500	(5,610)	-44.9%
Insurance	27,179	29,950	2,771	9.3%	27,126	29,950	2,824	9.4%
Tangible Personal Property	24,470	-	(24,470)	100.0%	24,470	-	(24,470)	100.0%
Quality	1,133,497	25,000	(1,108,497)	-4434.0%	1,215,297	25,000	(1,190,297)	-4761.2%
Travel	10,339	10,300	(39)	-0.4%	10,339	10,300	(39)	-0.4%
Other Operating	56,034	223,381	167,347	74.9%	57,334	223,381	166,047	74.3%
Other Operating Expenses	1,651,877	765,389	(886,488)	-115.8%	2,012,528	765,389	(1,247,139)	-162.9%
Total ELCSC Operating Expenses	**3,193,044**	**2,449,457**	**(743,587)**	**-30.4%**	**3,597,945**	**2,449,457**	**(1,148,488)**	**-46.9%**

Early Learning Coalition
Sarasota County

DATA AS OF JUNE 30, 2026

PROGRAM ENROLLMENT DASHBOARD

School Readiness

1,386
Children Enrolled

By Billing Group

BG1 (At-Risk Referral)	117
BG8 ECON (Application)	1,074
BG8 SRMT (County Match)	179
BG3	2
CF (Special Needs)	1
SR Plus	13

Special Needs Rate

Children
27
Providers
8

Fiscal Year-to-Year Comparison

Month	2024-2025	2025-2026	
April	1,234	1,306	72
May	1,255	1,334	79
June	1,259	1,386	127

VPK

Please see the next page for definitions of key terms

83
Children Enrolled

By Provider Type

Private Child Care Providers	83
School District	0
VPK SIS (Specialized Instructional Services)	0

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

Month	2024-2025	2025-2026	
April	1,591	1,533	58
May	1,553	1,484	69
June	89	83	6

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).

CF - SN (Special Needs) - Child has current special needs documentation (Individualized Education Program)**.** Income only used to calculate parent copayment if available.

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.