



Our Vision Statement

Equip every young child and family for success.

BOARD OF DIRECTORS' MEETING

October 23, 2025 – 8:30 a.m.

I. Call to Order

T. Panzer

II. Roll Call

E. Deola

III. Chair Report – NEW Staff Introductions

IV. Ratification

- *CEO Termination L. Sims / T. Panzer
- *Organizational Chart L. Sims / M. Easter
- *Salary Grades L. Sims / M. Easter
- *Budget for FY 2025 – 2026 R3 M. Easter

V. Action

- August 28, 2025, Board of Directors Meeting Minutes L. Sims / T. Panzer
- *Financials through August 2025 Z. Hackley
- *Disposal of Outdated Surplus / Inventory L. Sims / M. Easter

VI. Information

- Executive Committee Minutes L. Sims / T. Panzer
 - 9/26/25 Executive Committee Minutes
 - 10/9/25 Executive Committee Minutes Draft
- Federal Government Shutdown L. Sims
- Legislative Delegation Update L. Sims
- FY 24-25 Community Impact Report W. Williams
- Give 4 Marion Update W. Williams

VII. Community Roundtable Updates

VIII. Upcoming:

- Executive Committee Meeting – Thursday, November 13th at 8:30 AM – TENTATIVE
- Board of Directors Meeting – Thursday, November 20th at 8:30 AM – TENTATIVE

IX. Public Comment

X. Adjournment

* Initial motion completed through Executive Committee

** Initial motion completed through Governance Committee

Ratification Items



Early Learning Coalition of Marion County

Ratification Sheet

FULL BOARD

October 23, 2025

SUBJECT: Termination of Employment Contract – Chief Executive Officer

FISCAL IMPACT: N/A

RATIFICATION

In accordance with the guidance of the Coalition’s HR attorney Bill Krizner and with the unanimous approval of the Executive Committee, the Coalition is requesting to ratify the termination of the contract between Carrie Theall, Chief Executive Officer, and the Early Learning Coalition of Marion County. A 30-day written notice of termination was provided to Ms. Theall on August 8th, 2025, and her last official day of employment was on September 7, 2025.

In alignment with the Coalition’s Succession Plan (approved August 28, 2025) and Continuity of Operations Plan (COOP) (approved April 24, 2025), the Executive Committee unanimously approved the appointment of LaTrisha Sims as Interim CEO, effective August 11, 2025.

BACKGROUND INFORMATION

Per **Bylaws, 6.3.2:** The Executive Committee shall act on behalf of the Coalition on administrative matters and when a decision is required before a full Coalition meeting can reasonably be held. The Committee holds all powers and obligations of the Coalition, subject to limitations imposed by Florida law or resolutions of the full Coalition. All decisions made by the Executive Committee must be ratified by a majority of the Coalition at its next scheduled meeting.

6.3.4: The Executive Committee is responsible for personnel matters related to the CEO, including but not limited to: recruitment, compensation package, annual evaluation, and compliance with improvement plans. Authority to hire and terminate the CEO is retained by the Board of Directors.

Per the **Succession Plan**, in the event of a permanent vacancy, the COO will serve as Interim CEO during the CEO search process.

Per the **Continuity of Operations Plan (COOP) – Delegation of Authority** the Officers of the Board of Directors will assume the responsibilities of the Board Chair should he/she be unavailable. The Chief Operations Officer will assume the responsibilities of the Chief Executive Officer should he/she be unavailable.

Supporting Documentation Available:

- Bylaws
- Succession Plan
- COOP – Delegation of Authority



Early Learning Coalition OF Marion County

Ratification Sheet

FULL BOARD
October 23, 2025

SUBJECT: ELCMC Organizational Chart for FY 2025-2026, Revision 1

FISCAL IMPACT: - \$61,846.77

RATIFICATION

Ratify the revised ELCMC Organizational Chart effective October 6, 2025.

BACKGROUND INFORMATION

Organizational Chart Restructure:

- Eliminate the **Chief Operations Officer** position and redistribute responsibilities among the remaining officers.
- Move the **Program Compliance Department** under the **Chief Administrative Officer (CAO)**.

Title Changes:

- **VPK Manager** → **Family Services Director**
- **CSC: Reimbursement staff** → **Reimbursement Coordinator I**
- **CSC: Reimbursement PT** → **Full-Time**
- **SR Manager – Family Services Manager**

Approval of this organizational chart is required to comply with the **SR Coalition Plan** as outlined by the **Division of Early Learning**.

On September 26, 2025, the Executive Committee voted to move forward with the restructuring of the Organizational Chart as detailed above effective October 6, 2025, and present to Board for ratification.

Supporting Documentation Included:

- 2025 – 2026 Organizational Chart R-1

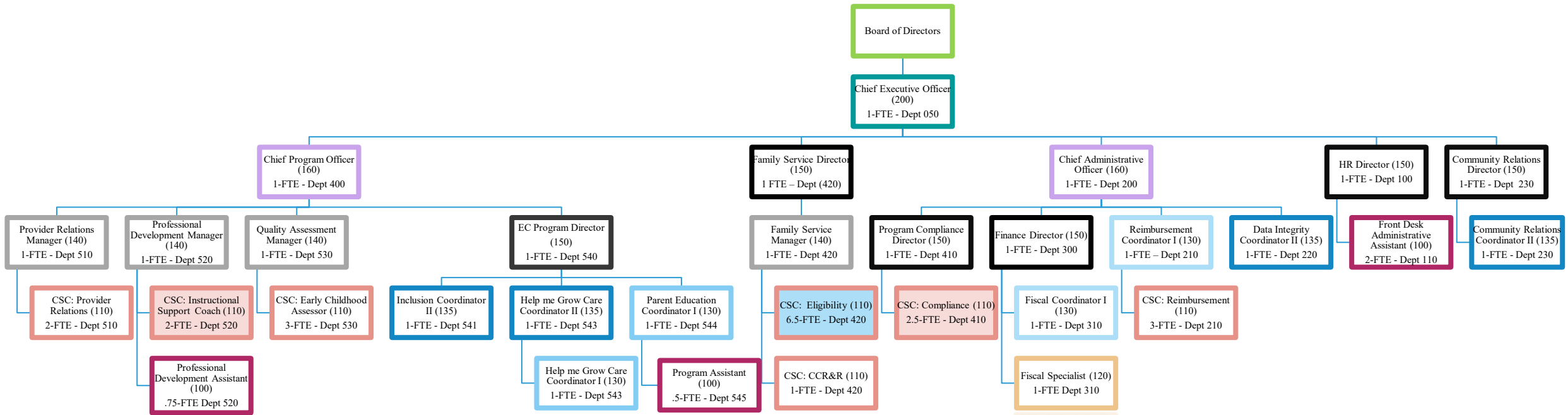


Early Learning Coalition

OF Marion County

Organization Chart

- Open Position
- Proposed Position
- Frozen Position



- Executive Director (200-E)
- Manager (140-E)
- Specialist (120-NE)
- Officer (160-E)
- Coordinator I (130-E)
- CSC: hourly staff (110-NE)
- Director (150-E)
- Coordinator II (135-E)
- Hourly staff (100-NE)

As of 10/6/25- By Position
 Updated 9/30/25 M Easter
 Approved: 9/25/2025

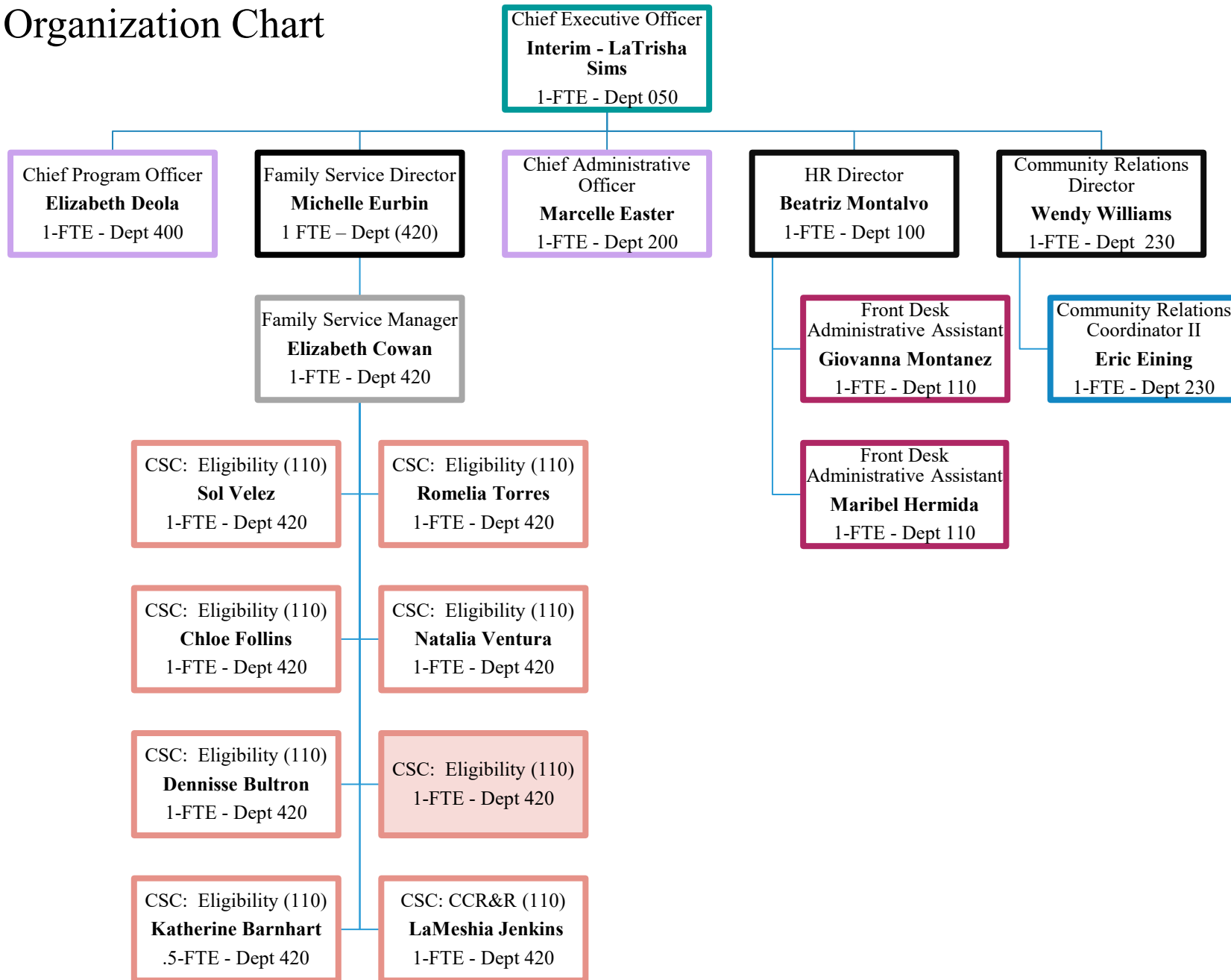


Early Learning Coalition

OF Marion County

Organization Chart

- Open Position
- Proposed Position
- Frozen Position



- Executive Director (200-E)
- Manager (140-E)
- Specialist (120-NE)
- Officer (160-E)
- Coordinator I (130-E)
- CSC: hourly staff (110-NE)
- Director (150-E)
- Coordinator II (135-E)
- Hourly staff (100-NE)

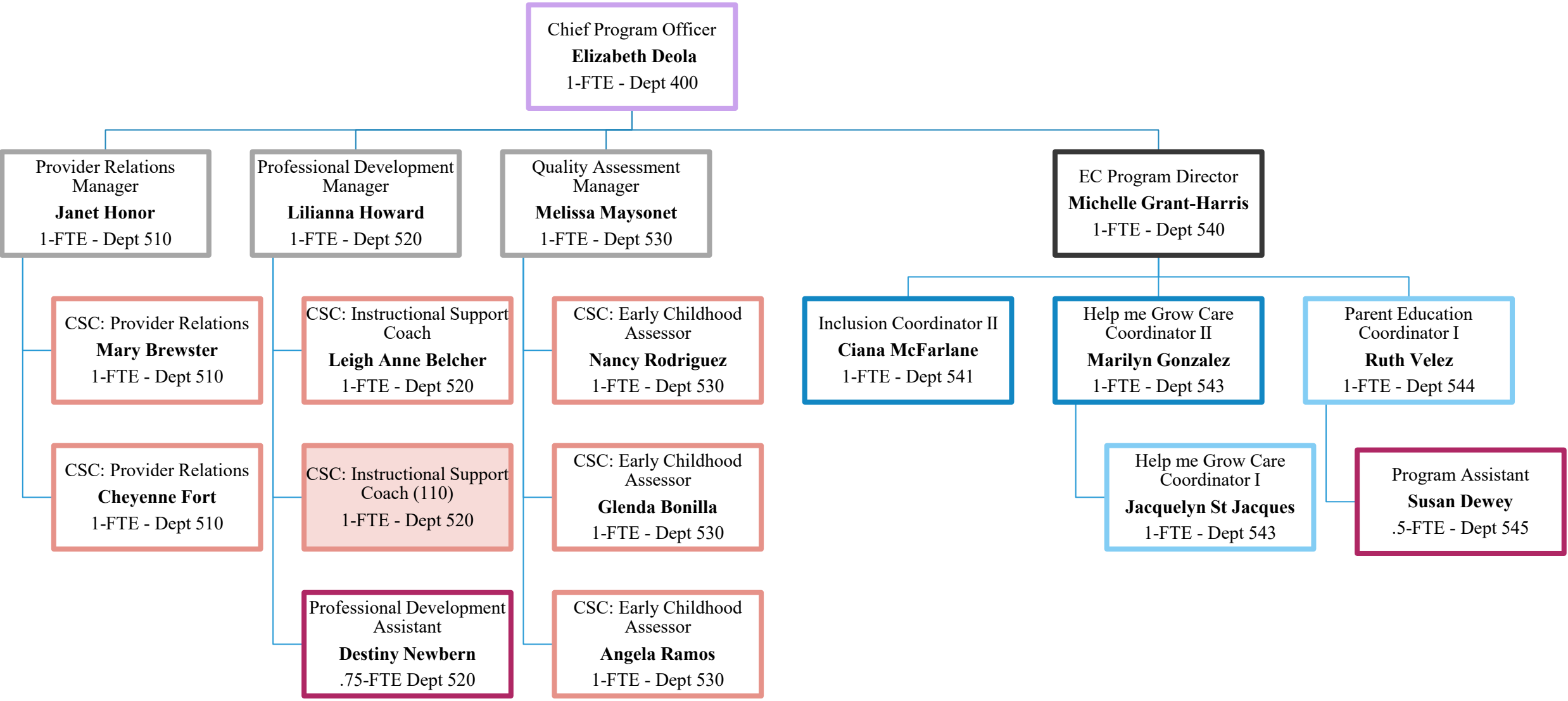
As of 10/6/25- CEO – by Name
 Updated 9/30/25 M Easter
 Approved: 9/25/2025



Early Learning Coalition OF Marion County

Organization Chart

- Open Position
- Proposed Position
- Frozen Position



- Executive Director (200-E)
- Manager (140-E)
- Specialist (120-NE)
- Officer (160-E)
- Coordinator I (130-E)
- CSC: hourly staff (110-NE)
- Director (150-E)
- Coordinator II (135-E)
- Hourly staff (100-NE)

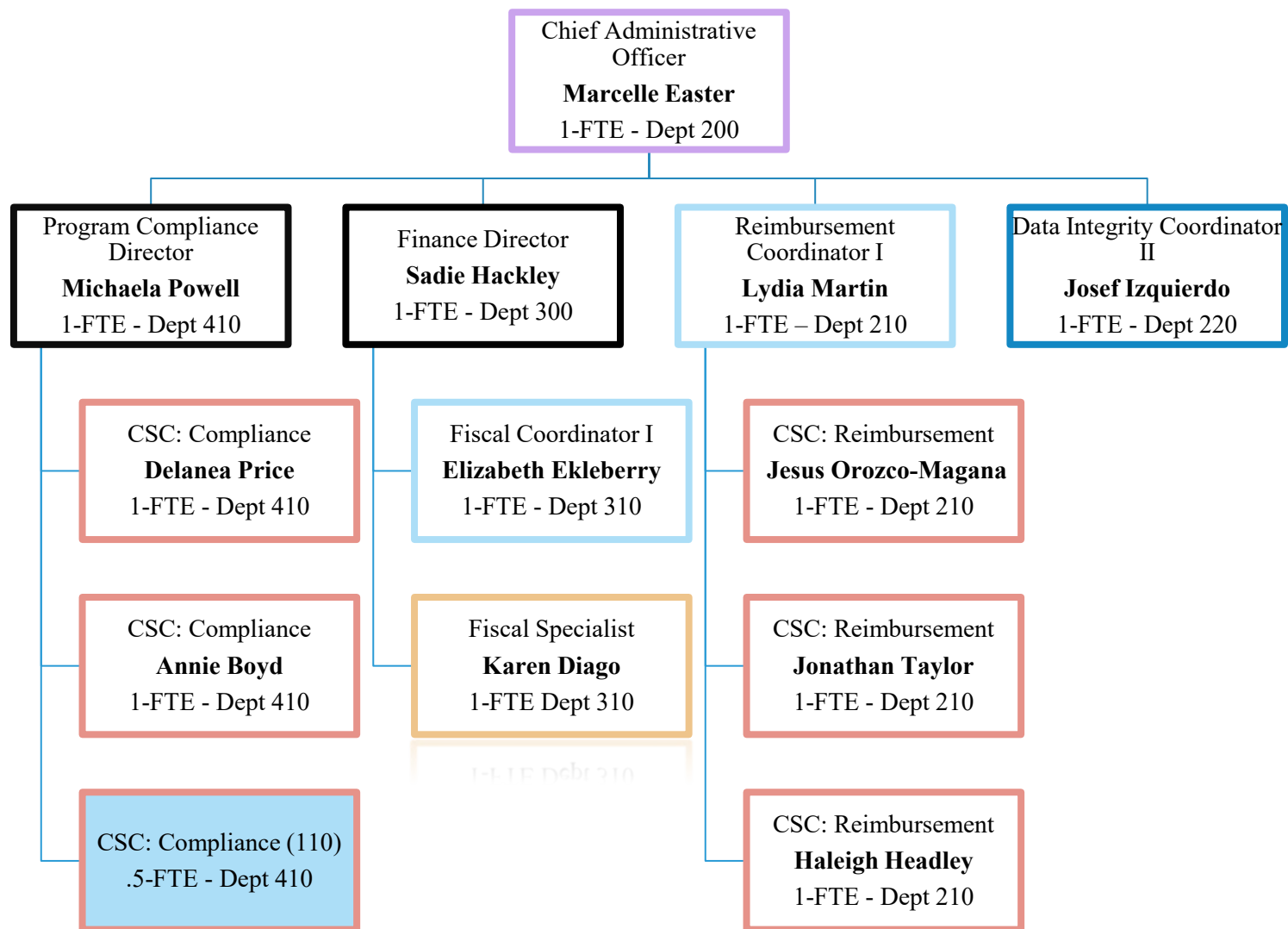
As of 10/6/25- Programs by Name
 Updated 9/30/25 M Easter
 Approved: 9/25/2025



Early Learning Coalition OF Marion County

Organization Chart

- Open Position
- Proposed Position
- Frozen Position



- Executive Director (200-E)
- Manager (140-E)
- Specialist (120-NE)
- Officer (160-E)
- Coordinator I (130-E)
- CSC: hourly staff (110-NE)
- Director (150-E)
- Coordinator II (135-E)
- Hourly staff (100-NE)

As of 10/6/25- Administrative – Finance by Name
 Updated 9/30/25 M Easter
 Approved: 9/25/2025



Ratification Sheet

FULL BOARD

October 23, 2025

SUBJECT: ELCMC Salary Grade for FY 2025 – 2026, R-1

FISCAL IMPACT: \$10,496

RATIFICATION

Ratify the revised Salary Pay Grade Schedule and corresponding salary ranges for designated positions, effective October 6, 2025.

BACKGROUND INFORMATION

In August 2023, the Coalition conducted a comprehensive compensation study to ensure the organization continues to offer a competitive pay and benefits package within the Marion County market area.

Using updated data from the 2025 Central Florida Nonprofit Compensation & Benefits Report (Edyth Bush Institute) and comparative salary information from other Early Learning Coalitions with similar cost-of-living, ELC Management developed a Salary Pay Grade Revision for FY 2024–2025.

The proposed revisions are designed to:

- Maintain competitive entry-level salaries to attract qualified candidates.
- Support equitable and consistent pay practices across similar roles; and
- Promote retention by aligning salary ranges with market benchmarks and internal equity standards.

On September 26, 2025, the Executive Committee voted to move forward with the salary grade study effective October 6, 2025, and present to Board for ratification.

Supporting Documentation Included:

- Revised Salary Pay Grade Proposal, including updated salary ranges

Supporting Documentation Available:

- FY 2025–2026 Salary Study

Executive Committee approved on behalf of Board 9/26/2025
Effective 10/6/2025

Salary Grade	Group/Job Titles	FTE	# of Positions	Low	Hiring Range 10% above Low	High	Variance between Salary Grade	Variance between Low and High
		42	47	EXEMPT				
200	Chief Executive Officer *	1	1	112,000.00	123,200.00	221,900.00	27,000.00	109,900.00
200	Chief Executive Officer * - Prior to 10/6/25			100,000.00	110,000.00	199,900.00	15,000.00	99,900.00
The maximum is based on the CCDF annual salary and bonus cap Executive Level II position within the federal government.								
165	Chief Finance Officer			85,000.00	93,500.00	109,000.00	10,000.00	24,000.00
160	Officer	2	2	85,000.00	93,500.00	113,757.05	20,000.00	28,757.05
160	Officer - Prior to 10/6/2025			75,000.00	82,500.00	99,000.00	15,000.00	24,000.00
	Chief Administrative Officer	1	1					
	Chief Operations Officer							
	Chief Program Officer	1	1					
150	Directors	6	6	65,000.00	71,500.00	86,990.68	13,000.00	21,990.68
150	Directors Prior to 10/6/2025			60,000.00	66,000.00	84,000.00	10,000.00	24,000.00
	HR Director	1	1					
	Finance Director	1	1					
	Program Compliance Director	1	1					
	Early Childhood Program Director	1	1					
	Community Relations Director	1	1					
	Family Service Director	1	1					
140	Managers	4	4	52,000.00	57,200.00	69,592.55	4,576.00	17,592.55
140	Managers Prior to 10/6/2025			50,000.00	55,000.00	74,998.80	2,576.00	24,998.80
	Provider Relations Manager	1	1					
	Professional Development Manager	1	1					
	Quality Assessment Manger	1	1					
	Family Service Manager	1	1					
135	Coordinator II	4	4	47,424.00	52,166.40	63,468.40	3,712.00	16,044.40
135	Coordinator II Prior to 10/6/2025			47,424.00	52,166.40	63,024.00	3,712.00	15,600.00
	Inclusion Coordinator II	1	1					
	HMG Care Coordinator II	1	1					
	Data Integrity Coordinator II	1	1					
	Community Relations Coordinator II	1	1					
130	Coordinator I	4	4	43,712.00	48,083.20	59,312.03	1,072.00	15,600.03
130	Coordinator I Prior to 10/6/2025			43,712.00	48,083.20	59,312.03	3,713.60	15,600.03
	HMG Care Coordinator I	1	1					
	Parent Education Coordinator I	1	1					
	Fiscal Coordinator I	1	1					
	Reimbursement Coordinator I	1	1					
NON-EXEMPT								
120	Lead-Specialist	1	1	20.50	22.55	27.44	0.50	6.94
	Annualized			42,640.00	46,904.00	57,075.20	1,040.00	14,435.20
120	Lead-Specialist Prior to 10/6/2025			19.23	21.15	26.73	1.22	7.50
	Fiscal Specialist	1	1					
110	CSC / Staff Support	17.00	21	20.00	22.00	26.77	3.00	6.77
	Annualized			41,600.00	45,760.00	55,681.60	6,240.00	14,081.60
110	CSC / Staff Support Prior to 10/6/2025			18.01	19.81	25.50	3.01	7.49
	CSC: Provider Relations	2	2					
	CSC: Instructional Support Coach	2	2					
	CSC: Early Childhood Assessor	3	3					
	CSC: Compliance	2.5	3					
	CSC: Eligibility (VPK)	1	1					
	CSC: Eligibility (SR)	5.5	6					
	CSC: CCR&R	1	1					
	CSC: Reimbursement	3	3					
100	Administrative Support	3.25	4	17.00	18.70	22.75		5.75
	Annualized			35,360.00	38,896.00	47,320.00		11,960.00
100	Administrative Support Prior to 10/6/2025			15.00	16.50	18.80		3.80
	Professional Development Assistant	0.75	1					
	Program Assistant	0.5	1					
	Front Desk Admin Assistant	2	2					



Early Learning Coalition of Marion County

Ratification Sheet

FULL BOARD
October 23, 2025

SUBJECT: 2025 – 2026 ELCMC Proposed Budget Revision R-3

Fiscal Impact: Total Revenue \$19,573

RATIFICATION

Ratify the 2025 – 2026 ELCMC Proposed Line-Item Budget Revision R-3.

BACKGROUND INFORMATION

Revisions to the budget include changes from the Help Me Grow Grant, realignment of expenses, changes to the company structure, and salary-grade updates.

Revenue:

- Help Me Grow Additional Allocation: **\$19,573**
 - **Total Revenue: \$19,573**
-

Adjusted Expense Accounts based on Initial Revenue: \$19,573

1. **Salaries, benefits, and workers comp: (\$68,919)**
 - HMG salaries now 100% funded (previously 10% funded through SR).
 - Scenario 1 Restructuring Plan: estimated **\$61,800 savings**.
 - Salary grade changes, open position adjustments, and actual % of annual raises.
2. **Professional Services IT: \$24,000**
 - Upgrade document exchange software for modular application software.
3. **Direct Service: \$60,912**
4. **Communications: (\$3,510)**
 - Changed Voice over IP company.
5. **Quality Initiatives: \$6,152**
 - HMG consumer education outreach.
6. **Other Expenses: \$938**
 - Software-License Support (Brookes ASQ).

On October 9, 2025, the Executive Committee voted to move forward with the proposed line-item budget Rev-3 as detailed above effective October 6, 2025, and present to Board for ratification.

Supporting Documentation Included:

- 2025 – 2026 ELCMC proposed budget R-3

		Approved	Adjustment								Proposed Budget	
		R2 8/25/2025 2025-26	100 - SR	110 - VPK	130 - HMG	410 - MCBOCC	500 - UW	SECO	Other	Adjustment TTL	R3 10/6/2025 2025-26	Notes
Revenues												
4001	Grants: State	\$ 23,628,949	\$ -	\$ -	\$ 19,573	\$ -	\$ -	\$ -	\$ -	\$ 19,573	\$ 23,648,522	
100	FOEL: School Readiness	\$ 17,901,154	\$ -							\$ -	\$ 17,901,154	
	* Direct Service	\$ 12,705,001								\$ -	\$ 12,705,001	
	* Administration	\$ 854,163								\$ -	\$ 854,163	
	* Non-Direct	\$ 2,256,824								\$ -	\$ 2,256,824	
	* Quality	\$ 691,330								\$ -	\$ 691,330	
	* Gold Seal	\$ 611,066	\$ -							\$ -	\$ 611,066	
	* Special Needs	\$ 11,286	\$ -							\$ -	\$ 11,286	
	* Match	\$ 153,587								\$ -	\$ 153,587	
	* QPI Differentials	\$ 519,466	\$ -							\$ -	\$ 519,466	
	* SR Plus	\$ 98,431	\$ -							\$ -	\$ 98,431	
	* SR Waitlist	\$ -	\$ -							\$ -	\$ -	
110	FOEL: Voluntary Pre-kindergarten	\$ 5,605,888		\$ -						\$ -	\$ 5,605,888	
	* Direct Service	\$ 5,281,550								\$ -	\$ 5,281,550	
	* Administration	\$ 264,078								\$ -	\$ 264,078	
	* VPK Assessment	\$ 60,260								\$ -	\$ 60,260	
130	CF: Help Me Grow	\$ 121,907			\$ 19,573					\$ 19,573	\$ 141,480	Additional Money Allocated
4010	Grants: Local Government	\$ 235,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 235,000	
4020	Grants: Other	\$ 36,833	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,833	
4050	Gifts, Donations, and Pledges	\$ 42,395	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,395	
Multiple	Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Multiple	Other Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Revenue		\$ 23,943,177	\$ -	\$ -	\$ 19,573	\$ -	\$ -	\$ -	\$ -	\$ 19,573	\$ 23,962,750	
Expenditures												
Capital Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
1502	Fixed Asset: Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Employer Provided Salaries and Benefits		\$ 3,141,407	\$ (79,559)	\$ (1,635)	\$ 12,469	\$ -	\$ -	\$ -	\$ -	\$ (68,726)	\$ 3,072,681	
5000	Salary: Directors (990 reportable)	\$ 210,977	\$ 23,830	\$ 2,072	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,903	\$ 236,880	HMG 100% salary, restructure and salary grade
5001	Salary: Exempt	\$ 1,188,125	\$ (65,620)	\$ (685)	\$ 9,454	\$ -	\$ -	\$ -	\$ -	\$ (56,852)	\$ 1,131,273	HMG 100% salary, restructure and salary grade
5002	Salary: Hourly	\$ 994,989	\$ (12,222)	\$ (1,063)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (13,285)	\$ 981,704	HMG 100% salary, restructure and salary grade
5003	Salary: PLT Accrual	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5005	Payroll Tax: Social Security	\$ 148,434	\$ (3,109)	\$ (219)	\$ 586	\$ -	\$ -	\$ -	\$ -	\$ (2,742)	\$ 145,691	HMG 100% salary, restructure and salary grade
5006	Payroll Tax: Medicare	\$ 34,714	\$ (727)	\$ (51)	\$ 137	\$ -	\$ -	\$ -	\$ -	\$ (641)	\$ 34,073	HMG 100% salary, restructure and salary grade
5007	Payroll Tax: SUTA	\$ 6,118	\$ (149)	\$ (11)	\$ 27	\$ -	\$ -	\$ -	\$ -	\$ (133)	\$ 5,985	HMG 100% salary, restructure and salary grade
5010	Insurance: Health	\$ 390,573	\$ (14,066)	\$ (1,075)	\$ 1,698	\$ -	\$ -	\$ -	\$ -	\$ (13,444)	\$ 377,130	HMG 100% salary, restructure and salary grade
5011	Insurance: Dental	\$ 15,622	\$ (563)	\$ (43)	\$ 68	\$ -	\$ -	\$ -	\$ -	\$ (538)	\$ 15,084	HMG 100% salary, restructure and salary grade
5012	Insurance: Vision	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	HMG 100% salary, restructure and salary grade
5020	Retirement: ER Contribution	\$ 114,362	\$ (5,347)	\$ (435)	\$ 348	\$ -	\$ -	\$ -	\$ -	\$ (5,434)	\$ 108,928	HMG 100% salary, restructure and salary grade
5030	Insurance: Life	\$ 5,492	\$ (198)	\$ (15)	\$ 24	\$ -	\$ -	\$ -	\$ -	\$ (189)	\$ 5,303	HMG 100% salary, restructure and salary grade
5031	Insurance: Short-term Disability	\$ 19,364	\$ (773)	\$ (60)	\$ 79	\$ -	\$ -	\$ -	\$ -	\$ (754)	\$ 18,610	HMG 100% salary, restructure and salary grade
5032	Insurance: Long-term Disability	\$ 12,637	\$ (615)	\$ (49)	\$ 49	\$ -	\$ -	\$ -	\$ -	\$ (616)	\$ 12,021	HMG 100% salary, restructure and salary grade
Staff Development		\$ 7,220	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,220	
5100	Staff Development (OEL, Unrestricted)	\$ 7,220	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,220	
Professional Services		\$ 151,735	\$ 22,080	\$ 1,920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ 175,735	
6000	Professional Services: Consultant	\$ 410								\$ -	\$ 410	
6001	Professional Services: Accounting	\$ 20,000								\$ -	\$ 20,000	
6002	Professional Services: Auditing	\$ 27,000								\$ -	\$ 27,000	
6005	Professional Services: IT Management	\$ 44,680	\$ 22,080	\$ 1,920						\$ 24,000	\$ 68,680	Upgrade document exchange to a modular application software
6010	Professional Services: Legal	\$ 11,200								\$ -	\$ 11,200	
6015	Professional Services: Program Agency	\$ -								\$ -	\$ -	
6020	Professional Services: Temp Employment	\$ -								\$ -	\$ -	
6025	Professional Services: Printing Svcs	\$ 8,175								\$ -	\$ 8,175	
6030	Professional Services: Bldg Rprs & Mtnc	\$ 10,720								\$ -	\$ 10,720	
6035	Professional Services: Other (Quality)	\$ 11,550								\$ -	\$ 11,550	
6040	Professional Services: Payroll	\$ 18,000								\$ -	\$ 18,000	
Direct Services - Child Care		\$ 19,948,443	\$ 60,912	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,912	\$ 20,009,355	
6500	Direct Services	\$ 14,471,269	\$ 60,912							\$ 60,912	\$ 14,532,181	
100	* School Readiness - DS	\$ 12,859,947	\$ 60,912							\$ 60,912	\$ 12,920,859	Allocate fiscal impact savings from restructure to DS
100	* Gold Seal	\$ 691,066								\$ -	\$ 691,066	

		Approved	Adjustment								Proposed Budget	
		R2 8/25/2025	100 - SR	110 - VPK	130 - HMG	410 - MCBOCC	500 - UW	SECO	Other	Adjustment	R3 10/6/2025	Notes
		2025-26								TTL	2025-26	
100	* Special Needs	\$ 11,286								\$ -	\$ 11,286	
100	* Match	\$ 153,587								\$ -	\$ 153,587	
100	* QPI Differentials	\$ 661,874								\$ -	\$ 661,874	
100	* SR Plus	\$ 93,509								\$ -	\$ 93,509	
110	* Voluntary Pre-kindergarten	\$ 5,327,174								\$ -	\$ 5,327,174	
410	* Marion County (Match)	\$ 150,000								\$ -	\$ 150,000	
Occupancy		\$ 80,163	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,163	
Postage, Freight, and Delivery		\$ 2,180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,180	
Equipment Leases		\$ 5,240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,240	
Supplies		\$ 22,374	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,374	
Communications		\$ 29,300	\$ (3,229)	\$ (281)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,510)	\$ 25,790	
7200	Communication: Land Line	\$ 25,900	\$ (3,229)	\$ (281)						\$ (3,510)	\$ 22,390	Changed VOIP Company
7201	Communication: Cellular	\$ 1,710								\$ -	\$ 1,710	
7202	Communication: Internet	\$ 1,690								\$ -	\$ 1,690	
Insurance		\$ 55,396	\$ (203)	\$ (4)	\$ 14	\$ -	\$ -	\$ -	\$ -	\$ (193)	\$ 55,202	
7251	Insurance: D&O	\$ 11,115								\$ -	\$ 11,115	
7255	Insurance: Automobile (Rental)	\$ 1,846								\$ -	\$ 1,846	
7260	Insurance: General Liability	\$ 383								\$ -	\$ 383	
7265	Insurance: Workers Compensation	\$ 4,848	-203.26	-4.34	\$ 14					\$ (193)	\$ 4,654	HMG 100% salary, restructure and salary grade
7270	Insurance: Property	\$ 30,898								\$ -	\$ 30,898	
7275	Insurance: Other	\$ 6,307								\$ -	\$ 6,307	
Tangible Personal Property		\$ 10,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,300	
Quality Initiatives		\$ 248,807	\$ -	\$ -	\$ 6,152	\$ -	\$ -	\$ -	\$ -	\$ 6,152	\$ 254,959	
7401	Quality and Classroom Material	\$ 27,600								\$ -	\$ 27,600	
7405	Training Material	\$ 5,000								\$ -	\$ 5,000	
7410	Consumer Education & Outreach Material	\$ 53,100			\$ 6,152					\$ 6,152	\$ 59,252	Additional HMG Allocation
7415	Grants to Providers	\$ -								\$ -	\$ -	
7420	Scholarship & Other Education Opportunities	\$ 40,000								\$ -	\$ 40,000	
7425	Wage Incentives	\$ 123,107								\$ -	\$ 123,107	
Travel		\$ 12,780	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,780	
Other Expenses		\$ 60,400	\$ -	\$ -	\$ 938	\$ -	\$ -	\$ -	\$ -	\$ 938	\$ 61,338	
7600	Administration Fees (Community Foundation- Building)	\$ -								\$ -	\$ -	
7601	Bank fees	\$ 3,500								\$ -	\$ 3,500	
7602	Merchant Service Fees (Includes PayPal)	\$ 50								\$ -	\$ 50	
7603	Interest expense (HVAC Loan)	\$ -								\$ -	\$ -	
7605	Software-Licenses-Support	\$ 37,200			\$ 938					\$ 938	\$ 38,138	Additional HMG Allocation
7610	Web services	\$ 450								\$ -	\$ 450	
7615	Other employee related expense	\$ 800								\$ -	\$ 800	
7616	EE Background Screening	\$ 785								\$ -	\$ 785	
7617	EE Drug Screening	\$ 495								\$ -	\$ 495	
7620	Membership Dues	\$ 10,800								\$ -	\$ 10,800	
7621	Subscriptions and Publications	\$ 1,000								\$ -	\$ 1,000	
7625	Taxes, licenses and fees	\$ 5,000								\$ -	\$ 5,000	
7900	Development Expenses	\$ 320								\$ -	\$ 320	
7901	Vending Machine Supplies	\$ -								\$ -	\$ -	
9999	In-Kind expenditure	\$ -								\$ -	\$ -	
Other Program Expenses		\$ 167,434	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 167,434	
Depreciation		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenditures		\$ 23,943,178	\$ 0	\$ (0)	\$ 19,573	\$ -	\$ -	\$ -	\$ -	\$ 19,573	\$ 23,962,751	
Total Revenue		\$ 23,943,177	\$ -	\$ -	\$ 19,573	\$ -	\$ -	\$ -	\$ -	\$ 19,573	\$ 23,962,750	
Total Expenditures		\$ 23,943,178	\$ 0	\$ (0)	\$ 19,573	\$ -	\$ -	\$ -	\$ -	\$ 19,573	\$ 23,962,751	
Net Proceeds		\$ (0)	\$ (0)	\$ 0	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ (0)	
		SR									SR	VPK
Direct Service %		79.041%									79.394%	95.028%
Quality, Non-Direct, & Admin%		20.959%									20.606%	4.972%

Action Items



Early Learning Coalition of Marion County Meeting Minutes

Meeting: Full Board of Directors

Date/Time: August 28, 2025, 8:30 AM

Location: ELCMC Office, 2300 SW 17th Rd, Ocala, FL 34471 / Via Conference Call

Attendance – Present (In-Person): Todd Panzer, Thomas LoBianco, Jennifer Beck, Jennifer McBride, Dr. Kim Sellers, Lola Gonzalez, Commissioner Matthew McClain, Cecil Wilson, Levonda Goodson

Present (Virtual): Heather Gamble, Brittney Morley, Kim LaCognata, Jorge Sevilla, Maritza Alejandro, Jessica Shultz, Jennifer Chatterton

Absent: Brenda Ford, Chirsty Jergens, Jennifer Winton, Richard Forrester, Telesha Page

Guest: Dr. Sarah James, Kids City USA

Staff Present: LaTrisha Sims, (Interim CEO) COO; Elizabeth Deola, CPO, Marcelle Easter, CAO; Beatriz Montalvo, HR Director; Michelle Grant Harris, Early Childhood Program Director; Michaela Powell, Programs Compliance Director; Sadie Hackley, Finance Director; Wendy Williams, Community Relations Director; Josef Izquierdo, Data Integrity Coordinator II, Zack Hackley, Finance Consultant

Agenda Item	Summary/Discussion	Action
I. Call to Order II. Roll Call	Todd Panzer called the meeting to order. Beatriz Montalvo called roll.	Meeting called to order at 8:32 AM. Quorum present.
Board Chair Update	T. Panzer acknowledged Evan Pitts and Kathy Robbins for their years of service on the Board. A recognition plaque will be presented to them in appreciation of their dedication to ELCMC and the children we serve.	
III. CONSENT: June 26, 2025, Board of Directors Meeting Minutes	The minutes from June 26, 2025, Board meeting were included in the packet. No changes requested.	Dr. K. Sellers made a motion to accept the minutes as presented. L. Goodson seconded. Motion passed.
Financials through May 2025	The Financials through May 2025 were included in the packet and discussed by Z. Hackley.	The Executive Committee made a motion to accept the financial report as presented. C. Wilson seconded. Motion passed.
Community Impact Report FY 2024 – 2025	W. Williams discussed the 2024 – 2025 Draft Year End Report included in the packet for informational purposes.	
IV. RATIFICATION: Anti-Fraud Plan for FY 2025 – 2026	L. Sims presented the revisions to the Anti-Fraud Plan as recommended by the Inspector General’s office effective July	L. Gonzalez made a motion to accept the Anti-Fraud Plan as

	1, 2025. It is being brought back to the Board for final approval and transparency purposes.	presented. L. Goodson seconded. Motion passed.
Board Member Appointment	L. Sims presented the appointment of Christy Jergens, Community Health Director as County Health Department Designee, effective June 30, 2025. The position of County Health Department Director or Designee is a mandated position in the Florida Statutes and a part of the ELCMC Bylaws. Mark Lander, Deputy Secretary for County Health Systems Administrator for the Florida Department of Health in Marion County appointed Christy Jergens via email on June 30, 2025, as designee. On August 12, 2025, the Governance Committee approved the nomination as stated above.	The Governance Committee made a motion to accept the appointment. Dr. K. Sellers seconded. Motion passed.
Budget for FY 2025 – 2026 R1	M. Easter presented the revisions to budget R1 that include the changes from DEL’s initial Notice of Award (NOA) effective July 1, 2025, effective August 7, 2025, DPIL Challenge, and the realignment of actual expenditure. On August 14, 2025, the Executive Committee approved the revisions to the budget as stated above.	The Executive Committee made a motion to accept the revisions to the budget. Commissioner M. McClain seconded. Motion passed.
V. ACTION: Budget for FY 2025 – 2026 R2	M. Easter presented the proposed budget R2 to include the changes from DEL’s Revert / Reappropriate Notice of Award (NOA) effective August 25, 2025.	L. Goodson made a motion to accept the budget revisions as presented. Commissioner M. McClain seconded. Motion passed.
Succession Plan for FY 2025 – 2026	L. Sims presented the proposed Succession Plan to ensure continuity of services with minimal disruption.	L. Gonzalez made a motion to accept the Succession Plan as presented. Dr. K. Sellers seconded. Motion passed.
Bylaws	L. Sims presented the proposed annual review of the Bylaws to be in compliance with F.S. 1002.83 and the School Readiness Plan.	The Governance Committee made a motion to accept the Bylaws as presented. J. McBride seconded. Motion passed.
Slate of Officers for FY 2025 – 2026	L. Sims presented the proposed slate of officers for FY 25–26 appointing Heather Gamble to fill the vacant Secretary position effective August 28, 2025. In addition, they are approved as authorized signers on the Coalition bank accounts at South State Bank at that time, as detailed on the Action Sheet.	The Executive Committee made a motion to accept the Slate of Officers as presented. Commissioner M. McClain seconded. Motion passed.
Personnel Policies & Procedures for FY 2025 – 2026	L. Sims presented the proposed revisions to the Personnel Policies and Procedures for FY 2025 – 2026, as detailed on the Action Sheet.	The Executive Committee made a motion to accept the Personnel P&P as presented. Dr. K.

		Sellers seconded. Motion passed.
VI. INFORMATION: Executive Committee Updates	The meeting minutes from August 14, 2025, were included in the packet for informational purposes.	INFORMATION
Governance Committee Updates	The meeting minutes from August 12, 2025, were included in the packet for informational purposes.	INFORMATION
DEL Budget Highlights	M. Easter reported on the DEL budget highlights included in the packet for informational purposes. In addition, to the budget, L.Sims discussed concerns regarding the increase of the SR Waitlist. The Coalition is carefully evaluating the estimated fiscal impact due to the recent rule changes of the parent copay.	INFORMATION
Fiscal Monitoring Update	M. Easter shared that due to delays at the state level we did not have a full fiscal monitoring this year. We received 4 observations due to ARPA allocations with no financial consequences.	INFORMATION
Programs Committee Update	E. Deola shared that the Programs Committee met on July 31 st with Jen Beck as Chair. The committee will cover all 15 programs simultaneously and gather factual data to share. We are currently contracted with over 130 child care providers and serving over 5,000 children. We will focus on closing the gaps in services. The Programs Committee will meet again on October 23 rd after the Board meeting. All are welcome to join.	INFORMATION
Give 4 Marion	W. Williams shared Give 4 Marion will begin on September 16 – 17, 2025 and hope for full support from the Board with 100% Board giving to reach our \$20,000 goal. A flyer was included in the packet for informational purposes.	INFORMATION
VII. COMMUNITY ROUND TABLE UPDATES:	<p>Board members shared current events:</p> <p>Commissioner Mathew McClain (Marion County Commissioner): Shared that their budget was set over the summer and they too are experiencing budget cuts. Todd Panzer publicly thanked the Commissioner for the support and additional match funds received during the budget workshop.</p> <p>Jennifer McBride (Florida Diagnostic and Learning Resources System - FDLRS): Discussed the on-going increase in children needing to be screened for developmental delays. They will be at the reading expo over the weekend.</p> <p>Levonda Goodson (Estella Byrd Whitman CHC): shared the health center continues to grow and invited all to attend their 2nd Annual Taste of the Town event on Friday, September 12, 2025, from 5:00 PM to 8:00 PM at the Ocala Downtown Market. A flyer will be emailed after the meeting for your planning purposes.</p> <p>Dr. Kim Sellers (Rep. of FL College System Institution - CCF): Shared there has been a 7% increase in enrollments this year. Lab School is staying busy! The College of Central Florida is now offering the Going Gator partnership, designed for students who want to earn an associate's degree at CF and then have guaranteed admission to transfer to the University of Florida.</p>	

	<p>Cecil Wilson (Private for-profit Family Child Care Home): Was happy to report that school agers are back in school!</p> <p>Jennifer Beck (Marion County Public Schools - MCPS): shared their performance metrics as they all have met or exceeded expectations. They also continue to elevate and make more VPK classrooms.</p> <p>Thomas LoBianco (Tender Care Medical): Is looking to hire an RN to manage their new site.</p>	
VIII. <u>UPCOMING:</u>	<ul style="list-style-type: none"> • Next Executive Committee – Thursday, September 11th at 8:30 AM at ELCMC • Next Board Meeting – Thursday, September 25th at 8:30 AM at ELCMC 	
IX. <u>PUBLIC COMMENT:</u>	Dr. Sarah James from Kids City USA respectfully asked to be part of the Governance and/or Board to be an advocate for the families we are serving. There is a lack of awareness, and we need to expand our efforts. Help find solutions for wrap around to help providers offer VPK to our children. Providers are struggling as they do not understand the money aspect.	
X. <u>ADJOURNMENT:</u>		Lola Gonzalez motioned to adjourn the meeting at 10:02 AM. The motion carried unanimously.

Reported by: Beatriz Montalvo, HR Director

Approved by: _____

Signature

Date

NOTE: For additional information on any of the above items, please contact Interim CEO, LaTrisha Sims at lsims@elc-marion.org.

ELC of Marion County

Reporting on August 31, 2025 Financial Statements

Finance Notes:

Balance Sheet:

- All cash accounts have been reconciled as of August 31, 2025.
- Currently we are holding approximately \$1,900,000 in cash.
- Accounts receivable consists of approximately \$1,700,000. The majority of this balance is for July and Aug 2025 invoices to DEL. See AR Aging Schedule
- We have approximately \$1,037,000 of fixed assets that have a net book value of approximately \$545,000.
- Accounts payable consists of approximately 1,500,000 and is current.
- Due to DEL is approximately 2,260,000
- Total Net Assets is approximately \$400,000.

Income Statement – All Funds

- Salaries have increased year over year due to 3 payroll cycles ending in July. Note: year end adjustments are not complete.
- Maintenance and Repairs increased due to general liability insurance being classified under this category. All other insurance is classified under miscellaneous. We will work on reclassifying the grouping schedule for this income statement for future reporting.
- SR Program expenses have decreased year over year. We are monitoring this daily.
- VPK direct services have decreased due to serving less kids this year compared to last. Keep in mind, we serve all kids that are 4 years of age and want to attend regardless of funding.

Dashboard mandates:

Note: We are meeting all our SR Mandates and are currently not meeting our VPK mandate which is typical this time of year. No concern with being over on VPK admin at this point.

SR Admin = 1.77%

SR Direct Services = 80.7%

Quality = 9.8%

VPK Admin = 16.59%

Early Learning Coalition of Marion County, Inc.

Balance Sheet

As of 8/31/2025

(In Whole Numbers)

Current Year

Assets

Cash: Operating (0332)	1,658,500
Cash: Unrestricted (0340)	116,243
Cash: Building (0464)	29,826
Cash: PayPal	(1,829)
Cash: Community Foundation	117,078
Petty Cash: Vending Machine	61
A/R: FOEL	1,646,232
A/R: Other Grants	39,840
A/R: Overpayments	26,244
Due from Employee	(331)
A/R: Clearing	(66,251)
Prepaid: Postage	2,011
Prepaid: Insurance	87
Prepaid: Other	15,285
Prepaid: Travel Advance	2,207
Other	<u>544,093</u>
Total Assets	<u><u>4,129,297</u></u>

Liabilities

Credit Card (VISA)	(1,780)
Credit Card (MasterCard)	10
Credit Card (Sam's Club)	(40)
Credit Card (South State - VISA)	6,723
Accounts Payable	1,362,782
A/P: Conversion	(222)
Notes Payable: HVAC	0
Payable: Accrued PLT	118,485
Payable: SUTA	(85)
Payable: Health Insurance	(48,355)
Payable: Dental Insurance	(303)
Payable: Vision Insurance	(16)
Payable: ER - 403(b)	10,689
Payable: EE - 403(b)	2,772
Payable: EE - Roth IRA	130
Payable: Life Insurance	215
Payable: Short-term Disability	112
Payable: Long-term Disability	(1,141)
Payable: AFLAC	1,868
Payable: Colonial Life	578
Payable: United Way Deductions	10,933
Payable: Workers Compensation	(850)
Payable: FOEL Advance	2,260,298
2701: A/R: VPPRP VPK Provider Advance	(26,721)
Payable: Interest	1,189
Payable: Fraud Collections	24,022
Deferred Revenue	<u>4,111</u>
Total Liabilities	<u><u>3,725,404</u></u>

Net Assets 403,893

Total Liabilities and Net Assets 4,129,297

Early Learning Coalition of Marion County, Inc.

Aged Receivables by Invoice Date
 Aging Date - 8/31/2025
 From 7/1/2025 Through 8/31/2025

Customer ID	Customer Name	Invoice Date	Invoice Number	Description	Total	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due
ABC Childrens Countr	ABC Childrens Country Club	6/30/2021	FY19SR-ABCCC	ABC Childrens Country Club 2018- 2019 - Overpayment SR Recon	25,183.15	0.00	0.00	0.00	0.00	25,183.15
Total ABC Childrens Countr	ABC Childrens Country Club				25,183.15	0.00	0.00	0.00	0.00	25,183.15
BECKERS SCHOOL SUPPL	BECKERS SCHOOL SUPPLIES	7/1/2025	0725-KPL-BSS	kpl SNACK SPONSORSHIP 25-26	500.00	0.00	0.00	0.00	500.00	0.00
Total BECKERS SCHOOL SUPPL	BECKERS SCHOOL SUPPLIES				500.00	0.00	0.00	0.00	500.00	0.00
Children's Forum	Children's Forum , Inc - HMG	5/22/2025	24MGFA-13R#7	HMG April 2025	(25,350.81)	0.00	0.00	0.00	0.00	(25,350.81)
Children's Forum		5/31/2025	24MGFA-13R12	HMG May 2025	83,924.04	0.00	0.00	0.00	0.00	83,924.04
Children's Forum		7/31/2025	25HMGFA-12R#1	HMG July 2025	12,400.26	0.00	0.00	12,400.26	0.00	0.00
Children's Forum		9/18/2025	25HMGFA-12R#2	HMG-CF-Aug 2025	8,665.65	8,665.65	0.00	0.00	0.00	0.00
Total Children's Forum	Children's Forum , Inc - HMG				79,639.14	8,665.65	0.00	12,400.26	0.00	58,573.23
FOEL	Florida's Office of Early Learning	9/19/2025	3260825R1	FOEL August 2025 Inv	1,566,592.66	1,566,592.66	0.00	0.00	0.00	0.00
Total FOEL	Florida's Office of Early Learning				1,566,592.66	1,566,592.66	0.00	0.00	0.00	0.00
Joan S. Hatten	Joan S. Hatten	6/30/2021	FY19SR-J.S.Hatten	Joan S. Hatten 2018 - 2019 - Overpayment SR Recon	1,061.26	0.00	0.00	0.00	0.00	1,061.26

Early Learning Coalition of Marion County, Inc.

Aged Receivables by Invoice Date
 Aging Date - 8/31/2025
 From 7/1/2025 Through 8/31/2025

Customer ID	Customer Name	Invoice Date	Invoice Number	Description	Total	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due
Total Joan S. Hatten	Joan S. Hatten				1,061.26	0.00	0.00	0.00	0.00	1,061.26
Keown, Brianna	Brianna Keown	6/30/2020	FY20-M-002	Refund- of Reg. Fees - Brianna Keown - Frog St. Splash	99.00	0.00	0.00	0.00	0.00	99.00
Total Keown, Brianna	Brianna Keown				99.00	0.00	0.00	0.00	0.00	99.00
MCBOCC	Marion County Board of County Commissioners	9/30/2022	082022MCMA	MCBOCC - Match - September 2022	(39.96)	0.00	0.00	0.00	0.00	(39.96)
MCBOCC		6/30/2024	062024MCMA	MCBOCC-MATCH- June 2024	0.03	0.00	0.00	0.00	0.00	0.03
MCBOCC		1/31/2025	0125DPL	DPIL Early Literacy Assistance FY24-25	2,349.79	0.00	0.00	0.00	0.00	2,349.79
MCBOCC		8/15/2025	0925DPL	DPIL Sept 2025	3,145.77	0.00	3,145.77	0.00	0.00	0.00
Total MCBOCC	Marion County Board of County Commissioners				5,455.63	0.00	3,145.77	0.00	0.00	2,309.86
Redeemer Christian	Redeemer Christian School	5/31/2023	R-25142	Refund CRRSA-PV104-C	10,500.00	0.00	0.00	0.00	0.00	10,500.00
Redeemer Christian		5/31/2023	R-25249	Refund CRRSA-PVI-092	20,000.00	0.00	0.00	0.00	0.00	20,000.00
Total Redeemer Christian	Redeemer Christian School				30,500.00	0.00	0.00	0.00	0.00	30,500.00
SBMC	The School Board of Marion County, Florida	11/30/2024	YPP-1024	YPP October 2024	290.24	0.00	0.00	0.00	0.00	290.24
SBMC		11/30/2024	YPP-1124	YPP Nov 2024	248.77	0.00	0.00	0.00	0.00	248.77
SBMC		3/31/2025	YPP-0125	YPP Jan 25	672.61	0.00	0.00	0.00	0.00	672.61

Early Learning Coalition of Marion County, Inc.

Aged Receivables by Invoice Date
 Aging Date - 8/31/2025
 From 7/1/2025 Through 8/31/2025

Customer ID	Customer Name	Invoice Date	Invoice Number	Description	Total	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due
SBMC		3/31/2025	YPP-0225	YPP invoices Feb 2025	394.46	0.00	0.00	0.00	0.00	394.46
SBMC		4/30/2025	YPP-0325	Ypp Mar 2025	549.03	0.00	0.00	0.00	0.00	549.03
Total SBMC	The School Board of Marion County, Florida				2,155.11	0.00	0.00	0.00	0.00	2,155.11
SmartPro... Inc	SmartProcure Inc	8/1/2025	0825RR-01	Records Request	450.00	0.00	450.00	0.00	0.00	0.00
Total SmartPro... Inc	SmartProcure Inc				450.00	0.00	450.00	0.00	0.00	0.00
Stone, Michelle	Michelle Stone	8/8/2025	0825-DPIL-MS	DPIL Donation	1,000.00	0.00	1,000.00	0.00	0.00	0.00
Total Stone, Michelle	Michelle Stone				1,000.00	0.00	1,000.00	0.00	0.00	0.00
UF Lastinger Ctr	The University of Florida Board of Trustees	2/1/2025	2502-ELF	UF Lastinger Feb 2025	(320.00)	0.00	0.00	0.00	0.00	(320.00)
Total UF Lastinger Ctr	The University of Florida Board of Trustees				(320.00)	0.00	0.00	0.00	0.00	(320.00)
Report Total					1,712,315.95	1,575,258.31	4,595.77	12,400.26	500.00	119,561.61

Early Learning Coalition of Marion County, Inc.
Aged Payables by Due Date - Zh AP Aging Report - All Funds
Aging Date - 8/31/2025
From 7/1/2025 Through 8/31/2025

Vendor Name	Invoice Number	Invoice/Cre... Date	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
	TR082025-50	8/22/2025	9/21/2025	43.26	0.00	0.00	0.00	0.00	43.26
	TR082025-51	8/28/2025	9/27/2025	3.56	0.00	0.00	0.00	0.00	3.56
Total Wendy Williams				234.94	0.00	0.00	0.00	0.00	234.94
West Family Learning Center East, LLC	SR0825-811326656-...	8/31/2025	9/21/2025	18,617.59	0.00	0.00	0.00	0.00	18,617.59
Total West Family Learning Center East, LLC				18,617.59	0.00	0.00	0.00	0.00	18,617.59
Wilma Martin Family Daycare Home	0725-SP02-8920-000	8/31/2025	9/21/2025	331.38	0.00	0.00	0.00	0.00	331.38
	SR0825-882898920-...	8/31/2025	9/21/2025	3,806.19	0.00	0.00	0.00	0.00	3,806.19
Total Wilma Martin Family Daycare Home				4,137.57	0.00	0.00	0.00	0.00	4,137.57
Wilson's Lovable Daycare, LLC	SR0825-825414548-...	8/31/2025	9/21/2025	7,578.67	0.00	0.00	0.00	0.00	7,578.67
Total Wilson's Lovable Daycare, LLC				7,578.67	0.00	0.00	0.00	0.00	7,578.67
Wiz Kids Learning Academy	SR0825-472528160-...	8/31/2025	9/21/2025	16,348.86	0.00	0.00	0.00	0.00	16,348.86
Total Wiz Kids Learning Academy				16,348.86	0.00	0.00	0.00	0.00	16,348.86
Report Total				1,348,674.29	47,426.65	18,454.08	(32,530.33)	(19,242.55)	1,362,782.14

Early Learning Coalition of Marion County, Inc.

Statement of Revenues and Expenditures - Detail

From 7/1/2025 Through 8/31/2025

	Current Period Actual	Prior Year Actual	Current Year Change
Operating Revenue			
Grant Revenue	3,077,525.58	3,002,655.47	74,870.11
Contributions	5,633.69	0.36	5,633.33
Program Revenue	632.00	290.00	342.00
Investment Income	423.17	332.76	90.41
Other Income	866.68	0.00	866.68
Total Operating Revenue	<u>3,085,081.12</u>	<u>3,003,278.59</u>	<u>81,802.53</u>
Total Revenue	<u>3,085,081.12</u>	<u>3,003,278.59</u>	<u>81,802.53</u>
Expenditures			
Personnel Expenses	443,917.44	295,652.01	148,265.43
Program Expenses	2,505,603.54	2,707,423.80	(201,820.26)
Professional Fees	15,694.72	12,429.75	3,264.97
Supplies	2,576.82	1,356.64	1,220.18
Telephone	4,312.30	5,381.65	(1,069.35)
Postage & Shipping	66.90	214.43	(147.53)
Occupancy	11,944.35	11,774.21	170.14
Maintenance & Repairs	42,137.80	1,496.15	40,641.65
Equipment Rental	270.12	0.00	270.12
Conferences, Conventions & Meetings	750.00	1,174.35	(424.35)
Printing & Publications	3,440.47	739.68	2,700.79
Dues & Subscriptions	6,100.00	6,400.00	(300.00)
Depreciation	4,446.30	4,539.86	(93.56)
Miscellaneous	23,466.90	44,434.32	(20,967.42)
Total Expenditures	<u>3,064,727.66</u>	<u>3,093,016.85</u>	<u>(28,289.19)</u>
Net Revenue Over Expenditures	<u>20,353.46</u>	<u>(89,738.26)</u>	<u>110,091.72</u>

Early Learning Coalition of Marion County, Inc.

Statement of Revenues and Expenditures - Detail

From 7/1/2025 Through 8/31/2025

	Current Period Actual	Prior Year Actual	Current Year Change
Operating Revenue			
Grant Revenue	<u>2,722,814.77</u>	<u>2,641,270.15</u>	<u>81,544.62</u>
Total Operating Revenue	<u>2,722,814.77</u>	<u>2,641,270.15</u>	<u>81,544.62</u>
Total Revenue	<u>2,722,814.77</u>	<u>2,641,270.15</u>	<u>81,544.62</u>
Expenditures			
Personnel Expenses	489,341.81	325,522.06	163,819.75
Program Expenses	2,179,530.13	2,258,677.20	(79,147.07)
Professional Fees	14,310.24	9,871.80	4,438.44
Supplies	947.90	1,173.21	(225.31)
Telephone	3,540.93	4,835.98	(1,295.05)
Postage & Shipping	32.35	214.43	(182.08)
Occupancy	8,613.46	10,912.96	(2,299.50)
Maintenance & Repairs	29,408.96	1,605.32	27,803.64
Conferences, Conventions & Meetings	750.00	1,094.86	(344.86)
Printing & Publications	3,280.85	673.45	2,607.40
Dues & Subscriptions	6,025.00	3,222.13	2,802.87
Depreciation	486.97	320.51	166.46
Miscellaneous	<u>16,840.45</u>	<u>12,931.01</u>	<u>3,909.44</u>
Total Expenditures	<u>2,753,109.05</u>	<u>2,631,054.92</u>	<u>122,054.13</u>
Net Revenue Over Expenditures	<u>(30,294.28)</u>	<u>10,215.23</u>	<u>(40,509.51)</u>

Early Learning Coalition of Marion County, Inc.

Statement of Revenues and Expenditures - Detail

From 7/1/2025 Through 8/31/2025

	Current Period Actual	Prior Year Actual	Current Year Change
Operating Revenue			
Grant Revenue	314,804.41	331,813.24	(17,008.83)
Total Operating Revenue	<u>314,804.41</u>	<u>331,813.24</u>	<u>(17,008.83)</u>
Total Revenue	<u>314,804.41</u>	<u>331,813.24</u>	<u>(17,008.83)</u>
Expenditures			
Personnel Expenses	31,415.78	40,125.77	(8,709.99)
Program Expenses	269,188.75	426,086.55	(156,897.80)
Professional Fees	1,384.48	1,838.61	(454.13)
Supplies	120.75	80.58	40.17
Telephone	666.37	266.69	399.68
Postage & Shipping	1.91	0.00	1.91
Occupancy	979.42	613.22	366.20
Maintenance & Repairs	12,603.84	203.33	12,400.51
Conferences, Conventions & Meetings	0.00	79.49	(79.49)
Printing & Publications	81.67	26.60	55.07
Dues & Subscriptions	0.00	3,102.87	(3,102.87)
Depreciation	127.11	340.35	(213.24)
Miscellaneous	2,385.49	629.20	1,756.29
Total Expenditures	<u>318,955.57</u>	<u>473,393.26</u>	<u>(154,437.69)</u>
Net Revenue Over Expenditures	<u>(4,151.16)</u>	<u>(141,580.02)</u>	<u>137,428.86</u>

Early Learning Coalition of Marion County, Inc.

Normal Trial Balance - TB ZH

From 7/1/2025 Through 8/31/2025

Account Code	Account Title	Debit Balance	Credit Balance
1000	Cash: Operating (0332)	1,658,500.46	
1010	Cash: Unrestricted (0340)	116,243.44	
1020	Cash: Building (0464)	29,826.41	
1050	Cash: PayPal		1,828.87
1080	Cash: Community Foundation	117,077.87	
1091	Petty Cash: Vending Machine	60.74	
1095	Credit Card (VISA)	1,779.87	
1096	Credit Card (MasterCard)		10.05
1097	Credit Card (Sam's Club)	39.99	
1098	Credit Card (South State - VISA)		6,723.02
1200	A/R: FOEL	1,646,231.80	
1210	A/R: Other Grants	39,839.74	
1220	A/R: Overpayments	26,244.41	
1290	Due from Employee		331.28
1299	A/R: Clearing		66,250.97
1400	Prepaid: Postage	2,010.89	
1401	Prepaid: Insurance	87.44	
1403	Prepaid: Other	15,284.95	
1405	Prepaid: Travel Advance	2,207.44	
1500	Fixed Assets: Equipment	58,707.26	
1501	Fixed Assets: Furniture	5,300.00	
1502	Fixed Assets: Building	856,517.59	
1503	Fixed Assets: Land	116,960.14	
1600	Accumulated Depreciation: Equipment		58,707.10
1601	Accumulated Depreciation: Furniture		5,300.00
1602	Accumulated Depreciation: Building		429,384.97
2000	Accounts Payable		1,362,782.14
2099	A/P: Conversion	802.82	
2100	Notes Payable: LOC	0.00	
2105	Notes Payable: HVAC		0.01
2200	Payable: Salary	0.00	
2203	Payable: Accrued PLT		118,485.00
2205	Payable: Social Security	0.00	
2206	Payable: Medicare	0.00	
2207	Payable: SUTA	84.71	
2208	Payable: Federal Withholding	0.00	
2210	Payable: Health Insurance	48,354.83	
2211	Payable: Dental Insurance	302.54	
2212	Payable: Vision Insurance	15.65	
2213	Payable: HSA	0.00	
2220	Payable: ER - 403(b)		10,689.02
2221	Payable: EE - 403(b)		2,771.80
2222	Payable: EE - Roth IRA		130.00
2230	Payable: Life Insurance		214.58
2231	Payable: Short-term Disability		111.82
2232	Payable: Long-term Disability	1,141.15	
2240	Payable: AFLAC		1,867.78
2245	Payable: Colonial Life		577.96
2250	Payable: United Way Deductions		10,933.40
2255	Payable: Wage Garnishment	0.00	
2265	Payable: Workers Compensation	849.75	
2700	Payable: FOEL Advance		2,260,297.64
2701	2701: A/R: VPPRP VPK Provider Advance	26,720.76	
2710	Payable: Interest		1,188.50
2720	Payable: Fraud Collections		24,021.93

Early Learning Coalition of Marion County, Inc.

Normal Trial Balance - TB ZH

From 7/1/2025 Through 8/31/2025

Account Code	Account Title	Debit Balance	Credit Balance
2900	Deferred Revenue		4,111.01
3000	Net Assets		381,652.85
4001	Grants: State & Federal		3,058,685.09
4010	Grants: Local Governments		14,723.83
4020	Grants: Other		4,116.66
4050	Gifts, Donations, and Pledges		5,633.69
4100	Revenue: Interest		423.17
4201	Revenue: Miscellaneous		262.00
4210	Revenue: Provider Trainings		370.00
4905	Revenue: Facility Rental		866.68
4991	Realized Gain on Investments		389.33
4992	Unrealized Gain on Investments		2,078.16
5000	Salary: Directors (990 reportable)	20,600.00	
5001	Salary: Exempt (Other)	192,506.14	
5002	Salary: Hourly	135,457.67	
5005	Payroll Tax: Social Security	20,776.06	
5006	Payroll Tax: Medicare	4,858.89	
5007	Payroll Tax: SUTA	0.00	
5010	Insurance: Health	49,529.20	
5011	Insurance: Dental	2,264.00	
5020	Retirement: ER Contribution	13,941.30	
5030	Insurance: Life	861.19	
5031	Insurance: Short-term Disability	1,931.71	
5032	Insurance: Long-term Disability	1,191.28	
5100	Staff Development	750.00	
6000	Professional Services: Consultant	3,100.00	
6005	Professional Services: IT management	9,485.00	
6025	Professional Services: Printing & Reproductions	2,140.90	
6030	Professional Services: Repairs & Maintenance	125.00	
6035	Professional Services: Other	238.00	
6040	Prof Service: Payroll	2,871.72	
6500	Direct Services: Child Care	2,388,436.10	
6501	Direct Services - Prior Year	23,917.54	
7001	Utilities	4,739.87	
7005	Janitorial Services	5,162.00	
7006	Janitorial Supplies	577.84	
7007	Lawn Service	600.00	
7008	Security System	864.64	
7050	Postage, Freight, and Delivery	66.90	
7100	Equipment Lease and Maintenance	270.12	
7150	Office Supplies and Expenses	2,576.82	
7151	Printing: Copier	1,299.57	
7200	Communications: Land Line	3,583.28	
7201	Communications: Cellular	459.16	
7202	Communications: Internet	269.86	
7260	Insurance and Surety Bonds: General Liability	42,012.80	
7265	Insurance and Surety Bonds: Workers Compensation	669.19	
7275	Insurance and Surety Bonds: Other	8,501.80	
7410	Consumer Education and Outreach Material	9,075.31	
7420	Scholarships and Other Education Opportunities	1,575.00	

Early Learning Coalition of Marion County, Inc.

Normal Trial Balance - TB ZH

From 7/1/2025 Through 8/31/2025

Account Code	Account Title	Debit Balance	Credit Balance
7425	Wage Incentives	57,478.13	
7501	Travel: In-State	3,845.97	
7505	Travel: Out of State	2,029.62	
7510	Travel: In Service Area	541.22	
7600	Admin Fees (Comm Fdt)	237.13	
7601	Bank Fees	634.05	
7602	Merchant Service Fees	29.28	
7603	Interest Expense	1,561.28	
7605	Software-Licenses-Support	4,304.26	
7610	Web service, hosting, support, back-up services & Maintenanc	270.00	
7615	Other employee related expenditures	533.30	
7620	Membership Dues	6,100.00	
7625	Taxes, licenses and fees		6.30
7900	Development Expense	316.10	
8500	Childcare	725.00	
8535	Books	22,965.07	
8550	Food services (Unallowable)	1,431.39	
9001	Depreciation	4,446.30	
Report Total		7,835,926.61	7,835,926.61
Report Difference		0.00	

ELC OF MARION COUNTY EXECUTIVE SUMMARY

Version 25.7.25.1

TARGETS AND RESTRICTIONS			PROGRAM TOTALS
SR Direct Services Min: 78%	3,066,947 + 43,721	80.7%	
	<u>3,854,364</u>		
SR Admin Max: 5%	68,559 +	1.779%	
	<u>3,854,364</u>		
SR Admin/NonDirect/Quality Max: 22%	727,946 + 15,750	19.3%	
	<u>3,854,364</u>		
SR Quality Min: 4%	360,292 + 15,750	9.8%	
	<u>3,854,364</u>		
SR Match Max: \$611,066		28,801.11	
Dollar-for-Dollar Match:		28,801.11	
VPK Admin Max: 5%	44,063	16.593%	
	<u>265,544</u>		
SR Plus Admin Max: 5%		0.0%	

SR Total
 SR Admin
 SR Non-Direct
 SR Quality
 SR Direct Services*
 Quality Performance
 QPI Shortfall
 SR Match

Special Needs
 Gold Seal
 SR Plus
 VPK Total
 VPK Admin
 VPK DS

VPK PA

* includes SR Match, Special

YTD MATCH SUMMARY				
	Cash in EFSM	Cash not in EFSM	Total Cash	Public Funds
<u>Cost Type</u>				
Direct Service	43,720.69	.00	43,720.69	
Admin	.00	.00	0.00	
All Non Direct	.00	15,749.72	15,749.72	

Historical SR-VPK Child Count-Admin
SR Historical

Month	July			Aug			Sept			Oct			Nov			Dec		
Fiscal Year	Children Served	DS %	Adm %	Children Served	DS %	Adm %	Children Served	DS %	Adm %	Children Served	DS %	Adm %	Children Served	DS %	Adm %	Children Served	DS %	Adm %
22-23 Actual	2,043		9.300%	2,136	84.700%	1.400%	2,120	83.600%	2.700%	2,172	83.600%	2.800%	2,194	84.100%	2.900%	2,135	84.000%	3.200%
23-24 Actual	2,018	82.100%	4.100%	2,200	82.900%	3.720%	2,107	83.300%	3.975%	2,241	83.400%	3.780%	2,170	83.400%	3.530%	2,182	83.600%	3.274%
24-25 Actual	2,131	87.500%	2.340%	2,331	83.800%	2.208%	2,159	81.300%	2.510%	2,118	82.500%	2.540%	2,065	80.800%	2.661%	2,138	80.900%	2.510%
25-26 Actual	2,048	83.100%	0.640%	2,112	80.700%	1.779%												

Month	Jan			Feb			March			April			May			June		
Fiscal Year	Children Served	DS %	Adm %	Children Served	DS %	Adm %	Children Served	DS %	Adm %	Children Served	DS %	Adm %	Children Served	DS %	Adm %	Children Served	DS %	Adm %
22-23 Actual	2,142	83.000%	3.260%	2,190	80.900%	3.647%	2,228	82.900%	3.344%	2,204	82.900%	3.408%	2,222	82.600%	3.670%	2,245	82.700%	3.594%
23-24 Actual	2,231	84.500%	2.868%	2,183	82.800%	3.773%	2,253	82.100%	4.327%	2,342	81.000%	5.006%	2,327	81.100%	4.929%	2,337	79.500%	5.266%
24-25 Actual	2,199	79.900%	2.762%	2,189	79.900%	2.839%	2,308	79.800%	2.898%	2,284	79.700%	3.020%	2,239	78.500%	4.506%	2,271		
25-26 Actual																		

Fiscal Year	13th Inv			Funding Breakdown					
	Avg Child	Avg DS %	Admin %	Base DS	QPI	GS	SN	Match	Total
22-23 Actual	2,169	83.182%	3.780%	10,200,692	512,406	521,794	17,164	175,969	11,428,025
23-24 Actual	2,216	82.475%	4.860%	10,303,784	550,889	614,982	14,366	156,606	11,640,628
24-25 Actual	2,203	81.327%		11,488,214	663,986	689,622	12,459	162,617	13,016,898
25-26 Actual	2,080			12,812,267	754,466	716,066	11,286	153,587	14,447,672

Historical SR-VPK Child Count-Admin
VPK Historical

Month	July		Aug		Sept		Oct		Nov		Dec	
Fiscal Year	Children Served	Admin %	Children Served	Admin %	Children Served	Admin %	Children Served	Admin %	Children Served	Admin %	Children Served	Admin %
22-23 Actual	79	50.260%	1,166	9.610%	1,877	6.310%	2,056	4.660%	1,868	4.110%	1,827	4.060%
23-24 Actual	33	546.410%	1,137	24.980%	1,197	15.014%	1,611	9.819%	1,626	8.730%	1,597	8.729%
24-25 Actual	75	59.240%	1,124	16.380%	1,782	9.110%	1,908	6.690%	1,884	6.709%	1,794	6.714%
25-26 Actual	54	74.028%	1,147	16.593%								

Month	Jan		Feb		March		April		May		June	
Fiscal Year	Children Served	Admin %	Children Served	Admin %	Children Served	Admin %	Children Served	Admin %	Children Served	Admin %	Children Served	Admin %
22-23 Actual	1,630	3.890%	1,804	3.890%	1,862	3.978%	1,737	4.110%	1,852	4.430%	164	4.500%
23-24 Actual	1,630	7.110%	1,794	6.150%	1,707	5.650%	1,406	5.164%	1,637	4.659%	330	4.131%
24-25 Actual	1,856	5.760%	1,597	5.097%	1,666	4.553%	1,815	4.009%	1,769	3.893%	269	3.904%
25-26 Actual												

Month	13th Inv		Funding
Fiscal Year	Avg Child Count	Admin %	Base DS
22-23 Actual	1,494	3.990%	5,159,702
23-24 Actual	1,309	2.960%	4,955,716
24-25 Actual	1,462		5,492,530
25-26 Actual			5,327,174



Early Learning Coalition of Marion County

Action Sheet

FULL BOARD
October 23, 2025

SUBJECT: Disposal of Outdated / Surplus Inventory

Fiscal Impact: N/A

PROPOSED ACTION

Approve disposal of outdated/surplus inventory.

BACKGROUND INFORMATION

In compliance with the Florida Statutes, guidance, and direction of DEL, the Coalition's Tangible Property Policy on Surplus Inventory disposal states:

4.2 Surplus/excess property includes the following: 4.2.1 any property that is no longer needed or required by the Coalition or contracted service provider as approved by the Coalition.

4.2.2 Any property that is obsolete, or the continued use of which is not economical or efficient; or which serves no function for any activity; or is in excess of need at a location. This includes desks, chairs, tables, filing cabinets, computers, printers, copiers, and any other items considered as office furniture.

4.2.3 Surplus property does not include trash, old forms, miscellaneous parts, and pieces of old office supplies such as broken staplers, hole-punches, notebooks, or old folders.

4.3 The Coalition has the discretion to classify as surplus any of its property, which has not otherwise been lawfully disposed of.

4.4 Within the reasonable exercise of its discretion and after considering what is best for the Coalition and based upon the current condition of the inventory item, an item may be placed on the Surplus Property Form.

4.5 The Surplus Property Form will list all surplus property that is in excellent, good, fair and poor condition. Items in poor condition will be available for parts as needed.

4.6 The Coalition will disseminate the Surplus Property Form to DEL and other Coalitions to offer them the first opportunity to acquire property they may need. This list will be available for 90 days from the original date of dissemination, after this date the surplus property will be made available for other forms of disposition upon approval from DEL.

According to the Board-approved policy, as prepared with direction and guidance of DEL, it is appropriate that the items listed on the Surplus Property Form (attached) are removed from the current inventory at the Coalition.

On October 9, 2025, the Executive Committee motioned for Boards final approval.

Supporting Documentation Included:

- Surplus Property Form

**Florida Department of Education
Office of Early Learning
Surplus Property Form**

TO: Florida's Office of Early Learning
250 Marriott Drive
Tallahassee, Florida 32399

From: Early Learning Coalition of Marion County, Inc
2300 SW 17th Rd
Ocala, Florida 34471

PAGE: 1 of 6

DATE: 10/2/2025

ID Tag #	Description of Property (w/name, make, model # and manufacturer)	Physical Location of Property Being Made Surplus	Condition*	Serial Number	Comments	
1341	Dell OptiPlex 1340	2300 Sw 17 th Rd	Poor	FZ2KPD2	Inefficient/Outdated	ADDRESS: 2300 SW 17 th Rd Ocala, Fl 34471 CUSTODIAN DELEGATE: Josef Izquierdo TELEPHONE NUMBER: 352-369-2315 ext 248 SUNCOM NUMBER: FAX NUMBER: 352-369-2475
1362	Dell OptiPlex 1340	2300 Sw 17 th Rd	Poor	8N627J2	Inefficient/Outdated	
1364	Dell OptiPlex 1340	2300 Sw 17 th Rd	Poor	8V027J2	Inefficient/Outdated	
1416	Dell OptiPlex 7060 SFF	2300 Sw 17 th Rd	Poor	G7MG7X2	Inefficient/Outdated	
1392	Dell OptiPlex 5060 SFF	2300 Sw 17 th Rd	Poor	93HXDW2	Inefficient/Outdated	
1340	Dell OptiPlex 1340	2300 Sw 17 th Rd	Poor	FZBDPD2	Inefficient/Outdated	
1425	Dell OptiPlex 5060 SFF	2300 Sw 17 th Rd	Poor	8XXLDW2	Inefficient/Outdated	
1394	Dell OptiPlex 5060 SFF	2300 Sw 17 th Rd	Poor	8XXTDW2	Inefficient/Outdated	
1105	Dell Optiplex 780	2300 Sw 17 th Rd	Poor	8FPHKQ1	Inefficient/Outdated	
1350	Dell OptiPlex 3040	2300 Sw 17 th Rd	Poor	8NH27J2	Inefficient/Outdated	

*CONDITION OF PROPERTY: E = EXCELLENT; G = GOOD; F = FAIR; P = POOR;

I HEREBY CERTIFY THIS PROPERTY AS SURPLUS.

SUBMITTING CUSTODIAN SIGNATURE:

**Florida Department of Education
Office of Early Learning
Surplus Property Form**

TO: Florida's Office of Early Learning
250 Marriott Drive
Tallahassee, Florida 32399

From: Early Learning Coalition of Marion County, Inc
2300 SW 17th Rd
Ocala, Florida 34471

PAGE: 2 of 6

DATE: 10/2/2025

ID Tag #	Description of Property (w/name, make, model # and manufacturer)	Physical Location of Property Being Made Surplus	Condition*	Serial Number	Comments	
1424	Dell OptiPlex 5060 SFF	2300 Sw 17 th Rd	Poor	8XWNDW2	Inefficient/Outdated	ADDRESS: 2300 SW 17 th Rd Ocala, FL 34471 CUSTODIAN DELEGATE: Josef Izquierdo TELEPHONE NUMBER: 352-369-2315 ext 248 SUNCOM NUMBER: FAX NUMBER: 352-369-2475
1423	Dell OptiPlex 5060 SFF	2300 Sw 17 th Rd	Poor	93TJDW2	Inefficient/Outdated	
1379	Dell OptiPlex 3050	2300 Sw 17 th Rd	Poor	3WSXSM2	Inefficient/Outdated	
1387	Dell OptiPlex 5060 SFF	2300 Sw 17 th Rd	Poor	8XWKDW2	Inefficient/Outdated	
1376	Dell OptiPlex 3050	2300 Sw 17 th Rd	Poor	CZ56CM2	Inefficient/Outdated	
1363	Dell OptiPlex 3040	2300 Sw 17 th Rd	Poor	8VC67J2	Inefficient/Outdated	
1056	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	B7XHP22	Inefficient/Outdated	
1317	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	B8PHP22	Inefficient/Outdated	
1044	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	BBYFP22	Inefficient/Outdated	
1085	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	BGGJP22	Inefficient/Outdated	
1075	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	BJTFP22	Inefficient/Outdated	

*CONDITION OF PROPERTY: E = EXCELLENT; G = GOOD; F = FAIR; P = POOR;

I HEREBY CERTIFY THIS PROPERTY AS SURPLUS.

SUBMITTING CUSTODIAN SIGNATURE: _____

**Florida Department of Education
Office of Early Learning
Surplus Property Form**

TO: Florida's Office of Early Learning
250 Marriott Drive
Tallahassee, Florida 32399

From: Early Learning Coalition of Marion County, Inc
2300 SW 17th Rd
Ocala, Florida 34471

PAGE: 3 of 6

DATE: 10/2/2025

ID Tag #	Description of Property (w/name, make, model # and manufacturer)	Physical Location of Property Being Made Surplus	Condition*	Serial Number	Comments	
1071	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	BGYGP22	Inefficient/Outdated	ADDRESS: 2300 SW 17 th Rd Ocala, Fl 34471 CUSTODIAN DELEGATE: Josef Izquierdo TELEPHONE NUMBER: 352-369-2315 ext 248 SUNCOM NUMBER: FAX NUMBER: 352-369-2475
1141	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	BCBJP22	Inefficient/Outdated	
1079	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	BKOJP22	Inefficient/Outdated	
1108	Dell OptiPlex 780	2300 Sw 17 th Rd	Poor	6B2SVN1	Inefficient/Outdated	
1151	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	BD5HP22	Inefficient/Outdated	
1035	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	BFXHP22	Inefficient/Outdated	
1275	HP LaserJet Pro 200	2300 Sw 17 th Rd	Poor	VNB3B10962	Broken/ Malfunctioning	
1505	Dell Latitude 5520 Notebook	2300 Sw 17 th Rd	Poor	FPHMG63	Broken/ Malfunctioning	
1498	Dell Latitude 5520 Notebook	2300 Sw 17 th Rd	Poor	438MG63	Broken/ Malfunctioning	
1521	Dell Latitude 5520 Notebook	2300 Sw 17 th Rd	Poor	JLHMG63	Broken/ Malfunctioning	
1042	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	BB6GP22	Inefficient/Outdated	

*CONDITION OF PROPERTY: E = EXCELLENT; G = GOOD; F = FAIR; P = POOR;

I HEREBY CERTIFY THIS PROPERTY AS SURPLUS.

SUBMITTING CUSTODIAN SIGNATURE: _____

OEL – 10/02/2025

**Florida Department of Education
Office of Early Learning
Surplus Property Form**

TO: Florida's Office of Early Learning
250 Marriott Drive
Tallahassee, Florida 32399

From: Early Learning Coalition of Marion County, Inc
2300 SW 17th Rd
Ocala, Florida 34471

PAGE: 4 of 6

DATE: 10/2/2025

ID Tag #	Description of Property (w/name, make, model # and manufacturer)	Physical Location of Property Being Made Surplus	Condition*	Serial Number	Comments	
1162	Dell OptiPlex 3020	2300 Sw 17 th Rd	Poor	BGSHP22	Inefficient/Outdated	ADDRESS: 2300 SW 17 th Rd Ocala, Fl 34471 CUSTODIAN DELEGATE: Josef Izquierdo TELEPHONE NUMBER: 352-369-2315 ext 248 SUNCOM NUMBER: FAX NUMBER: 352-369-2475
1378	Dell OptiPlex 3050	2300 Sw 17 th Rd	Poor	CYX1CM2	Inefficient/Outdated	
1380	Dell OptiPlex 3050	2300 Sw 17 th Rd	Poor	78R0TM2	Inefficient/Outdated	
1381	Dell OptiPlex 3050	2300 Sw 17 th Rd	Poor	CYW0CM2	Inefficient/Outdated	
1421	Dell OptiPlex 5060 SFF	2300 Sw 17 th Rd	Poor	93JVDW2	Inefficient/Outdated	
1420	Dell OptiPlex 5060 SFF	2300 Sw 17 th Rd	Poor	93FRDW2	Inefficient/Outdated	
1519	Dell Latitude 5520 Notebook	2300 Sw 17 th Rd	Poor	458MG63	Broken/ Malfunctioning	
1494	Dell Latitude 5520 Notebook	2300 Sw 17 th Rd	Poor	CHHMG63	Broken/ Malfunctioning	
1368	VIZIO 39" LED Smart HDTV	2300 Sw 17 th Rd	Poor		Broken/ Malfunctioning	
1002	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	8546554153	Inefficient/Outdated	
1003	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	10632254853	Inefficient/Outdated	

*CONDITION OF PROPERTY: E = EXCELLENT; G = GOOD; F = FAIR; P = POOR;

I HEREBY CERTIFY THIS PROPERTY AS SURPLUS.

SUBMITTING CUSTODIAN SIGNATURE: _____

OEL – 10/02/2025

**Florida Department of Education
Office of Early Learning
Surplus Property Form**

TO: Florida's Office of Early Learning
250 Marriott Drive
Tallahassee, Florida 32399

From: Early Learning Coalition of Marion County, Inc
2300 SW 17th Rd
Ocala, Florida 34471

PAGE: 5 of 6

DATE: 10/2/2025

ID Tag #	Description of Property (w/name, make, model # and manufacturer)	Physical Location of Property Being Made Surplus	Condition*	Serial Number	Comments	
1004	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	14761254753	Inefficient/Outdated	<p>ADDRESS: 2300 SW 17th Rd Ocala, Fl 34471</p> <p>CUSTODIAN DELEGATE: Josef Izquierdo</p> <p>TELEPHONE NUMBER: 352-369-2315 ext 248</p> <p>SUNCOM NUMBER:</p> <p>FAX NUMBER: 352-369-2475</p>
1005	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	32035154853	Inefficient/Outdated	
1006	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	32046654853	Inefficient/Outdated	
1007	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	32207754853	Inefficient/Outdated	
1008	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	32595454853	Inefficient/Outdated	
1009	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	38790154953	Inefficient/Outdated	
1010	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	45039754953	Inefficient/Outdated	
1011	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	45051654953	Inefficient/Outdated	
1273	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	10131163253	Inefficient/Outdated	
1274	Microsoft Surface Pro 4	2300 Sw 17 th Rd	Poor	32982462953	Inefficient/Outdated	
1343	Microsoft Surface Laptop	2300 Sw 17 th Rd	Poor	2456272457	Inefficient/Outdated	

*CONDITION OF PROPERTY: E = EXCELLENT; G = GOOD; F = FAIR; P = POOR;

I HEREBY CERTIFY THIS PROPERTY AS SURPLUS.

SUBMITTING CUSTODIAN SIGNATURE: _____

**Florida Department of Education
Office of Early Learning
Surplus Property Form**

TO: Florida's Office of Early Learning
250 Marriott Drive
Tallahassee, Florida 32399

From: Early Learning Coalition of Marion County, Inc
2300 SW 17th Rd
Ocala, Florida 34471

PAGE: 6 of 6

DATE: 10/2/2025

ID Tag #	Description of Property (w/name, make, model # and manufacturer)	Physical Location of Property Being Made Surplus	Condition*	Serial Number	Comments	
1345	Microsoft Surface Laptop	2300 Sw 17 th Rd	Poor	4845772357	Inefficient/Outdated	ADDRESS: 2300 SW 17 th Rd Ocala, Fl 34471 CUSTODIAN DELEGATE: Josef Izquierdo TELEPHONE NUMBER: 352-369-2315 ext 248 SUNCOM NUMBER: FAX NUMBER: 352-369-2475
1347	Microsoft Surface Laptop	2300 Sw 17 th Rd	Poor	4370772357	Inefficient/Outdated	
1426	Microsoft Surface Laptop	2300 Sw 17 th Rd	Poor	41498294457	Inefficient/Outdated	
1427	Microsoft Surface Laptop	2300 Sw 17 th Rd	Poor	26089393657	Inefficient/Outdated	
1428	Microsoft Surface Laptop	2300 Sw 17 th Rd	Poor	3938939757	Inefficient/Outdated	
1429	Microsoft Surface Laptop	2300 Sw 17 th Rd	Poor	6138393557	Inefficient/Outdated	

*CONDITION OF PROPERTY: E = EXCELLENT; G = GOOD; F = FAIR; P = POOR;

I HEREBY CERTIFY THIS PROPERTY AS SURPLUS.

SUBMITTING CUSTODIAN SIGNATURE: _____

Information Items

Early Learning Coalition of Marion County Meeting Minutes

Meeting: Executive Committee
Date/Time: September 26, 2025, 8:30 AM
Location: ELCMC Office, 2300 SW 17th Road, Ocala, FL 34471/Via Conference Call
Attendance –
Present (In-Person): Todd Panzer; Brenda Ford
Present (Phone): Jennifer Beck
Absent: Heather Gamble, Thomas LoBianco
Staff Present: LaTrisha Sims, COO (Interim CEO); Elizabeth Deola, CPO; Marcelle Easter, CAO; Beatriz Montalvo, HR Director

Agenda Item	Summary/Discussion	Action
<ul style="list-style-type: none"> - Call to Order - Roll Call 	<p>Todd Panzer called the meeting to order. B. Montalvo called roll.</p>	<p>Meeting called to order at 8:38 AM. Quorum present.</p>
<p><u>DISCUSSION ITEMS:</u> Restructure Plan</p>	<p>The Executive Management Team submitted five scenario plans to the Executive Committee to support brainstorming around reorganization and streamlining operations. What began as a discussion to explore potential future directions for the Coalition resulted in a formal action item, with an effective date of October 6, 2025.</p> <p>The Executive Committee has selected Scenario 1; a strategy designed to reduce costs and more effectively balance workloads across the organization. In addition to operational efficiencies, this approach creates opportunities for internal promotions, supporting both growth and continuity within the Coalition.</p>	<p>Brenda Ford made a motion to approve new Org Chart as detailed in Scenario 1. Jennifer Beck seconded. Motion carried unanimously. This will be presented to the Board of Directors as ratification.</p>
<p>Salary Study</p>	<p>The Executive Management Team submitted a Salary Study to the Executive Committee to ensure Coalition wages remain competitive with those of similar organizations. As part of compliance, ELCMC is required to conduct salary studies every two to three years.</p> <p>This study utilized data from the Edyth Bush Institute Nonprofit Benefits Report, as well as salary grades from neighboring Coalitions. Based on the</p>	<p>Brenda Ford made a motion to approve Option 1 of the salary study as presented. Jennifer Beck seconded. Motion carried unanimously.</p>

	findings, the Coalition has adjusted the hiring salary range to be in alignment with the nonprofit organizations in Central Florida. To align with the new organizational chart, the Executive Committee unanimously agreed to move forward effective October 6, 2025 .	
Public Comment	None at this time.	
Adjournment		Meeting Adjourned at 9:50 AM

Reported by: Beatriz Montalvo, HR Director

Approved by: _____
Signature
Date

NOTE: For additional information on any of the above items, please contact Interim CEO, LaTrisha Sims at lsims@elc-marion.org.

Early Learning Coalition of Marion County Meeting Minutes

Meeting: Executive Committee
Date/Time: October 9, 2025, 8:30 AM
Location: ELCMC Office, 2300 SW 17th Road, Ocala, FL 34471/Via Conference Call
Attendance –
Present (In-Person): Todd Panzer; Brenda Ford
Present (Virtual): Jennifer Beck
Absent: Heather Gamble, Thomas LoBianco
Staff Present: LaTrisha Sims, Interim CEO; Marcelle Easter, CAO; Beatriz Montalvo, HR Director; Wendy Williams, Community Relations Director; Sadie Hackley, Finance Director; Michaela Powell, Programs Compliance Director; Zack Hackley, Finance Consultant

Agenda Item	Summary/Discussion	Action
<ul style="list-style-type: none"> - Call to Order - Roll Call 	Todd Panzer called the meeting to order. B. Montalvo called roll.	Meeting called to order at 8:37 AM. Quorum present.
Executive Committee Meeting Minutes: <ul style="list-style-type: none"> • August 14, 2025 • September 26, 2025 	L. Sims presented the Executive Committee meeting minutes included in packet. No questions or additional information was needed.	ACTION ITEM: Brenda Ford made a motion to approve the minutes as presented. Jennifer Beck seconded. Motion carried unanimously.
Financials through August 2025	Z. Hackley reviewed and discussed the financials in detail, highlighting the need to clean up work from Children’s Forum and Redeemer School. We are still in line with our state mandates.	ACTION ITEM: Brenda Ford made a motion to approve the Financials as presented. Jennifer Beck seconded. Motion carried unanimously.
Budget R-3	M. Easter presented the proposed line-item Budget R-3. Revisions include changes from the Help Me Grow Grant, realignment of expenses, changes to the company restructuring and salary grades update.	ACTION ITEM: Jennifer Beck made a motion to approve the Budget R-3 as presented. Brenda Ford seconded. Motion carried unanimously.
Disposal of Outdated / Surplus Inventory	M. Easter presented the disposal of outdated / surplus inventory for approval. According to the Board-approved policy, as prepared with direction and guidance of DEL, it is appropriate that the items listed on the Surplus	ACTION ITEM: Brenda Ford made a motion to approve the disposal of outdated / surplus inventory as

	Property Form (included in the packet) are removed from the current inventory at the Coalition.	presented. Jennifer Beck seconded. Motion carried unanimously.
Restructure / Salary Grade Study Update	The Executive Committee reviewed the proposed Salary Grade Study and Organizational Chart, which were developed based on five potential scenarios. After discussion and evaluation, the Committee selected and approved one scenario effective October 6, 2025 to go to Board as ratification.	DISCUSSION ITEM
School Readiness Program Update	L. Sims discussed the parent copayments based on parents' income as of July 1, 2025. As a result of these changes, we are carefully evaluating the financial impact while managing the waitlist. With the new minimum wage increase, it is now harder for parents to qualify for school readiness services. Beginning October 1, House Bill 1255 raised the entry income threshold from 150% of the Federal Poverty Level (FPL) to 55% of the State Median Income (SMI) which equals approximately 175% of the FPL. The change is expected to allow more families to qualify for the waitlist.	DISCUSSION ITEM
Legislative Delegation Update	L. Sims had the opportunity to present to state representatives on the critical importance of the SR program for working families. Ongoing funding fluctuations are negatively impacting families access to affordable child care. The statewide budget cuts have directly affected the operations and sustainability of Coalitions across Florida.	DISCUSSION ITEM
Give 4 Marion Update	W. Williams provided a flyer to the committee highlighting the 2025 Give 4 Marion results.	DISCUSSION ITEM
Public Comment	None at this time.	
Adjournment		Meeting Adjourned at 9:10 AM

Reported by: Beatriz Montalvo, HR Director

Approved by: _____
Signature Date

NOTE: For additional information on any of the above items, please contact Interim CEO, LaTrisha Sims at lsims@elc-marion.org.



CHILD CARE RESOURCE & REFERRAL (CCR&R) INTAKES



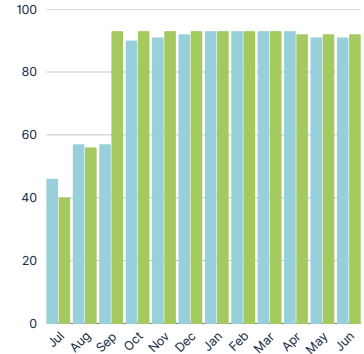
*Mar 2025 underreported due to technical issues

Child Care Resource and Referral

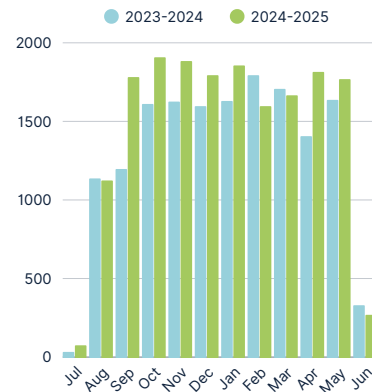
Child Care Resource and Referral (CCR&R) counselors assist families with finding quality child care, early learning program resources, and community service referrals based on the families' needs. Potential child care providers also contact CCR&R for information on starting a family child care home or child care center.

VOLUNTARY PREKINDERGARTEN

Child Care Providers

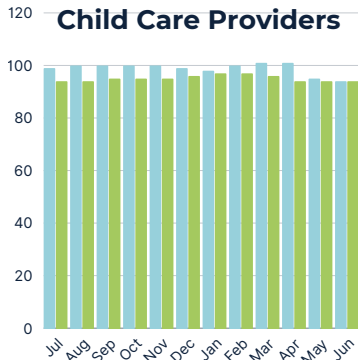


Children Served

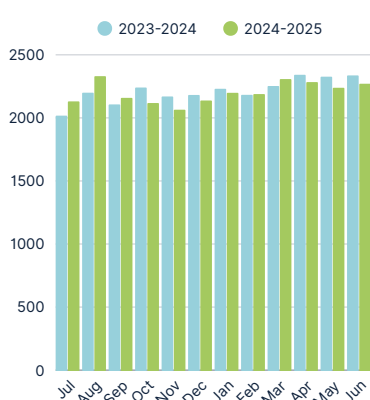


SCHOOL READINESS (SR)

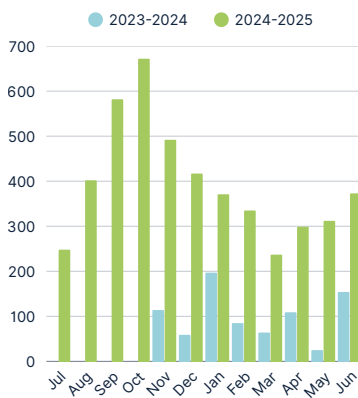
Child Care Providers



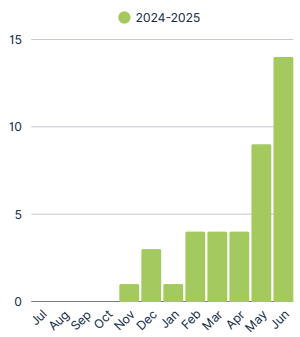
Children Served



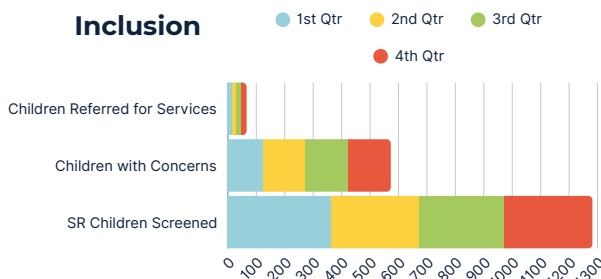
Waitlist



SR Plus Children Served



Inclusion



Florida's Voluntary Prekindergarten

Florida's Voluntary Prekindergarten (VPK) program is a free, high-quality education program for all four- or five-year-old children who have not entered kindergarten. Contracted VPK providers meet quality standards and performance metrics.

Florida School Readiness

The School Readiness (SR) program provides child care financial assistance to eligible families with children birth to 13. Child care providers meeting specific quality, health, and safety standards contract with the Coalition to provide SR services.

The SR waitlist is based on funding and provider availability.

The SR Plus program went into effect on September 24, 2024, and provides financial assistance to low-income SR families who are no longer eligible for the full SR subsidy.

Participating children are screened for developmental delays. If the screening indicates concerns, parents/guardians may consent to be referred for supportive services.

2024-25 YEAR END REPORT CONTINUED

CHILD CARE QUALITY INITIATIVES

1,139 Teachers Attended Coalition Trainings (includes duplicates)

12% Contracted Providers with Gold Seal Quality Care Accreditation

11 Teachers Participated in both T.E.A.C.H. and INCENTIVE\$

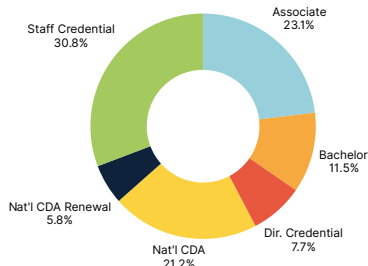
7% Annual Turnover Rate of INCENTIVE\$ Participants

Teacher Education And Compensation Helps (T.E.A.C.H.) Early Childhood Scholarship* Recipients

40 Provider Staff

1 Coalition Staff

9 Completed Contracts



*Administered by Children's Forum

Early Childhood Educator INCENTIVE\$

Incentive Level	Jul - Sept Participants	Jul - Dec Participants	Jul - Mar Participants	Jul - Jun Participants
Level 8: Bachelor degree in ECE/CD or Bachelor degree or higher with 36 credit hours in ECE/CD	15	16	15	15
Level 7: Bachelor degree or higher with 24 credit hours in ECE/CD	2	1	1	2
Level 6: Associate degree in ECE/CD or Associate degree or higher with 21 credit hours in ECE/CD	20	23	20	25
Level 5: Bachelor degree or higher with 12 credit hours in ECE/CD, Associate degree with 18 credit hours in ECE/CD, or 90 credit hours toward a Bachelor degree with 15 credit hours in ECE/CD	5	5	8	5
Level 4: Bachelor degree or higher, Associate degree with 12 credit hours in ECE/CD, or 45 credit hours with 15 credit hours in ECE/CD	34	31	28	32
Level 3: Associate degree, 70 credit hours of well-rounded coursework, 36 credit hours with 12 credit hours in ECE/CD, or 36 credit hours plus a National CDA or FL Staff Credential	13	11	8	6
Level 2: 24 credit hours with 12 credit hours in ECE/CD	2	1	4	2
Level 1: 12 credit hours in ECE or CD or National CDA or FL Staff Credential	101	98	96	97
Total Participants:	192	186	180	184
Average Six-Month Stipend:	\$467	\$583	\$553	\$600

The Coalition provides high-quality training opportunities to early childhood educators contracted to provide School Readiness or VPK programs.

Florida's Gold Seal Quality Care designation indicates child care providers who have gone above minimum standards to become accredited by an agency approved by the Florida Department of Education, Division of Early Learning.

The INCENTIVE\$ program helps improve child care quality by providing a financial stipend based on participants' level of education and length of employment with the same child care program. The program works in conjunction with the T.E.A.C.H. scholarship program administered by the Children's Forum.

The Classroom Assessment Scoring System® Score (CLASS®) Matrix

July 1, 2024 - June 30, 2025

Overall Score	SR Providers	VPK Providers	Total Providers
6.5 and above	0	3	3
6 to 6.49	3	5	8
5.5 to 5.99	12	32	37
5 to 5.49	37	35	63
4.5 to 4.99	14	10	24
4 to 4.49	5	5	10
3.5 to 3.99	1	0	1
Total	72	90	146

Coalition certified observers measure high-quality interactions between teachers and children in School Readiness and VPK classrooms, using the CLASS® tool. Higher scores reflect more effective interactions. Technical assistance is provided to sites needing improvement. Sites must score at least a 4 to remain contracted with the Coalition.

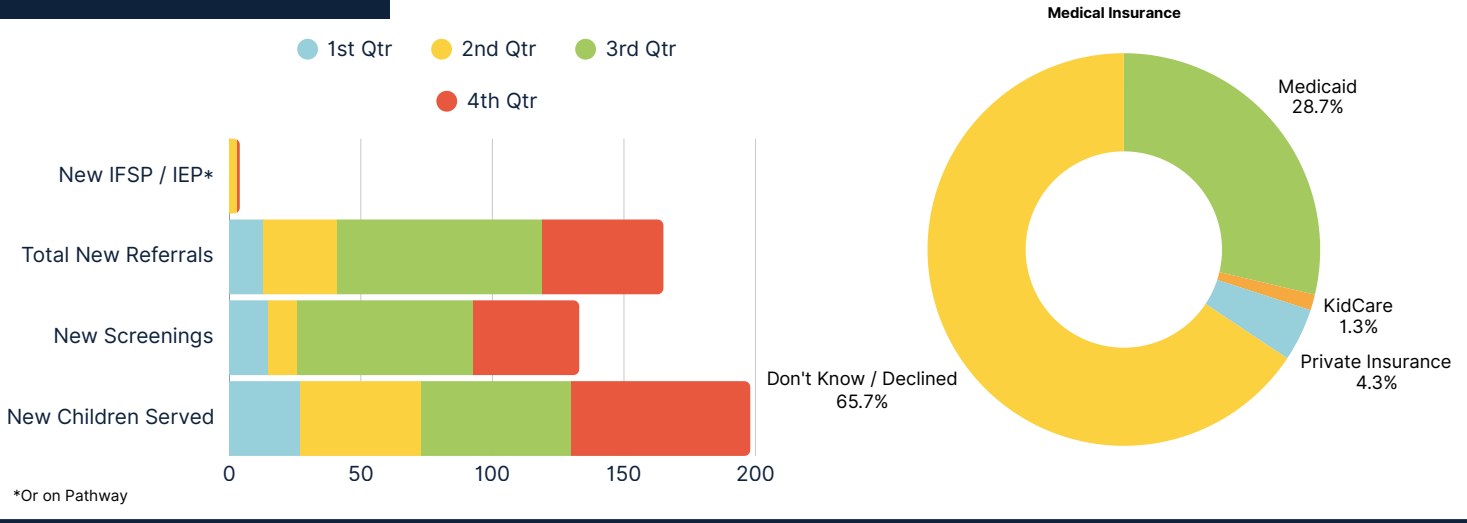
The 2024-2025 school year was the first year the Florida Department of Education applied a new VPK accountability system. The performance metrics and designations measure quality, achievement, and learning gains based on classroom observations and student progress monitoring assessments.

VPK Performance Metric and Designation

Designations	School Year		Summer	
	Percent of Providers	Provider Count	Percent of Providers	Provider Count
Excellent	40%	36	25%	1
Above Expectation	22%	20	25%	1
Meets Expectation	23%	21	25%	1
Below Expectation	4%	4		
Unsatisfactory	0%	0		
Incomplete	1%	9	25%	1

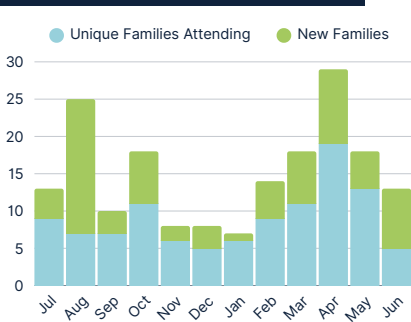
2024-25 YEAR END REPORT CONTINUED

HELP ME GROW



Help Me Grow supports healthy development for children birth to eight. Free screenings help identify developmental and behavioral concerns. Care coordinators provide families with customized support and connections to community services for early intervention. Coordinators also help families navigate any barriers to accessing care and support.

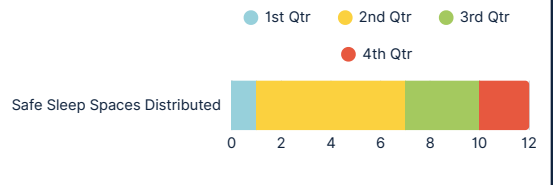
KALEIDOSCOPE PLAY & LEARN (KPL)



82% of KPL survey respondents reported increasing their knowledge about:

- Their role in helping children prepare for school
- What to expect of children of different ages
- How children learn through play

SAFE SLEEP

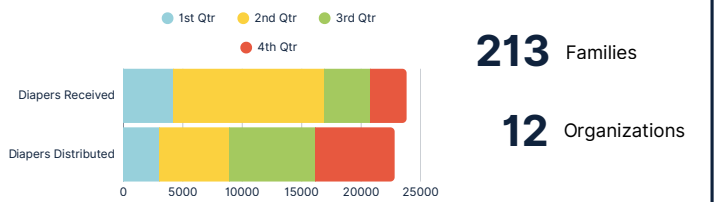


To reduce the risk of suffocation and Sudden Infant Death Syndrome (SIDS), portable cribs and safe sleep education are provided to eligible families who lack a safe sleeping space for their infants.

Kaleidoscope Play & Learn is a free weekly play group for children birth to five and their parent and caregiver. Children learn socialization skills while caregivers learn ways to support children's learning and healthy development at home.

Emergency diaper assistance is provided to eligible families, helping to meet a basic health need while reducing barriers to child care and employment. This program is 100% supported by community donations.

DIAPER ASSISTANCE



THE INCREDIBLE YEARS®

Fall	Spring	
9	14	Parents / Guardians Enrolled
4	12	Parents / Guardians Graduated
80%	83%	of program graduates reported a decrease in the frequency of their child's problematic behaviors
100%	100%	of program graduates reported improved or greatly improved confidence in their ability to manage future behavior problems

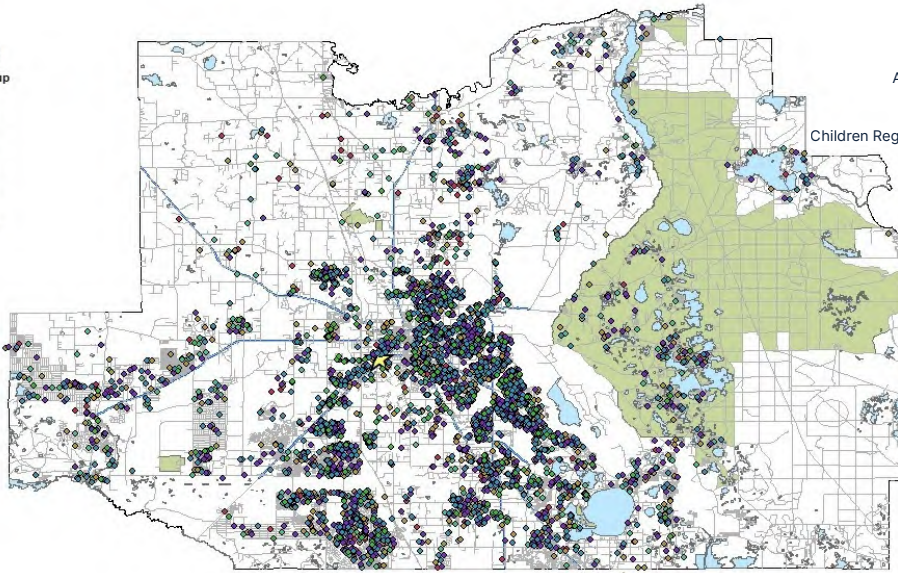
The Incredible Years® Preschool Parenting Program assists families with children three to five years old. In 14-week sessions, parents learn to minimize challenging behaviors and help their preschoolers improve their social skills and communication.

2024-25 YEAR END REPORT CONTINUED

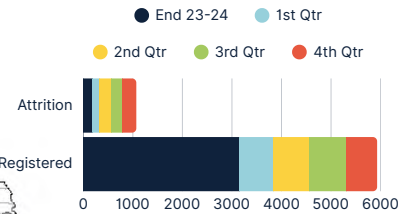
DOLLY PARTON'S IMAGINATION LIBRARY

Legend
Age Group

- ◆ 1
- ◆ 2
- ◆ 3
- ◆ 4
- ◆ 5
- ◆ 6



Saturation map as of 6/30/25



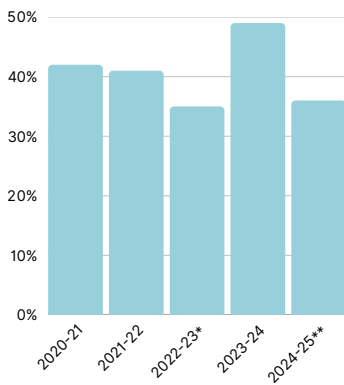
64%

of survey respondents reported reading with their child(ren) every day, a 27 percentage-point increase from pre-program participation

Launched County wide in March 2024, Dolly Parton's Imagination Library mails a free, high-quality, age-appropriate book each month to registered children ages birth to five.

Survey results show participating families are reading more frequently with their children - a key to improving kindergarten readiness and reading scores.

KINDERGARTEN READINESS



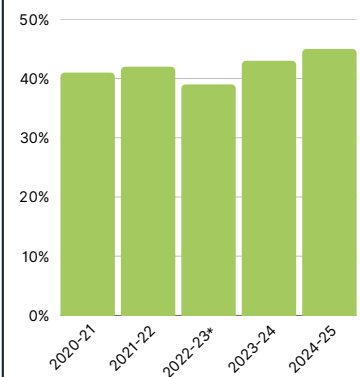
*2022-23 was first year of new FL Assessment of Student Thinking (FAST) Star Early Literacy screening and progress monitoring system
**Kindergarten Readiness cut score increased in 2024-25

Kindergarten Readiness rates indicate the percent of Marion County children ready for school based on a screening administered to public school students in the first 30 days of kindergarten. Research from the Florida Chamber Foundation indicates that 75% of children who are not school ready when they enter kindergarten never catch up.

Third Grade Reading scores indicate the percent of Marion County students reading at or above a third grade reading level based on a screening administered to public school and some private school students in the last month of third grade.

Kindergarten Readiness and third grade reading scores are community health indicators. When children enter kindergarten ready, they are more likely to read proficiently by third grade, graduate on time, succeed in the workforce, and contribute meaningfully to the economy.

THIRD GRADE READING

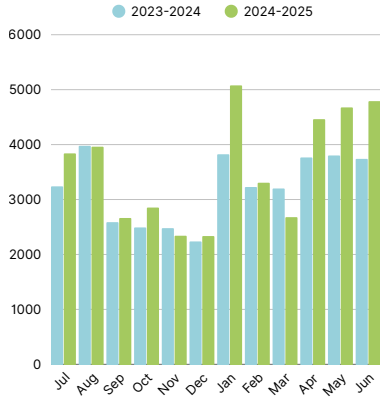


*2022-23 was first year of new FL Assessment of Student Thinking (FAST) Star Early Literacy screening and progress monitoring system

2024-25 YEAR END REPORT CONTINUED

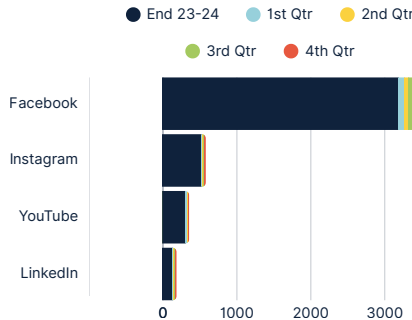
COMMUNITY OUTREACH

Website Users



Social Media

Followers



Engagement by Reach

1-5% considered good engagement

12%*

46%

1%

14%

*Based on June-March data. Meta no longer provides Unique Reach estimates

In-Person Outreach

30

Community events attended to promote programs and services to families and partners

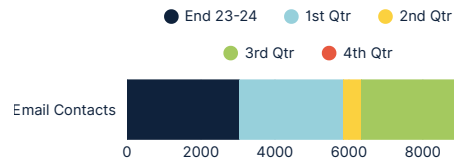
6

Presentations to community partners, families, and business leaders

5,275

Books Distributed

Emails



37%

Open Rate
(Excl. Apple MPP)

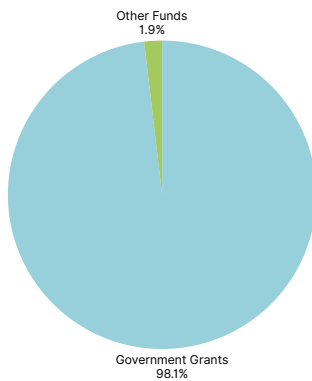
5%

Click Rate

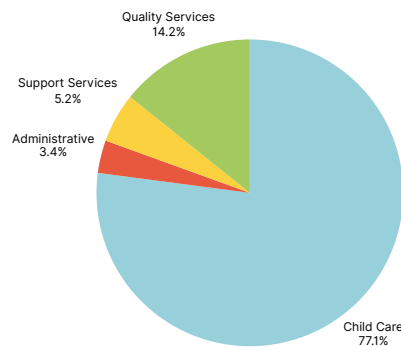
FINANCES

2024-2025 Budget: \$22.5 million

Funding Sources



Expenditures



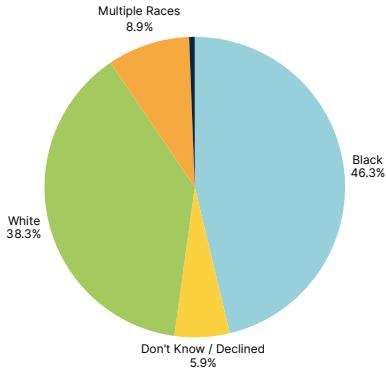
State Expense Mandates

Category	Budget Targets/Restrictions	Actual
School Readiness (SR) Direct Services (Child Care)	Min. 78%	79.5%
Administrative	Max. 5%	3.79%
SR Admin., Support, Quality	Max. 22%	20.5%
SR Quality	Min. 4%	10%

2024-25 YEAR END REPORT CONTINUED

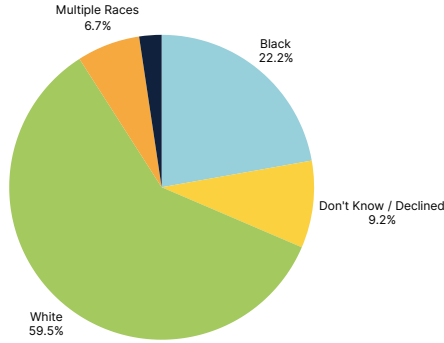
PROGRAM DEMOGRAPHICS

School Readiness



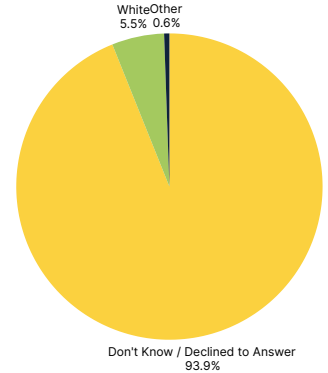
21% Hispanic
74% Non-Hispanic
5% Don't Know / Declined

VPK



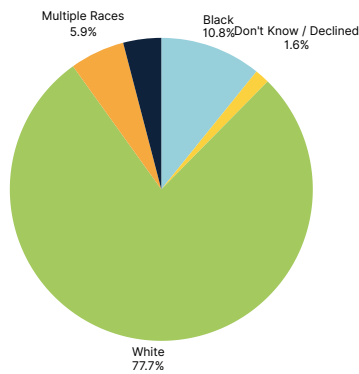
28% Hispanic
58% Non-Hispanic
14% Don't Know / Declined

Kaleidoscope Play & Learn



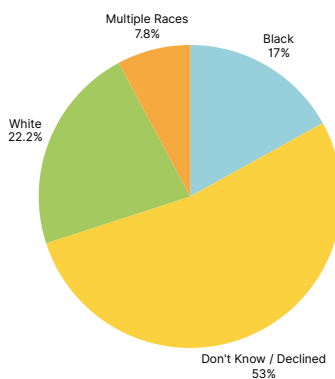
2% Hispanic
5% Non-Hispanic
93% Don't Know / Declined

Dolly Parton's Imagination Library Survey Respondents



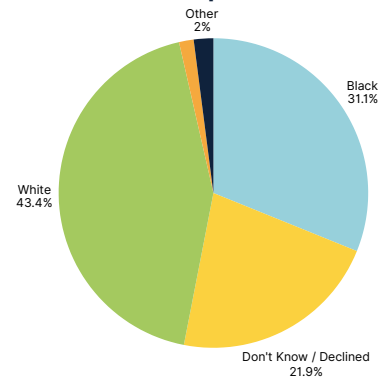
27% Hispanic
73% Non-Hispanic
0.5% Haitian

Help Me Grow



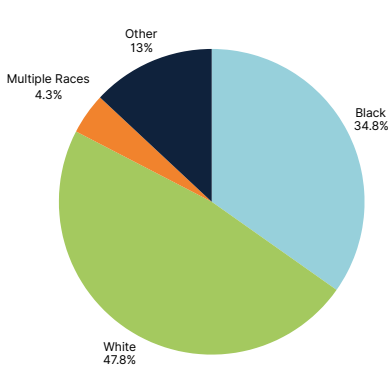
16% Hispanic
30% Non-Hispanic
51% Don't Know / Declined
3% Multiple Ethnicities

Diapers



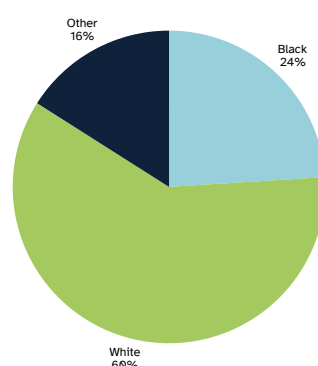
24% Hispanic
52% Non-Hispanic
23% Don't Know / Declined
2% Haitian

The Incredible Years®



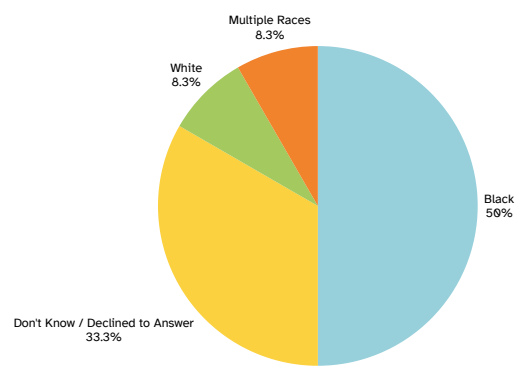
13% Hispanic
87% Non-Hispanic

INCENTIVE\$



33% Hispanic
67% Non-Hispanic

Safe Sleep

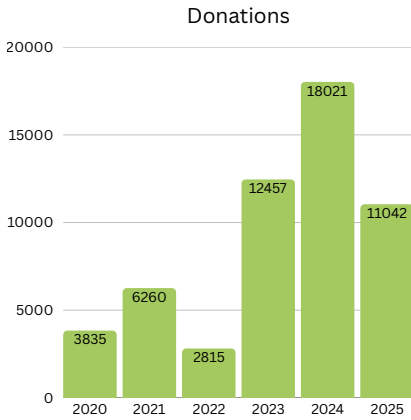


67% Non-Hispanic
33% Don't Know / Declined

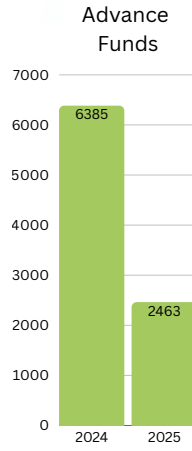
The Coalition analyzes program demographics to ensure equity and identify service gaps.



2025 Results



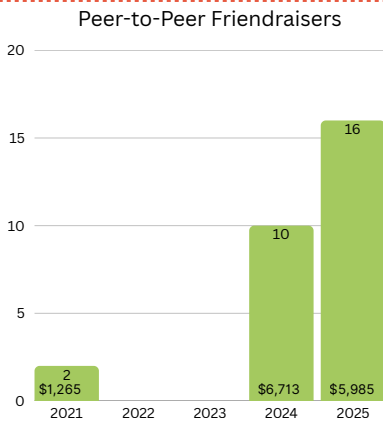
2025 Goal: Raise \$20,000
2025 Actual: \$11,042



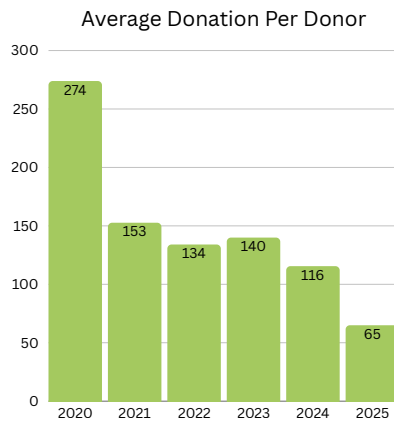
2025 Goal: \$5,000 in Advance
2025 Actual: \$2,463



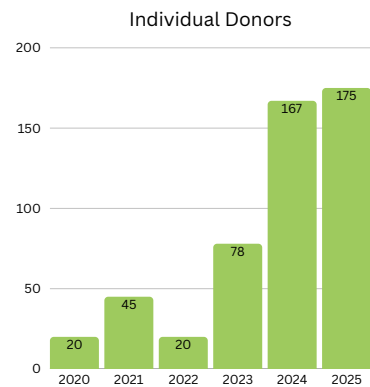
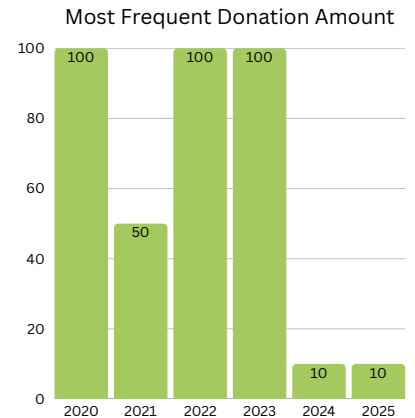
2025 Goal: 100% Board Giving
2025 Actual: 90%



2025 Goal: 15 Fundraisers, at least 1 Board Member
2025 Actual: 16 Fundraisers, 0 Board Members (brought in 101 new donors)



2025 Goal: \$100 Avg. Donation per Donor
2025 Actual: \$64.95



2025 Goal: 200 Individual Donors
2025 Actual: 175



2025 Goal: 100 Repeat Donors
2025 Actual: 55 (25 increased gift, 24 decreased, 6 stayed the same)

