



Our Mission Statement

Equip every young child and family for success.

FULL COALITION BOARD ANNUAL MEETING PACKET August 27, 2026 – 8:30 a.m.

I. Call to Order

T. Panzer

II. Roll Call

- Sunshine Law & Ethics Training

B. Montalvo
G. Torcivia

III. Ratification

- Budget for FY 2026–2027 R1
- Bylaws
- Board Member Resignation & Appointment
- Board Membership Gubernatorial End Dates

M. Easter
L. Sims
L. Sims
L. Sims

IV. Action

- Full Coalition Board Meeting Minutes:
 - June 25, 2026
- Financials through May 2026
- Board Member Nomination

L. Sims / T. Panzer

Z. Hackley
L. Sims

V. Information

- CEO Updates
- Give4Marion Goals
- 4th Quarter Impact Report

L. Sims
W. Williams
W. Williams

VI. Community Roundtable Updates

VII. Upcoming Meetings

- Programs Committee – ELC of Marion County – Thursday, August 27, 2026 – 10:00 AM
- Executive Committee Meeting – ELC of Marion County – Thursday, September 10, 2026 – 8:30 AM
- Executive Committee Meeting – ELC of Marion County – Thursday, October 8, 2026 – 8:30 AM
- Full Coalition Board of Directors – ELC of Marion County – Thursday, October 22, 2026 – 8:30 AM

VIII. Public Comment

IX. Adjournment

Ratification Items



Ratification Sheet

FULL COALITION BOARD

August 27, 2026

SUBJECT: 2026 – 2027 ELCMC Proposed Budget Revision R1

FISCAL IMPACT: Total Revenue \$733,175

RATIFICATION

Ratify the 2026 – 2027 ELCMC Proposed Line-Item Budget Revision 1.

BACKGROUND INFORMATION

Revisions in the budget include changes from the Division of Early Learning's (DEL) initial Notice of Award (NOA), effective July 1, 2026, and realignment of actual expenditure.

DEL - Revenue Initial Amounts	\$ 22,383,143.00
Initial School Readiness (SR) Allocation	\$ 16,122,447.00
Initial Voluntary Prekindergarten (VPK) Allocation	\$ 5,527,521.00
Initial Quality Performance Incentive Differential (QPI) Allocation	\$ 253,331.00
Initial Gold Seal Differential Allocation	\$ 301,957.00
Initial Special Needs Differential Allocation	\$ 6,690.00
VPK Program Assessment	\$ 27,337.00
SR Match Allocation	\$ 143,860.00
Adjusted Expense Accounts based on Initial Revenue	\$ 733,174.00
Employer Provided Salaries and Benefits	\$ 14,176.00
* Match	\$ 143,860.00
* QPI Differentials	\$ 253,331.00
* Gold Seal	\$ 301,957.00
* Special Needs	\$ 6,690.00
* Voluntary pre-kindergarten	\$ 13,161.00
Supplies	\$ 413.00
Insurance	\$ (14,413.00)
Other Expenses	\$ 14,000.00

On August 6, 2026, the Executive Committee approved the budget revisions as stated above for immediate implementation.

Supporting Documentation Included:

- 2026 – 2027 ELCMC proposed budget R1

		Effective 7-1-2026
		Approved Budget
		2026-27
	Revenues	
4001	Grants: State	\$ 21,771,875
100	FOEL: School Readiness	\$ 16,122,447
	* Direct Service	\$ 12,575,509
	* Administration	\$ 806,122
	* Non-Direct	\$ 2,095,918
	* Quality	\$ 644,898
	* Gold Seal	\$ -
	* Special Needs	\$ -
	* Match	\$ -
	* QPI Differentials	\$ -
	* SR Plus	\$ -
	* SR Waitlist	\$ -
110	FOEL: Voluntary Pre-kindergarten	\$ 5,527,521
	* Direct Service	\$ 5,251,145
	* Administration	\$ 276,376
	* VPK Assessment	\$ -
130	CF: Help Me Grow	\$ 121,907
4010	Grants: Local Government	\$ 180,000
4020	Grants: Other	\$ 1,000
4050	Gifts, Donations, and Pledges	\$ 32,060
Multiple	Investment Earnings	\$ -
Multiple	Other Miscellaneous Revenue	\$ 2,000
Total Revenue		\$ 21,986,935

Expenditures		\$	-
Capital Expenditures		\$	-
Employer Provided Salaries and Benefits		\$	3,047,138
5000	Salary: Directors (990 reportable)	\$	187,500
5001	Salary: Exempt	\$	1,206,308
5002	Salary: Hourly	\$	959,472
5003	Salary: PLT Accrual	\$	30,177
5005	Payroll Tax: Social Security	\$	145,944
5006	Payroll Tax: Medicare	\$	34,132
5007	Payroll Tax: SUTA	\$	5,725
5010	Insurance: Health	\$	360,876
5011	Insurance: Dental	\$	14,641
5012	Insurance: Vision	\$	-
5020	Retirement: ER Contribution	\$	85,765
5030	Insurance: Life	\$	5,765
5031	Insurance: Short-term Disability	\$	10,832
5032	Insurance: Long-term Disability	\$	-
Staff Development		\$	7,500
Professional Services		\$	171,340
Direct Services - Child Care		\$	18,019,329
6500	Direct Services	\$	12,618,184
100	* School Readiness	\$	12,618,184
100	* Match	\$	-
100	* QPI Differentials	\$	-
100	* Gold Seal	\$	-
100	* Special Needs	\$	-
100	* SR Plus	\$	-
110	* Voluntary Pre-kindergarten	\$	5,251,145
410	* Marion County (Match)	\$	150,000
Occupancy		\$	81,720
Postage, Freight, and Delivery		\$	1,000
Equipment Leases		\$	5,040
Supplies		\$	25,000
7006	Janitorial Supplies	\$	5,000
7150	Office Supplies & Expense	\$	11,000
7151	Copier Printing	\$	9,000
Communications		\$	18,960
Insurance		\$	65,447
7251	Insurance: D&O	\$	12,000
7255	Insurance: Automobile (Rental)	\$	1,846
7260	Insurance: General Liability	\$	400
7265	Insurance: Workers Compensation	\$	4,701
7270	Insurance: Property	\$	40,000
7275	Insurance: Other	\$	6,500
Tangible Personal Property		\$	70,000

96.27%	3.73%	0.00%	0.00%	4.09%	-4.09%
100 - SR	110 - VPK	130 - HMG	410 - MCBCCC	YPP	Other
\$ 705,838	\$ 27,337	\$ -	\$ -	\$ -	\$ -
\$ 705,838					
\$ (99,552)					
\$ 22,626					
\$ 58,826					
\$ 18,100					
\$ 301,957					
\$ 6,690					
\$ 143,860					
\$ 253,331					
	\$ (0)				
	\$ 13,161				
	\$ (13,161)				
	\$ 27,337				
\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ (30,000)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 705,838	\$ 27,337	\$ -	\$ -	\$ 30,000	\$ (30,000)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ 14,176	\$ -	\$ -	\$ 3,205	\$ (3,205)
	\$ 14,176			\$ 368	\$ (368)
				\$ 2,000	\$ (2,000)
				\$ 250	\$ (250)
				\$ 58	\$ (58)
				\$ 6	\$ (6)
				\$ 376	\$ (376)
				\$ 15	\$ (15)
				\$ 100	\$ (100)
				\$ 5	\$ (5)
				\$ 27	\$ (27)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 705,838	\$ 13,161	\$ -	\$ -	\$ 26,785	\$ (26,785)
\$ 705,838	\$ 13,161	\$ -	\$ -	\$ 26,785	\$ (26,785)
				\$ 26,785	\$ (26,785)
\$ 143,860					
\$ 253,331					
\$ 301,957					
\$ 6,690					
	\$ 13,161				
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 330	\$ 83	\$ -	\$ -	\$ -	\$ -
\$ 330	\$ 83				
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ (11,531)	\$ (2,883)	\$ -	\$ -	\$ 10	\$ (10)
\$ (815)	\$ (204)				
\$ 163	\$ 41				
\$ (92)	\$ (23)			\$ 10	\$ (10)
\$ (11,489)	\$ (2,872)				
\$ 702	\$ 176				
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

74.07%	24.45%	0.54%	0.66%	0.13%	0.15%	Proposed Budget	
410 -							
100 - SR	110 - VPK	130 - HMG	MCBOCC	YPP	Other	2026-27	Notes
\$ 16,828,285	\$ 5,554,858	\$ 121,907	\$ -	\$ -	\$ -	\$ 22,505,050	
\$ 16,828,285						\$ 16,828,285	
\$ 12,475,957						\$ 12,475,957	
\$ 828,748						\$ 828,748	
\$ 2,154,744						\$ 2,154,744	Align to DEL Notice of Award
\$ 662,998						\$ 662,998	
\$ 301,957						\$ 301,957	
\$ 6,690						\$ 6,690	
\$ 143,860						\$ 143,860	
\$ 253,331						\$ 253,331	
\$ -						\$ -	Not Allocated Yet
\$ -						\$ -	Not Allocated Yet
	\$ 5,527,521					\$ 5,527,521	
	\$ 5,264,306					\$ 5,264,306	Align to DEL Notice of Award
	\$ 263,215					\$ 263,215	
	\$ 27,337					\$ 27,337	
		\$ 121,907				\$ 121,907	
\$ -	\$ -	\$ -	\$ 150,000	\$ 30,000	\$ -	\$ 180,000	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,060	\$ 32,060	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	
\$ 16,828,285	\$ 5,554,858	\$ 121,907	\$ 150,000	\$ 30,000	\$ 35,060	\$ 22,720,110	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 2,684,388	\$ 256,598	\$ 116,123	\$ -	\$ 3,205	\$ 1,000	\$ 3,061,314	
\$ 171,094	\$ 16,406	\$ -	\$ -	\$ -	\$ -	\$ 187,500	
\$ 1,031,738	\$ 83,949	\$ 89,254	\$ -	\$ 368	\$ 1,000	\$ 1,206,308	
\$ 873,693	\$ 97,955	\$ -	\$ -	\$ 2,000	\$ -	\$ 973,648	
\$ 27,537	\$ 2,640	\$ -	\$ -	\$ -	\$ -	\$ 30,177	
\$ 127,897	\$ 12,264	\$ 5,534	\$ -	\$ 250	\$ (0)	\$ 145,944	
\$ 29,911	\$ 2,868	\$ 1,294	\$ -	\$ 58	\$ 0	\$ 34,132	
\$ 5,000	\$ 479	\$ 239	\$ -	\$ 6	\$ (0)	\$ 5,725	
\$ 315,159	\$ 30,221	\$ 15,120	\$ -	\$ 376	\$ (0)	\$ 360,876	
\$ 12,788	\$ 1,226	\$ 611	\$ -	\$ 15	\$ 0	\$ 14,641	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 75,066	\$ 7,198	\$ 3,401	\$ -	\$ 100	\$ -	\$ 85,765	
\$ 5,036	\$ 483	\$ 241	\$ -	\$ 5	\$ 0	\$ 5,765	
\$ 9,469	\$ 908	\$ 428	\$ -	\$ 27	\$ (0)	\$ 10,832	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	
\$ 161,889	\$ 9,451	\$ -	\$ -	\$ -	\$ -	\$ 171,340	
\$ 13,297,237	\$ 5,264,306	\$ -	\$ 150,000	\$ 26,785	\$ -	\$ 18,738,328	
\$ 13,297,237	\$ 5,264,306	\$ -	\$ -	\$ 26,785	\$ -	\$ 13,324,022	
\$ 12,591,399	\$ -	\$ -	\$ -	\$ 26,785	\$ -	\$ 12,618,184	
\$ 143,860	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 143,860	Align to DEL Notice of Award
\$ 253,331	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 253,331	
\$ 301,957	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 301,957	
\$ 6,690	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,690	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Not Allocated yet
	\$ 5,264,306	\$ -	\$ -	\$ -	\$ -	\$ 5,264,306	Align to DEL Notice of Award
\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	
\$ 75,182	\$ 6,538	\$ -	\$ -	\$ -	\$ -	\$ 81,720	
\$ 920	\$ 80	\$ -	\$ -	\$ -	\$ -	\$ 1,000	
\$ 4,637	\$ 403	\$ -	\$ -	\$ -	\$ -	\$ 5,040	
\$ 23,489	\$ 1,923	\$ -	\$ -	\$ -	\$ -	\$ 25,412	
\$ 5,010	\$ 403	\$ -	\$ -	\$ -	\$ -	\$ 5,413	
\$ 10,199	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ 10,999	
\$ 8,280	\$ 720	\$ -	\$ -	\$ -	\$ -	\$ 9,000	
\$ 17,443	\$ 1,517	\$ -	\$ -	\$ -	\$ -	\$ 18,960	
\$ 48,824	\$ 1,967	\$ 232	\$ -	\$ 10	\$ -	\$ 51,033	
\$ 10,225	\$ 756	\$ -	\$ -	\$ -	\$ -	\$ 10,981	
\$ 1,862	\$ 188	\$ -	\$ -	\$ -	\$ -	\$ 2,050	
\$ 276	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ 285	Align to Actual Expense
\$ 4,069	\$ 390	\$ 232	\$ -	\$ 10	\$ -	\$ 4,701	
\$ 25,711	\$ (72)	\$ -	\$ -	\$ -	\$ -	\$ 25,639	
\$ 6,682	\$ 696	\$ -	\$ -	\$ -	\$ -	\$ 7,378	
\$ 64,400	\$ 5,600	\$ -	\$ -	\$ -	\$ -	\$ 70,000	

			Effective 7-1-2026							R-1										
			Approved Budget							Proposed Budget										
			96.27%	3.73%	0.00%	0.00%	4.09%	-4.09%	74.07%	24.45%	0.54%	0.66%	0.13%	0.15%						
			410 -							410 -										
			MCBOCC							MCBOCC										
			YPP							YPP										
			Other							Other										
			2026-27							2026-27										
			Notes							Notes										
Quality Initiatives			\$	251,612	\$	-	\$	-	\$	-	\$	-	\$	-	\$	23,060	\$	251,612		
Travel			\$	21,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	21,000		
Other Expenses			\$	47,500	\$	11,200	\$	2,800	\$	-	\$	-	\$	-	\$	-	\$	61,500		
7600	Administration Fees (Community Foundation- Building)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	
7601	Bank fees	\$	3,500	\$	3,220	\$	280	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,500	
7602	Merchant Service Fees (Includes PayPal)	\$	1,000	\$	920	\$	80	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,000	
7603	Interest expense (HVAC Loan)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	
7605	Software-Licenses-Support	\$	25,000	\$	33,400	\$	5,600	\$	-	\$	-	\$	-	\$	-	\$	-	\$	39,000	
7610	Web services	\$	450	\$	414	\$	36	\$	-	\$	-	\$	-	\$	-	\$	-	\$	450	
7615	Other employee related expense	\$	800	\$	800	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	800	
7616	EE Background Screening	\$	500	\$	500	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	500	
7617	EE Drug Screening	\$	250	\$	250	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	250	
7620	Membership Dues	\$	10,000	\$	10,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	10,000	
7621	Subscriptions and Publications	\$	1,000	\$	920	\$	80	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,000	
7625	Taxes, licenses and fees	\$	5,000	\$	4,600	\$	400	\$	-	\$	-	\$	-	\$	-	\$	-	\$	5,000	
7900	Development Expenses	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	
7901	Vending Machine Supplies	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	
9999	In-Kind expenditure	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	
Other Program Expenses			\$	154,350	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	11,000	\$	154,350
Depreciation			\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Expenditures			\$	21,986,935	\$	705,838	\$	27,337	\$	-	\$	-	\$	30,000	\$	(30,000)	\$	16,828,285	\$	22,720,109
Total Revenue			\$	21,986,935	\$	705,838	\$	27,337	\$	-	\$	-	\$	30,000	\$	(30,000)	\$	16,828,285	\$	22,720,110
Total Expenditures			\$	21,986,935	\$	705,838	\$	27,337	\$	-	\$	-	\$	30,000	\$	(30,000)	\$	16,828,285	\$	22,720,110
Net Proceeds			\$	0	\$	0	\$	0	\$	-	\$	-	\$	-	\$	-	\$	(0)	\$	(0)



Ratification Sheet

FULL COALITION BOARD

August 27, 2026

SUBJECT: Bylaws

FISCAL IMPACT: N/A

RATIFICATION

Ratify an amendment to the ELCMC Bylaws as requested by the Division of Early Learning (DEL) to ensure compliance with section 1002.83, Florida Statutes and authorize submission to the revised bylaws and associated plan amendment request to DEL.

BACKGROUND INFORMATION

The Early Learning Coalition of Marion County (ELCMC) submitted proposed bylaw amendments to the Florida Division of Early Learning (DEL) in January 2026 in response to a prior request for revisions.

On May 15, 2026, DEL completed its review and several additional revisions necessary to ensure the bylaws are fully compliant with section 1002.83, Florida Statutes, and aligned with current governance requirements for Florida's early learning coalitions.

On July 15, 2026, DEL completed its review and requested additional revisions to ensure the bylaws are fully compliant with section 1002.83, Florida Statutes, and aligned with current governance requirements.

The requested revisions include the following:

- Strikethrough Section 3.6: Please strikethrough the following found on pages 6-7. The first paragraph meets DEL requirements for this section. The additional paragraphs provide less clarity.

Section 3.6 Nonparticipating Members

“ A nonparticipating member may attend meetings of the Coalition and participate in discussion to the extent permitted by law; however, such member shall not vote have no voting rights, shall not be counted toward a quorum, and shall not otherwise participate in actions from which the member is prohibited by statute.

The determination that a member is nonparticipating and the applicable participation restrictions shall be governed by Florida law and documented in the official minutes of the Coalition meeting at which the determination is made.



If a statutorily required member is determined to be nonparticipating and is therefore unable to fulfill the voting or participation requirements of the position, the Coalition may request that the appointing authority designate an alternate representative who meets the same statutory qualifications. Documentation of such request shall be maintained by the Coalition”

Section 3.3: Please add a statement that all designated ex-officio positions shall serve continuously, with the exception of the faith-based and for-profit members who are subject to the same term limitations as private sector members

Notwithstanding the foregoing, the private for-profit child care provider representative and the representative of faith-based child care providers shall be subject to the same term limitations applicable to private sector members.

On August 6, 2026, the Executive Committee approved the revisions to the Bylaws as stated above for immediate implementation.

Supporting Documentation Included:

- “Draft” Coalition Bylaws

Supporting Documentation Available:

- Email requesting revisions date July 15, 2026

October 2021
January 2022
June 2022
February 2023
April 2025
August 2025
January 2026
June 2026
July 2026

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BY LAWS OF EARLY LEARNING COALITION OF MARION COUNTY, INC.

ARTICLE I

NAME AND LOCATION OF ORGANIZATION

Section 1.1. NAME OF COALITION

The name of the organization shall be the, "Early Learning Coalition of Marion County", a not-for-profit corporation organized under the laws of the State of Florida, hereinafter sometimes referred to as the Coalition.

Section 1.2. LOCATION OF THE COALITION

The principal office of the organization shall be located at 2300 SW 17 Road, Ocala, Florida 34471 in Marion County. The Coalition may have other offices within the county as the members may determine or as the affairs of organization may require.

ARTICLE II

VISION AND MISSION, AND PURPOSE

Section 2.1. VISION AND MISSION OF THE COALITION

Vision

Children and families in our community will have access to quality early learning programs that nurture their learning potential and prepare them for their educational success.

Mission

Equip every young child and family for success.

October 2021
January 2022
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Section 2.2. PURPOSE OF THE COALITION

The purpose of this Coalition shall be to coordinate, administer and implement the provisions set forth in Chapter 1002, Part V and Part VI, Florida Statutes (VPK Program and SR Program) as amended from time to time. The Coalition shall establish an integrated and efficient service delivery system for all publicly funded early education and care programs for eligible families, including Voluntary Pre-kindergarten in Marion County.

The Coalition may not impose requirements on a childcare or early childhood education provider that is not contracted with the Early Learning Coalition.

The general purposes are to:

- A. Prepare students for early literacy.
- B. Enhance the age-appropriate progress of students in attaining the performance standards adopted by the Department of Education.
- C. Prepare students to be ready for kindergarten based upon the statewide kindergarten screening.
- D. Enhance the cognitive, social and physical development of children.
- E. Provide extended-day, extended-year services to the maximum extent possible within funding limitations to meet the needs of parents who work.
- F. Coordinate staff development and teaching opportunities.
- G. Provide expanded access to community services and resources for families to help achieve economic self-sufficiency.
- H. Provide a single point of entry and unified waiting list.
- I. Serve the maximum number of children possible with funding limitations.
- J. Develop a community plan to address the needs of all eligible children.

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ARTICLE III

MEMBERSHIP

Section 3.1. NUMBER OF MEMBERS

The Coalition shall be composed of at least 15 members but not more than 30 members. The members shall be the directors or designees of the corporation.

Section 3.2. GUBERNATORIAL APPOINTEES

The Governor shall appoint the chair and two other members of each Early Learning Coalition, who must each meet the same qualifications as private-sector business members appointed by the Coalition.

The gubernatorial appointees may remain as private sector business members, subject to Section 3.4, following the expiration of their gubernatorial appointment.

In the absence of a gubernatorial-appointed chair, the Commissioner of Education may appoint an interim chair from the current Early Learning Coalition board membership.

Section 3.3 STATUTORILY MANDATED MEMBERS

Twelve (12) positions on the Board shall be designated as ex officio positions in accordance with Florida Statutes. Individuals serving in ex-officio positions shall serve continuously for as long as they hold the office or position that qualifies them for Board membership. Notwithstanding the foregoing, the private for-profit child care provider representative and the representative of faith-based child care providers shall be subject to the same term limitations applicable to private sector members. Any ex officio member who no longer represents the constituency, agency, or organization associated with the position shall notify the Chair in writing. The seat shall remain vacant until a successor is designated by the applicable organization, agency, or constituency. These are:

- 3.3.1. A Department of Children and Families regional administrator or a permanent designee authorized to make decisions on the department's behalf.

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- 3.3.2. The Marion County School district superintendent of schools or his or her designee authorized to make decisions on behalf of the School District of Marion County.
- 3.3.3. A local workforce board executive director or a permanent designee.
- 3.3.4. A county health department director or his or her designee.
- 3.3.5. A Department of Children and Families child care regulation representative or a local licensing agency head as s. 402.302, F.S, defines.
- 3.3.6. A Florida College System Institution president or a permanent designee.
- 3.3.7. One member appointed by the Marion County board of county commissioners or the governing board of a municipality.
- 3.3.8. The Head Start director.
- 3.3.9. A private for-profit childcare provider representative, including private for profit family day care homes.
- 3.3.10. Representative of faith-based childcare providers. This member should regularly communicate with their constituents and must regularly provide reports to the Board regarding the needs of its constituency.
- 3.3.11. Representative of programs for children with disabilities under the federal Individuals with Disabilities Education Act. This member should regularly communicate with their constituents and must regularly provide reports to the Board regarding the needs of its constituency.
- 3.3.12. A children's services council or juvenile welfare board chair or executive director, if applicable.

Section 3.4. PRIVATE SECTOR BUSINESS MEMBERS

The Coalition will have private sector representation.

- 3.4.1. A private sector business member of the Early Learning Coalition must:

October 2021
January 2022
June 2022
February 2023
April 2025
August 2025
January 2026
June 2026
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- 3.4.1.a. Reside in Marion County, Florida; or be an employee, manager or owner of a business entity, as statutorily defined for these purposes, that operates in Marion County. "Private sector business member" means an individual who does not work for a business entity that the government owns or operates. The term includes: 1. An individual who has dual employment in both a business entity and the public sector. 2. An individual who is retired or no longer works for a business entity, provided that individual is not currently employed in the public sector.
- 3.4.2. A private sector business member of the Coalition shall not be a member or have a relative as defined in s. 112.3143 that has a substantial financial interest in the design or delivery of the Voluntary Prekindergarten Education Program (VPK) or an early learning coalition's School Readiness Program (SR).
- 3.4.2.a. A School Readiness provider, private Prekindergarten provider, public school, or school district;
- 3.4.2.b. A childcare facility, family day care home, large family child care home, nonpublic school, or faith-based child care provider;
- 3.4.2.c. A state university, community college, or other public educational institution.

Section 3.5. MEMBERSHIP TERMS

Serving on the Early Learning Coalition of Marion County will require a commitment of time including regular Coalition meetings, committee involvement, reading and becoming educated about many aspects of Early Childhood Development and School Readiness. When a vacancy occurs in an appointed position, the Coalition must advertise the vacancy.

Vacancies The Board of Directors may appoint members to fill existing vacancies on the board or to fill a vacancy that arises due to resignation, removal, death or expiration of a Member's first or second term.

If the Early Learning Coalition has a vacancy in any ex officio position, the Coalition must maintain documentation that it has taken action to fill the position. Action may include requesting that the applicable agency designate a member.

- 3.5.1. Private Sector Business Members shall serve staggered terms of uniform length not to exceed four (4) years. Private Sector Business Members may serve a maximum of two (2) consecutive four – year terms. Following a

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- break in Board service of at least one (1) year, an individual may be eligible for reappointment to the Board.
- 3.5.2. Any representative or appointed member may be removed by a two-thirds (2/3) vote of a quorum of the members whenever, in their judgment, the best interests of the organization would be served. Notice of proposed removal shall be given in writing to the members by the Secretary prior to the next Coalition meeting.
- 3.5.3. Absences from one-half of regularly scheduled meetings within a twelve-month period by a private sector/mandated member, without excuses, may be considered equivalent to resignation from the Coalition.
- 3.5.4. Mandated members absent from one-half of regularly scheduled meetings within a twelve-month period without due cause may be notified by the Chair that their membership is not in good standing.
- 3.5.5. Any member may resign by giving written notice to the Chair. Such resignation shall take effect at the time specified in the notice and the acceptance of such resignation shall not be necessary to make it effective.

Section 3.6 Nonparticipating Members

Pursuant to section 1002.83(5), Florida Statutes, if members of the Board are found to be nonparticipating according to the early learning coalition by laws, the early learning coalition may request an alternate designee who meets the same qualifications or membership requirements of the participating member.

~~A nonparticipating member may attend meetings of the Coalition and participate in discussion to the extent permitted by law; however, such member shall have no voting rights, shall not be counted toward a quorum, and shall not participate in action from which the member is prohibited by statute. The determination that a member is nonparticipating and the applicable participation restrictions shall be governed by Florida law and documented in the official minutes of the Coalition meeting at which the determination is made.~~

~~If a statutorily required member is determined to be nonparticipating and is therefore unable to fulfill the voting or participation requirements of the position, the Coalition may request that the appointing authority designate an alternate representative who meets~~

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~~the same statutory qualifications. Documentation of such request shall be maintained by the Coalition.~~

In the event of any conflict between these Bylaws and section 1002.83, Florida Statutes, or any successor provision, the statutory requirements shall control.

ARTICLE IV

MANAGEMENT

Section 4.1. POWERS AND DUTIES

The powers, management, and control of the Coalition, and all of its affairs, shall be vested in the members as outlined in "The Early Learning Act."

- 4.1.1. Each member of the Early Learning Coalition is subject to Florida Statute 112.313, 112.3135, and 112.3143. For purposes of Florida Statute 112.3143 (3) (a), each voting member is a local public officer who must abstain from voting when a voting conflict exists.
- 4.1.2. Members will not receive any compensation for their services; however, members may be reimbursed for travel expense in accordance with Florida Statute ss.112.011-112.218.
- 4.1.3. The Board shall select a Chief Executive Officer based on the recommendation of the Executive Committee. The Board will adopt a job description outlining responsibilities. The Chief Executive Officer shall be evaluated annually on forms adopted by the Division of Early Learning. The Annual evaluation must be submitted by August 30 of each year.

Section 4.2. VOTING

All members of the Coalition shall have equal voting rights and equal privileges. A majority of the voting membership of the Coalition constitutes a quorum required to conduct the business of the Coalition.

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- 4.2.1. Fifty-one percent (51%) of the members shall constitute a quorum for the transaction of business at any meeting of the Coalition. The Early Learning Coalition may use any method of telecommunications to conduct meetings, including establishing a quorum through telecommunications, provided that the public is given proper notice of a telecommunications meeting and reasonable access to observe and, when appropriate, participate. If less than fifty-one (51%) percent of the seated voting members are present at said meeting, in person or using any method of telecommunications, a majority of the directors present may adjourn the meeting without further notice.
- 4.2.2 A voting member of an Early Learning Coalition may not appoint a designee to act in his or her place, except as otherwise provided in this subsection. A voting member may send a representative to Coalition meetings, but that representative does not have voting privileges. When a regional administrator for the Department of Children and Families appoints a designee to an Early Learning Coalition, the designee is the voting member of the Coalition, and any individual attending in the designee's place, including the district administrator, does not have voting privileges.

Section 4.3. MEETINGS

Regular meetings shall be held at a time and place to be decided by the members.

- 4.3.1. Special meetings of the members may be called by or at the request of the Chair or any ten members. The person or persons authorized to call special meetings may select any publicly accessible place within Marion County as the place for holding any special meetings called by them.
- 4.3.2. The agenda and order of business at all Coalition meetings shall be determined by the Chair and Chief Executive Officer of the Coalition.
- 4.3.3. The annual meeting of the Coalition will be held each year in the first quarter of the fiscal year and may be combined with a regular Board meeting.
- 4.3.4. Minutes of all Coalition meetings shall be kept.
- 4.3.5. Physical attendance at meetings of the Board of Directors is an expectation of membership. Notwithstanding the foregoing, if circumstances arise that prevent a member from physically meeting, such member shall promptly notify the Human Resources Director prior to the start of the said meeting

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so that the Coalition can arrange for attendance by telecommunication methods.

Section 4.4. PARLIAMENTARY AUTHORITY

Robert's Rule of Order, Newly Revised, shall govern the Coalition in all cases to which they are applicable and in which they are not inconsistent with these Bylaws and any special rules of order the Coalition may adopt.

ARTICLE V

OFFICERS

Section 5.1. ELECTION OF OFFICERS

A Coalition member in good standing shall be eligible for nomination and election to elective office of this Coalition.

The Governor shall appoint the Chair.

- 5.1.1. A Governance Committee, appointed by the chair and approved by the members, shall convene for the purpose of nominating officers and to prepare an official slate of nominees. Any person so nominated shall have given prior consent to nomination and election as an officer. The Chair and Vice Chair may not be an individual or have a family member, as defined by Florida Statutes, whose agency or operations would receive funding from the Coalition.
- 5.1.2. Each elected officer, other than the Chair, shall be a voting member of the Coalition and may be either a private-sector business member or a statutorily mandated member serving on the Board in accordance with section 1002.83, Florida Statutes. Officers shall assume office at the beginning of the fiscal year and shall serve for a term of one year or until a successor is duly qualified and elected. Officers may serve in the same position for a maximum of two consecutive years.
- 5.1.3. If an office is vacated prior to the completion of a one-year term, except for the office of Chair, a member in good standing may be appointed by the Chair and approved by the members to fill the vacancy until the term ends.

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Section 5.2. OFFICERS OF THE COALITION

- 5.2.1. The Chair shall preside at all meetings of the Coalition. The Chair shall appoint, with the approval of the Coalition, Chairs of all committees and perform such other duties as prescribed by the Coalition.
- 5.2.2. The Vice-Chair shall perform the duties of the Chair when the Chair is absent and may have such other responsibilities as designated by the Chair or in the absence of a gubernatorial appointment of the Chair.
- 5.2.3. The Treasurer shall cause to be maintained an account of monies received and expended for the use of the Coalition and shall make a report at the annual meeting or when called upon by the Chair. The Treasurer will also ensure an independent audit is conducted on an annual basis. The Treasurer shall preside at all Board meetings of the Coalition in the absence of the Chair and Vice Chair and Secretary and perform all such duties usually pertaining to the office of the Treasurer and serve in any capacity as designated by the Chair.
- 5.2.4. The Secretary shall ensure that notice required by these Bylaws is given and keep records of all proceedings of the Coalition. The Secretary shall perform any other duties incident to the Office of Secretary or assigned by the Chair of the Coalition. The Secretary shall preside at all Board meetings of the Coalition in the absence of the Chair and Vice Chair and perform all such duties usually pertaining to the office of the Secretary and serve in any capacity as designated by the Chair.

ARTICLE VI

COMMITTEES

Section 6.1. COMMITTEE MEMBERSHIP

Standing and/or special committees may be established by the members, as they deem necessary.

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- 6.1.1. The Chair of each committee will be a private-sector business member of the Coalition and shall be appointed by the Chair of the Coalition and approved by the membership to serve for one year. Committee Chairs may serve more than one term. Each committee shall consist of the Chair and at least two (2) additional members of the Coalition appointed by the Chair of the Coalition. Representatives from the community are encouraged to serve as members of appropriate committees as needed to carry on the work of the committee.
- 6.1.2. Each committee shall meet as necessary at meeting times designated by the committee Chair.

Section 6.2. GOVERNANCE COMMITTEE

The Governance Committee shall be appointed by the members of the Coalition. The Governance committee Chair will be appointed by the Chair of the Coalition and approved by the members.

- 6.2.1. The Governance Committee is responsible for nominating officers and members for election one month prior to the last meeting of the fiscal year, except for the positions appointed by the Governor.
- 6.2.2 The Governance Committee Chair shall submit a written slate of nominations ten (10) days before the next regularly scheduled meeting of the members for distribution to the members in preparation for said meeting.

Section 6.3. EXECUTIVE COMMITTEE

- 6.3.1. There shall be an Executive Committee composed of the four officers, the Chairs of Standing Committees, and Past Vice Chair.
- 6.3.2. The Executive Committee shall act on behalf of the Coalition on administrative matters and when a decision is required before a meeting of the full Coalition can reasonably be held. The Executive Committee shall keep minutes of all its meetings. The Executive Committee shall have and exercise all the powers and obligations of the Coalition subject to such limitations as the laws of the State of Florida or resolutions of the full

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Coalition may impose. All decisions of the Executive Committee must be ratified by a majority of the Coalition at their next scheduled meeting.

- 6.3.3. The Executive Committee will hear and decide any appeals and make administrative decisions related to client compliance issues and provide a full report to the Board of Directors. The Committee will also have the responsibility of reviewing client grievances and make reports on provider non-compliance issues who have signed the Early Learning Coalition's Provider Contract (statewide Contract) and bringing recommendations to the Board of Directors.
- 6.3.4 The Executive Committee will be responsible for personnel issues related to the CEO, including but not limited to: recruitment, salary and benefits package, annual evaluation and compliance with any needed improvement plan. Authority to hire and terminate the CEO is retained by the Board of Directors.
- 6.3.5. The Chair and Vice Chair of the Coalition shall be Chair and Vice Chair respectively of the Executive Committee.

ARTICLE VII

PROGRAM

Section 7.1. PROGRAM PARTICIPATION

The School Readiness program is established for children from birth until the child reaches the age of 13. The program shall be administered by the Early Learning Coalition. Within funding limitations, the Early Learning Coalition, along with all contracted childcare providers, shall make reasonable efforts to accommodate the needs of children for extended-day and extended-year services without compromising the quality of the program.

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ARTICLE VIII

BOOKS AND RECORDS

Section 8.1. RECORDKEEPING

Correct and complete books and records of the proceedings of the Coalition and its committees are the responsibility of the elected Secretary. Records of the Coalition's financial accounts are the responsibility of the Treasurer. All records will be kept and maintained at the office of the Coalition and will be subject to the inspection of any member of the Coalition or the public at any reasonable time. The organization shall keep a current and accurate record of the names and addresses of the members.

ARTICLE IX

FINANCIAL MANAGEMENT

Section 9.1. FISCAL YEAR

The fiscal year of the organization shall begin on July 1 and end on June 30.

- 9.1.1. An audit of the financial books and records of the organization shall be conducted annually by an independent Certified Public Accountant (CPA). Selection of auditor will be through the process designated by the Coalition Board of Directors in compliance with Federal and State laws and regulations.

Section 9.2. FUNDING

- 9.2.1. All state, federal, and required local maintenance-of-effort or matching funds provided to an Early Learning Coalition shall be used by the Coalition for implementation of its School Readiness/Voluntary Pre-Kindergarten plan, including the hiring of staff to effectively operate the Coalition's School Readiness program. State funds appropriated for the School Readiness program may not be used for the construction of new facilities or the purchase of buses.

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Section 9.3. CONTRACTS

The Coalition shall authorize the Chief Executive Officer to enter into any contract or execute and deliver instruments in the name of, on behalf of and for the benefit of the Coalition. The Coalition may also authorize one or more Officers to execute Contracts, confined to specific instances as required and/or directed.

Section 9.4. CHECKS AND DRAFTS

All checks, drafts, or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Coalition shall be signed by the Chief Executive Officer. The Coalition may also authorize one or more Officers to sign checks, drafts or other orders for the payment of money, notes or other evidence of indebtedness issues in the name of the Coalition.

Section 9.5 DEPOSITS

All funds of the corporation shall be deposited in a timely manner to the credit of the Coalition in such depositories as the members may select and as authorized by statute.

ARTICLE X BYLAWS

Section 10.1. IMPLEMENTATION

These Bylaws shall become effective immediately upon adoption. The Coalition's interpretation of the Bylaws shall be considered the correct interpretation when reached by majority vote.

Section 10.2. AMENDMENTS

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by a majority of the members of the Coalition present at any regular meeting or at any called meeting of the members, if at least ten (10) days written notice is given of an

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intention to alter, amend, or appeal these Bylaws at such meeting and provided the proposed amendment is distributed to all members at least ten (10) days in advance.

- 10.2.1. The Articles of Incorporation and these Bylaws are a part of the Early Learning Coalition's Plan and any amendment to them constitutes an amendment to the Coalition Plan.

ARTICLE XI INDEMNIFICATION OF MEMBERS

SECTION 11.01

All persons who were, or shall be directors, officers, employees, volunteers or committee members of the Early Learning Coalition of Marion County, but not limited to, those persons serving on the Board of Directors (hereinafter "Indemnified Party") shall be indemnified, supported, defended and held harmless from all civil actions arising from a complaint for damages or injuries suffered as a result of any act or omission of action of the ELC or any Indemnified Party, present or former, arising out of and in the scope of his/her employment or function. The Early Learning Coalition's indemnification set forth herein shall be the subject of a resolution adopted by the Early Learning Coalition Board of Directors setting forth any limits or conditions to said indemnification.

Members of the Coalition, while acting in their official capacity and within the scope of their duties, shall be governed by the provisions of Section 768.28, Florida Statutes, relating to liability for tort claims. Nothing in these Bylaws shall be construed to waive or modify the protections afforded under this statute.

The Coalition shall adhere to public meetings and records law as it relates to board member communications and board/committee meetings as stated in s.286.011(1), (2) and (6), Florida Statutes commonly referred to as the Sunshine Law.

APPROVED BY

ADOPTED BY COALITION

Chair

Secretary

Date: _____

Date: _____



Ratification Sheet

FULL COALITION BOARD

August 27, 2026

SUBJECT: Board Member Resignation & Appointment

FISCAL IMPACT: N/A

RATIFICATION

Ratify the resignation of Telisha Page as the Local DCF Regional Administrator Designee and appoint Jamie Blunt, Program Administrator, Florida Department of Children and Families, to serve as the Local DCF Regional Administrator Designee on the ELCMC Board of Directors, effective July 8, 2026.

BACKGROUND INFORMATION

On July 8, 2026, the Early Learning Coalition of Marion County (ELCMC) received notification that Telisha Page, Program Administrator with the Florida Department of Children and Families (DCF), was no longer employed by DCF and was therefore no longer eligible to serve on the ELCMC Board of Directors as the Local DCF Regional Administrator Designee.

The Coalition subsequently received notification from Leah Fischer, Program Administrator, Marion County CAC Service Center, Florida Department of Children and Families, designating Jamie Blunt as the new Local DCF Regional Administrator Designee.

The Local DCF Regional Administrator Designee is a mandated member of the ELCMC Board of Directors pursuant to section 1002.83, Florida Statutes, and is identified as a required board position in the ELCMC Bylaws.

On August 6, 2026, the Executive Committee approved the DCF Regional Administrator Designee as stated above for immediate implementation.

Supporting Documentation Included:

- 2026 – 2027 Board Membership Roster

Supporting Documentation Available:

- Appointment email from July 8, 2026



Ratification Sheet

FULL COALITION BOARD

August 27, 2026

SUBJECT: Board Membership – Gubernatorial End Dates

FISCAL IMPACT: N/A

RATIFICATION

Ratify the revised Board Membership roster to include the current term length, term end date, and current term number for all three gubernatorial appointees.

BACKGROUND INFORMATION

Pursuant to s.1002.83, F.S., all private sector members, whether appointed by the Governor or by the Coalition Board, are subject to term limits and may not serve more than two consecutive four-year terms.

On July 15, 2026, the Division of Early Learning (DEL) requested that the Coalition revise its Board Membership Roster to include each gubernatorial appointee's current term length, current term end date, and current term number. The resubmission due date to DEL is August 14, 2026.

Todd Panzer- 10.18.24-10.18.28, term 1
Lola Gonzalez- 10.18.24-10.18.28, term 1
Brittney Morley- 10.18.24-10.18.28, term 1

These revisions will ensure compliance with ss. 1002.83, F.S., and provide a clear record to support future appointment and reappointment decisions.

On August 6, 2026, the Executive Committee approved the Board membership Gubernatorial end dates as stated above for immediate implementation.

Supporting Documentation Included:

- **Revised Board Member Roster**

Supporting Documentation Available:

- **Email Correspondence from DEL requesting updates (July 15, 2026)**

Action Items



Early Learning Coalition of Marion County Meeting Minutes

Meeting: Full Coalition Board Meeting

Date/Time: June 25, 2026; 8:30 AM

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

Attendance –

Present (In-Person): Todd Panzer, Brenda Ford, Kim LaCognata, Christy Jergens, Dr. Kim Sellers, Lola Gonzalez, Jessica Schultz, Cecil Wilson, Shannon Mills

Present (Virtual): Jennifer Beck, Levonda Goodson, Jennifer McBride

Absent (Excused): Brittney Morley, Jennifer Chatterton, Maritza Alejandro, Richard Forrester, Jennifer Winton

Absent (Un-Excused): Thomas LoBianco, Telesha Page, Commissioner Matthew McClain

Guest: Jessica Gordon; Edward Jones

Staff Present: LaTrisha Sims, Chief Executive Officer; Elizabeth Deola, CPO; Marcelle Easter, CAO; Beatriz Montalvo, HR Director; Dr. Michelle Grant Harris, EC Programs Director; Elizabeth Ekleberry, Interim Finance Director; Wendy Williams, Community Relations Director; Michelle Eurbin, Family Services Director; Josef Izquierdo, Data Integrity Coordinator II; Zack Hackley, Finance Consultant

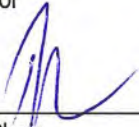
Agenda Item	Summary/Discussion	Action
Call to Order Roll Call	Todd Panzer called the meeting to order. Beatriz Montalvo called role. Quorum was present.	The meeting was called to order at 8:33 AM.
DEL Grant Agreement	L. Sims asked to ratify the 2026-2027 DEL Grant Agreement. It authorizes the CEO to execute and obligate the Coalition under the fiscal year 2026-2027 Grant Agreement with the Florida Department of Education's Division of Early Learning (DEL). The Executive Committee approved the grant agreement as stated above. The agreement was submitted to DEL on June 22, 2026.	RATIFICATION: Executive Committee moved to accept the grant agreement as presented on June 22, 2026. L. Gonzalez second. Motioned passed unanimously.
2025 – 2026 Budget R-5	M. Easter asked to ratify the 2025–2026 line-item budget revision proposed to include changes from the Division of Early Learning Notice of Award effective June 4, 2026.	RATIFICATION: Executive Committee moved to accept the budget revision as presented on June 22, 2026. C. Wilson second. Motioned passed unanimously.
Board Member Resignation & Appointment	L. Sims asked to ratify the resignation of Heather Gamble and appointment of Shannon Mills, Youth Program Manager, effective June 5, 2026, as the mandated Local workforce board executive director or a permanent designee.	RATIFICATION: Executive Committee moved to resignation and appointment as presented on June 22, 2026. K. LaCognata second. Motioned passed unanimously.

Full Coalition Board Meeting Minutes	May 28, 2026, Full Coalition Board minutes were included in the packet for review and approval. No changes were recommended.	ACTION: L. Gonzalez moved to accept the minutes as presented. Dr. K. Sellers second. Motioned passed unanimously.
Financials through April 2026	Z. Hackley reviewed the financial information included in the board packet and highlighted the following: • All cash accounts have been reconciled as of April 30, 2026. • We are currently holding approximately \$1,300,000 in cash. • A/R consists of approximately \$1,800,000. The majority is for the March 2026 invoice to DEL. • A/P consists of approximately \$1,700,000 and is current. • Approximately \$1,400,000 is due to DEL. • Total Net Assets are approximately \$530,000.	ACTION: C. Jergens moved to accept the financials as presented. J. Schultz second. Motioned passed unanimously.
Proposed Budget for FY 2026 – 2027	M. Easter requested approval of the proposed line-item budget in the amount of \$21,986,935. These are anticipated revenues and expenditures for fiscal year 2026-2027, subject to final state appropriations and grant award notifications.	ACTION: Dr. K. Sellers moved to accept the proposed budget as presented. C. Jergens second. Motioned passed unanimously.
IT Policy for FY 2026 – 2027	M. Easter requested approval to repeal and replace the Information Technology Security Policies adopted on December 13, 2023, and adopt the rewritten Information Technology Policy Manual, effective July 1, 2026, as presented.	ACTION: K. LaCognata moved to accept the IT Policy as presented. L. Gonzalez second. Motioned passed unanimously.
Personnel Policies & Procedures for FY 2026 – 2027	B. Montalvo asked to approve the Personnel Policies & Procedures for FY 2026 – 2027 as detailed on the Action Sheet. Proposed revisions and added policies were recommended by the Krizner Group, DEL's grant agreement, and management to ensure compliance with current employment laws, organizational practices, and operational requirements.	ACTION: J. Schultz moved to accept the Personnel P&P as presented. C. Jergens second. Motioned passed unanimously.
Bylaws	L. Sims asked to approve the amendment to the ELCMC Bylaws to ensure compliance with section 1002.83, Florida Statutes and authorize submission to the revised Bylaws and associated plan amendment request to DEL, effective July 1, 2026.	ACTION: C. Wilson moved to accept the Bylaws as presented. Dr. K. Sellers second. Motioned passed unanimously.
Anti-Fraud Plan for FY 2026 – 2027	L. Sims asked to approve the Anti-Fraud Plan for FY 2026 – 2027 and authorize its submission to the Florida Department of Education Office of Inspector General (OIG) Fraud Prevention Unit, no later than June 30, 2026.	ACTION: Dr. K. Sellers moved to accept the Anti-Fraud Plan as presented. J. Schultz second. Motioned passed unanimously.
Board Member Term Expiration	L. Sims asked to approve the expiration of term for Board member Jennifer Chatterton. Term July 1, 2022, through June 30, 2026.	ACTION: K. LaCognata moved to accept the Board Term expiration as presented. C. Jergens second. Motioned passed unanimously.

Slate of Officers for FY 2026 – 2027	L. Sims asked to approve the Slate of Officers for FY 2026–2027 as follows: • Todd Panzer – Chair • Thomas LoBianco – Past Vice-Chair • Jennifer Beck – Vice Chair • Brenda Ford – Treasurer • Levonda Goodson – Secretary In addition, they are approved as authorized signers on the Coalition bank accounts at South State Bank. Per Bylaws, Officers may serve in the same position for a maximum of two consecutive years. If an office is vacated prior to the completion of a one-year term, a member in good standing may be appointed by the Chair.	ACTION: L. Gonzalez moved to accept the Slate of Officers as presented. C. Wilson second. Motioned passed unanimously.
CEO Update –	L. Sims shared the following updates: • The Coalitions General Counsel has agreed to provide the required annual training on Florida’s Sunshine Law and Ethics requirements during the August Board Meeting. • Presented at the Governor’s West meeting on June 10th, providing an overview of the services we offer and continue efforts to enroll children in the VPK Program. • We are still awaiting the final approval and signature of the budget, which includes approximately \$16.1 million for the SR program and \$5.5 million for Voluntary Prekindergarten (VPK). • The Governor has designated additional state holidays in July. The Coalition will be closed on July 2nd, July 3rd and July 6th.	ELCMC Information
Edward Jones / Kiwanis Club	J. Gordon shared her interest in joining partnerships through the Kiwanis Club. 1/3 of the proceeds from their Sponsorship dinner are for the ELCMC. Asked for community participation during the June community event outreach to join efforts with VPK in Bridging the Gap. E. Deola and L. Sims will be scheduling a meeting with Ms. Gordon to coordinate and join efforts moving forward.	Community Roundtable
Panzer Concierge Medicine	T. Panzer invited everyone to attend the July 4th parade, sponsored by the Christmas Parade Board, commemorating the 250th anniversary of the United States of America.	Community Roundtable
Preschool @ The Springs	K. LaCognata thanked L. Sims and her team for all their hard work and dedication to all child care providers.	Community Roundtable
College of Central Florida	Dr. K. Sellers also thanked the team for their hard work. The Provider Appreciation event was the best one yet, she said. “It’s been a breath of fresh air.” Truly enjoyed the Above the Line and Below the Line presentation by Dr. M. Grant-Harris and have asked her to present to her staff. The Early Childhood Bachelor Cohort is very strong with their Baccalaureate program. The Lab School is also doing very well.	Community Roundtable

Mary's Family Childcare, Inc.	C. Wilson shared that offering VPK for the summer is not feasible, but all is going well with his SR enrollments.	Community Roundtable
ELCMC	E. Deola thanked Accurate Background Check for sponsoring the Provider Appreciation event and refreshments. Also, thanked J. Schultz for her diaper donation.	Community Roundtable
ELCMC	W. Williams shared the following updates: - Community partner diaper drive with Papa John's for the month of June. Free large pizza, with the donation of a pack of diapers or a box of baby wipes. - On Top of the World residents will also be collecting diapers for us during their golf cart parade on July 4th. - We have received four pallets of VPK Calendars with activities and will be asking for assistance with the distribution to families with schoolers in the coming weeks.	Community Roundtable
CEP Ocala Metro	J. Schultz is looking to hire a dynamic community-minded bilingual staff for the South Marion location. Ms. Schultz thanked W. Williams for presenting at the CEP – Belleview on the Rise event sponsored by Advance Welding.	Community Roundtable
CareerSource	S. Mills is thankful for the opportunity to serve on the ELCMC Full Coalition Board of Directors.	Community Roundtable
FDLRS Springs	J. McBride shared that they have added another county to their region and now serve Marion, Sumter, Levy, Dixie, Gilchrist, and Alachua.	Community Roundtable
Marion County Public Schools	J. Beck shared the following highlights: - They have 37 students enrolled in summer VPK and 10 students for Summer Bridge. - Currently have 45 VPK programs slated for the 2026-2027 school year.	Community Roundtable
Upcoming Events	Upcoming meeting dates were included on the agenda for planning purposes.	Information Item
Public Comment	None at this time.	
Adjournment	Meeting adjourned at 9:59 AM.	T. Panzer motioned to adjourn the meeting.

Reported by: Beatriz Montalvo, HR Director

Approved by: 
Todd Panzer, Chair

Date: 8/27/2026

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

ELC of Marion County

Reporting on May 31, 2026 Financial Statements

Fiscal year 2025-2026

Finance Notes:

Tickmarks below correspond to the matching tickmarks on the attached May 31, 2026 Balance Sheet, Income Statement – All Funds, and the SR and VPK fund-level Income Statements.

Balance Sheet:

- **(a)** All cash accounts (Operating, Unrestricted, Building, PayPal, Community Foundation, and petty cash) have been reconciled as of May 31, 2026. Currently we are holding approximately \$986,000 in cash. Cash naturally fluctuates with the timing of the FOEL reimbursement draw cycle — balances dip as expenditures are paid out and build back up as reimbursement is received.
- **(b)** Accounts receivable consists of approximately \$2,021,000, of which approximately \$1,961,000 is due from FOEL. The balance reflects invoices to DEL that remain outstanding for the most recent months. See AR Aging Schedule.
- **(c)** We have fixed assets with a net book value of approximately \$524,000 (shown as “Other” on the balance sheet).
- **(d)** Accounts payable consists of approximately \$1,633,000 and is current.
- **(e)** Due to DEL (Payable: FOEL Advance) is approximately \$1,299,000.
- **(f)** Total Net Assets is approximately \$522,000.

Income Statement – All Funds

- **(1)** Salaries (Personnel Expenses) have increased year over year, from \$2,249,820 to \$2,566,156 (+\$316,336), due to more staff and salary adjustments.
- **(2)** Program Expenses are down year over year, from \$17,745,094 to \$17,021,067 (-\$724,027), due to lower enrollment.
- **(3)** Professional fees have decreased year over year, from \$208,134 to \$109,503 (-\$98,631), due to lower accounting, legal and IT fees.
- **(4)** Maintenance and Repairs increased year over year, from \$9,612 to \$55,305 (+\$45,693), 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. Note that in the prior year, general liability insurance was classified to miscellaneous expense.
- **(5)** (see SR Income Statement) SR Program Expenses are down year over year, from \$12,138,115 to \$11,730,079 (-\$408,036), consistent with lower cost per child following the waitlist reductions that began in late October.
- **(6)** (see VPK Income Statement) VPK Program Expenses (direct services) are down year over year, from \$5,390,126 to \$5,120,581 (-\$269,546), due to serving fewer VPK-eligible children this year compared to last year. As always, we serve all children who are four years old and want to attend, regardless of funding.

Dashboard mandates:

SR Admin = 3.63%

SR Direct Services = 79.6%

Quality = 8.4%

VPK Admin = 4.392%

Early Learning Coalition of Marion County, Inc.

Balance Sheet
As of 5/31/2026
(In Whole Numbers)

Current Year

Assets

Cash: Operating (0332)	696,112	<i>a</i>
Cash: Unrestricted (0340)	130,075	<i>a</i>
Cash: Building (0464)	30,297	<i>a</i>
Cash: PayPal	317	<i>a</i>
Cash: Community Foundation	128,862	<i>a</i>
Petty Cash: Vending Machine	61	<i>a</i>
Petty Cash: Outreach	(10)	<i>a</i>
A/R: FOEL	1,961,020	<i>b</i>
A/R: Other Grants	59,269	<i>b</i>
A/R: Overpayments	1,061	<i>b</i>
Due from Employee	(25)	<i>b</i>
A/R: Clearing	23,432	
Prepaid: Postage	1,461	
Prepaid: Other	17,218	
Prepaid: Travel Advance	2,396	
Other	524,085	<i>c</i>
Total Assets	3,575,630	

Liabilities

Credit Card (South State - VISA)	1,239	
Accounts Payable	1,632,778	<i>d</i>
A/P: Conversion	(25,405)	
Payable: Accrued PLT	114,855	
Payable: Medicare	(0)	
Payable: SUTA	(36)	
Payable: Health Insurance	(20,727)	
Payable: Dental Insurance	4	
Payable: Vision Insurance	1,840	
Payable: ER - 403(b)	(3,481)	
Payable: EE - 403(b)	10,590	
Payable: EE - Roth IRA	660	
Payable: Life Insurance	104	
Payable: Short-term Disability	310	
Payable: Long-term Disability	(482)	
Payable: AFLAC	1,769	
Payable: Colonial Life	(958)	
Payable: United Way Deductions	10,933	
Payable: Wage Garnishment	797	
Payable: Workers Compensation	(729)	
Payable: FOEL Advance	1,299,464	<i>e</i>
2701: A/R: VPPRP VPK Provider Advance	(38,002)	
Payable: Interest	1,884	
Payable: Fraud Collections	24,322	
Deferred Revenue	41,944	
Total Liabilities	3,053,673	

Net Assets 521,957 *f*

Total Liabilities and Net Assets 3,575,630

Early Learning Coalition of Marion County, Inc.

Aged Receivables by Invoice Date
Aging Date - 5/31/2026
From 7/1/2025 Through 5/31/2026

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
Aracelis, Martinez	Facepainting by: Aracelis Martinez	12/9/2025	1225-TI2PAM-R...	Indoor Vendor Table - Indoors	100.00	0.00	0.00	0.00	0.00	100.00
Total Aracelis, Martinez	Facepainting by: Aracelis Martinez				100.00	0.00	0.00	0.00	0.00	100.00
Children's Forum	Children's Forum , Inc - HMG	5/22/2025	24MGFA-13R#7	HMG April 2025	9,499.98	0.00	0.00	0.00	0.00	9,499.98
Children's Forum		5/22/2025	24MGFA-13R#7C	Credit Memo HMS and HMA billed on later invoice	(9,499.98)	0.00	0.00	0.00	0.00	(9,499.98)
Children's Forum		4/30/2026	25HMGFA-12R#9	HMG MAR 2026	18,409.76	0.00	0.00	18,409.76	0.00	0.00
Total Children's Forum	Children's Forum , Inc - HMG				18,409.76	0.00	0.00	18,409.76	0.00	0.00
FOEL	Florida's Office of Early Learning	6/12/2026	3260526R1	FOEL INVOICE-MAY 2026	1,942,610.11	1,942,610.11	0.00	0.00	0.00	0.00
Total FOEL	Florida's Office of Early Learning				1,942,610.11	1,942,610.11	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
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

Early Learning Coalition of Marion County, Inc.

Aged Receivables by Invoice Date
Aging Date - 5/31/2026
From 7/1/2025 Through 5/31/2026

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
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		2/27/2026	0126DPL	DPIL ELA Assistance FY 26 - Jan 2026	(0.03)	0.00	0.00	0.00	0.00	(0.03)
MCBOCC		4/30/2026	0326MCMA	MATCH Mar 2026	39,999.13	0.00	0.00	39,999.13	0.00	0.00
MCBOCC		4/30/2026	0426DPL	DPIL ELA Assistance FY26 Apr	11,111.93	0.00	0.00	11,111.93	0.00	0.00
Total MCBOCC	Marion County Board of County Commissioners				53,420.89	0.00	0.00	51,111.06	0.00	2,309.83
SBMC	The School Board of Marion County, Florida	12/18/2025	YPP-1125	YPP Invoices	1,780.37	0.00	0.00	0.00	0.00	1,780.37
SBMC		5/19/2026	YPP-0126b	YPP RECONCILIATIO... INVOICES 25-26	1,477.67	0.00	1,477.67	0.00	0.00	0.00
SBMC		5/19/2026	ypp-0925b	YPP RECONCILIATIO... INVOICES 25-26	165.92	0.00	165.92	0.00	0.00	0.00
SBMC		5/19/2026	YPP-1125b	YPP RECONCILIATIO... INVOICES 25-26	191.22	0.00	191.22	0.00	0.00	0.00
SBMC		5/19/2026	YPP-1225b	YPP RECONCILIATIO... INVOICES 25-26	1,045.25	0.00	1,045.25	0.00	0.00	0.00
SBMC		5/21/2026	YPP-0825b	YPP RECONCILIATIO... INVOICES 25-26	163.30	0.00	163.30	0.00	0.00	0.00

Early Learning Coalition of Marion County, Inc.

Aged Receivables by Invoice Date
Aging Date - 5/31/2026
From 7/1/2025 Through 5/31/2026

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 SBMC	The School Board of Marion County, Florida				4,823.73	0.00	3,043.36	0.00	0.00	1,780.37
SmartPro... Inc	SmartProcure Inc	8/1/2025	0825RR-01	Records Request	450.00	0.00	0.00	0.00	0.00	450.00
SmartPro... Inc		12/29/2025	1225RR-01	Records Request 5 hours @ 75.00	375.00	0.00	0.00	0.00	0.00	375.00
Total SmartPro... Inc	SmartProcure Inc				825.00	0.00	0.00	0.00	0.00	825.00
UWMC	United Way of Marion County, Inc.	3/1/2025	202603-UW	United Way Invoice - MAR 2026	(0.01)	0.00	0.00	0.00	0.00	(0.01)
UWMC		12/1/2025	202512-UW	United Way Invoice - DEC 2025	(0.02)	0.00	0.00	0.00	0.00	(0.02)
UWMC		1/1/2026	202601-UW	United Way Invoice - JAN 2026	(0.01)	0.00	0.00	0.00	0.00	(0.01)
UWMC		2/1/2026	202602-UW	United Way Invoice - FEB 2026	(0.01)	0.00	0.00	0.00	0.00	(0.01)
UWMC		4/1/2026	202604-UW	United Way Invoice - APR 2026	(0.01)	0.00	0.00	(0.01)	0.00	0.00
UWMC		5/1/2026	202605-UW	United Way Invoice - MAY 2026	(0.01)	0.00	(0.01)	0.00	0.00	0.00
Total UWMC	United Way of Marion County, Inc.				(0.07)	0.00	(0.01)	(0.01)	0.00	(0.05)
Report Total					2,021,349.68	1,942,610.11	3,043.35	69,520.81	0.00	6,175.41

Early Learning Coalition of Marion County, Inc.
Aged Payables by Due Date - Zh AP Aging Report - All Funds
Aging Date - 11/30/2025
From 7/1/2025 Through 5/31/2026

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
	SR0526-262794334-...	5/31/2026	6/22/2026	2,834.47	0.00	0.00	0.00	0.00	2,834.47
Total Triumphant Tots, Inc				5,354.67	0.00	0.00	0.00	0.00	5,354.67
Verizon Wireless	913502808-00004-01	5/30/2023	6/8/2023	0.00	0.00	0.00	0.00	(968.28)	(968.28)
Total Verizon Wireless				0.00	0.00	0.00	0.00	(968.28)	(968.28)
Walmart	V-012023-C	2/2/2023	2/2/2023	0.00	0.00	0.00	0.00	15.00	15.00
Total Walmart				0.00	0.00	0.00	0.00	15.00	15.00
Wendy Williams	TR061026-237	5/10/2026	6/9/2026	25.85	0.00	0.00	0.00	0.00	25.85
Total Wendy Williams				25.85	0.00	0.00	0.00	0.00	25.85
West Family Learning Center East, LLC	SR0526-811326656-...	5/31/2026	6/22/2026	15,076.28	0.00	0.00	0.00	0.00	15,076.28
Total West Family Learning Center East, LLC				15,076.28	0.00	0.00	0.00	0.00	15,076.28
Wilma Martin Family Daycare Home	SR0526-882898920-...	5/31/2026	6/22/2026	6,060.71	0.00	0.00	0.00	0.00	6,060.71
Total Wilma Martin Family Daycare Home				6,060.71	0.00	0.00	0.00	0.00	6,060.71
Wilson's Lovable Daycare, LLC	SR0526-825414548-...	5/31/2026	6/22/2026	7,883.68	0.00	0.00	0.00	0.00	7,883.68
Total Wilson's Lovable Daycare, LLC				7,883.68	0.00	0.00	0.00	0.00	7,883.68
Wiz Kids Learning Academy	0126-SP11-8160-000	5/31/2026	6/22/2026	123.91	0.00	0.00	0.00	0.00	123.91
	0226-SP11-8160-000	5/31/2026	6/22/2026	135.97	0.00	0.00	0.00	0.00	135.97
	0326-SP11-8160-000	5/31/2026	6/22/2026	509.52	0.00	0.00	0.00	0.00	509.52
	0526VK-8160-000	5/31/2026	6/30/2026	2,114.70	0.00	0.00	0.00	0.00	2,114.70
	0925-SP11-8160-000	5/31/2026	6/22/2026	49.70	0.00	0.00	0.00	0.00	49.70
	1025-SP11-8160-000	5/31/2026	6/22/2026	157.27	0.00	0.00	0.00	0.00	157.27
	1125-SP11-8160-000	5/31/2026	6/22/2026	109.71	0.00	0.00	0.00	0.00	109.71
	1225-SP11-8160-000	5/31/2026	6/22/2026	110.78	0.00	0.00	0.00	0.00	110.78
	SR0526-472528160-...	5/31/2026	6/22/2026	16,360.82	0.00	0.00	0.00	0.00	16,360.82
Total Wiz Kids Learning Academy				19,672.38	0.00	0.00	0.00	0.00	19,672.38
Zackery Hackley	000018	5/21/2026	6/20/2026	4,950.00	0.00	0.00	0.00	0.00	4,950.00
Total Zackery Hackley				4,950.00	0.00	0.00	0.00	0.00	4,950.00
Report Total				1,655,571.97	(13,327.64)	2.31	3,001.97	(12,471.04)	1,632,777.57

Early Learning Coalition of Marion County, Inc.

Statement of Revenues and Expenditures - Detail

From 7/1/2025 Through 5/31/2026

	Current Period Actual	Prior Year Current Period Actual	Current Period Change
Operating Revenue			
Grant Revenue	20,034,004.07	20,748,671.92	(714,667.85)
Contributions	32,775.25	34,771.90	(1,996.65)
Program Revenue	2,861.00	3,328.40	(467.40)
Investment Income	2,957.38	2,486.22	471.16
Other Income	3,033.38	0.00	3,033.38
Total Operating Revenue	<u>20,075,631.08</u>	<u>20,789,258.44</u>	<u>(713,627.36)</u>
Total Revenue	<u>20,075,631.08</u>	<u>20,789,258.44</u>	<u>(713,627.36)</u>
Expenditures			
Personnel Expenses	2,566,155.71	2,249,819.70	316,336.01
Program Expenses	17,021,067.27	17,745,094.21	(724,026.94)
Professional Fees	109,502.99	208,133.98	(98,630.99)
Supplies	9,852.28	25,723.43	(15,871.15)
Telephone	20,848.74	24,156.78	(3,308.04)
Postage & Shipping	793.65	858.05	(64.40)
Occupancy	63,262.30	62,698.55	563.75
Maintenance & Repairs	55,304.78	9,611.87	45,692.91
Equipment Rental	1,080.48	540.24	540.24
Conferences, Conventions & Meetings	5,145.23	13,497.72	(8,352.49)
Printing & Publications	17,880.55	6,277.51	11,603.04
Dues & Subscriptions	7,689.88	8,958.67	(1,268.79)
Depreciation	24,454.65	24,969.23	(514.58)
Miscellaneous	77,250.13	95,907.05	(18,656.92)
Total Expenditures	<u>19,980,288.64</u>	<u>20,476,246.99</u>	<u>(495,958.35)</u>
Net Revenue Over Expenditures	<u>95,342.44</u>	<u>313,011.45</u>	<u>(217,669.01)</u>

Early Learning Coalition of Marion County, Inc.

Statement of Revenues and Expenditures - Detail

From 7/1/2025 Through 5/31/2026

	Current Period Actual	Prior Year Current Period Actual	Current Period Change
Operating Revenue			
Grant Revenue	<u>14,373,711.45</u>	<u>14,747,671.14</u>	<u>(373,959.69)</u>
Total Operating Revenue	<u>14,373,711.45</u>	<u>14,747,671.14</u>	<u>(373,959.69)</u>
Total Revenue	<u>14,373,711.45</u>	<u>14,747,671.14</u>	<u>(373,959.69)</u>
Expenditures			
Personnel Expenses	2,325,598.79	2,063,304.01	262,294.78
Program Expenses	11,730,079.05	(5) 12,138,114.65	(408,035.60)
Professional Fees	99,781.20	135,034.13	(35,252.93)
Supplies	8,759.77	24,583.35	(15,823.58)
Telephone	19,256.91	21,858.32	(2,601.41)
Postage & Shipping	719.85	744.22	(24.37)
Occupancy	59,475.18	60,183.05	(707.87)
Maintenance & Repairs	41,861.34	9,223.12	32,638.22
Equipment Rental	1,031.88	510.02	521.86
Conferences, Conventions & Meetings	4,630.45	4,262.48	367.97
Printing & Publications	16,209.48	5,403.09	10,806.39
Dues & Subscriptions	7,114.34	4,621.64	2,492.70
Depreciation	4,956.26	5,699.90	(743.64)
Miscellaneous	<u>50,571.92</u>	<u>72,002.69</u>	<u>(21,430.77)</u>
Total Expenditures	<u>14,370,046.42</u>	<u>14,545,544.67</u>	<u>(175,498.25)</u>
Net Revenue Over Expenditures	<u>3,665.03</u>	<u>202,126.47</u>	<u>(198,461.44)</u>

Early Learning Coalition of Marion County, Inc.

Statement of Revenues and Expenditures - Detail

From 7/1/2025 Through 5/31/2026

	Current Period Actual	Prior Year Current Period Actual	Current Period Change
Operating Revenue			
Grant Revenue	<u>5,425,127.99</u>	<u>5,641,504.90</u>	<u>(216,376.91)</u>
Total Operating Revenue	<u>5,425,127.99</u>	<u>5,641,504.90</u>	<u>(216,376.91)</u>
Total Revenue	<u>5,425,127.99</u>	<u>5,641,504.90</u>	<u>(216,376.91)</u>
Expenditures			
Personnel Expenses	239,761.31	189,617.62	50,143.69
Program Expenses	5,120,580.62	(6) 5,390,126.29	(269,545.67)
Professional Fees	8,381.64	57,537.27	(49,155.63)
Supplies	882.91	582.49	300.42
Telephone	1,591.83	806.53	785.30
Postage & Shipping	59.90	24.93	34.97
Occupancy	3,736.16	2,129.78	1,606.38
Maintenance & Repairs	13,443.44	388.75	13,054.69
Equipment Rental	48.60	1.28	47.32
Conferences, Conventions & Meetings	0.00	83.49	(83.49)
Printing & Publications	599.97	146.19	453.78
Dues & Subscriptions	30.54	3,253.83	(3,223.29)
Depreciation	1,798.62	1,569.56	229.06
Miscellaneous	<u>5,583.62</u>	<u>12,891.96</u>	<u>(7,308.34)</u>
Total Expenditures	<u>5,396,499.16</u>	<u>5,659,159.97</u>	<u>(262,660.81)</u>
Net Revenue Over Expenditures	<u>28,628.83</u>	<u>(17,655.07)</u>	<u>46,283.90</u>

Early Learning Coalition of Marion County, Inc.

Normal Trial Balance - TB ZH

From 7/1/2025 Through 5/31/2026

Account Code	Account Title	Debit Balance	Credit Balance
1000	Cash: Operating (0332)	696,111.67	
1010	Cash: Unrestricted (0340)	130,075.29	
1020	Cash: Building (0464)	30,296.90	
1050	Cash: PayPal	316.54	
1080	Cash: Community Foundation	128,862.49	
1091	Petty Cash: Vending Machine	60.74	
1092	Petty Cash: Outreach		10.00
1095	Credit Card (VISA)	0.00	
1096	Credit Card (MasterCard)	0.00	
1097	Credit Card (Sam's Club)	0.00	
1098	Credit Card (South State - VISA)		1,239.08
1200	A/R: FOEL	1,961,019.87	
1210	A/R: Other Grants	59,268.55	
1220	A/R: Overpayments	1,061.26	
1290	Due from Employee		24.92
1299	A/R: Clearing	23,432.49	
1400	Prepaid: Postage	1,460.54	
1401	Prepaid: Insurance	0.00	
1403	Prepaid: Other	17,218.29	
1405	Prepaid: Travel Advance	2,396.05	
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		449,393.32
2000	Accounts Payable		1,632,777.57
2099	A/P: Conversion	25,985.97	
2100	Notes Payable: LOC	0.00	
2105	Notes Payable: HVAC	0.00	
2200	Payable: Salary	0.00	
2203	Payable: Accrued PLT		114,855.32
2205	Payable: Social Security	0.00	
2206	Payable: Medicare	0.39	
2207	Payable: SUTA	35.68	
2208	Payable: Federal Withholding	0.00	
2210	Payable: Health Insurance	20,727.31	
2211	Payable: Dental Insurance		4.01
2212	Payable: Vision Insurance		1,840.26
2213	Payable: HSA	0.00	
2220	Payable: ER - 403(b)	3,481.13	
2221	Payable: EE - 403(b)		10,589.90
2222	Payable: EE - Roth IRA		660.00
2230	Payable: Life Insurance		103.52
2231	Payable: Short-term Disability		310.42
2232	Payable: Long-term Disability	481.95	
2240	Payable: AFLAC		1,768.82
2245	Payable: Colonial Life	958.14	
2250	Payable: United Way Deductions		10,933.40
2255	Payable: Wage Garnishment		797.31
2265	Payable: Workers Compensation	728.70	
2700	Payable: FOEL Advance		1,299,464.32
2701	2701: A/R: VPPRP VPK Provider Advance	38,002.40	
2710	Payable: Interest		1,884.22

Early Learning Coalition of Marion County, Inc.

Normal Trial Balance - TB ZH

From 7/1/2025 Through 5/31/2026

Account Code	Account Title	Debit Balance	Credit Balance
2720	Payable: Fraud Collections		24,321.93
2900	Deferred Revenue		41,944.34
3000	Net Assets		416,190.20
4001	Grants: State & Federal		19,883,592.77
4010	Grants: Local Governments		133,743.00
4020	Grants: Other		16,668.30
4050	Gifts, Donations, and Pledges		20,329.60
4100	Revenue: Interest		2,957.38
4201	Revenue: Miscellaneous		262.00
4210	Revenue: Provider Trainings		2,155.00
4300	Revenue: Special Events		2,852.53
4901	Revenue: Vending		444.00
4905	Revenue: Facility Rental		3,033.38
4991	Realized Gain on Investments		2,378.22
4992	Unrealized Gain on Investments		8,626.72
4999	In-kind		9,593.12
5000	Salary: Directors (990 reportable)	122,575.86	
5001	Salary: Exempt (Other)	1,104,846.75	
5002	Salary: Hourly	798,200.77	
5005	Payroll Tax: Social Security	120,433.39	
5006	Payroll Tax: Medicare	28,165.45	
5007	Payroll Tax: SUTA	295.66	
5010	Insurance: Health	261,567.58	
5011	Insurance: Dental	12,268.05	
5020	Retirement: ER Contribution	91,986.94	
5030	Insurance: Life	4,640.66	
5031	Insurance: Short-term Disability	10,517.01	
5032	Insurance: Long-term Disability	10,657.59	
5100	Staff Development	5,145.23	
6000	Professional Services: Consultant	0.00	
6001	Professional Services: Accounting	13,375.00	
6002	Professional Services: Auditing	28,250.00	
6005	Professional Services: IT management	44,315.00	
6010	Professional Services: Legal	6,200.00	
6020	Professional Services: Temporary Employment	0.00	
6025	Professional Services: Printing & Reproductions	11,637.00	
6030	Professional Services: Repairs & Maintenance	13,291.98	
6035	Professional Services: Other	295.85	
6040	Prof Service: Payroll	16,033.14	
6500	Direct Services: Child Care	16,747,587.60	
6501	Direct Services - Prior Year	28,225.10	
7001	Utilities	21,795.71	
7005	Janitorial Services	29,391.00	
7006	Janitorial Supplies	3,769.26	
7007	Lawn Service	3,300.00	
7008	Security System	4,755.52	
7009	Pest Control	250.81	
7050	Postage, Freight, and Delivery	793.65	
7100	Equipment Lease and Maintenance	1,080.48	
7150	Office Supplies and Expenses	8,943.97	
7151	Printing: Copier	6,243.55	
7200	Communications: Land Line	16,753.93	
7201	Communications: Cellular	2,585.48	

Early Learning Coalition of Marion County, Inc.

Normal Trial Balance - TB ZH

From 7/1/2025 Through 5/31/2026

Account Code	Account Title	Debit Balance	Credit Balance
7202	Communications: Internet	1,509.33	
7260	Insurance and Surety Bonds: General Liability	42,012.80	
7265	Insurance and Surety Bonds: Workers Compensation	3,865.78	
7275	Insurance and Surety Bonds: Other	8,501.80	
7302	Equipment: < \$5k	756.34	
7304	Furniture: < \$5k	151.97	
7401	Quality and Classroom Material		2,777.85
7405	Training Material	2,352.10	
7410	Consumer Education and Outreach Material	27,503.27	
7415	Grants to Providers	1,400.00	
7420	Scholarships and Other Education Opportunities	16,946.39	
7425	Wage Incentives	57,478.13	
7501	Travel: In-State	9,355.19	
7505	Travel: Out of State	2,029.62	
7510	Travel: In Service Area	4,663.20	
7600	Admin Fees (Comm Fdt)	1,607.29	
7601	Bank Fees	3,104.37	
7602	Merchant Service Fees	213.55	
7603	Interest Expense	2,333.22	
7605	Software-Licenses-Support	22,619.57	
7610	Web service, hosting, support, back-up services & Maintenanc	275.00	
7615	Other employee related expenditures	1,370.95	
7616	Backgroud Screening	704.00	
7617	Employee Drug Screening	330.00	
7620	Membership Dues	7,570.00	
7621	Subscriptions and Publications	119.88	
7625	Taxes, licenses and fees	6,396.05	
7900	Development Expense	0.00	
7901	Vending Machine Supplies	321.42	
8500	Childcare	8,237.50	
8530	Special Projects	937.62	
8535	Books	126,886.55	
8540	Parent Education-Incentives (allowable)	492.77	
8550	Food services (Unallowable)	5,798.09	
8551	Parent Incentive (Unallowable)	0.00	
8559	Bus Passes/Gas Cards	1,000.00	
9001	Depreciation	24,454.65	
9999	In-kind Expenditure	9,593.12	
Report Total		24,162,533.83	24,162,533.83
Report Difference		0.00	

ELC OF MARION COUNTY EXECUTIVE SUMMARY

Version: 26.4.1.1

TARGETS AND RESTRICTIONS

SR Direct Services Min: 78%	11,952,789 + 83,720 15,124,618	79.6%
SR Admin Max: 5%	548,966 + 15,124,618	3.630%
SR Admin/NonDirect/Quality Max: 22%	2,917,616 + 57,961 15,124,618	19.7%
SR Quality Min: 4%	1,220,048 + 57,961 15,124,618	8.4%
SR Match Max: \$153,687		72,395.58
Dollar-for-Dollar Match:		72,395.58
VPK Admin Max: 5%	225,683 5,138,019	4.392%
SR Plus Admin Max: 5%		0.3%

PROGRAM TOTALS

SR Total
 SR Admin
 SR Non-Direct
 SR Quality
 SR Direct Services*
 Quality Performance
 QPI Shortfall
 SR Match
 Special Needs
 Spec Needs Shortfall
 Gold Seal
 SR Plus
 VPK Total
 VPK Admin
 VPK DS
 VPK PA
 * includes SR Match, Gold Seal

YTD MATCH SUMMARY

Cost Type	Cash in EFSM	Cash not in EFSM	Total Cash	Public Funds
Direct Service	83,719.82	.00	83,719.82	
Admin	.00	.00	0.00	
All Non Direct	.00	57,960.58	57,960.58	



Action Sheet

FULL COALITION BOARD

August 27, 2026

SUBJECT: Board Member Nomination

FISCAL IMPACT: N/A

PROPOSED ACTION

Approve the appointment of Heather Gamble as a Private Sector Representative for a term beginning August 27, 2026, and ending June 30, 2030.

BACKGROUND INFORMATION

Pursuant to direction from the Department of Early Learning, based on the Bylaws the Board of Directors may appoint members to fill existing vacancies on the board or to fill a vacancy that arises due to resignation, removal, death, or expiration of a members first or second term.

3.6.1 Private Sector Business Members and Optional members may serve a maximum of two consecutive terms. Private Sector members may be nominated to serve additional terms after a one-year break in service. The terms must be staggered and must be a uniform length that does not exceed four years per term. Mandated members may serve a maximum of two consecutive four-year terms.

3.6.5 Any member may resign by giving written notice to the Chair. Such resignation shall take effect at the time specified in the notice and the acceptance of such resignation shall not be necessary to make it effective.

Heather Gamble, Loan Officer, Mortgages with Brittany has expressed interest in filling the vacant private sector position for the ELCMC Board of Directors.

Supporting Documentation Included:

- 2026–2027 Board Membership Roster

Supporting Documentation Available:

- Nomination Form from Heather Gamble
- Coalition Bylaws

Information Items



2026 Give4Marion Goals

September 15-16, 2026
(platform open Sept 8-20)

Funds will assist areas of highest need not supported by State funding: KPL, IY, early literacy initiatives, and facility repairs and improvements.

Primary Goals

- Raise \$15,000 (35.8% increase over 2025)
- Receive at least \$5,000 in advance funds for internal matching moments (100% increase from 2025)
- Achieve 100% board giving (had 90% giving in 2024 and 2025)
- Recruit 20 Friendraisers (Ambassadors/Peer-to-Peer Fundraisers) (25% increase over 2025)
 - At least one Board Member (no Board Member Friendraisers in 2024 or 2025)

Secondary Goals

- Maintain 175 individual donors
- Increase repeat donors to 60 (9% increase over 55 repeat donors in 2025)
- Increase average donation amount to \$100 (53.9% increase over \$64.95 in 2025)

Board Assistance Needed

1. Participants with an active Board raise 2-3x as much as those without active participation. Ways to participate:
 - a. Donate
 - b. Join us as a Friendraiser (scan QR code)
 - c. Participate in social media challenges
 - d. Help us thank donors (thank you photos; thank you cards)
2. Donate gift cards to support Staff Friendraisers who volunteer their time. Last year we gave away \$570 in gift cards. We currently have \$180 in cards. Need \$10, \$25, \$50, and \$100 denominations.





**Early Learning
Coalition** OF Marion
County



2026-2027 EARLY LEARNING SPONSORSHIP OPPORTUNITIES

Invest in
Marion County
families



Why Your Sponsorship Matters

Your sponsorship helps Marion County children by sustaining early literacy initiatives, family support programs, community outreach, and other early learning services not funded through State grants.



Sponsor Recognition

Coalition communications reach thousands of families, early learning professionals, and community stakeholders through events, email communications, social media, website, and community outreach efforts. Sponsors are recognized during the Coalition's fiscal year, July 1, 2026 - June 30, 2027, based on the date funds are received. For recognition during specific events, be sure funds are received by the below deadlines.

2026-2027 Signature Events



Truckin' It To Preschool



Provider Appreciation



Books, Balls, & Blocks

Choose Your Impact Area



Early
Literacy



Family
Support
Programs



Signature
Events



Facility
Improvements



Area of
Greatest Need

Featured Opportunity: Give4Marion Matching Sponsor

Help inspire support during Marion County's annual online giving campaign. Early Learning Coalition matching sponsors receive recognition on [Give4Marion.org](https://www.give4marion.org) Matches webpage in addition to sponsor-level benefits.

Recognition Deadlines

- Give4Marion - September 14, 2026
- Truckin' It To Preschool - December 30, 2026
- Provider Appreciation - April 9, 2027

Sponsor Levels and Benefits

Sponsor Benefits	Thrive Sponsor \$5,000+	Grow Sponsor \$2,500 - \$4,999	Learn Sponsor \$1,000 - \$2,499	Discover Sponsor \$500 - \$999
Website Recognition	Large logo + link	Medium logo + link	Name + link	Name
Industry Exclusivity (Thrive Only)	✓			
Social Media Recognition	Logo + tag	Name + tag	Name	
Newsletter Recognition	Logo + link	Logo + link	Name + link	Name
Book Collection Donated in Sponsor's Honor	✓	✓		
Recognition at Coalition Signature Events	Mention + signage + Exhibit invite	Mention + signage	Mention	
Swag Distributed at Events	✓	✓		
Family Support Program Recognition	Mention + signage + Exhibit invite	Mention + signage	Mention	
Recognition on 500 Children's Books	✓			
Annual Impact Report Recognition	Logo	Logo	Name	Name

Sponsorship Commitment Form

Organization Name: _____ Contact: _____

☐ Use my gift as a Give4Marion Match ☐ I do not want my gift publicly recognized

Address: _____

City, State, Zip: _____

Phone Number: _____

Email Address: _____

Where would you like your sponsorship to make an impact? *(If no designation is selected, funds will be considered unrestricted)*

- ☐ Area of Greatest Need

☐ Signature Events

☐ Family Support Programs

☐ Early Literacy

☐ Facility Improvements

Make check payable to Early Learning Coalition of Marion County, 2300 SW 17th Rd., Ocala, FL 34471. For more information, contact CommunityRelations@ELC-Marion.org, 352-369-2315 ext. 202.

Prize and Gift Donations

The Coalition welcomes gift cards, merchandise, gift baskets, and other prizes for distribution at our events. Thank you recognition is provided.

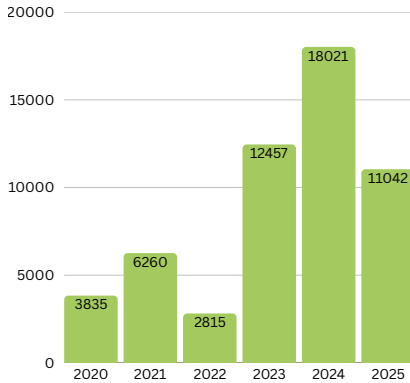
Description of Donation: _____

Estimated Value: _____



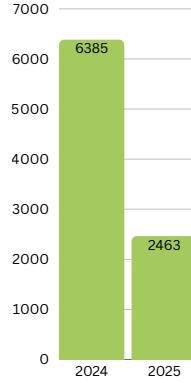
2025 Results

Donations



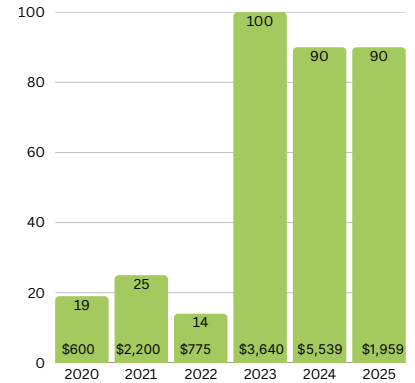
2025 Goal: Raise \$20,000
2025 Actual: \$11,042

Advance Funds



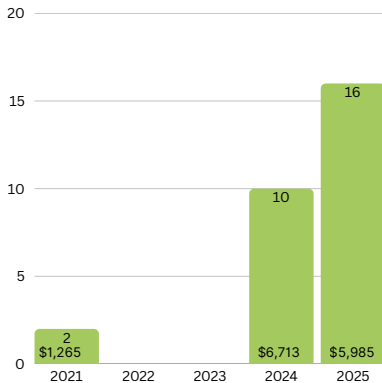
2025 Goal: \$5,000 in Advance
2025 Actual: \$2,463

Percent Board Giving



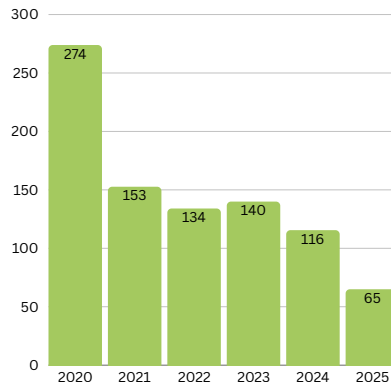
2025 Goal: 100% Board Giving
2025 Actual: 90%

Peer-to-Peer Friendraisers



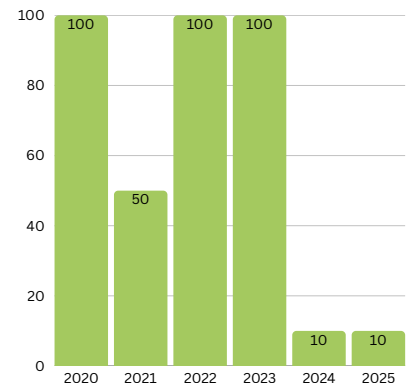
2025 Goal: 15 Friendraisers, at least 1 Board Member
2025 Actual: 16 Friendraisers, 0 Board Members (brought in 101 new donors)

Average Donation Per Donor

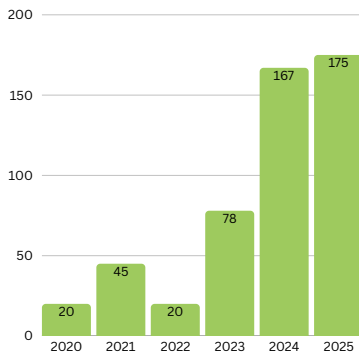


2025 Goal: \$100 Avg. Donation per Donor
2025 Actual: \$64.95

Most Frequent Donation Amount

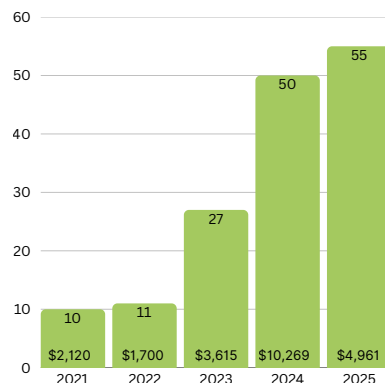


Individual Donors



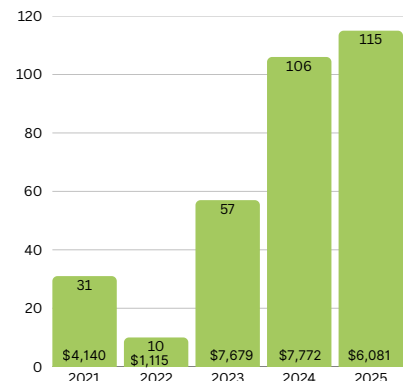
2025 Goal: 200 Individual Donors
2025 Actual: 175

Repeat Donors



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

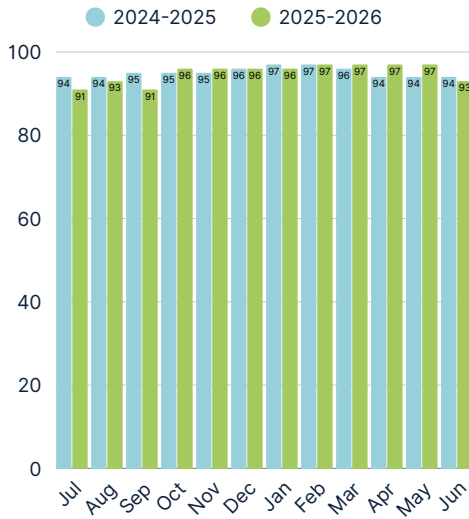
New Donors



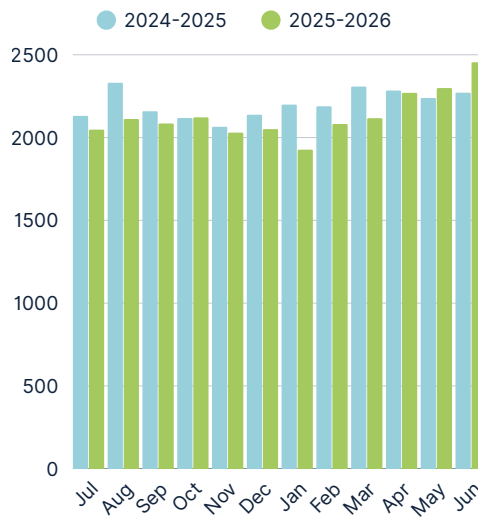


SCHOOL READINESS (SR)

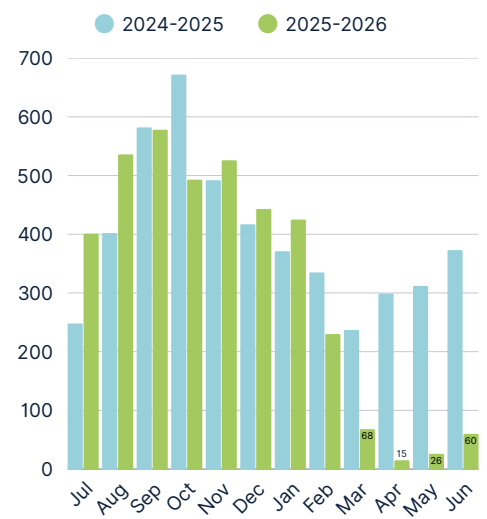
Child Care Providers



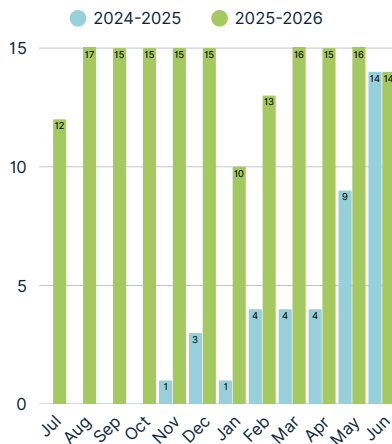
Children Served



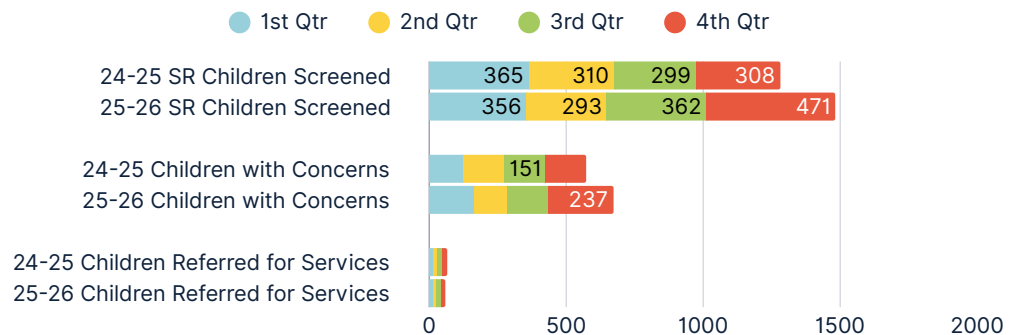
Waitlist



SR Plus Children Served



Inclusion



The Florida 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. The Coalition's Inclusion Coordinator reviews any concerns with parents or guardians and encourages their consent for referral to supportive services.

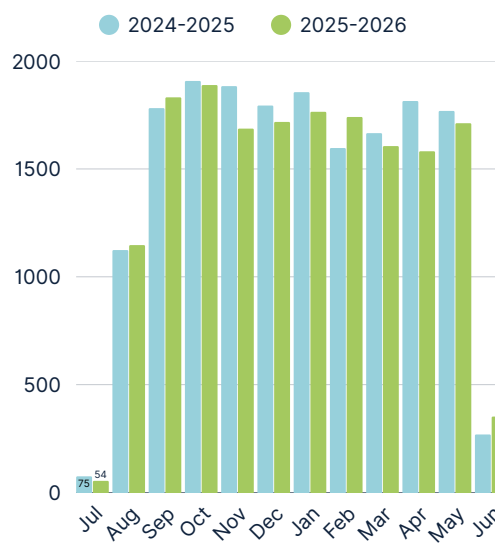
2025-26 COMMUNITY IMPACT REPORT CONTINUED

VOLUNTARY PREKINDERGARTEN

Child Care Providers

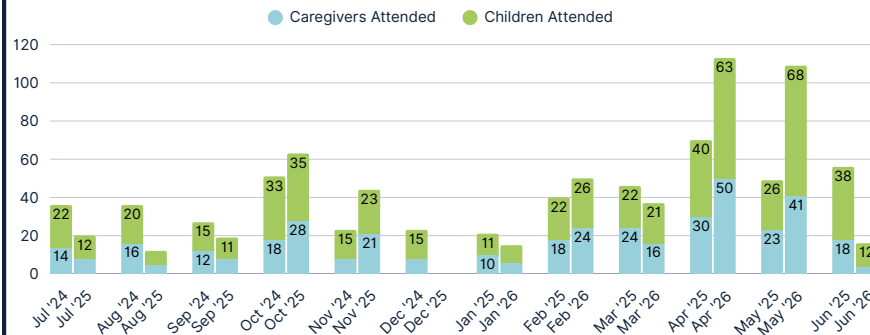


Children Served



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.

KALEIDOSCOPE PLAY & LEARN



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

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

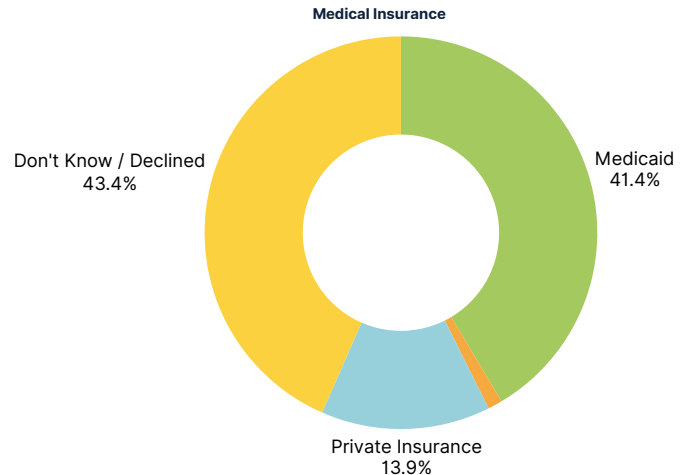
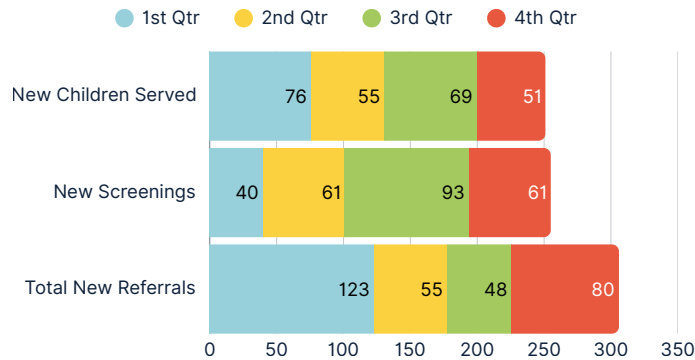
THE INCREDIBLE YEARS®

Fall	Spring	
16	18	Parents / Guardians Enrolled
10	9	Parents / Guardians Graduated
90%	89%	of program graduates reported a decrease in the frequency of their child's problematic behaviors
100%	88%	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.

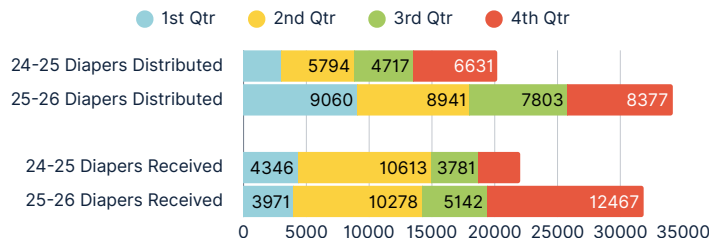
2025-26 YEAR END REPORT CONTINUED

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.

DIAPER ASSISTANCE



279

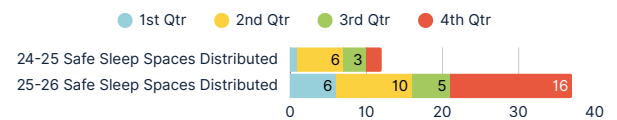
Families (compared to 196 in 2024-2025)

11

Organizations

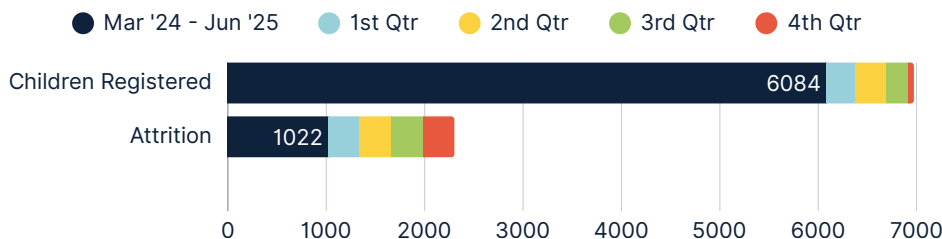
Emergency diaper assistance is provided to eligible families, helping to meet a basic health need while reducing barriers to child care and employment. This program is 100% supported by community donations.

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.

DOLLY PARTON'S IMAGINATION LIBRARY



4,670

Active Registrations

109,852

Books Mailed since Program Launch

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 read more frequently with their children - a key to improving kindergarten readiness and reading scores.

2025-26 YEAR END REPORT CONTINUED

CHILD CARE QUALITY INITIATIVES

780

Teachers Attended Coalition Trainings (includes duplicates)

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

VPK Performance Metric and Designation

Designations	School Year	
	Percent of Providers	Provider Count
Excellent	43%	40
Above Expectation	28%	26
Meets Expectation	25%	23
Below Expectation	1%	1
Unsatisfactory	0%	0
Incomplete	3%	3

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.

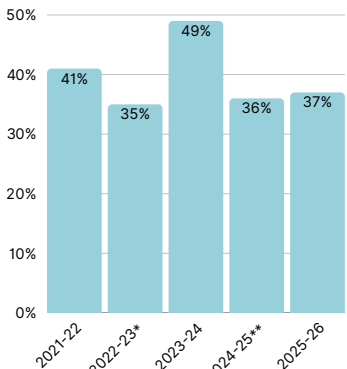
The Classroom Assessment Scoring System® Score (CLASS®) Matrix

July 1, 2025 - June 30, 2026

Overall Score	SR Providers	VPK Providers	Total Providers
6.5 and above	0	2	2
6 to 6.49	1	14	15
5.5 to 5.99	15	33	41
5 to 5.49	36	38	64
4.5 to 4.99	19	7	22
4 to 4.49	1	0	1
3.5 to 3.99	0	0	0
Total	72	94	145

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.

KINDERGARTEN READINESS



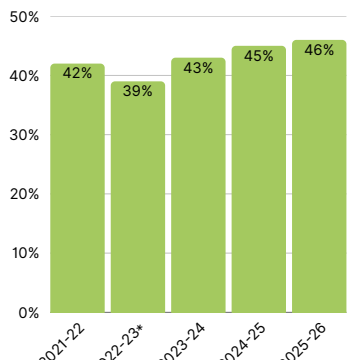
*2022-23 was first year of new FL Assessment of Student Thinking (FAST) Star Early Literacy screening and progress monitoring system
**Kindergarten Readiness cut score increased in 2024-25

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

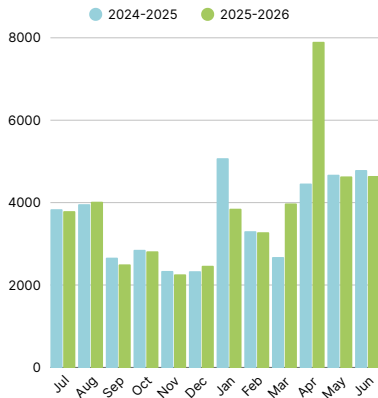


*2022-23 was first year of new FL Assessment of Student Thinking (FAST) Star Early Literacy screening and progress monitoring system

2025-26 COMMUNITY IMPACT REPORT CONTINUED

COMMUNITY OUTREACH

Website Users



The Coalition uses both digital and in-person activities to inform the community about our services and the importance of quality early learning opportunities.

In-Person Outreach

28

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

6

Presentations to community partners, families, and business leaders

5,121

Books Distributed

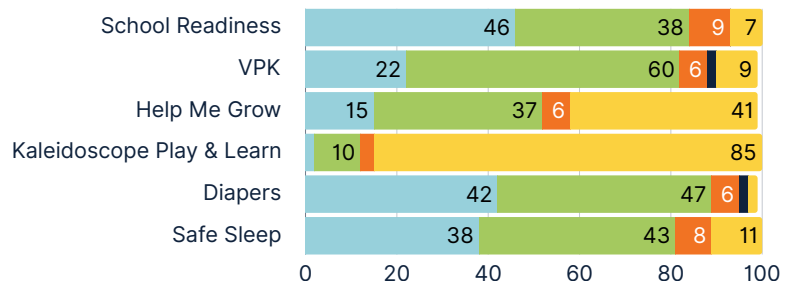
Social Media

	Social Media Followers	Follower Percent Change	# of Engagements
Facebook	3,801	+9%	7,790
Instagram	595	+8%	398
YouTube	436	-1%	1,123
LinkedIn	206	+13%	50

PROGRAM DEMOGRAPHICS

Percent of Program Participants by Race

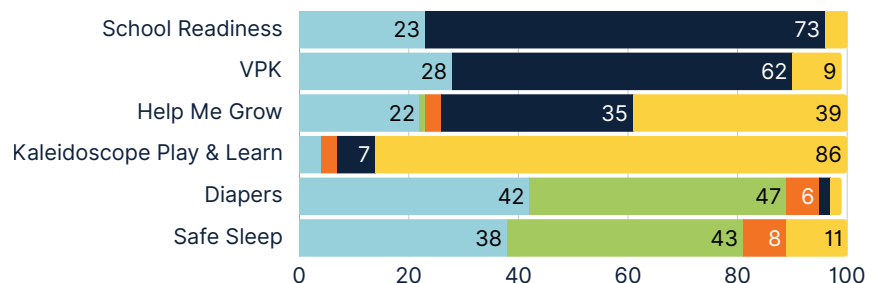
Black White Multiple Races Other Don't Know / Declined



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

Percent of Program Participants by Ethnicity

Hispanic Haitian Multiple Ethnicities Non-Hispanic / Non-Haitian Don't Know / Declined



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Email: dchartier@bjs.com

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Membership expires last day of month/year shown on your receipts and BJs.com account. Membership renewed within 2 months of expiration extend 12 months from expiration date; otherwise extend 12 months from last day of renewal month.

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