EARLY LEARNING COALITION OF SOUTHWEST FLORIDA

09.03.2026 | Executive Committee Meeting

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Executive Committee | Voting 09.03.2026

The Executive Committee is responsible for direction and oversight regarding the overall program and financial management and operations.

Kae Moore, Chairman of the Board

The Executive Committee serves as a coordinating and advisory body to the Board of Directors. Except where explicitly authorized, actions taken by the Executive Committee are recommendations for consideration by the full Board.

Welcome & Public Comment

Each public speaker shall be allowed a maximum of three minutes to speak. Prior to the Executive Committee meeting, each speaker shall complete and sign the public comment form, which is maintained by the Administrative Coordinator, and state whether they intend to speak on a specific topic on the agenda or a topic that is not on the agenda. If the topic is not on the agenda, the Committee members will not comment on the issue but may direct the CEO to contact the speaker about the issue. The CEO may contact the speaker to review or resolve the issue, or to schedule the issue at a subsequent Committee meeting. General citizen participation shall not be permitted when the Board is sitting as the legislative body pursuant to 6M-9.400 of Florida State Board Rule, to hear any appeals cases, charges, or recommendations to terminate a provider or client, or otherwise acting as a quasi-judicial body.

Meeting Agenda Review | Adoption

The Executive Committee is responsible for direction and oversight regarding the overall program and financial management and operations.

Executive Committee | Meeting Agenda

September 3rd, 2026 10:00am EDT

We will meet at the Coalition Fort Myers location and via Microsoft Teams.

Welcome & Public Input

Agenda Review and Adoption

Report of the Chair

Approval of Prior Meeting Minutes

Executive Committee Approvals

Finance Committee Report and Approvals

Human Resources Committee Report and Approvals

Nominations & Bylaws Committee Report and Approvals

Events Committee Report

Program Committee Report

Executive Session

Chief Executive Officer Compensation Review

Next Meeting & Adjournment

November 5, 2026, at 10:00 a.m.

TEAMS Meeting Link

Vote: Adoption of the September 3, 2026, Executive Committee meeting agenda

Report of the Chair

- Southwest Florida Chamber's Legislative Wrap-up
- Impact 50

Approval of the June 11, 2026 Meeting Minutes

ACTION ITEM

Please review the minutes of the previous meeting. During the meeting you will have the opportunity to request corrections or amendments.

[06.11.2026] executive-committee-meeting-minutes-DRAFT.pdf

[06.11.2026] executive-committee-meeting-minutes-DRAFT.pdf View PDF in Appendix or on Zeck.app

Vote: Approval of the June 11, 2026, Meeting Minutes

Executive Committee Approvals & Updates

Kae Moore, Board Chairman

IT Security & Risk Oversight

INFORMATIONAL ITEM

DEL Information Security Assessment / IT Security Risk Analysis

The Coalition is completing the Division of Early Learning's information-security assessment with technical support from Element. The review includes existing cybersecurity controls, system and data inventories, policies, procedures, and supporting documentation. Preliminary work indicates that several controls are operational but are not supported by sufficiently current or formalized documentation, while other areas will require additional remediation.

Management is developing an updated IT Security Risk Analysis and corresponding remediation plan to identify current controls, documentation gaps, areas requiring corrective action, responsible parties, and anticipated completion timelines. The Executive Committee is being provided this preliminary update for governance awareness. A more complete analysis and remediation plan will be presented as the assessment progresses.

No formal action is requested at this time.

Delegation of Authority Revision

ACTION ITEM

As part of the Coalition's ongoing Information Security Assessment and IT Risk Analysis, management identified a need to more explicitly document responsibility, accountability, and escalation authority for information security and cybersecurity governance.

The proposed revision to the Delegation of Authority formally designates the Chief Executive Officer as the Coalition's accountable executive for information security and cybersecurity governance. It clarifies responsibility for oversight of the information-security program, information-security risks, critical information assets, cybersecurity incident response and required notifications, and oversight of contracted technology and security service providers.

The revision also confirms that operational and technical responsibilities may be delegated to qualified staff or contractors while executive accountability remains with the CEO. Material cybersecurity risks, significant incidents, and significant remediation needs will be reported to the Board of Directors or appropriate Board committee.

The revision is intended to strengthen governance documentation and clarify accountability and escalation expectations identified through the Coalition's IT Risk Analysis; it does not alter the role of contracted technology professionals in carrying out technical IT and cybersecurity functions.

2027_Delegation of Authority_redlined_security accountability designation.docx

Legal, Compliance, and Risk Management Authority

The CEO is authorized to manage legal, regulatory, administrative, employment, monitoring, audit, insurance, public records, and compliance matters on behalf of the Coalition, in consultation with legal counsel or other professional advisors as appropriate.

The CEO may respond to complaints, administrative matters, audits, monitoring reviews, public records requests, subpoenas, employment claims, unemployment claims, and other legal or compliance matters, subject to applicable law, insurance requirements, Board policy, and the advice of legal counsel.

Settlements, litigation decisions, or legal commitments that materially affect the Coalition's financial position, legal obligations, public accountability, or governance responsibilities shall be submitted to the Board or Executive Committee for approval when required by law, policy, insurance requirements, or legal counsel.

Information Security and Cybersecurity Governance.

The Chief Executive Officer is designated as the Coalition's accountable executive for information security and cybersecurity governance. The CEO is responsible for ensuring that the Coalition establishes, maintains, and periodically reviews its information security program; identifies and manages information-security risks; assigns business ownership for critical information assets; oversees cybersecurity incident response and required notifications; and monitors the performance of contracted technology and security service providers.

The CEO may delegate operational and technical responsibilities to qualified Coalition staff or contractors, including the Coalition's managed IT service provider, but retains accountability for information security governance, risk acceptance, regulatory compliance, and vendor oversight. Material cybersecurity risks, significant incidents, and material remediation needs shall be reported to the Board of Directors or an appropriate Board committee.

Emergency or Time-Sensitive Authority

Vote: Recommend approval of the revised Delegation of Authority, including the addition of Information Security and Cybersecurity Governance responsibilities, for advancement to the Board of Directors for review and approval.

Finance Committee Approvals

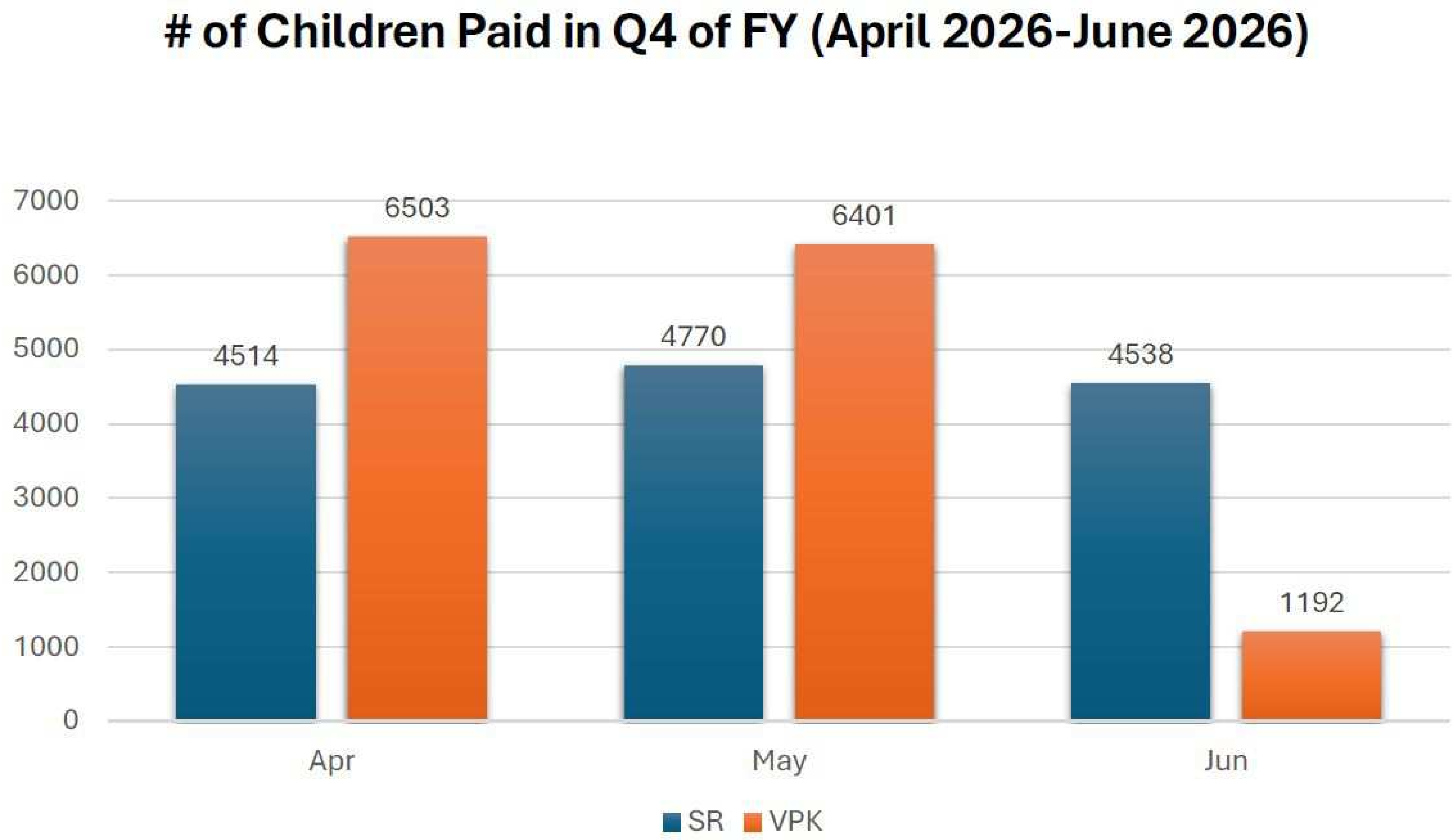
Brooke Goldstein, Treasurer and Finance Committee Chair

Utilization Report:

ACTION ITEM

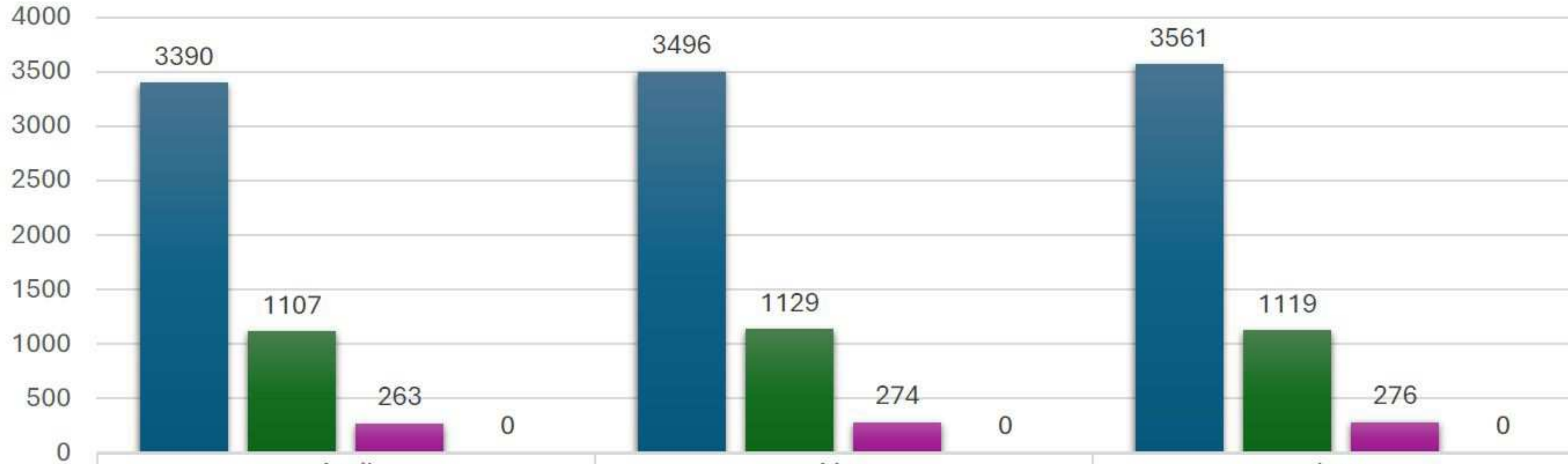
Utilization Report:

Utilization Report 8-21-26.pdf

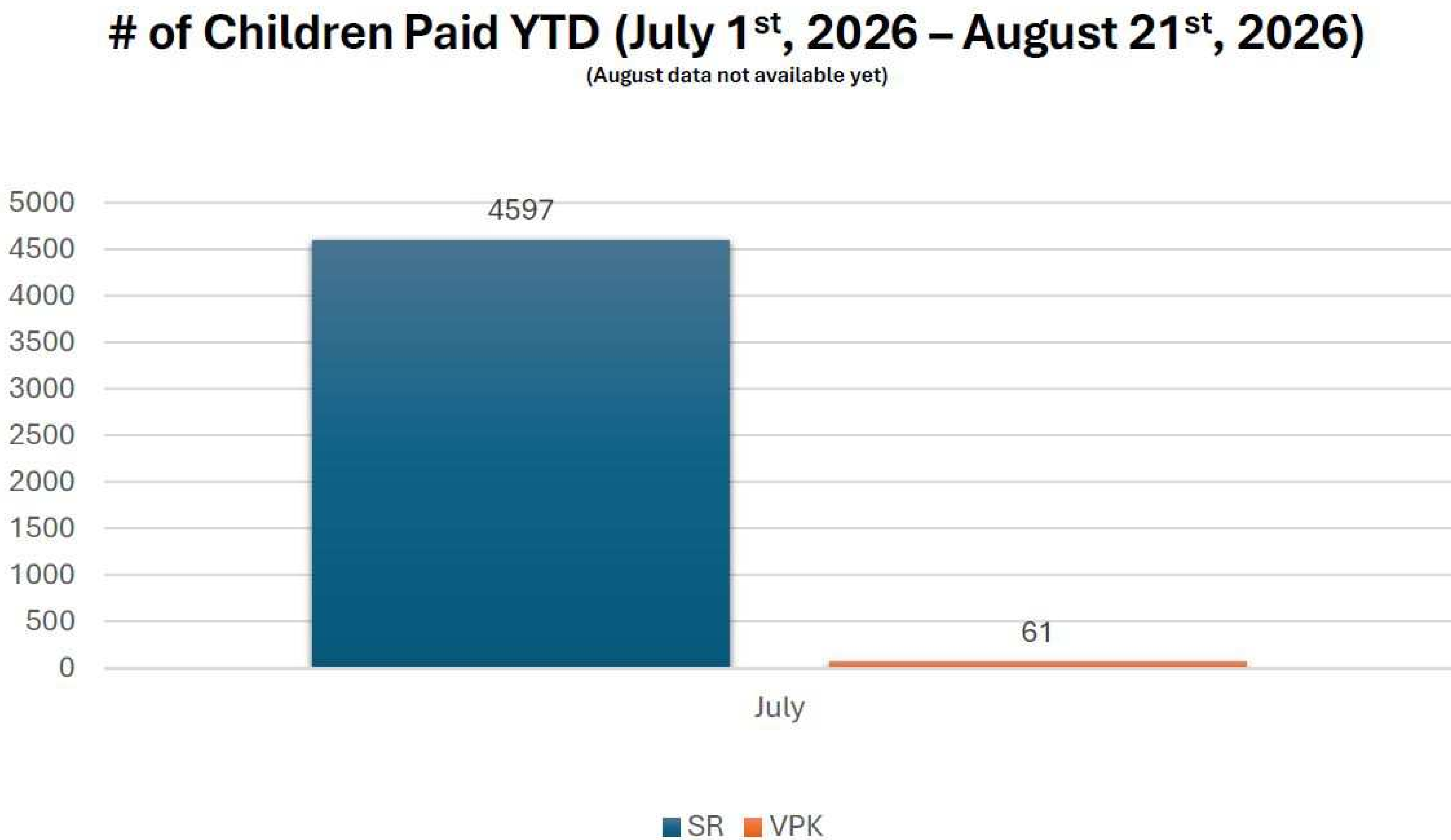


# of Children Paid in Q4 of FY (April 2026-June 2026)
7000
6000
5000
4000
3000
2000
1000
0
4514
6503
4770
6401
4538
1192
Apr
May
Jun
SR
VPK

of Children Enrolled in SR in Q4 of FY (April 2026-June 2026) by Provider County

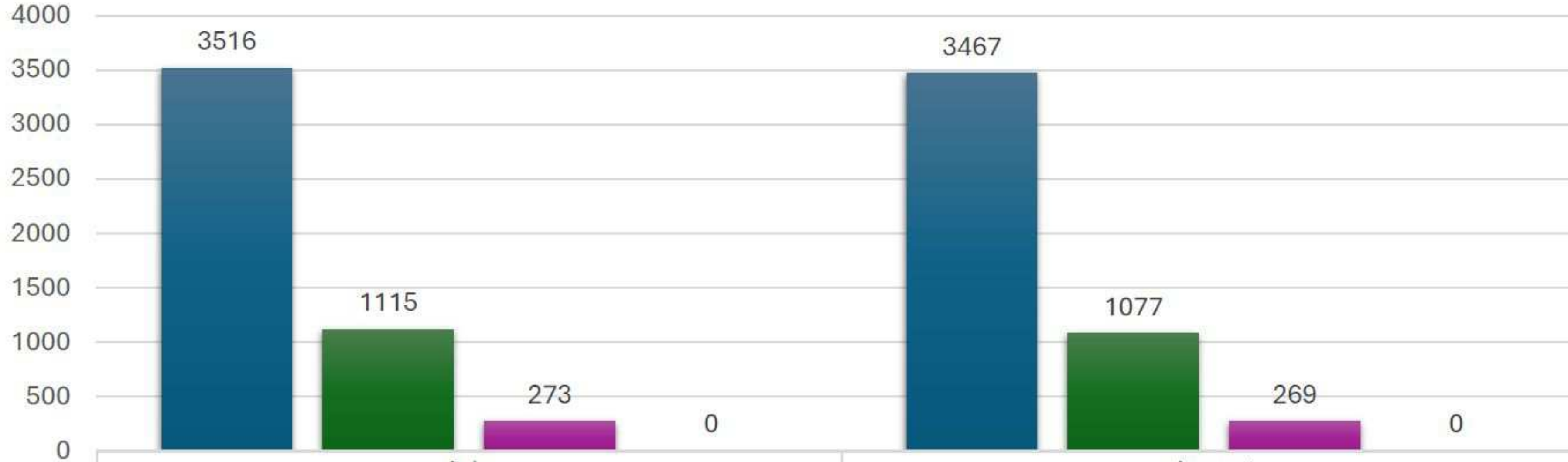


	April	May	June
Lee	3390	3496	3561
Collier	1107	1129	1119
Hendry	263	274	276
Glades	0	0	0



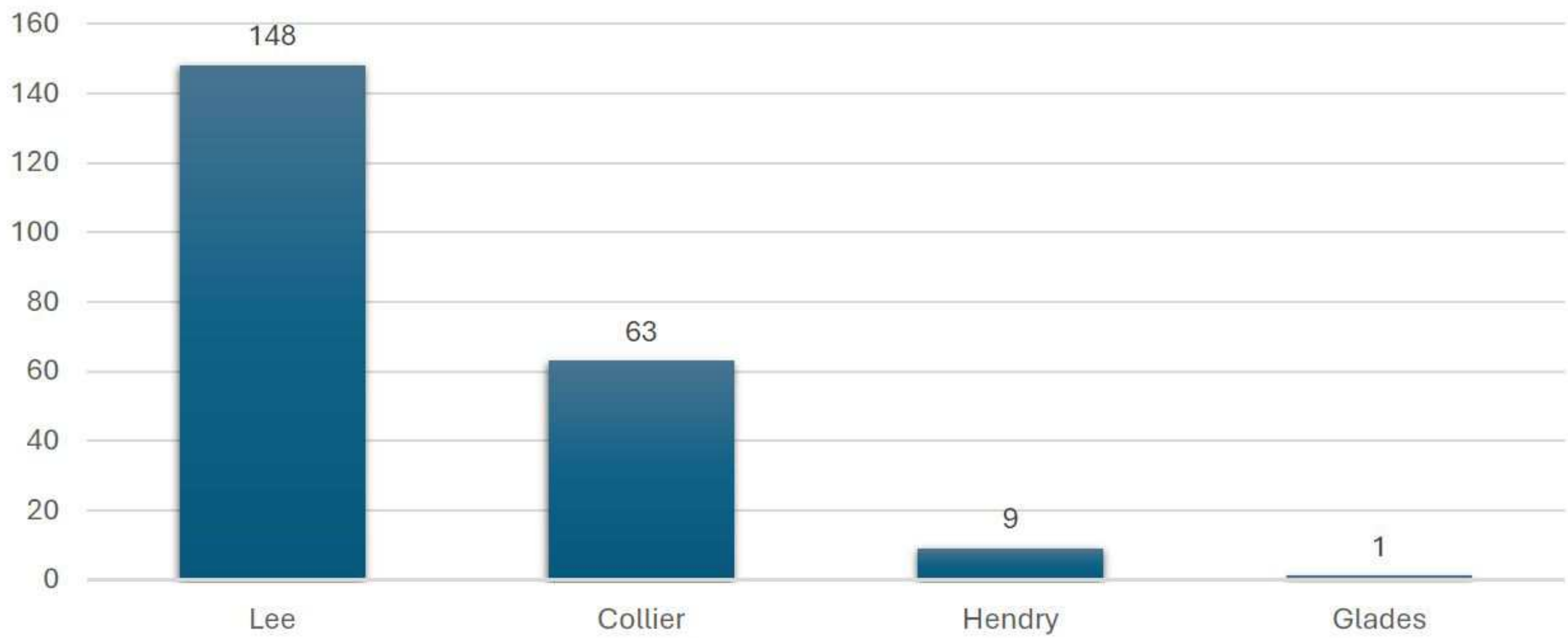
# of Children Paid YTD (July 1st, 2026 – August 21st, 2026)
(August data not available yet)
5000
4500
4000
3500
3000
2500
2000
1500
1000
500
0
4597
61
July
SR
VPK

of Children Enrolled in SR YTD (July 1st, 2026 - August 21st, 2026) by Provider County



	July	August
Lee	3516	3467
Collier	1115	1077
Hendry	273	269
Glades	0	0

SR Unused Vouchers by Household County as of 8/21/26



As of 8/21/26

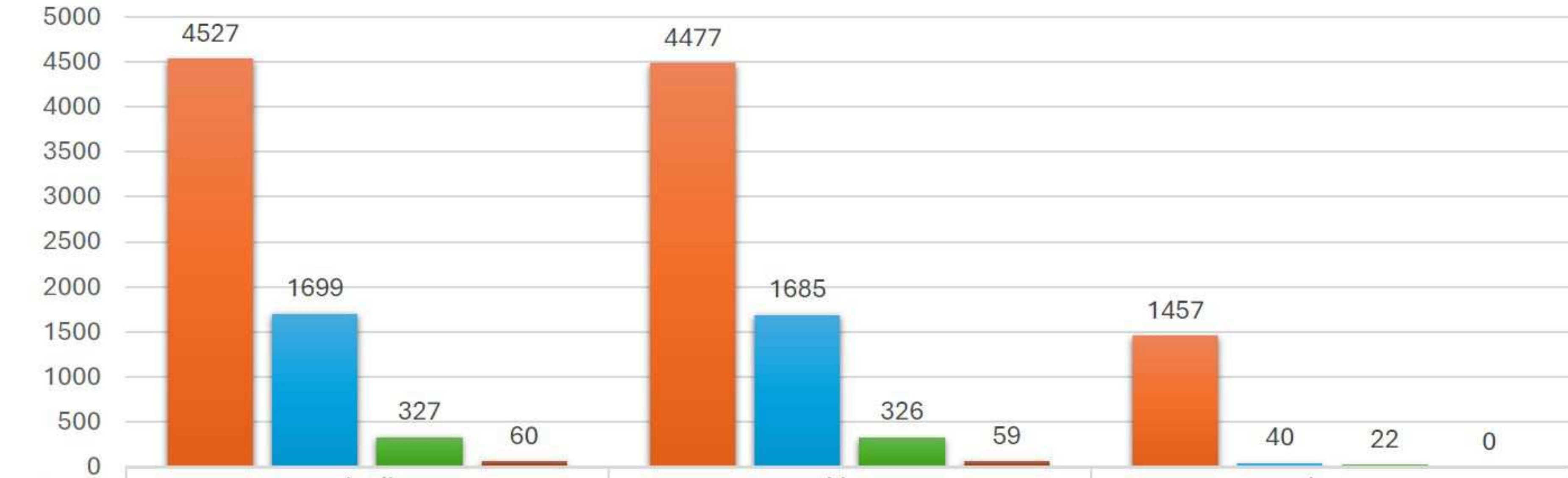
of SR Applications Submitted

293 Applications

of Children on SR Waitlist

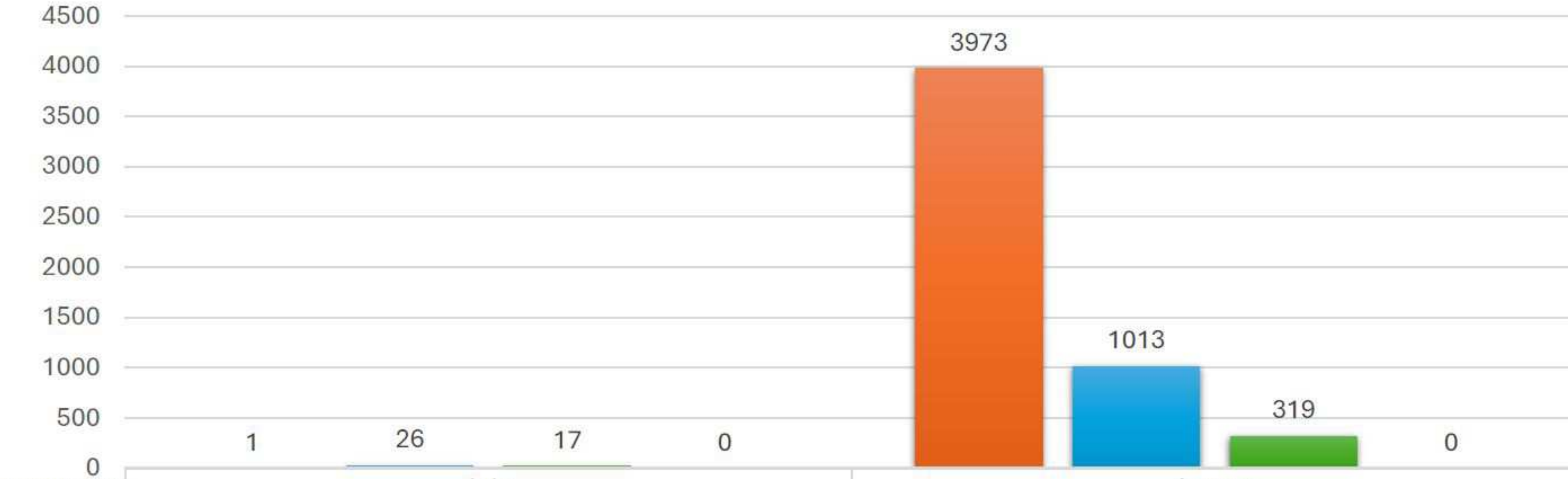
15 children

of Children Enrolled in VPK in Q4 of FY (April 2026-June 2026) by Provider County

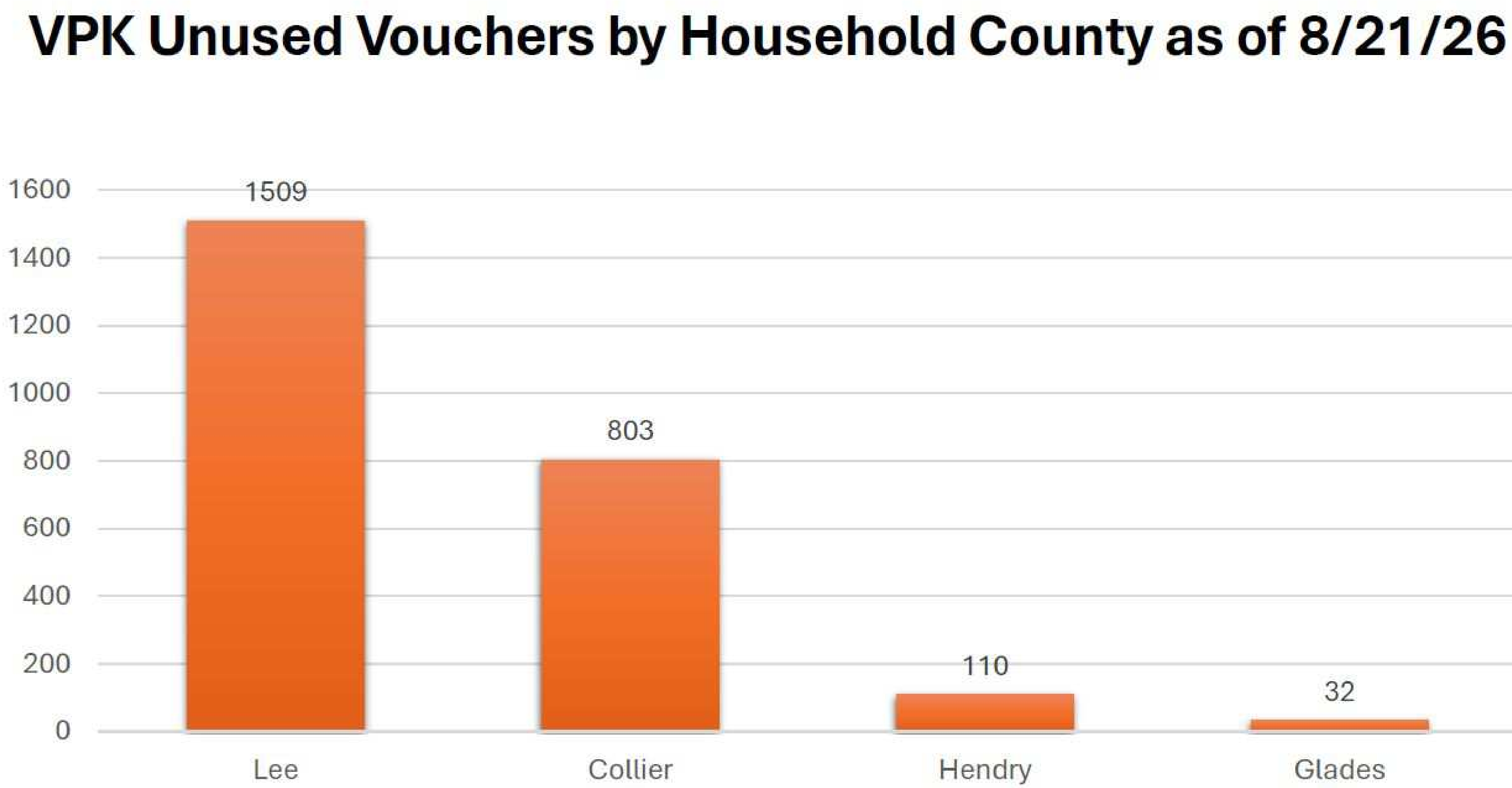


Provider County	April	May	June
Lee	4527	4477	1457
Collier	1699	1685	40
Hendry	327	326	22
Glades	60	59	0

of Children Enrolled in VPK YTD (July 1st, 2026 - August 21st, 2026) by Provider County



Provider County	July	August
Lee	1	3973
Collier	26	1013
Hendry	17	319
Glades	0	0



Vote: Approval of the Direct Services Utilization

The Executive Committee reviews direct-services utilization to monitor enrollment, expenditures, available funding, and projected service capacity within the School Readiness and Voluntary Prekindergarten programs. Approval of the utilization report documents the Committee's review and supports timely identification of material fiscal or enrollment variances.

FINANCIAL AND BUSINESS SERVICES ITEMS

ACTION ITEM IN BULK APPROVAL

FY 25-26 year-end budget Utilization

FY25-26 Budget.pdf

FY25-26 Budget.pdf View PDF in Appendix or on Zeck.app

Statement of Financial Position 6.30.26

SOA thru 6.30.26.pdf

BS 6.30.26.pdf View PDF in Appendix or on Zeck.app

FY25-26 Statement of Activities

FY26-27 Budget.pdf

SOA thru 6.30.26.pdf View PDF in Appendix or on Zeck.app

FY26-27 Budget vs. Actual

FY26-27 Budget.pdf View PDF in Appendix or on Zeck.app

FY 2026-2027 CEO Travel Authorization

Florida Chamber Foundation – Future of Florida Forum	Annual	Registration, lodging, mileage or airfare, parking, tolls, ground transportation, and meals/per diem
Florida Chamber Foundation – Learners to Earners Workforce Solution Summit	Annual	Registration, lodging, mileage or airfare, parking, tolls, ground transportation, and meals/per diem
Association of Early Learning Coalitions Annual Conference	Annual	Registration, lodging, mileage or airfare, parking, tolls, ground transportation, and meals/per diem
Association of Early Learning Coalitions In-Person Meetings	Approximately bimonthly; up to six annually	Lodging when required, mileage or airfare, parking, tolls, ground transportation, and meals/per diem
Annual AELC Board Retreat and Associated Meetings	One extended trip, generally April or May; up to one week	Lodging, mileage or airfare, parking, tolls, ground transportation, meals/per diem, and meeting fees if applicable
Children's Week in Tallahassee	Annual during the legislative session	Registration or event fees, lodging, mileage or airfare, parking, tolls, ground transportation, and meals/per diem
Additional Legislative Advocacy Trip to Tallahassee	One additional trip during the legislative session	Lodging, mileage or airfare, parking, tolls, ground transportation, and meals/per diem
Meetings with the Division of Early Learning and Other State Officials	As needed	Lodging when required, mileage or airfare, parking, tolls, ground transportation, and meals/per diem
Other Statewide Meetings Directly Related to Coalition Business	Limited and as needed	Travel expenses permitted by Coalition policy, subject to Board Chair approval when not otherwise covered by the authorization

The CFO recommends that the Finance Committee approve and recommend to the Board a blanket authorization of up to $25,000 for CEO travel expenses incurred in connection with official Coalition business. This authorization would cover anticipated travel associated with the Florida Chamber Foundation's Future of Florida Forum and Learners to Earners Workforce Solution Summit; the Association of Early Learning Coalitions Annual Conference, in-person meetings, and annual Board retreat; Children's Week and other legislative advocacy activities in Tallahassee; meetings with the Division of Early Learning and other state officials; and other limited statewide meetings directly related to Coalition business. The authorization would include allowable registration and meeting fees, lodging, mileage or airfare, parking, tolls, ground transportation, and meals/per diem, as applicable and in accordance with Coalition travel policy. Any travel not otherwise contemplated within this authorization would remain subject to Board approval. The CFO recommends approval of an amount not to exceed $25,000 for the fiscal year.

Procurement Requests

[DRG Thrive Marketing RFP] [pending upload]

Surplus Inventory

None to report.

Vote: Recommend the Financial and Business Services items as presented for further review and consideration by the Board of Directors

The bulk approval includes the Statement of Financial Position, Statement of Activities, FY 2025-2026 year-end budget-to-actual report, FY 2026-2027 budget report, FY 2026-2027 CEO Travel Authorization, procurement requests, and Surplus Inventory Report. Committee members may request that any item be removed for separate discussion or action.

Old Business

INFORMATION/DISCUSSION ITEMS

Kids World Review Hearing and Recoupment Update

Management will provide an update regarding the $18,472.35 recoupment arising from the Kid’s World provider action. At the Review Hearing Committee's request, management issued a final demand on August 10, 2026, with payment due by September 9, 2026. No formal action is required at this time.

New Business

DEL Acceptance of the Coalition’s FY 2024-2025 Single Audit

The Division of Early Learning accepted the Coalition’s FY 2024-2025 Single Audit submission on August 21, 2026. The Committee will receive the acceptance notification and an update regarding the completion of the related fiscal-compliance cycle.

No formal action is required.

[08.21.2026] DELs Single Audit Acceptance Notification.pdf — View PDF in Appendix or on Zeck.app

Human Resources Committee

Rebecca Sandhold, Chair

Employee Reference Guide: Redlines/Crosswalk of Changes

ACTION ITEM

[09.16.2026] Employee Reference Guide_redlined 08.18.2026.docx

[09.16.2026] Employee Reference Guide_clean copy.docx

ERG_Changes_Crosswalk_09.16.2026.pdf

ERG_Changes_Crosswalk_09.16.2026.pdf — View PDF in Appendix or on Zeck.app

Vote: Motion to recommend that the Employee Reference Guide revisions, as presented in the redlined document and accompanying crosswalk, be advanced to the Executive Committee for further review and consideration.

Annual Climate Survey: Management Follow-Through

INFORMATION/DISCUSSION ITEM

No formal action is required.

At its June 2026 meeting, the Human Resources Committee reviewed the results of the Annual Climate Survey. The survey reflected meaningful improvement in employee culture and engagement, particularly between 2025 and 2026, while also identifying areas of continued focus, including communication, role clarity, trust and fairness, compensation and benefits, mileage reimbursement, and cross-team collaboration.

The Committee discussed management's ongoing efforts to address these areas and strengthen organizational culture, employee experience, and operational consistency. Current initiatives include:

- strengthening organization-wide communication capacity through the addition of the Chief Communications Officer;
- implementing more consistent Executive Leadership Team and Leadership Team meeting structures to support alignment, information sharing, and accountability;
- utilizing initiatives such as the THRIVE/Synapse launch and staff-development activities to strengthen cross-team understanding and collaboration;
- clarifying organizational roles, reporting relationships, and operational responsibilities through ongoing restructuring and position review; and
- revising Employee Reference Guide provisions to improve clarity, consistency, accountability, and application of workplace expectations.

The Committee recognizes that these efforts represent continued progress rather than completion of the work. Areas identified through the survey, including communication consistency, role clarity, trust, compensation and benefits, and employee support processes, will continue to require ongoing attention, evaluation, and longer-term planning.

Nominations & Bylaws Committee

Dr. Derek Burkholder, Chair

Board Membership & Representation Review

Confirm compliance with statutory and Bylaws requirements and note any current or upcoming vacancies, expiring terms, representation needs, or attendance concerns.

INFORMATIONAL/DISCUSSION ITEM

No formal action is required.

Attachment I.A. Board Membership_SWFL [pending board approval 09.16.2026].pdf

Attachment I.A. Board Membership_SWFL [pending board approval 09.16.2026].pdf

View PDF in Appendix or on Zeck.app

The Nominations & Bylaws Committee completed its annual review of Board membership composition and representation requirements. The review confirmed alignment with applicable statutory and governance requirements, including required seats, appointed representatives, and Board composition. The Committee will continue to monitor Board continuity, required representation, and succession planning.

Review of Board and Committee Structure

INFORMATION/DISCUSSION ITEM

The Nominations & Bylaws Committee has initiated a comprehensive review of the Coalition's Board and committee structure to ensure continued alignment with the Coalition's Bylaws, Governance Policy, strategic priorities, and current organizational needs.

The review will consider committee purpose, membership, authority, participation, and alignment of responsibilities. The Committee will evaluate whether any adjustments to committee structure, scope, or composition may strengthen Board effectiveness and governance oversight.

The Committee will bring forward any recommended changes for Board consideration following completion of its review.

Events Committee Updates

Tara Sherrod, Chair

INFORMATION/DISCUSSION ITEM

The Events Committee continues to support the Coalition's governance engagement and community presence through strategic event planning and partnership development.

The Committee reviewed opportunities to increase Board member participation in Coalition and community events, including improved advance notice, identification of opportunities appropriate for Board representation, and processes to encourage engagement.

The Committee also received an update regarding current community partnerships and engagement efforts, including relationships with the Children's Museum of Naples, Future Ready Collier, NCF, Ready Together Alliance/THRIVE partners, Health Planning Council, and the four school districts.

No formal action was taken.

Program Committee Updates

INFORMATION/DISCUSSION ITEM

Bethany Quisenberry, Chair

The Program Committee reviewed current program operations, service delivery trends, provider support activities, and strategic initiatives supporting children, families, and early learning providers across Southwest Florida.

The Committee received updates regarding School Readiness and Voluntary Prekindergarten utilization, enrollment trends, provider contracting, professional development opportunities, and Early Childhood Education initiatives. The Committee also reviewed VPK performance metrics and ongoing efforts to support provider quality and continuous improvement.

The Committee continued its review of THRIVE implementation and the Coalition's transition to a Multi-Tiered System of Supports (MTSS) framework. Discussion included the development of a coordinated approach for early identification, intervention planning, provider support, progress monitoring, and connection to appropriate resources for children and families.

The Committee also discussed provider communication and system improvement efforts, including the Coalition's work to establish clearer reimbursement communication and escalation expectations for contracted providers.

The Committee received additional updates regarding Disaster Relief Grant implementation, legislative priorities for the 2027 legislative session, and opportunities for continued provider feedback and engagement.

Executive Session

Chief Executive Officer Compensation Review

The Executive Committee will convene in Executive Session to review the Chief Executive Officer's compensation in accordance with the Coalition's adopted governance framework. The review will be conducted consistent with the authority and responsibilities outlined in the Coalition's Bylaws and Governance Policy, including consideration of the Chief Executive Officer's performance evaluation, organizational accomplishments, and professional market data.

The Committee will review the Chief Executive Officer compensation analysis prepared by HRCC and consider appropriate compensation action consistent with the Coalition's Governance Policy.

Governing Documents:

- Coalition Bylaws – Article VII, Section 7.6: Executive Committee responsibilities and authority.
- Governance Policy – Section 9.H.2: Compensation and Benefits.

Next Meeting

November 5, 2026, at 10:00 a.m.

FISCAL YEAR 2027 (2026-2027)

Finance and Executive Committees & Board of Directors Meeting Calendar

Reporting Period/Subject*	Finance Committee 8:30-9:30 am	Executive Committee 10:00-11:15 am	Board Meetings 9:00 – 11:00 am
September Meeting Draft Report for FY26 and July Report	September 3, 2026 Thursday Agenda Deadline: August 25, 2026	September 3, 2026 Thursday Agenda Deadline: August 25, 2026	September 16, 2026 Wednesday Agenda Deadline: August 25, 2026
November Meeting September Report	November 5, 2025 Thursday Agenda Deadline: October 21, 2026	November 5, 2025 Thursday Agenda Deadline: October 21, 2026	November 18, 2025 Wednesday Agenda Deadline: October 21, 2026
February Meeting December Report	February 4, 2027 Thursday Agenda Deadline: January 20, 2027	February 4, 2027 Thursday Agenda Deadline: January 20, 2027	February 17, 2027 Wednesday Agenda Deadline: January 20, 2027
April Meeting February Report	April 8, 2027 Thursday Agenda Deadline: March 23, 2027	April 8, 2027 Thursday Agenda Deadline: March 23, 2027	April 21, 2027 Wednesday Agenda Deadline: March 23, 2027
June Meeting March Report & FY26 Budget, Anti-Fraud updates, Sliding Fee Scale, Third Party Contracts FY Meeting Dates	June 3, 2027 Thursday Agenda Deadline: May 18, 2027	June 3, 2027 Thursday Agenda Deadline: May 18, 2027	June 16, 2027 Wednesday Agenda Deadline: May 18, 2027

Meetings will be hybrid, using the Microsoft TEAMS platform and the Fort Myers location for in-person attendees.

FISCAL YEAR 2027 (2026-2027)

Program, Events, Human Resources, and Nominations & Bylaws Committees Meeting Calendar

Program 9:00 – 11:00 am Hybrid Meetings	Events 8:00 a.m.-9:00 a.m. *In-person meetings	Human Resources 1:30 p.m.-2:30 p.m. Hybrid Meetings	Nominations & Bylaws 3:00 p.m. – 4:00 p.m. Hybrid Meetings
August 28, 2026 Friday Agenda Deadline: August 20, 2026	September 2, 2026 Wednesday Agenda Deadline: August 20, 2026	September 2, 2026 Wednesday Agenda Deadline: August 20, 2026	September 2, 2026 Wednesday Agenda Deadline: August 20, 2026
October 30, 2026 Friday Agenda Deadline: October 21, 2026	November 4, 2026 Wednesday Agenda Deadline: October 21, 2026	November 4, 2026 Wednesday Agenda Deadline: October 21, 2026	November 4, 2026 Wednesday Agenda Deadline: October 21, 2026
January 29, 2027 Friday Agenda Deadline: January 20, 2027	February 3, 2027 Wednesday Agenda Deadline: January 20, 2027	February 3, 2027 Wednesday Agenda Deadline: January 20, 2027	February 3, 2027 Wednesday Agenda Deadline: January 20, 2027
April 2, 2027 Friday Agenda Deadline: March 23, 2027	April 7, 2027 Wednesday Agenda Deadline: March 23, 2027	April 7, 2027 Wednesday Agenda Deadline: March 23, 2027	April 7, 2027 Wednesday Agenda Deadline: March 23, 2027
May 28, 2027 Friday Agenda Deadline: May 18, 2027	June 2, 2027 Wednesday Agenda Deadline: May 18, 2027	June 2, 2027 Wednesday Agenda Deadline: May 18, 2027	June 2, 2027 Wednesday Agenda Deadline: May 18, 2027

Hybrid meetings will be hosted using the Microsoft TEAMS platform.

Adjourn

Vote: Meeting Adjourment

Pre-Read | Bylaws & Governance Documents

2027_BYLAWS_Early Learning Coalition of Southwest Florida_approved_06.24.2026.pdf

2027 Governance_approved 06.24.2026.pdf

Pre-Read | CEO Evaluation

Chief Executive Officer-Executive Director Annual Performance Evaluation 25-26.pdf

Chief Executive Officer-Executive Director Annual Performance Evaluation 25-26.pdf View PDF in Appendix or on Zeck.app

Pre-read | CEO Update: September 2026

[09.03.2026] ED Update.pdf

[09.03.2026] ED Update.pdf

View PDF in Appendix or on Zeck.app

Pre-Read | HRCC CEO Market Analysis

Our Mission

Our Mission

Our Mission

Our mission is to enhance the quality of children's lives by providing families, early childhood educators, care-givers and community partners in Collier, Glades, Hendry and Lee Counties, with opportunities to positively impact the future.

Our Vision

All children in Collier, Glades, Hendry and Lee communities will be healthy, eager, and successful learners, supported by well-informed parents, involved citizens, and collaborative community partners. Early Learning Programs will have high quality standards, comprehensive services, seamless delivery systems with diverse settings, and well-educated, competent, and adequately compensated staff.

Our Motto

Nurturing the young children of Southwest Florida and those who care for them!

Our Goals

1. Enroll children in child care and pre-school options where they are safe and where they interact with trained staff members who are committed to continuous quality improvement;

Our Mission cont.

2. Increase the availability of quality early learning programs to meet the demonstrated needs of families, particularly families who are working toward economic self-sufficiency;

3. Work to support children's emotional, intellectual, physical, and social well-being;

4. Provide professional development opportunities for those engaged in early learning services;

5. Collaborate with community organizations critical to the realization of the Coalition's mission;

6. Secure funding sufficient to support the mission of the Coalition;

7. Maintain fiscal responsibility and direct resources to achieve intended outcomes.

8. Implement accountability measures that are accessible to the Coalition's stakeholders.

9. Develop plans to educate the community on early learning issues and determine strategies that secure support for the mission.

Video not available

Minutes of a Meeting of the Executive Committee of the Board of Directors of Early Learning Coalition of Southwest Florida.

June 11th, 2026

Time and Place of Meeting

A meeting of the Executive Committee of the Board of Directors of the Early Learning Coalition of Southwest Florida was held on June 11, 2026, commencing at approximately 10:00 a.m. EDT, at the Coalition's offices at 2675 Winkler Avenue, Suite 300, Fort Myers, Florida, and virtually via Microsoft Teams.

Call to Order; Roll Call

The following directors, constituting a quorum, were present in person or by teleconference:

- Kae Moore, Board Chair
- Laura Richardson Bright, Board Vice Chair
- Brooke Goldstein, Treasurer and Finance Committee Chair
- Rebecca McKellar, Nominations & Bylaws Committee Chair
- Dr. Derek Burkholder, Nominations & Bylaws Committee Chair
- Tara Sherrod, Events Committee Chair
- Bethany Quisenberry, Program Committee Chair

Coalition Staff present:

- Dr. Melanie Stefanowicz, Chief Executive Officer
- Richard Cocchieri, Chief Financial Officer
- Cheryl Carpenter, Chief of Early Childhood Education

- Dr. Beth McBride, Chief Program Officer

Presiding Officer; Secretary

Kae Moore presided as Chair of the meeting; Melanie Stefanowicz served as secretary and kept the minutes. A quorum of the Executive Committee being present, Kae called the meeting to order at approximately 10:00 a.m.

Adoption of the June 11, 2026, Executive Committee meeting agenda

Kae initiated a discussion regarding adoption of the June 11, 2026, meeting agenda. A full discussion followed. Upon motion duly made by Rebecca, the Committee members approved the agenda as presented.

Welcome & Public Input

The Welcome & Public Input section was presented. No members of the public were present, and therefore, no public input was presented. No formal action was taken or required.

Approval of the April 16, 2026, Meeting Minutes

Kae initiated a discussion regarding approval of the April 16, 2026, meeting minutes. Upon a motion duly made by Brooke, the Executive Committee members approved the April 16, 2026, meeting minutes as presented.

Report of the Chair

The Chair presented his report regarding new members joining the Board at the June 24, 2026, Board meeting. A full discussion followed. No formal action was taken or required.

Executive Committee Approvals

The FY 2026–2027 Anti-Fraud Plan and revised Delegation of Authority were presented for consideration. A full discussion followed. Upon motion duly made by Rebecca, the Executive Committee members approved recommending the Anti-Fraud Plan and revised Delegation of Authority to the full Board of Directors for consideration and approval.

Finance Committee Approvals

Approval of the Direct Services Utilization

Brooke Goldstein initiated a discussion regarding approval of Direct Services Utilization for the period July 1, 2025, through April 30, 2026. A full discussion followed. Upon motion duly made by Derek, the Executive Committee members approved moving the Direct Services Utilization item forward to the Board of Directors for final consideration and approval.

Recommend Financial Statements as presented for further review and consideration by the Executive Committee

Brooke initiated a discussion regarding the financial statements and related fiscal items presented by the Finance Committee. A full discussion followed. The materials included the Statement of Financial Position, Statement of Activities, FY 2025–2026 Budget versus Actual, FY 2026–2027 Budget, School Readiness Match Program fiscal impact, Surplus Inventory, and the draft FY 2026–2027 Division of Early Learning Grant Agreement.

The proposed FY 2026–2027 budget reflected a recommendation to continue School Readiness Match Program participation with Whiz Kids and Moorings Park and discontinue the remaining match arrangements. The Finance Committee reported no fiscal impact to the Coalition from discontinuing those arrangements. Surplus Inventory was reported as none.

The FY 2026–2027 Division of Early Learning Grant Agreement remained in draft form pending final state action and approval.

Upon motion duly made by Tara, the Executive Committee members approved the financial statements and related fiscal items and recommended moving them forward to the Board of Directors for consideration and approval.

Recommend General Procurements as presented for further review and consideration by the Executive Committee.

Brooke initiated a discussion regarding the procurement recommendations presented by the Finance Committee. To accommodate a conflict of interest anticipated at the June 24, 2026, Board meeting, the Frog Street procurement was considered separately from the general procurement requests.

Frog Street Procurement

The proposed Frog Street procurement for VPK curriculum for Collier County Public Schools was presented. The procurement reflected an estimated contract authorization of up to $165,000, with a current cost estimate of approximately $157,622.

Upon motion duly made by Rebecca, the Executive Committee members approved the Frog Street procurement recommendation for advancement to the Board of Directors for consideration and approval.

General Procurement Requests

Brooke initiated a discussion regarding the FY 2026–2027 general procurement requests, including recurring procurements and proposed new fiscal-year purchases and contracts requiring governance review. A full discussion followed.

Upon motion duly made by Tara, the Executive Committee members approved the general procurement requests as presented for advancement to the Board of Directors for consideration and approval.

Business Services Policy Updates

The Committee also reviewed proposed Business Services policy updates, including an increase in the Chief Executive Officer's delegated purchasing authority from $10,000 to $35,000, consistent with the State of Florida Category Two purchasing threshold. Purchases at or above the revised threshold would remain subject to the Coalition's applicable procurement review and approval requirements.

The draft Compliance Policies and Procedures Manual was also presented as part of ongoing efforts to strengthen internal controls, operational consistency, and regulatory compliance. A full discussion followed.

Upon motion duly made by Rebecca, the Executive Committee members approved the delegated authority purchasing threshold at $35,000 and the Compliance Policies and Procedures Manual as presented for advancement to the Board of Directors for consideration and approval.

Provider Recoupment Efforts

An update was provided regarding provider recoupment efforts for Kids World 1 and 2, including a final demand totaling $18,472.35. No formal action was taken or required.

Human Resources Committee Report and Approvals

The Human Resources Committee Chair position was vacant at the time of the meeting.

Employee Reference Guide Revisions

The proposed Employee Reference Guide revisions, including updates related to medical marijuana and the Coalition's Drug-Free Workplace policies, were presented with the accompanying redlined document and crosswalk. The Human Resources Committee had recommended that the revisions advance to the Executive Committee for further review and consideration.

A full discussion followed. Upon motion duly made by Brooke, the Executive Committee members approved the Employee Reference Guide revisions as presented for advancement to the Board of Directors for review and approval.

Chief Executive Officer's Annual Performance Evaluation

The Human Resources Committee presented the 2026 Chief Executive Officer Annual Performance Evaluation for Executive Committee review and consideration. A full discussion followed.

Upon motion duly made by Rebecca, the Executive Committee members approved the Chief Executive Officer's Annual Performance Evaluation as presented for advancement to the Board of Directors for review and approval.

Annual Climate Survey

The annual employee climate survey and related trend information were presented for discussion. A full discussion followed. No formal action was taken or required.

Nominations & Bylaws Committee Report and Approvals

The Committee received an update regarding Board membership and representation, including compliance with required membership composition and anticipated vacancies. A full discussion followed. No formal action was taken or required.

Annual Slate of Officers & Recommendations for Committee Composition

The proposed FY 2026–2027 Slate of Officers and recommended Committee Assignments were presented for Executive Committee review and consideration.

A full discussion followed. Upon motion duly made by Tara, the Executive Committee members approved the Annual Slate of Officers & Recommendations for Committee Composition for advancement to the Board of Directors for review and approval.

Annual Review of Board Governance Requirements

The proposed revisions to the Coalition Bylaws and Governance Policy were presented. The revisions were intended primarily to align the governing documents with updated strategic language and strengthen governance continuity by clarifying officer-election and succession-planning expectations.

A full discussion followed. Upon motion duly made by Rebecca, the Executive Committee members approved the proposed revisions to the Coalition Bylaws and Governance Policy for advancement to the Board of Directors for review and approval.

Legislative Updates and Review of the Governor's Appropriations Act allocations for SR and VPK

The Committee also received informational updates regarding annual Board governance responsibilities, including the proposed August 2026 Board self-assessment; Board-member recruitment and marketing materials; and legislative and FY 2026–2027 funding developments. The legislative update reflected an increase in the VPK Base Student Allocation from $2,586 to $3,029, while School Readiness reimbursement remained unchanged. No formal action was taken or required.

Events Committee Report

Tara Sherrod presented the Events Committee report, including updates regarding Special Initiatives and Partnership Development. A full discussion followed. No formal action was taken or required.

Program Committee Report

Bethany Quisenberry presented the Program Committee report, including updates regarding enrollment and the School Readiness waitlist, VPK provider performance, provider support and professional development, and strategic initiatives. A full discussion followed. No formal action was taken or required.

Executive Session

The section, Executive Session, was presented. A full discussion followed. No formal action was taken or required.

Next Meeting; Adjournment

There being no further business, the meeting was adjourned at approximately 11:15 am.

The next meeting was scheduled for September 3, 2026, at 10:00 a.m., in person at the Coalition offices and via Microsoft Teams.

Respectfully submitted,

Early Learning Coalition of Southwest Florida, Inc.
Summary of Fiscal Year Budget

Budget FY 25-26

School Readiness	Rate	Initial Budget	Revised Budget	Expenses	6/30/2026 Ideal rate 100% % Spent
Admin (Max = 5%)	3.62%	2,208,689	2,083,833	1,319,625	63%
Non Direct		5,742,593	3,542,517	1,503,194	42%
Quality (Min = 4%)	8.40%	1,766,951	3,542,517	3,076,219	87%
Sum of Admin/NonDirect/Quality Max 22%	16.20%				
Admin/Quality/Nondirect Subtotal:		**9,718,233**	**9,168,867**	**5,899,038**	64%
Direct Services (Min = 78%)		32,499,579	30,548,945	27,784,242	91%
Spec Need		9,970	12,853	12,853	100%
Gold Seal		1,390,357	1,390,357	1,390,357	100%
SR Match		555,646	555,646	554,374	100%
Direct Services Min 78%	82.60%				
Direct Services Subtotal:		**34,455,552**	**32,507,801**	**29,741,826**	91%
Quality Performance		1,221,118	1,221,118	1,221,118	100%
SR Plus (Admin Max = 5%)	0.00%	112,057	112,057	59,838	53%
SR Grand Total:		**45,506,960**	**43,009,843**	**36,921,820**	86%
Voluntary Pre-K					
VPK Admin (Max = 5%)	3.03%	1,065,903	1,075,427	665,545	62%
VPK Direct Services		21,318,065	21,508,541	21,918,423	103%
VPK Subtotal:		**22,383,968**	**22,583,968**	**22,583,968**	100%
VPK Program Assessment		203,157	160,657	151,927	95%
VPK Grand Total:		**22,587,125**	**22,744,625**	**22,735,895**	100%
TOTAL RECURRING FUNDING		**68,094,085**	**65,754,468**	**59,657,715**	**91%**
Hurricane Ian Grant	**Rate**	**Initial Budget**	**Increased Authority**		
Admin (Max = 5%)	7.72%	236,659	364,465	31,803	9%
Services		4,496,525	6,924,834	379,997	5%
Grand Total		**4,733,185**	**7,289,299**	**411,800**	6%
TOTAL NON RECURRING FUNDING		**4,733,185**	**7,289,299**	**411,800**	**9%**

Early Learning Coalition of Southwest Florida, Inc.
Statement of Financial Position

ASSETS	6/30/2026	6/30/2025
Cash	4,424,068	3,520,749
Accounts Receivable	249,362	3,166,141
Provider Advances	-	-
Intangible Assets	972,988	977,223
ROU Lease Asset	143,690	143,690
Equipment less Accumulated Depreciation	24,629	24,629
Total Assets	**5,814,736**	**7,832,432**

LIABILITIES & NET ASSETS		
Accounts Payable	3,522,248	3,224,543
Accrued Payroll Expenses	432,919	96,560
Deferred Revenue (DEL Cash Advances)	4,000	1,296,685
Deferred Revenue (Due to DEL/Providers)	195,934	116,356
ROU Lease Liability	117,063	117,063
Total Liabilities	**4,272,164**	**4,851,208**
Net Assets	**1,080,749**	**2,519,401**
Total Liabilities and Net Assets	**5,352,913**	**7,370,609**

Early Learning Coalition of Southwest Florida, Inc.
Statement of Activities
July 1, 2025 through June 30, 2026

	Grant Operating	Corporate Operating	Match Funds
Operating Revenue			
Grants	57,679,618	0	0
Local Grants	0	28,965	733,343
Program Income	14,932	0	0
Donations	0	35	0
In-kind	4,500	0	0
Investment Revenue	99	4,171	0
Total Operating Revenue	57,699,149	33,171	733,343
Total Revenue	57,699,149	33,171	733,343
Expenditures			
Payroll	4,371,445	0	0
Wage Incentives	188,500	0	0
Direct Services			
Collier County	12,471,523	0	1,793
Glades County	238,794	0	0
Hendry County	2,625,806	0	0
Lee County	34,293,301	0	20,120
Total Direct Services	49,629,424	0	21,913
Professional Services	1,974,696	0	0
Occupancy and Insurance	504,536	0	0
Supplies	25,991	0	0
IT Expenses	24,879	0	0
Postage	7,161	0	0
Communications	84,782	0	0
Small Equipment	20,776	28,965	0
Quality and Classroom			
Collier County	255,302	0	0
Glades County	1,750	0	0
Hendry County	22,930	0	0
Lee County	383,728	0	0
OCA Cost Pool	88,530	0	0
Program Cost Pool	0	0	0
Total Quality and Classroom	752,240	0	0
Program Income	0	0	0
Travel	35,598	0	0
Dues and Subscriptions	18,135	0	0
Operations	56,486	0	0
Match	0	0	711,430
In-Kind	4,500	0	0
Total Expenditures	57,699,149	28,965	733,343
Net Revenue over Expenditures	0	4,206	0

Early Learning Coalition
OF SOUTHWEST FLORIDA

Early Learning Coalition of Southwest Florida, Inc. Summary of Fiscal Year Budget			
Budget FY 26-27			
School Readiness	**Initial Budget**	**Current NOA**	
Admin (Max = 5%)	1,974,864	2,010,542	
Non Direct	2,764,809	2,764,809	
Quality (Min = 4%)	3,949,728	4,071,034	
Sum of Admin/NonDirect/Quality Max 22%			
Admin/Quality/Nondirect Subtotal:	**8,689,401**	**8,846,385**	
Direct Services (Min = 78%)	30,807,876	30,650,892	
Spec Need	9,970	6,690	
Gold Seal	1,390,357	706,875	not all authority released
Direct Services Min 78%			
Direct Services Subtotal:	**32,208,203**	**31,364,457**	
Quality Performance	1,221,118	601,062	not all authority released
SR Plus (Admin Max = 5%)	112,057	-	no authority released
SR Grand Total:	**42,230,779**	**40,811,904**	
Voluntary Pre-K			
VPK Admin (Max = 5%)	1,105,650	1,105,650	
VPK Direct Services	22,113,005	22,113,005	
VPK Subtotal:	**23,218,655**	**23,218,655**	
VPK Program Assessment	203,157	99,603	not all authority released
VPK Grand Total:	**23,421,812**	**23,318,258**	
TOTAL RECURRING FUNDING	**65,652,591**	**64,130,162**	
Hurricane Ian Grant	**Initial Budget**	**Current NOA**	
Admin (Max = 5%)	364,465	364,466	no authority released
Services	6,924,834	6,924,834	no authority released
Grand Total	**7,289,299**	**7,289,300**	no authority released
TOTAL NON RECURRING FUNDING	**7,289,299**	**7,289,300**	
GRAND TOTAL	**72,941,890**	**71,419,462**	

Outlook

ELC SW FL: Notice of DEL's Annual Single Audit Acceptance/2025-26 Management Decision Letter for FY24-25

From Zadikow, Samantha <Samantha.Zadikow@del.fldoe.org>
Date Fri 8/21/2026 4:38 PM
To Melanie Stefanowicz <Melanie.Stefanowicz@elcofswfl.org>
Cc Richard Cocchieri <Richard.Cocchieri@elcofswfl.org>; Smeet, Kadam <Smeet.Kadam@del.fldoe.org>; Tejada, Sandy <Sandy.Tejada@del.fldoe.org>; Sampson, LaToya <LaToya.Sampson@del.fldoe.org>

Dear Dr. Stefanowicz,

We reviewed the Independent Auditors' report (aka the Annual Single Audit report) submitted by your organization for fiscal year ended June 30, 2025. The audit report prepared by Moss, Krusick & Associates, LLC included Federal and State funds awarded through the Division of Early Learning (DEL).

DEL Review Results:

- An unmodified opinion was issued on the financial statements.
- The required financial statements and Schedule of Expenditures of Federal Awards (SEFA) and State Financial Assistance are included.
- The required Independent Auditor reports on compliance for internal controls over financial reporting (*GAS*) and for major federal programs (*UG*) are included.
- The required Schedule of Findings and Questioned Costs disclosures are included:
    - No current or prior year findings were noted.
    - No current or prior year questioned costs were noted.
- The required comment(s) on test results for the Enhanced Fields System (EFS) monthly reconciliations are included.
- *None noted* – Any required corrective action responses are included.
- *None noted* – Any required auditor recommendations to management are included.
- Documentation of the transmittal date from the Independent Auditor(s) was included.

The **submitted audit report package is complete and accepted by DEL**. This written notice is provided to you pursuant to the DEL grant agreement for informational/disclosure purposes only and serves as DEL's Management Decision Letter for FY 2025-26 for audit period 2024-25. We thank you and your team for your hard work and accomplishments throughout the program year. If you have any questions, please contact me or Smeet Kadam (copied).

Thank you,

Samantha

Samantha Zadikow
Supervisor, Financial Management Systems Assurance Section (FMSAS)
Division of Early Learning
Florida Department of Education
325 W. Gaines Street
Tallahassee, FL 32399
(P) 850-717-8603
Samantha.Zadikow@del.fldoe.org

DIVISION OF Early Learning
LEARN EARLY. LEARN FOR LIFE.

Draft redline dated August 18, 2026 | Proposed Board action September 16, 2026

Purpose. This crosswalk summarizes the current changes reflected in the redlined Employee Reference Guide draft for HR Committee and Board review. It is intended as a governance summary and does not replace review of the full redlined document.

Crosswalk of Changes

ERG Section / Area	Summary of Change	Purpose / Rationale	Type of Change	Impact / Review Note
402 Work Week and Bi-weekly Pay Period	Section title revised from "Payday" to "Work Week and Bi-weekly Pay Period." The underlying workweek and direct-deposit language is unchanged.	Makes the heading more descriptive and distinguishes the section from the separate Pay Period policy in Section 403.	Administrative clarification	Low
501 Work Schedule	Replaces language describing a general Wednesday-through-Tuesday, 8:00 a.m. to 5:00 p.m. workweek with language establishing the Coalition's normal operating hours as 8:00 a.m. to 5:00 p.m. Employees are assigned schedules within those hours unless otherwise approved or directed by their supervisor.	Separates the payroll workweek from daily operating hours and clarifies supervisor authority to assign or approve schedules based on operational needs.	Substantive operational clarification	Medium
502 Meal Periods	Clarifies that non-exempt employees must take at least a thirty-minute unpaid meal period during the workday. Adds that PLT may not replace or be combined with the required meal period and that employees must take the required meal period before using PLT to end the workday. Existing lunch-window and supervisor-consultation language is retained.	Establishes a consistent meal-period expectation, prevents use of paid leave to bypass the required meal period, and addresses attempts to combine lunch and PLT to shorten the workday.	Substantive timekeeping and scheduling revision.	Medium to High

ERG Section / Area	Summary of Change	Purpose / Rationale	Type of Change	Impact / Review Note
503 Work Breaks	Clarifies that two authorized fifteen-minute breaks may not be combined. Adds that employees who leave the premises during a break must clock out, the time away will be unpaid, and they must clock back in upon returning. Existing language prohibiting accumulation of breaks or use of breaks to extend lunch, offset lateness, or leave early is retained.	Clarifies paid-break boundaries, supports accurate timekeeping, and distinguishes an on-premises paid rest break from unpaid personal time away from the workplace.	Substantive timekeeping and workplace-operations clarification	Medium
Cellular Phone Reimbursement	Deletes the personal cell-phone reimbursement policy in full, including the eligibility criteria and the $5.00 biweekly ($130 annual) allowance.	Removes an obsolete reimbursement practice. The Coalition now provides Coalition-issued cell phones to employees whose positions require a mobile device.	Substantive policy deletion / administrative alignment	Low to Medium

I. COALITION OPERATIONS

A. Membership

Please complete the **Coalition Membership Form.**

Early Learning Coalition of Southwest Florida Approved as of [date added when approved by DEL]								
Count or N/A	**Designation in F.S. 1002.83(3) and (4)**	**Voting Member**	**Name Address Telephone Number Fax Number Email Address**	**Affiliation and/or Employment**	**For multi-county coalitions, indicate the county the member represents**	**Date Appointed**	**Length of Current Term and Date it Will End**	**Term**
1	Chair, appointed by the Governor	Yes	Kae Moore 10221 Cape Roman Rd. Estero FL 34135 (239) 898-2492 kae.moore@yahoo.com	Consultant	Lee	June 14, 2024	1 Year April 30, 2025	1
2	Private sector appointed by the Governor	Yes	Sean Kempton 15461 River Cove Ct North Ft. Myers, FL 33917 (239) 776-6997 seanmkempton@gmail.com	Storm Smart	Lee	June 14, 2024	1 Year April 30, 2025	1
3	Private sector appointed by the Governor	Yes	Jamie Merchant 577 Whispering Willow Way Fort Myers, FL 33908 (614) 329-1995 jamie.merchant6@gmail.com	Payroll Reporting, Inc.	Lee	June 14, 2024	1 Year April 30, 2025	1
4	Department of Children & Family Services regional administrator or designee	Yes	Aaron Stitt 2295 Victoria Avenue Fort Myers, FL, 33901 Office: 239-895-0319 Cell: 239-707-9996 Email: Aaron.Stitt@myflfamilies.com	Florida Department of Children and Families	All	Sept.16, 2022	Ongoing	NA

Early Learning Coalition of Southwest Florida Approved as of [date added when approved by DEL]								
Count or N/A	**Designation in F.S. 1002.83(3) and (4)**	**Voting Member**	**Name Address Telephone Number Fax Number Email Address**	**Affiliation and/or Employment**	**For multi-county coalitions, indicate the county the member represents**	**Date Appointed**	**Length of Current Term and Date it Will End**	**Term**
5	District superintendent of schools or designee	Yes	Dr. Bethany Quisenberry 3650 Michigan Avenue Suite #200 Ft. Myers, FL 33916 Cell: 813-401-1784 Email: bethanylq@leeschools.net	Director, Early Childhood Learning Centers, Lee County Public Schools	Lee	Sept.16, 2024	Ongoing	NA
6	Local workforce board executive director or designee	Yes	Rebecca Sandholdt 6800 Shoppes at Plantation Dr. Suite 170 Fort Myers, Florida 33912 Office : 239-225-2500, Ext 1228 Email : rsandholdt@careersourcesouthwestflorida.com	Chief Operations Officer, CareerSource Southwest Florida	Collier, Glades, Hendry, Lee	April 29, 2026	Ongoing	NA
7	County health department director or designee	Yes	Char-Nequa Smith 3920 Michigan Avenue Ft. Myers, FL 33916 Phone: 239-461-6100 Cell: 239-292-1154 Email: Char-Nequa.Smith@flhealth.gov	Executive Community Health Nursing Director, Florida Dept. of Health Lee County	Lee	Jan. 1, 2021	4 Years Dec. 31, 2028	2
8	President of a Florida College System institution or his or her permanent designee	Yes	Dr. Kelly Ross (formerly Roy) 8099 College Parkway U 214 B Fort. Myers, FL 33919 Phone: 239-489-9077 Cell: 239-244-4262 Email: Kelly.Ross@fsw.edu	Professor/Early Childhood Education Coordinator, Florida SouthWestern State College	Collier, Glades, Hendry, Lee	Dec. 5, 2018	Ongoing	N/A

Early Learning Coalition of Southwest Florida Approved as of [date added when approved by DEL]								
Count or N/A	**Designation in F.S. 1002.83(3) and (4)**	**Voting Member**	**Name Address Telephone Number Fax Number Email Address**	**Affiliation and/or Employment**	**For multi-county coalitions, indicate the county the member represents**	**Date Appointed**	**Length of Current Term and Date it Will End**	**Term**
9	Member appointed by Board of County Commissioners or the governing board of a municipality	Yes	Tanya Williams 2385 Orange Blossom Drive Naples, FL 34109 Phone: 239-252-7350 Work: 239-252-8383 Email: Tanya.Williams@colliercountyfl.gov	Director, Collier County Library	Collier	Jan. 1, 2022	4 Years Dec. 31, 2029	2
10	Head Start Director	Yes	Dr. Kimberly Lonergan 5775 Osceola Trail Naples, FL 33971 Phone: 239-377-0123 Email: lonergki@collierschools.com	Administrator on Special Assignment, Collier County Public Schools	Collier	Feb. 25, 2026	Ongoing	NA
11	Representative of private for-profit child care providers	Yes	Dr. Derek Burkholder 3480 Pelican Colony Boulevard Estero, FL 34134 Cell: 239-676-7679 Email: derek@palmsdayschool.com	Owner, Palms Day School	Lee	March 15, 2024	4 Years Dec. 31, 2027	1
12	Representative of faith-based child care providers	Yes	Tara Sherrod 330 North Main Street Labelle, FL 33935 Phone: 863- 675-2171 Cell: 863-517-4167 Fax: N/A Email: Tsherrod@fbclabelle.org	Director, First Baptist Preschool	Hendry, Glades	Jan. 1, 2022	4 Years Dec. 31, 2029	2

Early Learning Coalition of Southwest Florida Approved as of [date added when approved by DEL]								
Count or N/A	**Designation in F.S. 1002.83(3) and (4)**	**Voting Member**	**Name Address Telephone Number Fax Number Email Address**	**Affiliation and/or Employment**	**For multi-county coalitions, indicate the county the member represents**	**Date Appointed**	**Length of Current Term and Date it Will End**	**Term**
13	Representative of program under federal Individuals with Disabilities Education Act	Yes	Brooke A. Goldstein M.S SLP 8961 Daniels Center Drive #401 Ft. Myers, FL 33912 Phone: 239-433-6700, ext. 242 Cell: 239-292-9928 Fax: 239-433-6703 Email: BrookGldstein@hpcswf.com	Regional Provider Liaison & Team Leader, Early Steps/Health Planning Council of Southwest Florida	Collier, Glades, Hendry, Lee	Aug. 27, 2019	Ongoing	NA
14	Children services council or juvenile welfare board chair or executive director from each county, if applicable	Yes, if applicable	Not applicable					
15	DCF child care regulation representative or child care licensing agency head	Yes, if applicable	Chantal Porte 9393 N. Florida Avenue, Suite #500 Tampa, FL 33612 Phone: 813-337-5767 Cell: 813-927-1234 Email: Chantal.porte@myflfamilies.com	Licensing Manager, Department of Children & Families	Collier, Glades, Hendry, Lee	Jan. 1, 2022	Ongoing	NA
16	Private Sector Business	Yes	Laura Bright 15080 Livingston Road Naples, FL 34109 Phone: 412-443-0258 Email: lrbright@cmon.org	Chief Advancement Officer, Golisano Children's Museum of Naples	Collier	Jan. 1, 2023	4 Years Dec. 31, 2026	1
17	Private Sector Business	Yes	Alex Breault 402 North Goodlette Frank Rd.	Director of Volunteer Experience, Naples	Collier, Glades, Hendry, Lee	Jan. 1, 2024	4 Years	1

Early Learning Coalition of Southwest Florida Approved as of [date added when approved by DEL]								
Count or N/A	**Designation in F.S. 1002.83(3) and (4)**	**Voting Member**	**Name Address Telephone Number Fax Number Email Address**	**Affiliation and/or Employment**	**For multi-county coalitions, indicate the county the member represents**	**Date Appointed**	**Length of Current Term and Date it Will End**	**Term**
			Naples, FL 34102 Phone: 239-624-3415 Cell: 239-777-0552 Email: Alexandra.Breault@nchmd.org	Comprehensive Health			December 31, 2027	
18	Private Sector Business	Yes	Emily M. Budd 3200 Baily Lane, #199 Naples, Florida 34105 Phone: 239-262-0015 Cell: 239-825-6851 Email : emily@ekc-inc.com	President, EKC-inc.	Collier	September 24, 2025	4 Years December 31, 2028	1
19	Private Sector Business	Yes	Sharon Bayata Love, Esq. 1100 Fifth Avenue South Suite 307 Naples, FL, 34102 Office: (239) 262-3377 Email: slove@naplesfamilylaw.com	Attorney, Shemkus Family Law, P.A.	Collier	April 29, 2026	4 Years April 28, 2030	1
20	Non-Voting Representative of private for-profit child care providers	No	Rodrigo Gamboa Domínguez 1851 Commercial Drive Fort Myers, FL 33901 Office: (239) 275-2031 Email: challengedminds@hotmail.com	Director, Challenged Minds Learning Center, Inc.	Lee	April 29, 2026	4 Years April 15, 2030	1

Early Learning Coalition of Southwest Florida Membership Management Approved as of [date added when approved by DEL]	
I.	TOTAL MEMBERSHIP: 20
II.	TOTAL NON-VOTING EX OFFICIO MEMBERSHIP: 1
III.	NUMBER OF VACANCIES IN REQUIRED POSITIONS: 0

Chief Executive Officer/Executive Director

Annual Performance Evaluation

Officer/ Director's Name: Dr. Melanie Stefanowicz

Date: 6-5-2026

Evaluation Period: July 1, 2025- June 30, 2026

ELC: Early Learning Coalition of Southwest Florida

Position Summary: The Chief Executive Officer (CEO)/Executive Director (ED) is responsible for providing direction, leadership, and oversight to the Coalition in support of its mission, strategic plan, and annual goals and objectives. The CEO/ED must effectively work with Board members, volunteers, government officials, community leaders, business leaders, child care providers, and the clients and families that the ELC serves. The CEO/ED provides leadership to internal staff and is responsible for daily operations of the business, including oversight of financial management, human resources, fund development, program quality and delivery, and public relations.

Evaluate the CEO/ED's performance in the domains below using the following ratings:

3 = Exceeds Expectations

2 = Meets Expectations

1 = Does Not Meet Expectations

Comments must be included for each factor with a rating of "Does Not Meet Expectations." Additional comments may be attached to this form.

Domain 1: Board Administration and Support – Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff.

Rating	Performance Indicator
3	Provides the Board with professional advice and recommendations based on the organization's strategic plan.
3	Engages the Board in establishing the ELC's policy direction; interprets and executes the intent of Board policy; supports Board policy and actions to the public and staff.
3	Communicates with the Board chair and other members of the Board to provide accurate, sufficient, and relevant information regarding Board policy and operations in a timely manner.
3	Fosters a harmonious working relationship with the Board.
3	Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.

Rating Average (total divided by 5): 3.0	**Comments regarding the performance in this domain:** -Melanie provides excellent support to the board, offering additional time as needed to ensure we are prepared with the knowledge necessary to serve our positions to the full extent. - Very supportive and great communication - Melanie communicates regularly, clearly, and effectively. She is a strong communicator and collaborator, both in-person and via email/phone calls. - Ms. Stefanowicz is an exemplary CEO of the Southwest ELC. We are extremely fortunate to have her serving as the CEO Southwest Florida ELC. -Melanie does an outstanding job in communicating with the Board and fostering effective relationships among its members. -Melanie is an excellent CEO. She communicates and excels in providing leadership for the coalition. She provides guidance for the board and faces challenges that must be solved.

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

Rating	Performance Indicator
3	Communicates ELC's vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.
3	Provides direction and defines priorities to assure that the ELC's programs and services respond to the needs of families, children, and providers.
3	Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.
3	Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.
3	Measures the extent to which ELC programs improve enrolled children's school readiness skills for transitioning into kindergarten; reports findings to the Board and the community.
Rating Average (total divided by 5): 3.0	**Comments regarding the performance in this domain:** - Melanie has a clear vision for expanding ELC of SWFL's outreach and has taken decisive steps to improve the quality of services and the staff experience. - Demonstrates strong leadership in the development, implementation, and continuous improvement of Coalition programs and services. - Melanie is particularly adept at identifying challenges/issues and making recommendations/implementing change. This past year has been challenging and she's truly risen to the occasion more than once. She has also worked very hard to build a strong team to help her with this at the ELC and help her to think and strategize! - Ms. Stefanowicz is a true child advocate and believes strongly in the need for excellent high quality early learning experiences for all of the children of SWFL. - Melanie understands the mission and vision of the coalition and guides the organization in meeting the needs of children and families.

Domain 3: Financial Sustainability and Mission Impact – Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-range planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes (to operations and budgets) as appropriate, and resolve fiscal issues that affect the ELC.

Rating	Performance Indicator
3	Recommends yearly budget for Board approval.
3	Manages the Coalition's resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.
3	Possesses a robust understanding of the ELC's financial needs and communicates them clearly.
3	Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.
3	Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.
Rating Average (total divided by 5): 3.0	**Comments regarding the performance in this domain:** - Melanie has been diligent in ensuring the fiscal responsibility of all parties involved in the ELC of SWFL budgeting process. - Provides effective leadership and oversight for sound fiscal management practices and procedures that support the mission and long-range goals of the ELC. - Melanie has a very strong sense of the budget and does a great job working with and communicating with the Finance Committee and Board. I appreciate her candor and her ability to explain things that are second nature to her and to the ELC to someone that is not as familiar! - Ms. Stefanowicz has led the SWFL ELC with financial integrity. - Melanie has a firm hand on fiscal affairs. She has hired excellent staff in fiscal management and has eliminated waste and mismanagement when necessary

Domain 4: Human Resource Management, Staff and Administrative Relations – Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations

Rating	Performance Indicator
3	Provides leadership for developing and executing sound personnel procedures and practices that incorporate directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the organization.
3	Recruits and retains a talented and diverse staff.
3	Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.
3	Encourages and supports staff to participate in ongoing professional development opportunities.
3	Establishes clear patterns of authority, responsibility, supervision, and communication with staff.
Rating Average (total divided by 5): 3.0	**Comments regarding the performance in this domain:** - Melanie has overcome many challenge in this area and I feel the ELC of SWFL is making great strides in this area. - Promotes a positive and professional work environment through clear communication, staff support, accountability, and ethical leadership. -Melanie has done an exceptional job of all of these things as it relates to her team and ELC staff as a whole. I'm grateful for all of the long hours, difficult conversations, and restructuring she's done to retain staff and create an opportunity for new, qualified staff to join the team.

Domain 5: Community, State, and Public Relations – Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders.

Rating	Performance Indicator
3	Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.
3	Represents and promotes the ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities dealing with early childhood education and family issues.
3	Encourages community involvement and contribution to the ELC.
3	Provides leadership on behalf of the ELC at the state level; advocates the needs of the ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents, including lobbying the state legislature within the parameters permitted by state and federal law and regulation.
3	Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.
Rating Average (total divided by 5): 3.0	**Comments regarding the performance in this domain:** - Melanie has made great efforts to expand awareness of the works of ELC of SWFL at both the state and local levels. - Builds positive relationships with stakeholders, community partners, and the public while ensuring consistent, clear, and professional communication. - Melanie is well respected in the community by fellow educators/those in the education field. I am excited for her to continue to make inroads with the business community in SWFL. - Melanie has been on top of community issues and needs. She spoken to Local legislators on the funding needs and I have observed her on point interaction with our local legislators.

Domain 6: Professional Skills and Abilities

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

3	Is well organized and efficient in the accomplishment of objectives.
3	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.
3	Effectively communicates verbally and in written form.
3	Actively engages in continuous professional development.
Rating Average (total divided by 5): 3.0	**Comments regarding the performance in this domain:** - Demonstrates strong professional skills and abilities through effective leadership, communication, organization, and decision-making. - Melanie is hardworking, maintains incredibly high standards, and her honesty is second to none.

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

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

Performance Domain	Rating Averages
Domain 1	3.0
Domain 2	3.0
Domain 3	3.0
Domain 4	3.0
Domain 5	3.0
Domain 6	3.0
Domain 7 – optional local	-
*Overall Rating	3.0

**To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.*

Overall Rating:

3.0 = Exceeds Expectations

2.0 – 2.9 = Meets Expectations

1.9 and below= Does Not Meet Expectations

Evaluator Name: ______________________________

Evaluator Signature: ___________________________

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Chief Executive Officer Update

Board of Directors | September 2026

Executive Overview

The past several months have continued to be a period of significant organizational development for the Coalition. My focus has been on moving the organization from transition into stronger systems, clearer accountability, greater operational consistency, and implementation of the Coalition's strategic priorities.

The organization has simultaneously managed programmatic growth, disaster-relief initiatives, leadership transitions, compliance demands, provider concerns, and increasing technology and risk-management expectations. Across these areas, the emphasis has remained consistent: identify issues early, strengthen systems rather than symptoms, protect fiscal and programmatic integrity, and position the Coalition for sustainable performance.

The work described in this update reflects continued progress toward the Board-approved 2025–2028 Strategic Plan priorities, including organizational effectiveness, system coordination, community partnership, and sustainable operational infrastructure.

Overall, the Coalition is moving from substantial organizational transition toward stronger systems, clearer accountability, expanded leadership capacity, and more deliberate execution of its strategic priorities.

Organizational Performance ata Glance

Area	Recent Progress / Result
Strategic Execution	Advanced implementation of the 2025-2028 Strategic Plan, with major initiatives moving from planning and organizational redesign into implementation.
Program Innovation	Launched Synapse: The THRIVE Collaborative and advanced THRIVE toward a coordinated regional MTSS model with defined partner roles, referral pathways, intervention processes, and accountability structures.

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Area	Recent Progress / Result
Organizational Capacity	Implemented significant organizational restructuring to better align staffing, compliance, early childhood intervention, quality, and leadership responsibilities with the Coalition's current work.
Executive Leadership	Strengthened the executive leadership structure, including dedicated communications and partnership leadership to support the Coalition's growing regional role and strategic priorities.
Fiscal & Regulatory Stewardship	Maintained strong fiscal oversight during substantial program and grant activity, including recent Division of Early Learning fiscal monitoring with no findings.
Risk & Infrastructure	Initiated comprehensive review and modernization of information-security, technology-risk, continuity, and supporting policy infrastructure in response to evolving state requirements.
Operational Accountability	Identified and addressed processes requiring stronger enterprise-level oversight, including provider-payment communication, escalation expectations, decision authority, and internal accountability. As organizational complexity increased, management strengthened enterprise controls.
Governance Support	Continued strengthening Board and committee materials, governance processes, and the distinction between strategic governance and day-to-day management as organizational complexity increases.

Strategic Plan Implementation and Program Development

Implementation of the Coalition's 2025-2028 Strategic Plan continues to guide organizational priorities.

A major focus during this period has been the continued development of THRIVE, including the transition toward a more clearly defined multi-tiered system of supports for young children, providers, and families. The August 12 Synapse: THRIVE Collaborative Launch brought Coalition staff and key partners together to establish shared expectations around early intervention, mental health, developmental support, referral pathways, and system coordination.

Following the launch, work has continued to move THRIVE from concept to operating model. This includes development of process maps, referral and consent pathways, intervention and

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progress-monitoring expectations, escalation protocols, partner roles, and clearer decision-making authority. The next phase will focus on implementation fidelity, workload and capacity analysis, and measurable outcomes.

Disaster-relief initiatives also continue to advance, including provider support, continuity-of-operations planning, material and supply investments, quality initiatives, and the development of longer-term resiliency strategies for the early learning system.

Organizational Capacity and Leadership

The Coalition has undergone substantial organizational restructuring over the past year to better align staffing and resources with current responsibilities and strategic priorities.

Recent work has included the redesign of assessment, screening, intervention, compliance, and early childhood education functions; clarification of operational roles and decision authority; and continued development of a stronger executive leadership structure.

The addition of a Chief Communications Officer completes an important phase of leadership-team development and adds dedicated capacity for external communications, partnerships, strategic positioning, and community engagement. This capacity is particularly important as the Coalition expands its visibility and manages increasingly complex relationships across multiple counties, school districts, state agencies, providers, funders, and community partners.

Leadership development below the executive level also remains a priority. As new and emerging managers assume broader responsibilities, expectations regarding decision authority, accountability, escalation, and enterprise-level decision-making are being reinforced.

Fiscal Stewardship, Compliance, and Risk Management

The Coalition continues to operate in a highly regulated environment requiring careful fiscal, programmatic, technology, and governance oversight.

Recent external fiscal monitoring by the Division of Early Learning resulted in no findings, and the Coalition has continued to respond to audit, grant, contracting, and compliance requirements while simultaneously managing major program expansion.

Technology and cybersecurity expectations have also increased substantially. The Coalition is currently completing a comprehensive information-technology security and risk assessment

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with support from its contracted IT provider. This work has identified opportunities to modernize documentation, formalize system classifications, strengthen policy infrastructure, and better align the Coalition with current state information-security expectations.

Where legacy documentation or processes are insufficient, the approach has been to identify the gap, document the risk, and develop a corrective framework rather than simply produce documentation that does not accurately reflect organizational practice.

Provider Operations and System Accountability

Recent operational reviews have also identified opportunities to strengthen provider communication and internal escalation protocols.

One area receiving immediate attention is the process used when provider reimbursement is delayed, withheld, or requires corrective action. Because payment decisions have implications for provider stability, relationships, fiscal accountability, and the Coalition's public responsibilities, expectations are being clarified regarding direct provider notification and executive escalation.

This is representative of a broader organizational priority: operational decisions with enterprise-wide consequences must be visible at the appropriate level of leadership, supported by consistent procedures, and communicated clearly to affected stakeholders.

Additional work is underway to review grant, payment, contract, and provider-support processes to ensure that expectations are both compliant and operationally reasonable.

Partnerships and Community Positioning

The Coalition continues to strengthen its role as a regional convener within the early childhood system.

Relationships with school districts, health and behavioral-health partners, local governments, providers, nonprofits, and other community organizations are increasingly important to the Coalition's ability to achieve outcomes that cannot be accomplished through direct funding alone.

THRIVE is one example of this approach. Rather than building an isolated Coalition program, the initiative is being designed as a coordinated regional system that connects existing expertise and

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resources across organizations.

The Coalition is also strengthening its communications infrastructure so that its public presence more clearly reflects the scope of its work, its impact, and its role within Southwest Florida.

The Coalition's expanded regional presence and organizational impact have also resulted in increased external recognition of the organization's leadership and contributions to Southwest Florida.

Governance and Board Development

Continued attention is also being given to governance infrastructure.

Committee agendas and materials are being strengthened to support more substantive Board-level discussion and to better distinguish governance work from operational reporting. Board policies, committee responsibilities, membership requirements, and governance practices will continue to be reviewed during the coming year to ensure that the governance structure supports the organization as it exists today.

This is particularly important as the Coalition grows in complexity. Effective governance requires that the Board remain focused on strategic direction, organizational outcomes, fiduciary oversight, and CEO accountability while management retains responsibility for day-to-day operations.

Looking Ahead

Priorities for the next several months include:

- advancing THRIVE from system design into full implementation and outcome measurement;
- completing disaster-relief initiatives and strengthening continuity and resiliency planning;
- completing the current IT security and risk-assessment work and associated corrective actions;
- continuing development of leadership capacity and organizational accountability;
- strengthening provider communication and escalation protocols;
- advancing community partnership and communication strategies;
- continuing implementation and measurement of the 2025-2028 Strategic Plan; and

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- working with the Board and its committees to strengthen governance systems appropriate to the Coalition's current scale and complexity.

The organization has accomplished a significant amount during a period of substantial change. Just as importantly, we are developing stronger systems for identifying where additional work is required. My continued priority is to ensure that the Coalition is not simply responsive to immediate demands, but continues building the leadership capacity, infrastructure, partnerships, and accountability systems necessary to serve Southwest Florida effectively over the long term.