

Early Learning Coalition Of Sarasota County



SUMMARY

Mission

The Early Learning Coalition prepares children for lifelong success through quality early learning.

Contact Information

Primary Address	1750 17th Street, Building L Sarasota, FL 34234-
Alternate Address	Child Care Connection 2886-C Ringling Blvd Sarasota FL 34237
Phone	941 954-4830
Alternate Phone	941 556-1600
Email	mail@earlylearningcoalitionsarasota.org
Website	www.earlylearningcoalitionsarasota.org
Facebook	EarlyLearningCoalitionSarasota/
Twitter	ELC_Sarasota

General Information

Nonprofit	Early Learning Coalition Of Sarasota County
Organization Does Business As (DBA)	
	Early Learning Coalition of Sarasota County
Former Names	
	School Readiness Coalition

Supported Organization	Child Care Connection
Tax Exempt Status	Public Supported Charity
Incorporation Year	2002
Community Foundation Conducted a Site Visit	No
State Charitable Solicitations Permit	Yes June 2018
State Registration	Yes Jan 2018

BACKGROUND & NEEDS

Impact Statement

Early Learning Coalition provides administration/ oversight of the local, integrated system of early education for preschool children in Sarasota County, ensuring quality of childcare and early learning programs, family access to services, and positive outcomes for young children. Our work strengthens families and prepares children for success.

Accomplishments:

- Serve over 4000 children and assist 185 providers annually
- Oversee successful 5 star quality rating system for childcare facilities, 67% participation rate, impacting 6000 children or 75% of all children in childcare
- Maintain successful campaign to educate parents on early literacy and importance of reading.
- Manage a "Literacy Buddy" program utilizing 180+ volunteers to correspond with, and provide books to young children
- Facilitate ongoing professional development for childcare educators and annual conference, regularly measuring skill improvement. Teacher skills and education is linked to successful child outcomes
- Facilitate programs for high risk children as part of Grade Level Reading campaign
- Provided customized childcare listings and community, literacy and child development resources for 5147 parents, applying a Two Generation focus to assist families in poverty

Goals:

- Ensure positive outcomes for young children through parent support and quality early education programs
- Improve access to early education opportunities for children in targeted areas
- Train and offer on-site targeted coaching assistance for childcare providers
- Assist providers working with children with special needs and challenging behaviors
- Educate community members on the value of early care & education for all children
- Develop and maintain community collaborative partnerships
- Educate business community on direct impact of quality early education now and in the future and to encourage support of working parents
- Advocate and raise community awareness and support for early childhood issues

Needs Statement

1) Scholarships for children in low income working families to access quality early education

\$450 provides one month of child care for one child

\$4500 provides one year of child care for a child

2) Funds for supplies for children in need

\$30 buys 5 books for a child with limited access to book in the home

\$20 helps fill a backpack with needed school supplies for a child

3) Funds to continue support for childcare sites to maintain quality; includes coaching, technical assistance, and classroom materials otherwise not be available:

\$400 provides a scholarship to a preschool teacher to take one college credit course to enhance classroom skills

\$500 provides new classroom materials for one site

\$1200 provides a training series for 30 participants to increase skill in providing quality care for children

\$1500 provides one month of mentoring time to 5 childcare sites working to improve quality

4) Parent support/outreach

\$3,500 for parent education tools related to child development, early milestones, and challenging behaviors

\$15,000 for consultant to focus on fund development to support critical service needs

Background Statement

The Early Learning Coalition was established in 1999 by legislation and incorporated in May 2000 originally as the School Readiness Coalition of Sarasota County, Inc. as a 501 c (3) nonprofit. The Early Learning Coalition administers a program of local, state, and federal funds for the purpose of ensuring that all children have access

to high quality early education to help ensure success in life, with the solid foundation they need to grow and develop. Local private funds allow us to expand our community support beyond the legislatively mandated services.

Legislation outlines the responsibilities for Early Learning Coalitions across the state including oversight for the delivery of local early education services, establishes thresholds for spending categories, including an administrative cap of 5%, and determines the composition of its Board of Directors. Our local Coalition currently administers a program of \$11 million of local, state and federal funds that are used to:

- Facilitate and oversee a wide range of services to enhance the overall system of quality child care and preschool educational programs
- Provide child care scholarships to local income-eligible families
- Manage the Voluntary Pre-Kindergarten Program (VPK) for all four year olds to increase the readiness of children to begin Kindergarten
- Administer the community's *Look for Stars* quality rating program for local child care sites and associated training and supports to ensure high quality early education
- Offer a variety of resources for parents, including educational materials on child development, quality child care choices, early literacy, and developmental screening

The Early Learning Coalition of Sarasota County reports at the state level to the Office of Early Learning. A Board of Directors governs the Coalition and ensures compliance with all applicable legislation and statutory requirements and a high quality of services. The Chair and two of the private sector business representatives are appointed by the Governor, other Board members are community leaders, educators, child care professionals, and local business representatives, all dedicated to ensuring that Sarasota's young children are given the strong foundation they need to succeed in school.

Statement from the Board Chair

Dear Friends,

3,150 – That's the number of children in Sarasota ages 0-5, who live in poverty.

Since 2000, the Early Learning Coalition of Sarasota County has been working to prepare all children for lifelong success through quality early learning. Those first five years of life are the most critical in shaping a child's learning and developmental skills. Our vision is to ensure all families have access to the necessary support to thrive and all children are able to reach their full potential. We know that the economic prosperity of our community depends on sustained investment in early learning.

95%- That's how much of our total funding goes directly towards support of our programs.

With an annual funding, from Federal, State and local community sources, of about \$11 million, we allocate a maximum of only 5% to overhead and administration and 95% goes to funding our pro- grams including:

- • Promoting School Readiness,
- • Financial Assistances for Child Care,
- • Free Voluntary Pre-Kindergarten,
- • Early Literacy Programs,
- • Quality Ratings of Child Care, and
- • Support for Families

To build on these successes of the past 15 years, and recognizing the importance of planning, we have recently updated our strategic plan as a roadmap through 2018.

Our vision is a community dedicated to ensuring that all families have the necessary support to thrive, and all children develop a strong foundation to reach their full potential. Our current strategic plan and focus for our work is the result of collaboration among all our constituents, board members, staff, external stakeholders, funding sources, and the community at large. This significant investment of time, resources, and research brings us great confidence in the support of our community. Our Board and Staff remain dedicated to our mission to prepare children for lifelong success through quality early learning.

We hope you'll join us and participate on this important journey.

Statement from the CEO/Executive Director

High quality early education, lifelong success That is our focus. As a not for profit organization, the Early Learning Coalition of Sarasota County welcomes the support and generosity of community members to achieve our vision that every child develops a strong foundation of learning in a community dedicated to ensuring all families have the necessary support to thrive and all children reach their full potential. The Early Learning Coalition plays a crucial role in ensuring positive outcomes for children through the direct services it provides and through its oversight and partnership with other agencies. Over 4000 children and 185 child care providers receive assistance and support annually from the Coalition. Parents are given resources and information they need to nurture the learning potential of their children, including guidance to strengthen early literacy skills. Choosing a childcare program is one of the most important decisions a parent will make for their child. To ensure all children in all parts of our community get the quality care they deserve the Early Learning Coalition administers the community's Look for the Stars program, which uses a 5 star scale to evaluate and improve early learning providers. This valuable tool educates and informs parents as they consider childcare options and offers specific and achievable road map to quality care for providers. Research shows that quality early learning experiences provide the foundation for a child's success in school and in life. These positive experiences are also critical for economic development and the success of the community overall. The Partnership for America's Economic Success, a national coalition of business leaders, embraces the value of investment in young children as a critical policy imperative and economic necessity. Families in poverty need targeted assistance through a Two Generation approach to ensure success for all family members. School readiness is also a critical component of our community's Grade Level Reading Campaign. If a child is not reading on grade level by third grade, they may never catch up. When you invest in young children you invest in all our futures. Join us as we champion the learning potential of our community's youngest and most vulnerable citizens; our children. Your help will make a difference!

Areas Served

FL- Sarasota

Serving children ages 0-5 years old, their parents, and early childhood educators throughout Sarasota County.

Service Categories

Primary Organization Type

Education

Secondary Organization Type

Youth Development

PROGRAMS

Child Care Scholarships

Description

Scholarships provide assistance for children ages 0-5 in income-eligible families to access quality child care. All families served in this program receive comprehensive parent education materials, information to support early literacy and school readiness and tools for choosing quality childcare. To qualify for assistance, parents must be currently working or attending school at least 20 hours per week. All families have parent co-payments based on income. Additionally these scholarship funds provide before or after care for some of the children enrolled in the state supported Voluntary Pre- Kindergarten program. (Note: VPK is a separate program for all 4 year old children, regardless of income).

All children served receive age-appropriate developmental screening and early intervention support as needed. Approximately 2000 children can be served each year with the state funds allocated to Sarasota County, which does not meet all of the current need.

Budget

\$5,400,000.00

Category

Education, General/Other Early Childhood Education

Program Linked to Organizational Strategy

Yes

Population Served

Infants to Preschool (under age 5) Families Poor, Economically Disadvantaged, Indigent

Short Term Success

Approximately 1000 children in eligible families will have access to affordable, quality child care and preschool programs each month that help ensure positive outcomes for children and help prepare them for school and for life.

Over 2000 families receive the services annually and are able to work and attend school while their children are in high quality early care programs, with a focus of a Two Generation approach to help families out of poverty

Children of parents receiving assistance receive high quality early learning experiences to develop skills that will help ensure they are ready for school and success in life. They also receive regular assessments and developmental screenings to ensure optimal development. Early intervention is provided as needed.

Long Term Success

The ultimate goal is for children to be ready for school when they enter Kindergarten, as this is a significant component of being on grade level in elementary school. Research shows that children not on grade level by third grade may never catch up. Research also consistently demonstrates that participation in a high quality early education program positively impacts school readiness and life skills. This scholarship program specifically provides parents with the financial assistance to be able to access a quality childcare setting of their choice. Since child outcomes are measured later on when children enter Kindergarten, the initial success of the program is measured through the surveys of the parents as to how access to quality care has helped prepare their child for school.

- Over 98% of parents report the services helped prepare their children to be ready for school
- Over 100% utilize the tools and checklists that are provided to help them make informed decisions

Program Success Monitoring

Surveys are mailed to parents and providers after child(ren) are placed in care. Additional in person surveys and interviews are completed during office visits for follow up eligibility. These surveys ask the parents about

their perception of the value of the services as well as if and how they are using the tools designed to assist them in supporting their child's learning, and whether they believe their child is being helped to be ready for school, the ultimate goal.

Children receiving financial assistance receive regular developmental screenings and follow up intervention, and also receive a variety of assessments to measure their progress, all of which is tracked within a data based system. Children receive care in programs that are regularly assessed and evaluated on measures of quality, including teacher education and skill, which is directly linked to child outcomes.

All children are assessed in Kindergarten.

Program Success Examples

Several parents report relief knowing their children are in quality early care programs. Prior to receiving assistance, they had to rely on friends and relatives for childcare.

Other parents have been able to receive college degrees offering an opportunity for a better life.

Parent responses to the survey question "What do you like about the *Early Care Scholarship Program*?" include:

- "It allows my children to get a jump start on their education and get an opportunity to interact with their peers. I think the program is wonderful and I appreciate the opportunity for my children and for me to work."
- "It helps me be able to work and support my family."
- "It's a great program to help low-income families, it helps more than you know."
- "Enables me to provide a better life for us, shows my daughter the value of hard work."
- "The help they offer makes sure my child has a great start in school."

Look for the Stars Quality Rating & Improvement System

Description	Look for the Stars is a comprehensive 5 star rating system proven to improve quality in early care and education. Program standards are nationally recognized and based on early learning research. Evaluations are conducted regularly by an independent assessor. Star ratings are based on the quality of the learning environment and classroom interactions, child screening and assessment, staff qualifications and professional development,. Using the evaluation, a star level is assigned, ranging from one to five stars. Three stars equals consistently good quality. Parents have an easily identifiable tool to use when selecting quality childcare. Providers are given a road map for making specific quality improvements along a continuum. The Coalition staff provide technical assistance, training and on site coaching support to help the child care providers achieve and maintain high quality early education programs.
Budget	\$350,000.00
Category	Education, General/Other Early Childhood Education
Program Linked to Organizational Strategy	Yes
Population Served	Infants to Preschool (under age 5) Families Families
Short Term Success	<ul style="list-style-type: none">• 65-70% of all center-based child care sites in Sarasota County consistently choose to participate each year, thus maintaining a viable pool of participants receiving star levels.• 90% providers surveyed agree with the statement: "Participating in LFS has improved quality of child care provided by my program."• 88% of children receiving state funded care are served in sites with 3 or more stars, up from 39% at beginning of the program.• 85% of all parents seeking child care report knowledge of the program as evidenced by surveys.• 90% of parents familiar with program will use it to guide decisions.• Look for the Stars website regularly receives consistent number of hits each month. Providers' survey comments include: <ul style="list-style-type: none">• "QIS should continue. It has definitely made our center one of better care and quality. I feel we all need the assessments to keep us on target with what is required and best for the benefit of our children."• "It raised the quality of our sites, but the ladder to get there was hard."

Long Term Success

Research consistently demonstrates that quality early care and education results in sustained positive outcomes for children. Recent research is indicating that teacher skill is one of the most significant predictor of child success. Since we are not able to track specific children over time in this program, the long term success is measured by the numbers/ percent of child care sites that achieve and maintain a 3 star level or above, with the corresponding impact on the children in care. The long term success is also measured by the percent of parents who use the program to choose quality care and thus driving the ongoing demand for quality.

- 91% of childcare sites participating in the program will demonstrate positive year over year improvements in one or more areas
- 97% of teachers demonstrate increased knowledge after attending training
- 91% of participating sites will continue to be at a three star level or above.
- 85% of parents report using Star levels when considering care.

Program Success Monitoring

An annual objective comprehensive assessment is conducted by an outside entity using a research based tool and a validation checklist. This determines both the overall star levels and specific areas where providers made improvements. Our expectation is that sites which have achieved a 3 star rating or above will maintain high quality programs.

The ELC provides mentoring and onsite technical assistance to help providers achieve their individualized improvement goals. In addition numerous training is offered to increase teacher skills. Pre/post surveys and observations are used to measure results. In addition following each training, participants must submit a follow up activity that demonstrates change in knowledge and implementation of a change as a result of the training.

Annual satisfaction surveys are utilized as well as surveys about the assessment process and mentoring services.

Website hits are tracked and parents are surveyed to determine community awareness and use.

Program Success Examples

By year 8 (2015), 91 of the 100 participants had achieved a 3, 4 or 5 star rating. Participants reported that Look for the Stars improved the quality of participating sites and "helped a lot of sites get to a 4 or 5" that would not otherwise have done so and that there is now consistent quality across sites in Sarasota County.

- 91% of participating providers demonstrated year over year improvement in one or more areas of assessment.
- 90% of providers acknowledged in follow up surveys the value of the independent assessment in their quality improvement process.
- In recent surveys, 95% of parents who knew about the program report using the Look for the Stars information when choosing child care
- In recent surveys, "quality" is identified as a higher ranking factor than "cost" for parents choosing child care. For numerous years, cost was identified as the most important consideration so this represents a significant shift.

Early Literacy Support

Description	Early literacy skills are critical for children to be ready for kindergarten, and a key component of Grade Level Reading. Children with access to books and exposed to language at a young age are more likely to experience success at Kindergarten and beyond. This is particularly true for children experiencing poverty and other stressors. ELC of Sarasota promotes optimal early learning and literacy. Through its “Children Who Read Succeed” program ELC facilitates book distributions at child care. The “Literacy Buddy” program uses community volunteers to correspond with a preschool 'buddy' around books and interests and provide books for the children 3 times per year. The program supports development of writing skills, fosters a love of reading and builds a child's home library. The ELC also continues its parent educational campaign to encourage reading: “Your child's success is as easy as 1. Talk 2. Listen 3. Read.” The LEAF mascot makes regular appearances throughout the community.
Budget	\$70,000.00
Category	Education, General/Other Literacy
Program Linked to Organizational Strategy	Yes
Population Served	Families Infants to Preschool (under age 5) At-Risk Populations
Short Term Success	<ul style="list-style-type: none">• Over 185 community volunteers were matched with 200 children within the Literacy Buddy program in 2015, providing children with increased access to books and increased writing skills through anticipatory correspondence.• To date well over 22,000 informational materials with the Talk, Listen, Read messaging have been distributed within the community to strongly promote of the message on an ongoing basis.• 85% of parents seen at ELC consistently indicate awareness of the specific message and 95% understand the importance of reading to ensure their children's success.• 3500 books were provided to 1100 children at 20 different child care sites serving high % of children in poverty.
Long Term Success	<p>Young children with access to books and exposed to language are more likely to be ready for school. This is particularly true for children experiencing poverty. Yet children in poverty are the ones least likely to have books in the home or experience the kind of widespread language and word use that impacts early literacy. Studies show children in poverty often have a ratio of 1 book to every 300 children whereas in higher income homes it is 13 books for each child. Impacting this is how we will show long term success.</p> <p>Research also shows that <i>all parents</i> can help their children succeed, regardless of the income level and literacy level of the parent, by taking very simple actions. Encouraging parents to talk and, read to their children impacts their children's language development, and school readiness and address the “30 million word gap” would be long term success.</p> <p>The Literacy Buddy program develops children's writing skills, promotes increased reading and access to books.</p>

Program Success Monitoring

Literacy Buddy program success is measured by increased numbers of children receiving books and teachers reports of change in children's writing and reading anticipatory skills. Increased number of volunteers will impact more children.

Feedback from providers who facilitate the Buddy program at their sites report on the changes in the children's pre-reading and writing skills, vocabulary understanding and excitement about receiving books, which they also share with their parents.

Feedback from providers that serve as book distribution sites, provide reports of activities, and feedback from the distributions.

For the social marketing parent education campaign, media tracking and statistics are the largest indicator of reaching our audience. Additionally surveys are given to all parents seen annually within the Early Learning Coalition's offices to measure awareness of message and specific behaviors utilized to support early literacy.

Program Success Examples

Providers describe the joy and excitement the children exhibit when the books are received. Parents report and share pictures of reading the books at home with their children.

On the survey question parents can identify ways to boost reading and tips to help them reinforce the parent tips and information packets were common favorites.

The LEAF Bookworm mascot regularly makes appearances throughout the county and remains in high demand.

The Literacy Buddy program continues to grow each year, thus providing multiple books for children in need.

Documenting that hundreds of books are being distributed to children each year.

Comments

Program Comments by Organization

The Early Learning Coalition offers program services that equally benefit the child, parent and the child care provider. The children ultimately benefit from being in high quality early learning environments, gaining skills for life and receiving appropriate developmental screenings and any needed follow up as well. The parents receive a number of services such as financial assistance with child care costs, a wide range of parent education, literacy and child development information, and/or tools to choose quality care. Our local child care providers receive a range of support, training and technical assistance to ensure that they achieve and maintain high quality early learning environments for young children.

The intertwining of all of these services to ultimately ensure positive outcomes for young children is what makes the Early Learning Coalition such an exciting and dynamic organization to manage. The first five years of a child's life is the most critical for both short term and sustained long term success. Brain development is at its highest during these crucial early years. Positive experiences *maximize* brain development. Equally important, and perhaps most concerning, is that failure to provide quality early care for young children, or exposure to negative influences, can actually *harm* brain development. Additionally more understanding exists now of the importance of children being on grade level. If not on grade level by 3rd, children may never catch up. The early

years and school readiness skills are critical to this issue. The opportunity to intervene early in a young child's life can literally be life changing with long term impact. Every child needs access to high quality early education to build a foundation for lifelong success.

MANAGEMENT

CEO/Executive Director

CEO/Executive Director	Janet Kahn
CEO Term Start	Nov 2002
CEO Email	jkahn@earlylearningcoalitionsarasota.org

Experience

Janet Kahn has twenty five years experience in non-profit human services, including multiple senior leadership positions. Janet's experience includes work with children and families on diverse issues such as child abuse prevention, grief & loss, disabilities, childhood cancer, and early childhood education. She came to the Early Learning Coalition with executive level experience in two other organizations. She has a Masters degree in Social Work, remains a licensed clinical social worker and a member of the National Association of Social Workers. Since coming to ELC, Janet has increased local funding, created a successful collaborative model for service delivery saving administrative costs, implemented a comprehensive program for measuring and improving child care quality, and spearheaded a successful social marketing campaign for parents focused on early literacy. Recently she worked with community partners to increase access to preschool for children most in need, facilitated Two Generation approach to ELC's family services, and is active in the local Grade Level Reading Campaign. A key to her success is her effective collaborative private and public partnerships with multiple organizations. Under her leadership, ELC continues to meet or exceed benchmarks and outcomes, has consistently positive state monitoring and implements new, innovative programs to meet needs of children and families.

Community organization involvement includes Community Alliance, Sarasota Technical College's Early Education Advisory Council, Sarasota Community Organizations Active in Disasters, and collaboration with all early childhood partners. In other cities, Janet served on a statewide Childhood Cancer Subcommittee, and had leadership roles in Association of Fund Raising Professionals. She recently won two personally meaningful awards, Florida Early Childhood Association's Child Advocacy Award (2015) and National Association of Social Workers local Social Worker of the Award (2016).

Senior Staff

Lilyana Chen
Finance Manager
Claudia Malecki
Quality Services Manager
Linda Mason
Director of Child Care Connection Program

Staff & Volunteer Statistics

Full Time Staff	17
Part Time Staff	2
Staff Retention Rate %	95
Professional Development	Yes
Contractors	3
Volunteers	202
Management Reports to Board	Yes
CEO/Executive Director Formal Evaluation	Yes

Senior Management Formal Evaluation	Yes
NonManagement Formal Evaluation	Yes

Collaborations

Within its mandated legislative role, the Early Learning Coalition is a collaborative entity. We actively partner with numerous other non profits, businesses, local foundations and county government, as well as early childhood partners to leverage our resources. Our collaborations enhance our community impact including services for families, developmental, health or behavioral services for children, literacy initiatives, and support for early education providers to offer high quality early learning programs. Collaboration was identified as a strength in recent stakeholder interviews. ELC is considered a valuable, well respected, dynamic community partner that goes above and beyond to ensure success..

Our local early care and education providers are critical partners in accomplishing our goals related to school readiness for all children. Providers offer the day to day connections and support to the families and children we serve. ELC actively participates in community groups such as Community Alliance, Sarasota Partnership for Children, Community Organizations Active in Disaster, Arts Education Task Force/ Arts and Cultural Alliance, groups focusing on services for homeless families, Two Generation approach to address poverty, and the Grade Level Reading campaign.

GOVERNANCE

Board Chair

Board Chair	Nicholas Feather
Company Affiliation	Capstan Financial Consulting Group
Board Term	Jan 2015 to Apr 2017
Board Chair Email	Nicholas.Feather@CapstanFCG.com

Board Co-Chair

Board Co-Chair	Jeff Matthews
Company Affiliation	Nokomis Design Studio
Board Term	Jan 2015 to Sept 2017
Board Co-Chair Email	JeffMatthews@comcast.net

Board Members

Name	Affiliation	Status
Holly Anderson	Sarasota County Libraries	Voting
Matthew Anderson	President, Milestone Marketing Associates, Inc.	Voting
D. Cory Byzewski	Vice President & General Manager Direct Energy	Voting
Erin del Castillo	Sarasota County School District	Voting
James Disbro	Career Source Suncoast	Voting
Brent Dykstra	Synovus Commercial Lending	Voting
Nicholas Feather	Private sector appointed by the Governor	Voting
Caroline Fisher	Rep of private for-profit child care providers	Voting
Chuck Henry	Child Care Licensing Head	Voting
Jill Jacoby	County Health Dept Designee	Voting
Chris C. Kofler	President, Unisource Inc.	Voting
Kimberly Kutch	Department of Children & Families	Voting
Phyllis Lasky	Retired- non profit	Voting
Barbara Levesque	Rep of faith based child care providers	Voting
Jeff Matthews	Nokomis Design Studio	Voting
Connie Snyder	Pines of Sarasota Childcare	Voting
John Stump	Regions Bank	Voting
Kathleen Sullivan	Head Start Director	Voting
Lindsey Toole	Acumen Wealth Advisors	Voting
Tom Waters	Easter Seals	Voting

Board Demographics - Ethnicity

African American/Black	0
Asian American/Pacific Islander	0
Caucasian	20
Hispanic/Latino	0
Native American/American Indian	0
Other	0 0

Board Demographics - Gender

Male	11
Female	9
Not Specified	0

Governance

Board Term Lengths	4
Board Term Limits	2
Board Orientation	Yes
Number of Full Board Meetings Annually	10
Board Meeting Attendance %	73
Board Self-Evaluation	Yes
Written Board Selection Criteria	No
Percentage of Board Making Monetary Contributions	100
Percentage of Board Making In-Kind Contributions	100
Constituency Includes Client Representation	Yes

Standing Committees

- Finance
- Board Development / Board Orientation
- Communications / Promotion / Publicity / Public Relations

Comments

Governance Comments by Organization

The Board of Directors of the Early Learning Coalition is unique in that the composition of the board is legislatively mandated to include both specific early childhood stakeholders and private business representation. In addition, some of the private business members are appointed by the Governor, including the Chair. Individuals who are serving on the board in the required stakeholder seats are doing so as a function of their work responsibilities or are serving in response to the will of the Governor.

The contributions of the members serving in the required stakeholder seats provide a wonderful opportunity to ensure that the various constituents in the field are represented and they offer a unique and valued perspective. There are, however, inherent challenges to having a board that has a majority of individuals appointed to be

there and may be unable to fulfill the expectations that one could ask of a private citizen who takes on a fully voluntary position.

With a board comprised of individuals serving in designated board seats, board attendance is one area often impacted as members' job functions may take precedent. In addition, fund raising is often compromised as those members serving in mandated seats cannot automatically be expected to take on the type of fund raising activities that one might ask of a board member in a typical non-profit. The individual may not have signed on for such an activity, have the necessary skills to do so, or, as is often is the case, may have conflicting interests related to the organization where they work or be prohibited from fulfilling such roles. Finally, there can be absolute conflicts of interest when stakeholders who directly benefit from the organization serve on the board and such conflicts must be acknowledged and carefully managed.

On the other hand, as stated above, the inclusion of early childhood stakeholders, along with the private business sector members promotes a unique view of the issues being discussed and can lead to lively and very productive board discussions.

FINANCIALS

Current Financial Info

Fiscal Year Begins	2016
Fiscal Year Ends	2017
Projected Revenue	\$10,913,305.00
Projected Expenses	\$10,913,305.00
Total Projected Revenue includes "in-kind" contributions/ donations	
Endowment Value	\$0.00
Spending Policy	N/A
Spending Policy Percentage	0

Capital Campaign

In a Capital Campaign	No
Campaign Goal	0

Audit/Financial Documents

[ELC Sarasota Audited Financial Statement FY 2016](#)
[ELC Sarasota Audited Financial Statement FY 2015](#)
[ELC Sarasota Audited Financial Statement FY 2014](#)
[ELC Sarasota Audited Financial Statement FY 2013](#)
[ELC Sarasota Audited Financial Statement FY 2012](#)
[ELC Sarasota Audited Financial Statement FY 2011](#)
[ELC Sarasota Audited Financial Statement FY 2010](#)
[ELC Sarasota Audited Financial Statement FY 2009](#)

Solvency

Short Term Solvency

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	1.22	1.21	1.22

Long Term Solvency

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	0%	0%	0%

Historical Financial Review

Revenue and Expenses

Fiscal Year	2016	2015	2014
Total Revenue	\$11,588,234	\$11,418,142	\$11,120,511
Total Expenses	\$11,555,843	\$11,403,625	\$11,119,297

Revenue Sources

Fiscal Year	2016	2015	2014
Foundation and Corporation Contributions	\$0	\$0	\$0
Government Contributions	\$11,476,454	\$11,340,965	\$11,038,899
Federal	\$0	\$0	\$0
State	\$10,799,768	\$10,587,485	\$10,249,582
Local	\$676,686	\$753,480	\$789,317
Unspecified	\$0	\$0	\$0
Individual Contributions	\$0	\$0	\$0
Indirect Public Support	\$0	\$0	\$0
Earned Revenue	\$0	\$0	\$0
Investment Income, Net of Losses	\$0	\$0	\$0
Membership Dues	\$0	\$0	\$0
Special Events	\$0	\$0	\$0
Revenue In-Kind	\$46,802	\$46,168	\$44,081
Other	\$64,981	\$31,009	\$37,531

Expense Allocation

Fiscal Year	2016	2015	2014
Program Expense	\$11,145,255	\$10,964,930	\$10,719,208
Administration Expense	\$410,588	\$438,695	\$400,089
Fundraising Expense	\$0	\$0	\$0
Payments to Affiliates	\$0	\$0	\$0
Total Revenue/Total Expenses	1.00	1.00	1.00
Program Expense/Total Expenses	96%	96%	96%
Fundraising Expense/Contributed Revenue	0%	0%	0%

Assets and Liabilities

Fiscal Year	2016	2015	2014
Total Assets	\$1,164,745	\$997,175	\$902,807
Current Assets	\$1,164,745	\$997,175	\$901,722
Long-Term Liabilities	\$0	\$0	\$0
Current Liabilities	\$957,056	\$821,877	\$742,026
Total Net Assets	\$207,689	\$175,298	\$160,781

Top Funding Sources

Fiscal Year	2016	2015	2014
Top Funding Source & Dollar Amount	Government Grants - State \$10,799,768	Government Grants - State \$10,587,485	Government Grants - State \$10,249,582
Second Highest Funding Source & Dollar Amount	Government Grants - Local \$676,686	Government Grants - Local \$753,480	Government Grants - Local \$789,317
Third Highest Funding Source & Dollar Amount	Other \$64,981	In-Kind Contributions \$46,168	In-Kind Donations \$44,081

Comments

Financial Comments by Foundation

Financial figures based on audited financial statements. This organization is not required to file IRS Form 990s. Valuation of in-kind donations included in income.

PLANS, POLICIES & LICENSES

Plans

Fundraising Plan	Yes
Communication Plan	Yes
Strategic Plan	Yes
Strategic Plan Adopted	Oct 2015
Years Strategic Plan Considers	3
Management Succession Plan	Yes
Continuity of Operations Plan	Yes

Policies

Organizational Policies and Procedures	Yes
Written Conflict of Interest Policy	Yes
Nondiscrimination Policy	Yes
Directors and Officers Insurance Policy	Yes

Risk Management Policy

Workers Compensation and Employers' Liability
Directors and Officers Policy
Automobile Insurance
Commercial General Liability
Employee Dishonesty
Employment Practices Liability
General Property Coverage and Professional Liability

Whistle Blower Policy	Yes
Document Destruction Policy	Yes

Affiliations

Affiliation	Year
Association of Early Learning Coalitions	0
Greater Sarasota Chamber of Commerce	0
Venice Area Chamber of Commerce	0

Awards & Recognition

Award/Recognition	Organization	Year
Be More Informed Award for Outstanding Achievement in Marketing (for LEAF Program)	WEDU	2010
Silver Addy (for LEAF Program)	Advertising Federation	2010

Be More Knowledgeable Award for Educational Outreach (for Look for the Stars Program)	WEDU	2010
Golden Image (for LEAF Campaign)	Florida Public Relations Association	2010
Golden Image (for Look for the Stars Campaign)	Florida Public Relations Association	2010
Gold level Healthy Workplace	Sarasota County Department of Health	2015

Government Licenses

Is your organization licensed by the Government? No

Planning & Policies Comments

Planning & Policies Comments by Organization

Planning & Policies Comments by Foundation