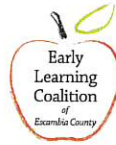


Board Meeting August 14, 2025

Meeting Package

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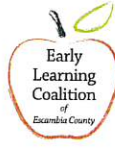


Early Learning Coalition of Escambia County
Board Meeting Agenda
August 14, 2025, at 10:00 a.m.

	Pages
I. Welcome and Introductions	
a. Notification of this meeting of the Board of Directors was posted to the Coalition Public Calendar Board and sent to the Pensacola News Journal for publication on July 28, 2025	
II. Public Comments	
III. Chair Opening Comments	
a. Approval of Consent Agenda: Meeting Agenda, Minutes of May 8, 2025, Financial Reports for April and May 2025 (BA)	CA 1-CA 20
IV. Executive Committee Report	3-4
a. Deanna Oleske Board Member Approval (BA)	5-7
b. New Finance Director Search and Options (D)	
c. Staff Issues (I)	
d. Change to IT Support Services Contract (D)	
e. ELC Organizational Change (BA)	8-13
f. FY 25-26 Early Learning Grant Agreement (ELGA) (BA)	ATT
g. First Notice of Award (NOA) for FY 25-26 (D)	14
h. FY 2025-2026 Budget (BA)	15
i. ED Annual Evaluation (BA)	16-19
j. Audit and Tax Services Contract (BA)	ATT
k. Governor Board Appointees (D)	
VI. Executive Director's Report	20-24
a. Coalition Status Reports: DEL Invoice Dashboard for June 2025, Enrollment/Wait List Status Report, Contracting Summary Report (D)	25-30
VII. Old Business	
a. Legislative Budget for 2025-2026 Recap (D)	
b. Fiscal Year 24-25 Funding and Transition to FY 25-26 – Update (D)	31-33
c. Fiscal Year 25-26 SR Funding Projections and Budget Options (BA)	34-46
VIII. New Business	
a. ED Travel Approval (BA)	
b. Internal Control Questionnaire (BA)	ATT
c. EOY Reports (I)	47-19

Key: (BA) = Board Approval (D) = Discussion (I) = Information Att = Attached file

The mission of the Early Learning Coalition of Escambia County is to identify and meet the needs of children and families to lay the foundation for lifetime success by: maximizing each child's potential, preparing children to enter school ready to learn, and helping families achieve economic self-sufficiency.



- e. VPK Requirements/ECSD/ReadyKids! ReadingPals Program - Update **(I)**
- f. Executive Director Resignation **(D)** **56**

IX. Audits and Reviews in Progress

- a. DEL Accountability Review – Waiting for Final Report **(I)**
- b. DEL Finance Review – Waiting for Draft Report **(I)**

X. Adjourn

Next Meeting: Thursday, November 13, 2025, at 10:00 a.m. at the Early Learning Coalition offices, 1720 W. Fairfield Dr., Suite 100/400, Pensacola, FL 32501

Key: (BA) = Board Approval (D) = Discussion (I) = Information Att = Attached file

The mission of the Early Learning Coalition of Escambia County is to identify and meet the needs of children and families to lay the foundation for lifetime success by: maximizing each child's potential, preparing children to enter school ready to learn, and helping families achieve economic self-sufficiency.



Executive/Finance Committee Report **Shannon Nickinson Chair**

The following is an informal summary of the last meeting of the Executive Committee. This summary is not to be considered the official minutes of the Committee as these comments precede formal approval of the Committee's Minutes at their next meeting. The summary is accurate in that the comments are lifted from the draft minutes of the Committee.

The Executive Committee last met on June 26 and July 24, 2025.

From the June and July meetings the Committee reviewed the financial updates, invoice dashboards, utilization reports, and Resource Development Committee recommendations.

Deanna Oleske Board Member Approval (BA) – The EXCOM makes the motion to appoint Ms. Oleske to the Board as the County Commission designee.

New Finance Director Search and Options (D) - Ms. Abernathy left her position as ELC's Finance Director. The reasons for her departure are not known. Ms. Abernathy left a resignation letter on the Administrative Assistant's desk that indicated she would continue working for another month. However, she left the position two days later.

The Finance Director position has been posted on the website. One firm has offered to do the functions of Finance Director, but as a contractor, and without a full-time day-to-day presence on site. A hiring company was also contacted. They have good contacts are a more likely than you typical online service, to find qualified candidates, but that want between \$25,000-\$30,000 for their efforts.

The Finance Director discussion led to talks about the Coalition possibly implementing an HR position. Current HR is a collateral duty of the Finance Director. Both the aforementioned companies said they could provide something if desired. Factors to be considered are full time versus part time, accessibility and availability, live or remote, and of course costs.

Staff Issues (I) – There have been two staff out since March. One returned to work August 4. The other person is still out and has not communicated with the Coalition for over a month, nor provided any word on when they are projected to return. As a result of the loss the Coalition had to find alternatives to getting the work done and in doing so found a solution that eliminated the position that has been gapped for over five months.

Change to IT Support Services Contract (D) – The service agreement with Digital Boardwalk was modified from providing partial IT support to fully managed IT support. The cost increase was about one third of what the Coalition paying for a full-time on-site position with benefits.



ELC Organizational Change (BA) – The Coalition Organizational Chart had been updated to reflect the Manage IT support. The EXCOM is making the motion to approve the new Org Chart.

FY 25-26 Early Learning Grant Agreement (ELGA) (BA) – The EXCOM makes the motion for approval of FY 25-26 Early Learning Grant Agreement (ELGA). There are no significant changes from the prior year.

First Notice of Award (NOA) for FY 25-26 (D) – The DEL issued the first NOA for 2025-2026. It is provided as a reference to the budget discussion.

FY 2025-2026 Budget (BA) – The EXCOM makes the motion for approval of initial Coalition Budget for FY 2025-2026. Note the budget will change once the DEL allocates the reverted and reappropriated funding from FY 2024-2025. Most non-direct spending will not be impacted, except for quality spending. Quality funding will be subject to limitations unless additional funding can be sourced from either the ECT, County or City.

ED Annual Evaluation (BA) – The DEL required annual evaluation of the Executive Director is provided. The EXCOM makes a motion for approval of the evaluation.

Audit and Tax Services Contract (BA) – The RFP process has been completed, and the firm of Carr, Riggs and Ingram LLC was selected. The Coalition contract and the CRI agreements were not ready for the last EXCOM. The Coalition and CRI swapped contracts and agreements and the wording meets with the approval of both companies. All the documents are provided for the Boards review and approval.

Governor Board Appointees (D) – The ED spoke with the Governor's Appointment Office about the Coalition's open positions. The person mentioned that they consider applications that are over three years old to be expired. They also did not know one of our two regular positions had resigned. I forwarded to the office a copy of the letter the former member sent to them when they resigned five years ago. Currently there is one application for the Chair position, but it is close to being three years old. Another member applied; however, they are also a provider. The DEL was asked if this is allowed, or is it considered a conflict of interest. The DEL has not replied. The Coalition needs at least one, if not two, people to apply. They do not have to be current members. The ED is requesting suggestions and will follow through with making contact and sending the application information.

Board of County Commissioners Escambia County, Florida

Steve Stroberger
District One

Mike Kohler
District Two
Chairman

Lumon J. May
District Three

Ashlee Hofberger
District Four
Vice Chairwoman

Steven Barry
District Five



Wes Moreno

County Administrator
wjmoreno@MyEscambia.com

April 28, 2025

*Bruce Watson
Executive Director
Early Learning Coalition of Escambia County
1720 West Fairfield Drive, Suite 100/400
Pensacola, FL 32501*

RE: Commissioner Appointment to the Early Learning Coalition of Escambia County

Dear Mr. Watson:

I am pleased to advise you that the Board of County Commissioners, in a regular session held Thursday, January 9, 2025, confirmed the appointment of Deanna Oleske as its designee to the Early Learning Coalition of Escambia County for calendar year 2025.

Please provide all agendas and correspondences related to this appointment directly to Ms. Oleske at doleske@d1meo.org.

If you have any questions, please contact Jose Gochez at 850-595-4917.

Sincerely,

A handwritten signature in blue ink, appearing to read "Wesley J. Moreno".

Wesley J. Moreno
County Administrator

WJM:jg

pc: Deanna Oleske



Early Learning Coalition of Escambia County



Personal Information (Please type or print clearly)

Oleske, M.D.

Deanna

Alicia

Last Name	First Name	Middle
District 1 Medical Examiner's Office		Chief Medical Examiner / Forensic Pathologist
Employer/Affiliation	Title	
2114 Airport Blvd Ste 1450,		
Street Address		
Pensacola, FL 32504		
City/State/Zip Code		
850-332-7300	850-903-3442	doleske@d1meo.org
Phone	Mobile	Email

Are you a parent: ☒ Y ☐ N If yes, age(s) of Child(ren) 3 and 1 years

Is your employer ☐ a private, for-profit enterprise, ☒ a community non-profit organization
☒ a governmental agency ☒ Other (please specify): 501c3 private non-profit funded by the 4 counties

Community/Civic Involvement

Please list up to five community, civic, professional, business, and other organizations of which you are or have been a member.

Organization Name	Dates of Membership	Position(s) Held
Florida Association of Medical Examiners	January 2017 to present	President-Elect
Escambia County Medical Society	January 2021 to present	At large member board of directors
FSU - SOM - Pensacola	May 2021 to present	Assistant Clinical Professor of Pathology
Child Fatality Review Team - CADR1b	November 2020 to Present	Member
Child Fatality Review Team - CADR1a	November 2020 to Present	Member

Statement of Interest

Reasons for applying/additional comments: As a physician and Chief Medical Examiner, as well as the parent of two young children, I have a deep and personal understanding of the importance of early childhood education and family support systems. My background in public health and nonprofit leadership equips me with a unique perspective to contribute meaningfully to the board's mission. I am honored to serve and committed to advancing initiatives that promote equity, safety, and opportunity for young children and their families in Escambia County.

Federal and State law requires this Coalition to reflect representation of the local community by race, gender, ethnicity, and other characteristics.

Race (check one): ☒ White ☐ Black ☐ Asian or Pacific Islander
☐ American Indian or Alaskan Native ☐ Prefer not to answer

Sex: ☐ Male ☒ Female ☐ Prefer not to answer



Early Learning Coalition of Escambia County



Are you age 55 or older? ☐ Yes ☒ No ☐ Prefer not to answer

Are you a veteran? ☐ Yes ☒ No

Do you have any disabling conditions? ☐ Yes ☒ No

If you need accommodation, please specify: _____

Commitment and Operational Statements

Time Commitment: Serving on the Early Learning Coalition of Escambia County will require a commitment of time including regular coalition meetings, committee involvement, reading and becoming educated about many aspects of early childhood development and school readiness.

Employment: The school readiness legislation states that nominated members must be residents of work in Escambia County, and neither they nor their families may earn an income from the early education or child care industry.

Conflict of Interest: Conflict of interest may occur when an item is presented for a vote that will directly affect you, your employer, or another organization you are involved with. Conflict of interest rules generally require you to disclose the conflict and abstain from discussion or voting on the matter.

Government in the Sunshine: The Early Learning Coalition of Escambia County is a legislatively mandated group and will operate following the guidelines of "Government in the Sunshine".

My signature below confirms my understanding of these requirements and my agreement for application for membership to the Early Learning Coalition of Escambia County.

Deanna L. Cole M.D.

Applicant Signature

05/21/2025

Date

SUBMISSION OF NOMINATION FORM & CONTACT FOR ADDITIONAL INFORMATION

The **deadline** for submission of this membership application is: **There are no current deadlines.**

Application forms may be submitted by mail to:

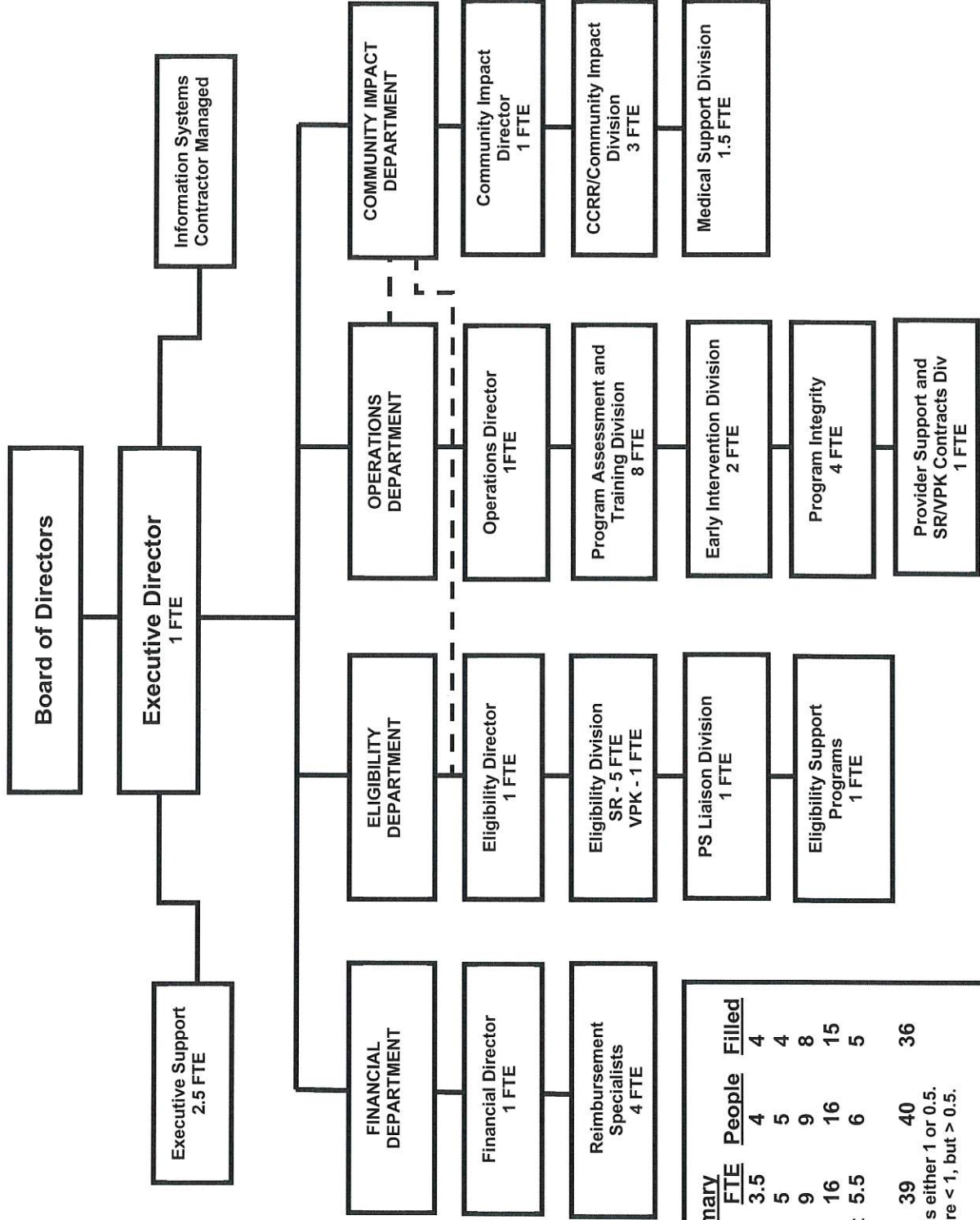
**Bruce Watson, Executive Director
Early Learning Coalition of Escambia County
1720 West Fairfield Dr. Suite 100/400, Pensacola, FL 32501
Or by email: bwatson@elcescambia.org**



Early Learning Coalition of Escambia County

ORGANIZATIONAL CHART

10APR25

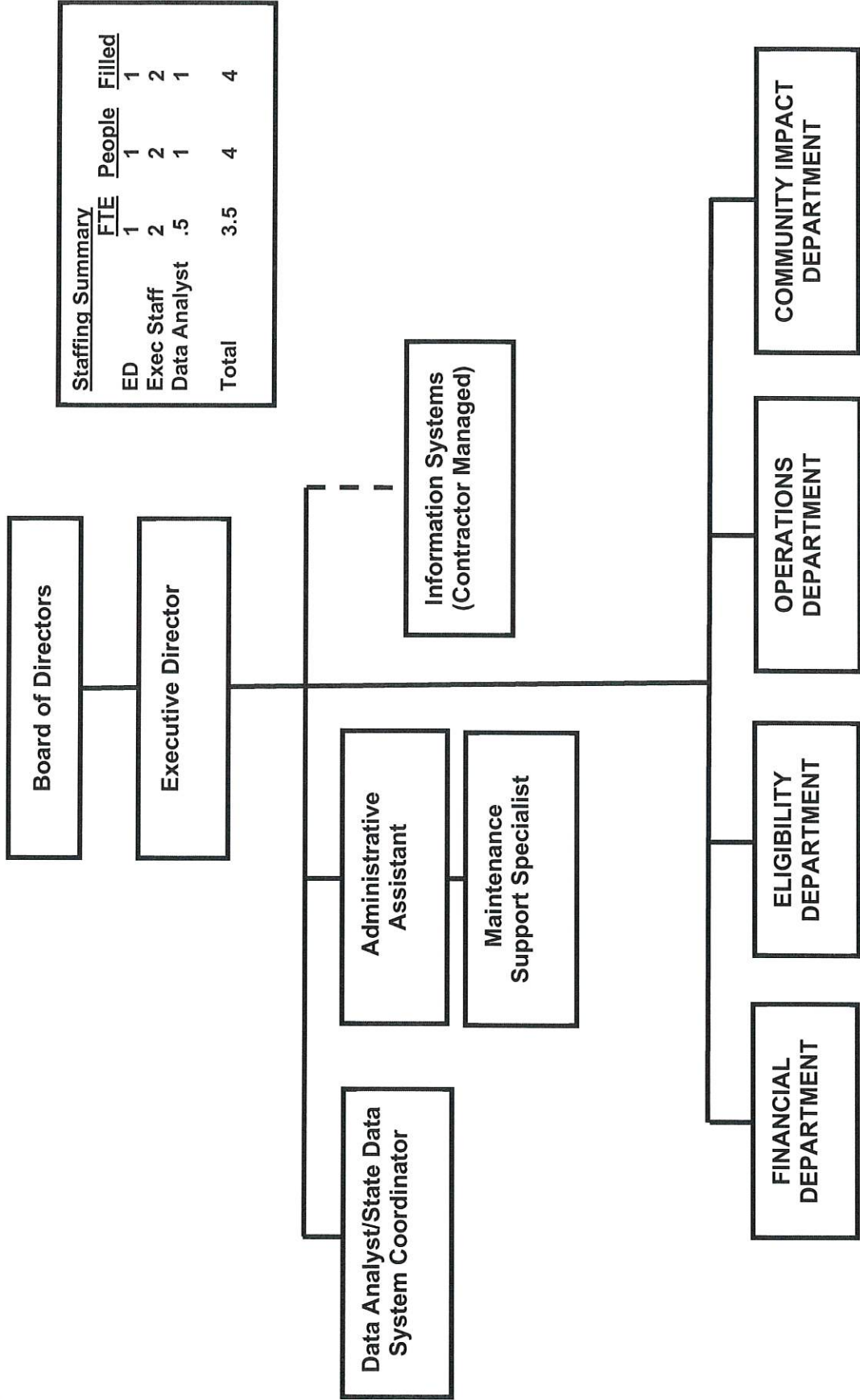


Staffing Summary			
	FTE	People	Filled
Exec	3.5	4	4
Finance	5	5	4
Eligibility	9	9	8
Operations	16	16	15
Comm Impact	5.5	6	5
Total	39	40	36

Note: Chart FTE is either 1 or 0.5.
Some staff FTE are < 1, but > 0.5.



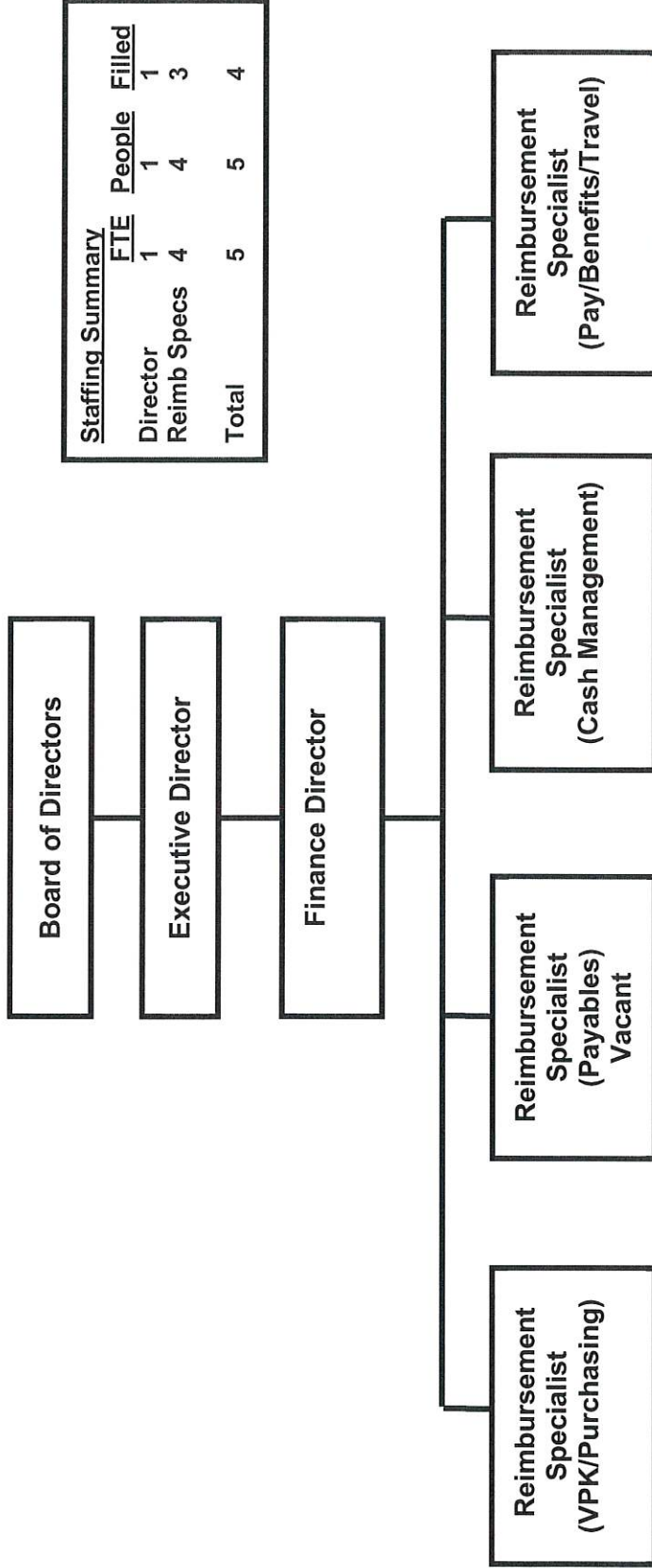
ELCEC ORGANIZATIONAL CHART
Executive Branch





ELCEC ORGANIZATIONAL CHART

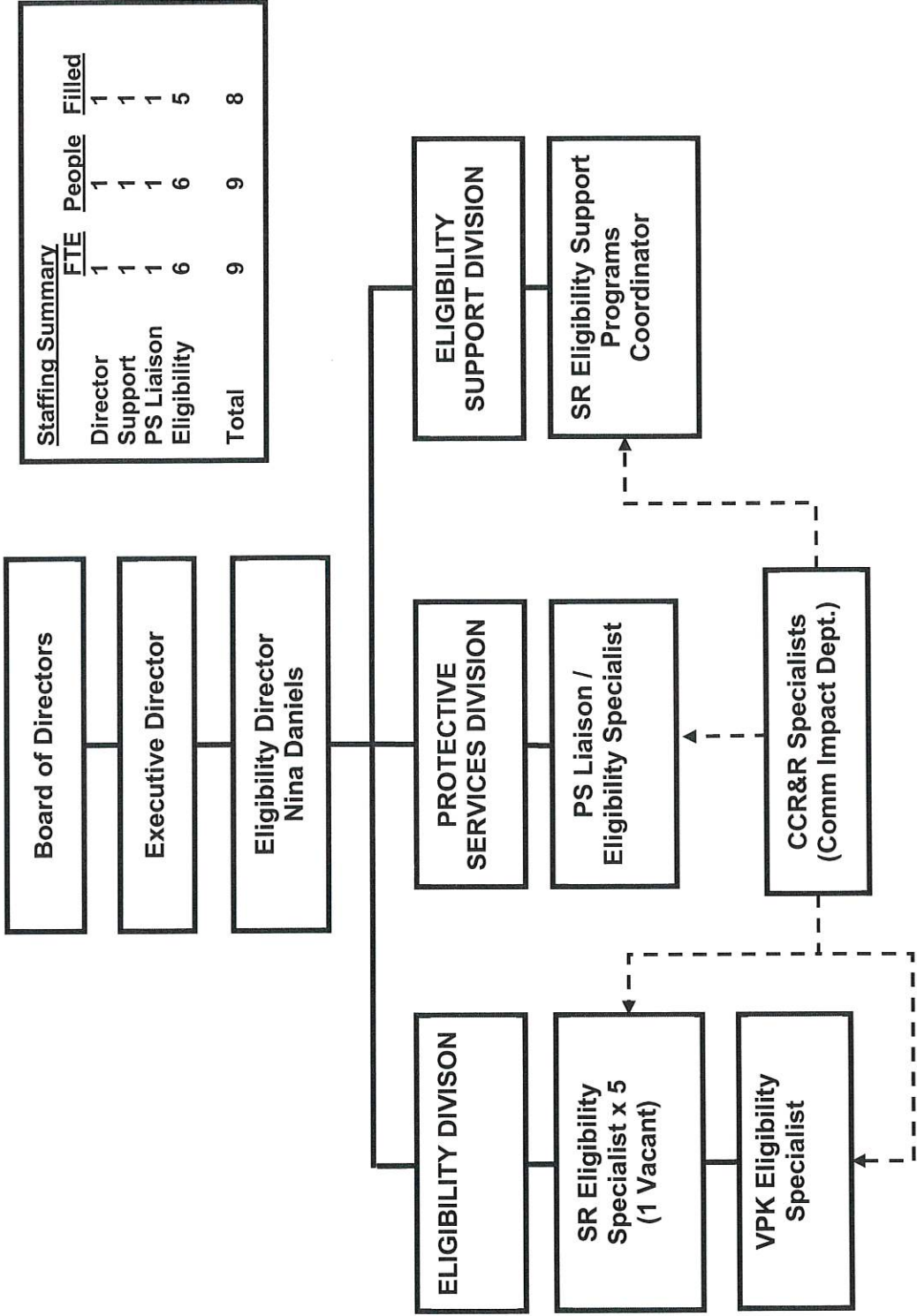
Financial Department



Staffing Summary			
	FTE	People	Filled
Director	1	1	1
Reimb Specs	4	4	3
Total	5	5	4



ELCEC ORGANIZATIONAL CHART Eligibility Department

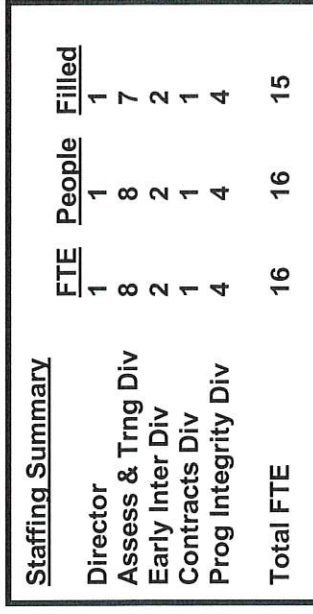


Staffing Summary

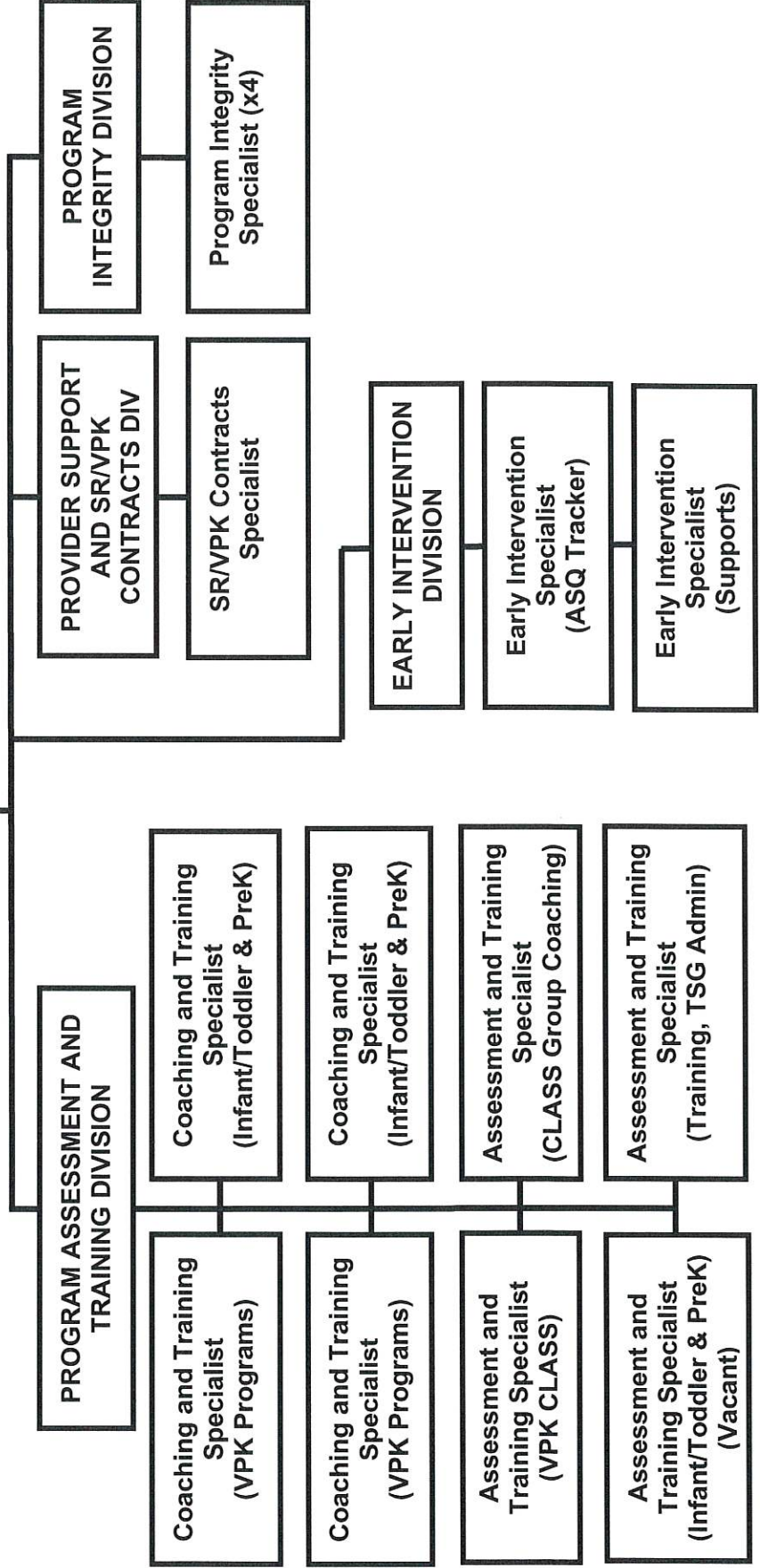
	FTE	People	Filled
Director	1	1	1
Support	1	1	1
PS Liaison	1	1	1
Eligibility	6	6	5
Total	9	9	8



ELCEC ORGANIZATIONAL CHART Operations Department



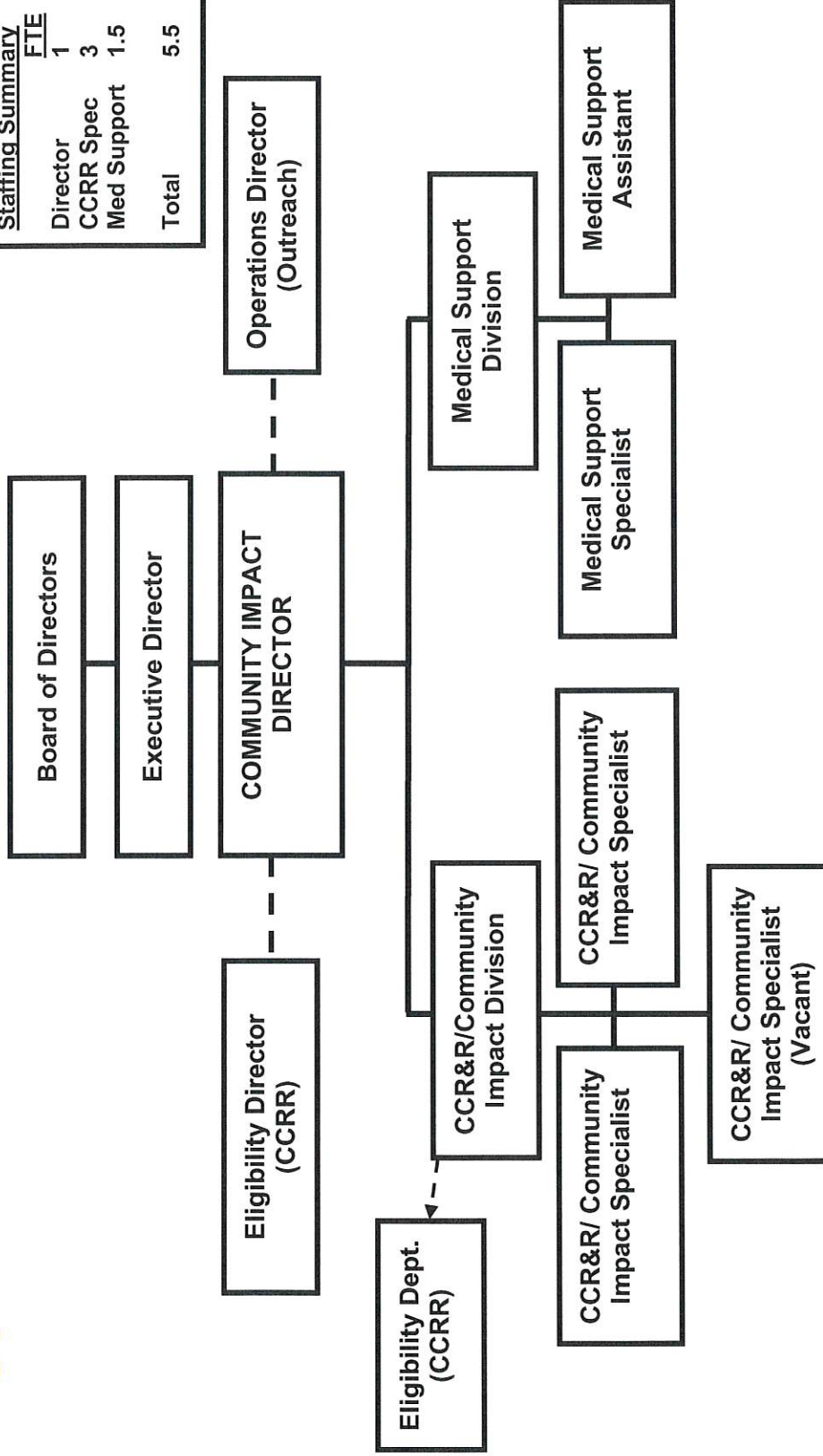
Staffing Summary			
	FTE	People	Filled
Director	1	1	1
Assess & Trng Div	8	8	7
Early Inter Div	2	2	2
Contracts Div	1	1	1
Prog Integrity Div	4	4	4
Total FTE	16	16	15

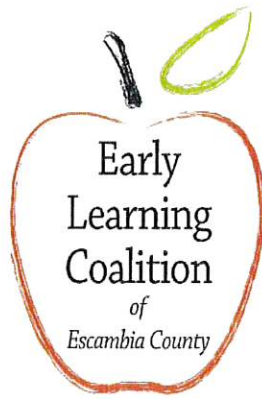




ELCEC ORGANIZATIONAL CHART COMMUNITY IMPACT DEPARTMENT

Staffing Summary			
	FTE	People	Filled
Director	1	1	1
CCR Spec	3	3	2
Med Support	1.5	2	2
Total	5.5	6	5





Attachment

FY 25-26 Early Learning Grant Agreement



NOTICE OF AWARD
EARLY LEARNING SERVICES

Authorization (Legislation/Regulation): Chapter 1002, Florida Statutes

SUBRECIPIENT INFORMATION		Unique Entity Identifier (UEI): LCL2JEENDIG7		FEIN Number:	59-3683227
Subrecipient Name:	Early Learning Coalition of Escambia	Payee Name and Address:	Escambia County School Readiness Coalition, Inc.	Coalition Plan Approval Date:	June 6, 2019
Subrecipient Name and Address:	1720 West Fairfield Drive, Suite 100/400 Pensacola, FL 32501		1720 West Fairfield Drive, Suite 100/400 Pensacola, FL 32505-5147		

Authorized Official Name/Title: Bruce Watson County(ies) Served: Escambia

Subaward Number:	EL175	Date Issued:	July 1, 2025	Supersedes NOA dated: N/A - Initial Award except that additions or restrictions previously imposed during the current award period remain in effect unless specifically rescinded.	Total NOA Allocation: \$	22,160,604
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SCHOOL READINESS PROGRAM (SR) SERVICES	Start Date:	July 1, 2025	End Date:	June 30, 2026	Total SR Allocation (includes Match, Gold Seal, and Special Needs allocations): \$	16,368,553
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Targeted Funds and Restrictions						
a. Direct Services:	No less than 78 percent of all state, federal, and local matching funds expended by the ELC for the SR Program shall be expended to meet specified families' child care needs. The 78 percent calculation includes direct service OCA expenditures, as defined in the most recent version of DEL Program Guidance 250.01 - Other Cost Accumulators (OCAs) and local match.				\$	12,767,471
b. Administrative Services:	No more than 5 percent of all state, federal, and local matching funds expended by the ELC for the SR Program shall be expended for administrative activities. The Coalition is responsible for compliance with the 5% administrative cap on expenditures reimbursed under this award and may not exceed 5% at the coalition level. No waiver available; the Coalition has the option to pass this requirement to its subrecipients.				\$	818,428
c. Administrative, Quality and Non-Direct Services:	No more than 22 percent of all state, federal, and local matching funds expended by the ELC for the SR Program shall be expended for any combination of administrative costs, quality activities or non-direct services. Expenditures for Quality Performance Incentive (QPI), Gold Seal, or Special Needs Payment Differentials are not included in calculation of the 22 percent.				\$	3,601,082
d. Quality:	No less than 4 percent of all state, federal, and local matching funds expended by the ELC for the SR Program shall be expended on quality activities in accordance with s. 1002.89(5), F.S.				\$	654,742
e. Gold Seal Differential:	Quality in accordance with Program Guidance 250.01 OCA Working Definitions (OCA: 97GSD).				\$	368,944
f. Special Needs Differential:	Quality in accordance with Program Guidance 250.01 OCA Working Definitions (OCA: 5PCRQ).				\$	-
g. SR Match:	Dollar-for-dollar match of all SR Match expenditures. The ELC must receive local matching funds before expending State matching funds.				\$	180,522

ESTIMATED ALLOCATION TO FUNDING SOURCE

CFDA#	CFDA Title	Federal Award Name	Award Year	Federal Award No.	Federal Award Date	R&D	Percentage	Est. Amount
93.558	Temporary Assistance for Needy Families (TANF)	TANF	FGY 2024	2401FLTANF	2/7/2024	No	9.43%	\$ 1,543,289
93.558	Temporary Assistance for Needy Families (TANF)	TANF Maintenance of Effort (MOE)	SFY 2024-2025			No	9.57%	\$ 1,566,194
93.575	Child Care and Development Block Grant	TANF Transfer to CCDF Discretionary	FGY 2024	G2401FLCCDD	2/7/2024	No	10.90%	\$ 1,783,584
93.575	Child Care and Development Block Grant	CCDF Discretionary	FGY 2024	G2401FLCCDD	10/13/2023	No	47.05%	\$ 7,702,190
93.596	Child Care Mandatory and Matching Funds of the Child Care and Development Fund	CCDF Mandatory	FGY 2024	G2401FLCCDF	10/1/2023	No	4.26%	\$ 696,527
93.596	Child Care Mandatory and Matching Funds of the Child Care and Development Fund	CCDF Matching (Federal Share)	FGY 2024	G2401FLCCDM	10/1/2023	No	12.73%	\$ 2,083,720
93.596	Child Care Mandatory and Matching Funds of the Child Care and Development Fund	CCDF Matching (State Share)	SFY 2024-2025			No	3.35%	\$ 548,993
93.596	Child Care Mandatory and Matching Funds of the Child Care and Development Fund	CCDF Maintenance of Effort (MOE)	SFY 2024-2025			No	2.66%	\$ 436,113
93.667	Social Services Block Grant (SSBG)	Social Services Block Grant (SSBG)	FGY 2025	2501FLSOSR	11/9/2024	No	0.05%	\$ 7,943
	Federal Funding Source: U.S. Department of Health and Human Services (total may not equal due to rounding)						100%	\$ 16,368,553

QUALITY PERFORMANCE INCENTIVE (QPI) DIFFERENTIALS

Period of Performance/Budget Period	Start Date:	July 1, 2025	End Date:	June 30, 2026	Total QPI Allocation: \$	868,415
Targeted Funds and Restrictions						
a. Quality (OCAs: QPIQ, QPICQ)					\$	868,415

FUNDING SOURCE	CFDA#	CFDA Title	Federal Award Name	Award Year	Federal Award No.	Federal Award Date	R&D	Percentage	Amount
	93.575	Child Care and Development Block Grant	CCDF Discretionary	FGY 2025	G2501FLCCDD	10/13/2024	No	100.00%	\$ 868,415
Federal Funding Source: U.S. Department of Health and Human Services									

VOLUNTARY PRE-KINDERGARTEN PROGRAM (VPK) SERVICES

Period of Performance/Budget Period	Start Date:	July 1, 2025	End Date:	June 30, 2026	Total VPK Allocation: \$	4,882,364
a. Base:	Direct Services (OCAs: VPPRS, VPESD)				\$	4,650,061
b. Admin:	No more than 5 percent of the total direct services (base fund) expenditures shall be expended for administrative activities (OCAs: VPADM, VPENR, VPOMN, VPSYS)				\$	232,303

FUNDING SOURCE	CFDA#	CFDA Title	Award Year	R&D	Percentage	Amount
	48.108	Voluntary Pre-Kindergarten Education Program	SFY 2025-2026	No	100%	\$ 4,882,364
State General Revenue						

VPK PROGRAM ASSESSMENT	Period of Performance/Budget Period	Start Date:	July 1, 2025	End Date:	June 30, 2026	Total VPK Program Assessment Allocation: \$	41,072
Maximum allocation for VPK Program Assessment in accordance with Program Guidance 250.01 OCA Working Definitions (OCAs: VCPAS, VNPAS)						\$	41,072
CCDBG allocation shall be expended for VPK Child Care Provider assessments (OCA VCPAS). General Revenue allocation shall be expended for VPK Public/Non-Public Schools (OCA VNPAS).							

FUNDING SOURCE	CFSA/CFDA#	CFSA Title	Federal Award Name	Award Year	Federal Award No.	Federal Award Date	R&D	Percentage	Amount
	93.575	Child Care and Development Block Grant	CCDF Discretionary	FGY 2025	G2501FLCCDD	10/13/2024	No	55.80%	\$ 22,920
	48.108	Voluntary Pre-Kindergarten Education Program		SFY 2025-2026			No	44.20%	\$ 18,152

ACCEPTANCE OF TERMS AND CONDITIONS

IS EXECUTED BETWEEN THE NAMED SUBRECIPIENT AND THE DIVISION OF EARLY LEARNING. Acceptance of the award terms and conditions is acknowledged when funds are drawn or otherwise obtained from the Division of Early Learning.

REMARKS:		
7/1/2025	School Readiness Initial Allocation	\$ 15,817,704
7/1/2025	VPK Initial Allocation	\$ 4,882,364
7/1/2025	Quality Performance Differentials Initial Allocation	\$ 868,415
7/1/2025	Gold Seal Differential Initial Allocation	\$ 368,944
7/1/2025	Special Need Differential Initial Allocation	\$ -
7/1/2025	VPK Program Assessments Initial Allocation	\$ 41,072
7/1/2025	SR Match Initial Allocation	\$ 180,522
7/1/2024	SR Restitution	\$ 1,984

AWARDING OFFICIAL:

Signature

Cari Miller, Chancellor
Division of Early Learning

325 West Galves Street • Tallahassee, FL 32399 • 850-717-8550 • Toll Free 866-357-3239 • www.FloridaEarlyLearning.com

ELC Escambia Agency Budget		FY22-23 Budget	FY23-24 Budget	FY24-25 Budget	FY25-26 Budget	NOTES	%of NOA
Income			23-24 NOA 6/28/24	24-25 NOA 6/19/25	1st NOA 7/1/25	DEL 24-25 NOA dated 01JUL24	
NOA Amount - SR Program		16,888,214.00	17,324,861.00	18,342,172.00	16,999,809.00	Total w/o Gold Seal	72.20%
NOA Amount - SRPAS		23,114.00	-	-	-	Not Awarded Since 22-23	0.00%
Quality Performance Differentials		704,631.00	756,699.00	708,991.00	888,415.00	Incl. In SR Services Total Prior to 22-23	3.92%
Gold Seal Differential		215,521.00	326,426.00	364,810.00	388,944.00	Incl. In SR Services Prior to 22-23 and 25-26	1.66%
NOA Amount - SR Pua		NA	NA	-	-	2nd year. NOA To be issued JUL/AUG 25	0.00%
Special Needs Differential		72,732.00	195,805.00	94,374.00	-	Added Mid-Year 22-23 (Remains unspent)	0.00%
NOA Amount - VPK		5,276,225.00	4,878,739.00	4,967,033.00	4,862,564.00		22.03%
NOA Amount VPKPA		41,919.00	42,829.00	43,048.00	41,072.00	New 22-23	0.19%
VPK \$15/Hour Incentive		NA	526,409.00	-	-	One Year Program 23-24	0.00%
ARPA Grant		6,392,006.00	6,837,281.00	-	-	Last Year of ARPA 23-24	0.00%
CRSSA Grant		969,348.00	2,332.00	-	-	Program ended 22-23	0.00%
ESSR II		16,607.00	243.00	-	-	Program ended 22-23	0.00%
DEL NOA Sub-total		30,600,617.00	30,861,613.00	24,520,428.00	22,160,604.00		100.00%
Local SR Match		238,875.00	238,875.00	238,875.00	238,875.00		
TOTAL INCOME :		30,839,492.00	31,100,488.00	24,759,303.00	22,399,479.00		
Expenditures							% of SR
Employee Salaries		1,898,720.00	2,005,287.86	2,047,510.00	1,947,887.00	Based on \$1/Hour Increase effective OCT24	12.17%
Payroll Processing		26,000.00	26,948.57	27,000.00	24,000.00	Based 23-24 ADP Costs	0.15%
Employee Recruitment		1,200.00	1,102.78	1,200.00	1,200.00	Annualized actuals (Incl. Screenings)	0.01%
Benefits - Health Ins.		360,000.00	390,000.00	450,000.00	450,000.00	Based on current cost, new rates Oct 23	2.81%
Benefits - Short Term Disb.		14,000.00	15,875.00	16,000.00	16,000.00	Based on current cost, new rates Oct 23	0.10%
Benefits - Retirement		26,000.00	31,850.00	32,000.00	32,000.00	Annualized using Jun 24, ER Match+Fees x 12	0.20%
Workmans Compensation Ins.		6,080.00	9,935.00	10,000.00	10,000.00	Annual cost	0.06%
Prof. and Tech. Services		50,000.00	70,000.00	70,000.00	95,456.00	Audit Serv \$35,000 + Digital Boardwalk \$60,456	0.60%
INSURANCE PREMIUMS (Gen cov)		4,500.00	12,245.15	12,000.00	12,000.00	Annual cost	0.08%
D&O / BONDING INSURANCE		5,700.00	6,260.00	6,400.00	6,400.00	Annual cost	0.04%
Travel - In State (Out of Town)		10,000.00	10,000.00	9,528.72	5,700.00	Forecast Estimate	0.04%
Travel - Out of State		-	-	-	-		0.00%
Travel - Local		7,500.00	10,000.00	13,115.95	13,522.00	Forecast Estimate	0.08%
Repairs and Maint. - Bldg.		5,000.00	2,000.00	1,000.00	1,000.00	Forecast Estimate	0.01%
Document Storage		1,200.00	1,250.00	1,250.00	1,250.00	Estimate based on costs Jun 24 x 12	0.01%
Repairs and Maint. - Comp. & Equip.		3,000.00	1,450.00	1,500.00	-	Included In Digital Boardwalk cost	0.00%
Rentals - Building - Main		134,400.00	138,230.40	144,000.00	142,564.80	Lease Includes elec/water	0.89%
EQUIP RENTAL		8,000.00	8,100.00	8,000.00	8,000.00	Estimate based on FY 23-24	0.05%
Communications		33,000.00	34,000.00	34,000.00	34,000.00	Estimate based on FY 23-24	0.21%
Postage		2,000.00	2,215.00	2,000.00	2,000.00	Forecast Estimate	0.01%
Staff Training & Education		14,000.00	10,000.00	5,000.00	2,000.00	Subst Quality Budget	0.01%
Office Supplies		8,000.00	10,780.00	10,000.00	10,000.00	Forecast Estimate	0.06%
Program Supplies		-	102,000.00	100,074.00	5,000.00	Subst Quality Budget	0.03%
Printing		5,000.00	10,020.00	10,000.00	5,000.00	Estimate based on FY 23-24 costs	0.03%
Furniture and Equipment (under \$1K)		18,000.00	15,000.00	15,000.00	10,000.00	Estimate based on FY 23-24 costs	0.06%
Computer Software		25,000.00	20,000.00	20,000.00	20,000.00	Estimate based on IT Input	0.13%
Web and Online services		39,060.00	33,100.00	32,000.00	1,000.00	Web, Box, Adobe, Unlth, 365	0.01%
Furniture and Equipment (FA over \$1K)		-	7,500.00	-	-	No cost planned 25-26	0.00%
Dues & Subscriptions		6,500.00	9,490.00	6,600.00	6,600.00	Forecast Estimate	0.04%
Taxes, Fees & Licenses		2,000.00	2,925.00	3,000.00	3,000.00	Estimate based on FY 23-24 costs	0.02%
Quality Initiatives		519,441.00	318,000.00	235,000.00	15,000.00	Does not include salaries, travel	0.09%
Non Direct Subtotal					2,880,579.90	Non Service SR % (w/error for VPK Admin)	18%
SR Direct Slots		13,677,805.00	14,000,000.00	13,478,297.33	13,212,082.10	SR slot expenses less Match and GS	82.68%
SRMAT		418,915.00	418,915.00	416,832.00	419,397.00	Program Started 18-20, DEL plus ECT	2.62%
SR Program Assessments		23,114.00	NA	NA	NA	Incl. In SR Services Total Prior/After 22-23	
Quality Performance Differentials		704,631.00	712,131.00	708,991.00	888,415.00	Incl. In SR Services Total Prior to 22-23	
Gold Seal Differential		215,521.00	162,151.00	364,810.00	388,944.00	Incl. In SR Services - GS Only Portion	2%
Special Needs Differential		72,732.00	72,732.00	94,374.00	-	Added Mid-Year 22-23 (Remains unspent)	
VPK Slots Services		5,073,293.00	5,073,293.00	4,824,070.00	4,850,081.00	VPK NOA total less 5% Admin	
VPK Assessments		41,919.00	41,919.00	-	-	Cost embedded In Salaries and Travel	
ARPA Grant		6,392,006.00	957,268.64	-	-	Program Ended 23-24	
TOTAL BUDGET :		29,853,237.00	24,753,974.28	23,210,653.00	22,399,479.00		
Required SR Benchmarks :		NOA Amounts	Budgeted Amt	Estimated %		NOTES	
Slots - 78% min		12,479,695.02	13,761,548.10	84.07%			
Admin - 5% max		799,980.45	356,107.00	2.18%		Include staff wages and benefits	
Admin/Non-Direct/Quality - 22% max		3,519,913.98	2,807,005.00	15.93%		Includes wages, benefits, nonslot costs, less VPK admin	
Quality - 4% min		639,984.36	1,385,483.00	8.66%		DEL quality no longer incl. GS, QPI, Spec Needs	

Chief Executive Officer/Executive Director

Annual Performance Evaluation

Officer/Director's Name: Walter B. Watson, Jr Date: 08/14/2025
Evaluation Period: July 1, 2024 - June 30, 2025 ELC: Escambia

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): 3.00	Comments regarding the performance in this domain: Bruce communicates clearly with the Board about developments in State and local programs that impact or enhance the ELC's work. His depth of knowledge about the legislative and policy process allows him to keep the Board informed about the impact of changes.

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): 3.00	Comments regarding the performance in this domain: In a year when the ELC faced challenges of underfunding in School Readiness and significant funding shortfalls for FY25-26, Bruce guided the staff to managing enrollments to minimize impacts on families and made effective use of all funds. He continued to improve provider quality through professional development.

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): 3.00	Comments regarding the performance in this domain: Bruce took on both the roles of Finance Director and Executive Director as staffing changes occurred. He effectively dealt with State end of year funding challenges and he worked to foster a good relationship with match funder, Escambia Children's Trust.

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): 3.00	Comments regarding the performance in this domain: Bruce continues to ensure that the Coalition has a strong reputation in the community as a desirable place of employment. When position openings do occur, they are filled quickly, a reflection of that reputation in the community. Morale is high among the current team, which is well-positioned for future success.

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): 3.00	Comments regarding the performance in this domain: Bruce has a strong reputation throughout the State among his peers and colleagues in early-learning realm. He is the executive director that other ED's go to for information. He continues to foster interactions with community leaders and increase their understanding of the Coalition's mission, for example as he did through the Mayor's Conference on Child Care. His work ensures the reputation of the Coalition is strong and trusted by all parties.

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): 3.00	Comments regarding the performance in this domain: Bruce is extremely organized in thought and deed. His knowledge of the program, its funding sources, and policy directions is deep and he is able to convey that to board members, staff and the community at large. His integrity is beyond reproach.

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

Rating	Performance Indicators
Rating Average (total divided by # of indicators): 0.00	Comments regarding the performance in this domain:

Performance Domain	Rating Averages
Domain 1	3.00
Domain 2	3.00
Domain 3	3.00
Domain 4	3.00
Domain 5	3.00
Domain 6	3.00
Domain 7 – optional local	0.00
*Overall Rating	3.00

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

Overall Rating:

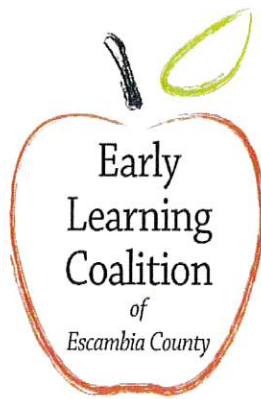
3.0 = Exceeds Expectations

2.0 – 2.9 = Meets Expectations

1.9 and below = Does Not Meet Expectations

Evaluator Name: Shannon Nickinson

Evaluator Signature: _____



Attachment

Audit and Tax Services Contract



Executive Director's Report

Coalition Status Reports:

DEL Invoice Dashboard - Through May the Coalition spent \$15.3 million of the \$17.9 million SR grant which is 85.7% of the grant. SR Admin was 3.0%, Non-Direct Services was 19.5% and Quality was 10.2%. VPK Services was \$4.8 million of \$5.0 million which is 97.2%. VPK Admin spending was 2.4%.

Enrollment/Wait List Status Report - There are 2,467 children enrolled in the School Readiness program of which 56 are SRMAT and 853 are school-age children. The BG8 ECON Wait List has 272 children and the SRMAT Wait List has 90 children for a total of 362.

There are 429 enrolled and 1620 approved in the 2025-2026 VPK program.

Contracting and Fraud Summary Report - There are 82 SR Providers, and 67 VPK Providers. There are two more SR Providers and five less VPK Providers since the last meeting.

Old Business

Legislative Budget for 2025-2026 Recap (D) – A summary of the portion of the Legislative Budget for 2025-2026 for Early Learning is provided.

Fiscal Year 24-25 Funding and Transition to FY 25-26 – Update (D) - All SR and VPK Advance monies were expended with the May 2025 Invoice. For VPK this was planned, but for SR and SR Plus this was done a month early because the DEL required all SR and SR Plus advances to be returned with the May invoice. To help ensure expenditure reimbursements were more than advances the DEL approved including any non-direct expenses already paid or obligated in June be included in the May 2025 invoice. There will not be a June 2025 or 13th invoice for 2024-2025 for SR and SR Plus services or expenditures.

This was done so that the balance of unexpended but allocated SR and SR Plus funds could be reverted to the Coalition for use in Fiscal Year 2025-2026. Payment for the June Service Period of SR and SR Plus will be made by doing a Prior Year Invoice in 2025-2026. The amounts reverted were \$2,560,523 for SR and \$184,588 for SR Plus. \$1.4 million of the reverted funds were used to pay for June SR. June SR Plus services have not been invoiced because the reverted funds have yet to be reallocated and there was no SR Plus in the first NOA for FY 2025-2026.

Fiscal Year 25-26 SR Funding Projections and Budget Options (BA) - The initial NOA for FY 2025-2026 allocates \$16,368,533 to the School Readiness Program. However, this year funding for the Gold Seal (GS) incentive was added back into the SR Program in the amount of \$368,944. Therefore, when making projections this amount must be backed out of the total available for services. Quality Performance Incentive (QPI) remains in a separate funding stream for \$868,415. Projections forecast both the GS and QPI to be significantly underfunded. It is



expected that like last year, the Coalition will have to use SR Quality funding to cover these shortfalls.

Two background scenarios and four funding alternative scenarios are provided for consideration: **Assumptions.** The following assumptions apply to all scenarios.

- a. QPI is estimated as 7% for every child across the board. The few providers who receive no QPI are about the same number as the few that receive 10%.
- b. For this year only parent copayments are estimated as half the year on the old system and half the year on the new system, as they will be children in both systems until June 2026.
- c. Gold Seal NOA must be backed out of available funding for SR Services.
- d. The estimated GS and QPI shortfalls must be backed out of available funding for SR Services.
- e. Scenarios 1 through 5 drop the number of children in Age Group 5 down to 100 children in anticipation of the mid-August School Age flip when they start Kindergarten.
- f. Scenarios 2, 3 and 4 all assume a reduction in numbers of children by care level (age).
- g. If children are disenrolled and funding allows more children to be served those disenrolled would be invited back before any new enrollments.

Scenario 1. This demonstrates what the impact would be if the Coalition has received the same amount of SR funding it was allocated in FY2024/2025, approximately \$18.3 million. It demonstrates that even if the Coalition had been fully funded it was not enough to serve the number of children enrolled on June 30, 2025.

Scenario 2. This scenario assumes there will be more funding provided. This is the worst-case scenario, however, it is also the least likely. It does provide a look at how severe the Legislative cuts were. In this scenario enrollments would have to decrease by over 500 children, from 2541 to 2025 in order not to exceed the SR funding allocation.

Scenario 3. This scenario assumes the Coalition receives the funds it reverted, \$2.56 million. However, \$1.4 million of this has been invoiced to pay for June, which only leaves \$1.16 million as an effective increase in total SR funding. With this additional funding the Coalition can support 2,180 children in care. This is still a reduction from current enrollments of over 360 children.

Scenario 4. The AELC proposed a plan named the Compression Scenario wherein the reverted funds from every Coalition are compiled and redistributed based on need. This would potentially increase Coalition funding by an additional \$400,000 above the effective reverted amount of \$1.16 million, for a total of \$1.56 million. This would support 2,230 children in care, which results in a reduction of only about 300 children. This funding scenario is considered the most likely at this point.

Scenario 5. Funding for this scenario is the same as Scenario 4. The difference is instead of a level reduction in all age groups, school-age children are reduced to keep as many birth to five children in care as funding allows. Reductions would be from the oldest to youngest within the school age care level. What is interesting is that because of the difference in rates this results in a reduction of 500 children, but they would all be aged 5 or older.

Scenario 6. This scenario is offered for reference. This assumes the best case funding outcome (same scenarios 4 and 5) but there is no change in enrollments from June 30. The result is that to



maintain enrollments at their current levels would require \$2.4 million more than is expected to be granted.

Alternatives. The following is a list of alternatives and the pros and cons of each choice.

1. Common decisions applicable to all scenarios that are requested to be approved now.
 - a. Formally freeze the Wait List. An exception would be for SRMAT due the separate funding stream. However, this is only 60 children at any time.
 - b. Get DEL permission to not roll over At-Risk referrals after the referral expires.
 - c. Get DEL permission to terminate all children with a payment certificate that have not been enrolled at a provider site. This is approximately 100 children that in essence have a blank check to cash which would further exacerbate the shortfall.
 - d. Divert as much non-direct funding as possible to services. This means a reduction in quality funding to the bare minimum and not doing any outreach activities or similar activities that require the expenditure of funds. Out-of-town travel will have to be closely scrutinized.
2. Postpone decision to disenroll children for the first third of the fiscal year and reassess the impact and choices at the November Board meeting.
 - a. Pros:
 - i. Allows funding uncertainty to be resolved.
 - ii. First quarter data will indicate the accuracy of projections and better define alternatives.
 - iii. Postpones any negative consequences to children and families for at least five months.
 - iv. While it may prove fruitless, it gives the Coalition time to seek additional funding from sources such as the ECT, County and City.
 - v. With the Wait List freeze normal attrition will reduce spending somewhat, however, because new enrollments were frozen this time last year it is not expected to be sufficient in and of itself.
 - b. Cons:
 - i. The longer the delay in reducing enrollments the more severe the eventual cut might have to be.
 - ii. Without permission to terminate At-Risk referrals upon completion could result in an increase in At-Risk cases.
3. Take steps to implement across the board reductions in enrollments per scenario 4. Implementation of this alternative would be slightly delayed because disenrollments require preapproval from the DEL.
 - a. Pros:
 - i. Begins the process to reduce spending immediately.
 - ii. Reduces risk of over spending.
 - iii. Reduces the severity of making cuts later. Fewer children are disenrolled now as compared to disenrolling children later.
 - b. Cons:



- i. Impacts families immediately and extends the impact over a longer time.
 - ii. Precedes and possibly pre-empts any efforts to get additional funding from other sources.
 - iii. In the near term, impacts the birth to five age group most severely.
- 4. Take steps to implement reductions in school age enrollments per scenario 5. Implementation of this alternative would be slightly delayed because disenrollments require preapproval from the DEL.
 - a. Pros:
 - i. Begins the process to reduce spending immediately.
 - ii. Reduces risk of over spending.
 - iii. It has the least impact on children currently enrolled in the birth to five age group.
 - iv. Parents of children who are school age may find it easier to find alternative care for their children, or to pay for care out of pocket.
 - b. Cons:
 - i. Impacts families immediately and extends the impact over a longer time.
 - ii. Precedes and possibly pre-empts any efforts to get additional funding from other sources.
 - iii. Requires 200 more children to be disenrolled than a level reduction in all care levels.

The Escambia Children's Trust has made an offer to try and get the Coalition \$1 million to help offset the shortage in funding.

New Business

ED Travel Approval (BA) - Approval of ED travel for 2025-2026 for all DEL and AELC related business is requested.

Internal Control Questionnaire (BA) – The annual ICQ is usually reviewed and approved by the EXCOM, however, this year it was received too late for the EXCOM to review it and it is due before the next meeting. Therefore, it is requested that the full Board review and approve the ICQ for 2025.

EOY Reports (I) - Summary reports for Fiscal Year 2024-2025 for Medical Support, CCRR and Program Support are provided.

Kindergarten Readiness Rates (I) - A summary of the Kindergarten Readiness for the 2023-2024 VPK program year is provided. The KR went down because the state changed the cut score for KR from 694 to 706.

VPK Requirements/ECSD/ReadyKids! ReadingPals Program - Update (I) – An issue was identified that placed the school district VPK program in noncompliance with DEL Guidance regarding what can and cannot be done during VPK Instructional Hours. The school district



allows ReadyKids! ReadingPals program volunteers to take children out of class once a week for forty-five-minute sessions focused on improving literacy. However, the volunteers are not qualified VPK teachers or aides, and DEL guidance says only VPK qualified teachers can deliver VPK.

The ReadingPals program itself is good, especially the mentoring opportunity, however, the Coalition raised this issue out of concern that doing ReadingPals during VPK is taking away from effectiveness of VPK itself. VPK teachers have to deal with the distraction caused by 2-4 interruptions each day during their 3.7-hour class time as children are shuttled in and out. Also, there is the loss of 20-30 hours of VPK class time, out of a total of only 540 hours. Intuitively both of these issues have an impact on children's learning and their readiness for Kindergarten. This may explain in part why the eight schools with ReadingPals have 10% fewer children Kindergarten Ready. Also, the daily disruptions cannot help but have an impact on teacher-child interactions and CLASS scores.

Before acting, the Coalition reconfirmed what was in guidance with the DEL staff and then informed the school district that ReadingPals would have to be done outside of VPK hours. The school district agreed and informed ReadyKids!. ReadyKids! strongly objected to being forced to change how they operate. Some of their Board members are influential members of the community. They got one State Representative involved, and they contacted the Children's Movement, who are the state ReadingPals sponsor, and have their own political connections. The result was the DEL said that because ReadingPals follows a curriculum what they do can be done during VPK. Therefore, without DEL backing the Coalition had no choice but to concede that ReadingPals could be allowed during VPK.

The saddest part in this was that in discussions with the school district it was identified that the children who could benefit most from the mentoring and one on one instruction provided by ReadingPals were not VPK students, but the nearly 1,500 Kindergarten students who show up every year without any prior early education experience. Unfortunately, ReadyKids! rejected the offer to provide ReadingsPals to these children because it does not fit into their mission of just getting children Ready for Kindergarten. Note that ReadingPals is advertised as a Preschool to Third Grade program, but just not in Escambia County.

Executive Director Resignation (D) - The resignation letter of the Executive Director is provided for discussion.

Audits and Reviews In Progress

DEL Accountability Review – Waiting for Final Report

DEL Finance Review – Waiting for Draft Report