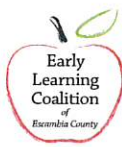


Executive Committee Meeting

January 22, 2026

Consent Agenda

- | | |
|------------------------------|----------|
| 1. Agenda | CA 1 |
| 2. Public Announcements | CA 2-3 |
| 3. Financials | CA 4-32 |
| 4. Minutes: October 23, 2025 | |
| Minutes: December 8, 2025 | CA 33-39 |



Executive/Finance Committee Meeting

January 22, 2026, at 9:00 a.m.

Agenda

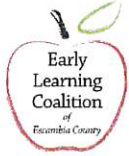
- I. Welcome and Introduction
 - a. Notification of the Executive/Finance Committee Meeting scheduled for January 22, 2026, was sent to the Pensacola News Journal and posted to the Coalition Public Calendar Board on January 13, 2026.
- II. Public Comments **(EA)**
- III. Consent Agenda **(EA)**
 - a. Approval of the Consent Agenda: Agenda, Financial Reports for October 2025, November 2025, December 2025, Minutes of October 2025 and Minutes of December 8, 2025.
- IV. Coalition Status Reports: Financial Update, SR/VPK Status Report, and Contracting Summary **(D)**
- V. Committee Recommendations
None.
- VI. Old Business
 - a. Twenty Years of VPK **(D)**
 - b. ED Search Update **(D)**
- VII. New Business
 - a. ED Offer – Counteroffer **(EA)**
 - b. Revised Employee Handbook **(CR)**
 - c. Coalition By-Laws Update **(D)**
 - d. HR Services **(D)**
- VIII. Audits and Reviews In-Progress
 - a. FY 2024-2025 A-133 **(I)**
 - b. DEL Accountability Review 2024-2025 **(I)**
 - c. DEL Fiscal Monitoring
- IX. Adjourn

**Next Meeting: March 26, 2026, at 9:00 a.m. at the Early Learning Coalition
1720 West Fairfield Dr., Suite 100/400, Pensacola, FL 32501**

Key: (EA) = EXCOM Level Action/Approval, (CR) = EXCOM Recommendation for Board Action, (D) = Discussion, (I) = Information

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.

CA 1



Early Learning Coalition of Escambia County

1720 West Fairfield Drive, Suite 100/400
Pensacola FL. 32501

DATE: January 13, 2026

PUBLIC SERVICE ANNOUNCEMENT

A meeting of the legislatively mandated Early Learning Coalition of Escambia County

Executive Committee Meeting will be held on Thursday, 22nd of January 2026 at 9:00 a.m.

Joyce Griffin Room for Professional Development and Testing
Early Learning Coalition of Escambia County
1720 West Fairfield Drive, Suite 100/400
Pensacola, FL. 32501

The agenda and meeting materials will be posted to www.elcescambia.org
For more information, or to receive an invite to the full virtual meeting, call or email:
Bruce Watson, Executive Director at (850) 607-7620 or askelc@elcescambia.org.

The meeting may be accessed by:

Join Zoom Meeting

<https://us02web.zoom.us/j/89611501500?pwd=JU1PQyHOKfmlDT0VuGxCRh29s7Q0ah.1>

Meeting ID: 896 1150 1500

Passcode: 255294



Renee Maxwell

From: Renee Maxwell
Sent: Tuesday, January 13, 2026 1:49 PM
To: Pensacola News Journal (business@pnj.com)
Subject: Public Service Announcement January 2026

Good afternoon,

Please post the following January 2026 meeting in your free government meeting calendar for the Early Learning Coalition of Escambia.

Executive Committee Meeting on Thursday, January 22, 2026, at 9:00am.

The meeting will be held at the Early Learning Coalition of Escambia County at 1720 West Fairfield Drive Suite 100/400 Pensacola, FL. 32501

The meeting may be accessed by:

Joining the Zoom Meeting

<https://us02web.zoom.us/j/89611501500?pwd=JUIPQyHOKfmlDToVuGxCRh29s7Q0ah.1>

Meeting ID: 896 1150 1500
Passcode: 255294

Thank you.

Regards,
Renee Maxwell
Administrative Aide
Early Learning Coalition of Escambia County
1720 West Fairfield Dr.
Suite 100/400
Pensacola, FL 32501

rmaxwell@elcescambia.org www.elcescambia.org
Main: 850-595-5400, Direct Office Line: 850-595-5402

Sunshine Law and Public Records Caution: 1) The Florida Government in the Sunshine Law prohibits discussion outside of a duly noticed meeting between any two or more Early Learning Coalition of Escambia County board members regarding any matter that may come before the Board. This prohibition extends to discussions via email. 2) Furthermore, most email communications made or received by the Early Learning Coalition of Escambia County members or staff are considered public records that must be retained and, upon request, made available to the public and media.

Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY
October 2025

Distribution account	Total
Income	
3300 REVENUES - STATE FUNDING	
33001 REVENUES - STATE FUNDING SR	1,413,725.23
33002 REVENUES - STATE FUNDING VPK	608,533.43
Total for 3300 REVENUES - STATE FUNDING	\$2,022,258.66
3405 REVENUES - LOCAL MATCH CHILDREN'S TRUST	19,906.21
Total for Income	\$2,042,164.87
Cost of Goods Sold	
4000 (6501) DIRECT PROVIDER PAYMENTS	
4001 (6501) SR Provider Payments	1,189,073.60
4002 (6501) VPK Provider Payments	589,462.10
4003 (6501) SR PLUS Provider	4,355.08
Total for 4000 (6501) DIRECT PROVIDER PAYMENTS	\$1,782,890.78
Total for Cost of Goods Sold	\$1,782,890.78
Gross Profit	\$259,274.09
Expenses	
41111 Payroll expenses	
4110 (5001) SALARIES	166,799.67
4111 Payroll Fees	2,258.00
4120 (5005) EMPLOYER TAX & WORKMEN'S COMP	12,374.51
4210 (5020) BENEFITS - RETIREMENT	0.00
4212 (5020) Payroll Expenditures	1,803.89
4213 401K Match	2,753.14
Total for 41111 Payroll expenses	\$185,989.21
4150 (5007) STAFF RECRUIT / SCREENING, ETC.	105.38
4220 (5010) INSURANCE - VISION & DENTAL	\$1,713.73
4221 Dental & Vision EE Portion	25.27
Total for 4220 (5010) INSURANCE - VISION & DENTAL	\$1,739.00

Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY

October 2025

Distribution account	Total
4230 (5010) BENEFITS - HEALTH INSURANCE	\$34,438.61
4231 (5011) Health Insurance - EE Portion	0.00
Total for 4230 (5010) BENEFITS - HEALTH INSURANCE	\$34,438.61
4240 (5030) BENEFITS - LIFE INSURANCE	
4241 Voluntary Insurance	-8.34
Total for 4240 (5030) BENEFITS - LIFE INSURANCE	-\$8.34
4251 Insurance-STD-100% ER	963.56
4271 Basic Term Life-100% ER	219.04
4315 (6030) PROF. & TECH. SERV. - REPAIRS & MAINT	5,311.12

Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY
October 2025

Distribution account	Total
4340 (7510) TRAVEL - LOCAL	1,052.35
4355 (7001) DOCUMENT STORAGE	-4.53
4360 (7001) RENT	0.00
4365 (7101) EQUIPMENT LEASES	-492.97
4370 (7201) COMMUNICATIONS, PHONE & INTERNE	1,825.59
4375 (7051) POSTAGE	340.82
4450 (7420) NON-EMP TRAINING	2,001.21
4510 (7151) OFFICE SUPPLIES	394.51
4520 (7401/7405) PROGRAM SUPPLIES	3,297.23
4525 (7410) OUTREACH ACTIVITIES & MATERIALS	2,444.88
4530 (6025) PRINTING	-175.75
4550 (7620) DUES, FEES & SUBSCRIPTIONS	3,043.68
4645 (7302) REPAIRS & MAINTENANCE - EQUIP	279.63
4690 (7605) COMPUTER SOFTWARE & SUPPLIES	311.43
4760 (7601) BankFee Bank Fees	-102.47
7900 Individuals Restitution	-125.00
Total for Expenses	\$242,848.19
Net Operating Income	\$16,425.90
Other Income	
3500 INCOME, INTEREST ON LOCAL FUNDS	217.14
Total for Other Income	\$217.14
Net Other Income	\$217.14
Net Income	\$16,643.04

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of October 31, 2025

Distribution account	Total
Assets	
Current Assets	
Bank Accounts	
1114 Renasant Bank - CHECKING	2,575,933.51
1115 PETTY CASH	100.00
Total for Bank Accounts	\$2,576,033.51
Accounts Receivable	
1100 *Accounts Receivable	
11001 Accounts Receivable - SR	0.00
11002 Accounts Receivable - VPK	0.00
11003 Accounts Receivable - CRRSA	0.00
11004 Accounts Receivable - ARPA	0.00
11005 Accounts Receivable - CARES	0.00
11006 Accounts Receivable - ESSER	0.00
11022 Grants Receivable - Children's Trust	0.00
1102 Grants Receivable	1,942,164.87
Total for 1100 *Accounts Receivable	\$1,942,164.87
Total for Accounts Receivable	\$1,942,164.87
Other Current Assets	
1151 PREPAID	
1152 PREPAID -POSTAGE	1,809.92
Total for 1151 PREPAID	\$1,809.92
1153 Other Current Assets	\$0.00
1197 Accrued Revenue	0.00
1210 Due From Others-Providers	0.00
Total for 1153 Other Current Assets	\$0.00
1200 DEPOSITS	8,850.00
Total for Other Current Assets	\$10,659.92

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of October 31, 2025

Distribution account	Total
<hr/>	
Total for Current Assets	\$4,528,858.30
Fixed Assets	
1330 F.A. - Computers & Equipment	0.00
1340 F.A. - FURNITURE & EQUIPMENT	218,949.73
1349 ACCUMULATED DEPRECIATION 1349	-\$199,705.20
13491 Accumulated depreciation	-19,244.53
<hr/>	
Total for 1349 ACCUMULATED DEPRECIATION 1349	-\$218,949.73
<hr/>	
Total for Fixed Assets	\$0.00

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of October 31, 2025

Distribution account	Total
Other Assets	
1370 Right of Use Asset	\$602,861.00
1371 ROU Asset Accumulated Amortization	-385,482.49
Total for 1370 Right of Use Asset	\$217,378.51
Total for Other Assets	\$217,378.51
Total for Assets	\$4,746,236.81
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2120 ACCOUNTS PAYABLE	\$92,175.71
21201 Accounts Payable (A/P)	1,681,207.45
Total for 2120 ACCOUNTS PAYABLE	\$1,773,383.16
2150 GARNISHMENTS PAYABLE	0.00
2151 401K Loans Payable	0.00
Total for Accounts Payable	\$1,773,383.16
Credit Cards	
1143 Credit Card - WW	0.00
1146 2787 - WW - THE FIRST CC	\$2,824.06
11461 2787 - WW - THE FIRST CC	0.00
11462 2787 - DE - THE FIRST CC	0.00
Total for 1146 2787 - WW - THE FIRST CC	\$2,824.06
Total for Credit Cards	\$2,824.06
Other Current Liabilities	
2124 Garnishments	-1,190.45
2199-wa Due to Service Providers	0.00
2210 Payroll wages and tax to pay	
2211 Payroll tax to pay	0.00

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of October 31, 2025

Distribution account	Total
29981 Accrued Payroll	67,596.73
2998-wa Accrued Payroll Liability	0.00
Total for 2210 Payroll wages and tax to pay	\$67,596.73
2220 BENEFITS PAYABLE - VIS & DENT	
22202 Vision & Dental Employee Contribution hold	0.00
Total for 2220 BENEFITS PAYABLE - VIS & DENT	\$0.00
2225 BENEFITS PAYABLE - 401K	
22251 401K Employee Contribution hold	0.00

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of October 31, 2025

Distribution account	Total
Total for 2225 BENEFITS PAYABLE - 401K	\$0.00
2230 BENEFITS PAYABLE - HEALTH INS	
22303 Health Insurance Employee Contribution hold	0.00
Total for 2230 BENEFITS PAYABLE - HEALTH INS	\$0.00
2250 Interest-Due to State of FL	543.44
23000 Prior Year Adjustments to Receipts	\$0.00
23001 PE 6 30 23 Adjustment	0.00
Total for 23000 Prior Year Adjustments to Receipts	\$0.00
2400 SUSPENSE ACCT - INTEREST PTS	0.00
2401 SUSPENSE - PROV PT FL TREA HUNT	75.00
2402 SUSPENSE - FRAUD & RESTITUTION	0.00
2404 SUSPENSE - OTHER	0.00
2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD	\$0.00
24054 United Way Employee Contribution hold	0.00
24055 EMPLOYEE TAX LIABILITY HOLDING Account	0.00
Total for 2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD	\$0.00
2410 ADVANCES FROM OEL	\$0.00
24101 Advances Form OEL - SR	1,700,000.00
24102 Advances from OEL - VPK	650,000.00
24103 Advances from OEL - CRRSA	0.00
24104 Advances from OEL - ARPA	0.00
Total for 2410 ADVANCES FROM OEL	\$2,350,000.00
2420 Deferred Revenue	0.00
2500 ST Lease Liability ROU Asset	139,528.41
2600 FIRE INSURANCE CLAIM SUSPENSE	95,224.17
Total for Other Current Liabilities	\$2,651,777.30
Total for Current Liabilities	\$4,427,984.52
Long-term Liabilities	

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of October 31, 2025

Distribution account	Total
2650 LT Lease Liability ROU Asset	84,254.31
Total for Long-term Liabilities	\$84,254.31
Total for Liabilities	\$4,512,238.83
Equity	
2700 OPENING EQUITY	\$0.00
2701 FY 0708 OPENING EQUITY ITEMS (deleted)	0.00
Total for 2700 OPENING EQUITY	\$0.00
2705 UNRESTRICTED - NET ASSETS	0.00
3000 Opening balance equity	0.00

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of October 31, 2025

Distribution account	Total
3200 Unrestricted Net Assets	128,770.94
Retained Earnings	102,994.02
Net Income	2,233.02
Total for Equity	\$233,997.98
Total for Liabilities and Equity	\$4,746,236.81

Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY

November 2025

Distribution account	Total
Income	
3300 REVENUES - STATE FUNDING	
33001 REVENUES - STATE FUNDING SR	1,265,006.61
33002 REVENUES - STATE FUNDING VPK	382,560.07
Total for 3300 REVENUES - STATE FUNDING	\$1,647,566.68
3405 REVENUES - LOCAL MATCH CHILDREN'S TRUST	19,906.27
Total for Income	\$1,667,472.95
Cost of Goods Sold	
4000 (6501) DIRECT PROVIDER PAYMENTS	
4001 (6501) SR Provider Payments	1,061,786.20
4002 (6501) VPK Provider Payments	365,916.75
4003 (6501) SR PLUS Provider	4,748.78
Total for 4000 (6501) DIRECT PROVIDER PAYMENTS	\$1,432,451.73
Total for Cost of Goods Sold	\$1,432,451.73
Gross Profit	\$235,021.22
Expenses	
41111 Payroll expenses	
4110 (5001) SALARIES	146,607.11
4111 Payroll Fees	2,320.60
4120 (5005) EMPLOYER TAX & WORKMEN'S COMP	11,150.62
4210 (5020) BENEFITS - RETIREMENT	0.00
4213 401K Match	2,433.19
Total for 41111 Payroll expenses	\$162,511.52
4150 (5007) STAFF RECRUIT / SCRNNING, ETC.	883.25
4220 (5010) INSURANCE - VISION & DENTAL	\$1,622.04
4221 Dental & Vision EE Portion	-42.54
Total for 4220 (5010) INSURANCE - VISION & DENTAL	\$1,579.50
4230 (5010) BENEFITS - HEALTH INSURANCE	\$34,438.61

Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY

November 2025

Distribution account	Total
4231 (5011) Health Insurance - EE Portion	0.00
Total for 4230 (5010) BENEFITS - HEALTH INSURANCE	\$34,438.61
4240 (5030) BENEFITS - LIFE INSURANCE	
4241 Voluntary Insurance	-36.35
Total for 4240 (5030) BENEFITS - LIFE INSURANCE	-\$36.35
4251 Insurance-STD-100% ER	951.51
4271 Basic Term Life-100% ER	213.19
4315 (6030) PROF. & TECH. SERV. - REPAIRS & MAINT	4,682.29
4330 (7501) TRAVEL - OUT OF TOWN	1,441.54

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of November 30, 2025

Distribution account	Total
<hr/>	
Assets	
Current Assets	
Bank Accounts	
1114 Renasant Bank - CHECKING	2,480,209.26
1115 PETTY CASH	100.00
Total for Bank Accounts	\$2,480,309.26
Accounts Receivable	
1100 *Accounts Receivable	
11001 Accounts Receivable - SR	0.00
11002 Accounts Receivable - VPK	0.00
11003 Accounts Receivable - CRRSA	0.00
11004 Accounts Receivable - ARPA	0.00
11005 Accounts Receivable - CARES	0.00
11006 Accounts Receivable - ESSER	0.00
11022 Grants Receivable - Children's Trust	0.00
1102 Grants Receivable	1,487,379.16
Total for 1100 *Accounts Receivable	\$1,487,379.16
Total for Accounts Receivable	\$1,487,379.16
Other Current Assets	
1151 PREPAID	
1152 PREPAID -POSTAGE	1,672.36
Total for 1151 PREPAID	\$1,672.36
1153 Other Current Assets	\$0.00
1197 Accrued Revenue	0.00
1210 Due From Others-Providers	0.00
Total for 1153 Other Current Assets	\$0.00
1200 DEPOSITS	8,850.00
Total for Other Current Assets	\$10,522.36

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of November 30, 2025

Distribution account	Total
<hr/>	
Total for Current Assets	\$3,978,210.78
Fixed Assets	
1330 F.A. - Computers & Equipment	0.00
1340 F.A. - FURNITURE & EQUIPMENT	218,949.73
1349 ACCUMULATED DEPRECIATION 1349	-\$199,705.20
13491 Accumulated depreciation	-19,244.53
<hr/>	
Total for 1349 ACCUMULATED DEPRECIATION 1349	-\$218,949.73
<hr/>	
Total for Fixed Assets	\$0.00

Statement of Financial Position

EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of November 30, 2025

Distribution account	Total
Other Assets	
1370 Right of Use Asset	\$602,861.00
1371 ROU Asset Accumulated Amortization	-385,482.49
Total for 1370 Right of Use Asset	\$217,378.51
Total for Other Assets	\$217,378.51
Total for Assets	\$4,195,589.29
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2120 ACCOUNTS PAYABLE	\$92,175.71
21201 Accounts Payable (A/P)	1,329,237.11
Total for 2120 ACCOUNTS PAYABLE	\$1,421,412.82
2150 GARNISHMENTS PAYABLE	0.00
2151 401K Loans Payable	0.00
Total for Accounts Payable	\$1,421,412.82
Credit Cards	
1143 Credit Card - WW	0.00
1146 2787 - WW - THE FIRST CC	\$3,419.79
11461 2787 - WW - THE FIRST CC	0.00
11462 2787 - DE - THE FIRST CC	0.00
Total for 1146 2787 - WW - THE FIRST CC	\$3,419.79
Total for Credit Cards	\$3,419.79
Other Current Liabilities	
2124 Garnishments	-990.45
2199-wa Due to Service Providers	0.00
2210 Payroll wages and tax to pay	
2211 Payroll tax to pay	0.00

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of November 30, 2025

Distribution account	Total
29981 Accrued Payroll	67,596.73
2998-wa Accrued Payroll Liability	0.00
Total for 2210 Payroll wages and tax to pay	\$67,596.73
2220 BENEFITS PAYABLE - VIS & DENT	
22202 Vision & Dental Employee Contribution hold	0.00
Total for 2220 BENEFITS PAYABLE - VIS & DENT	\$0.00
2225 BENEFITS PAYABLE - 401K	
22251 401K Employee Contribution hold	0.00

Statement of Financial Position

EARLY LEARNING COALITION OF ESCAMBIA COUNTY

As of November 30, 2025

Distribution account	Total
Total for 2225 BENEFITS PAYABLE - 401K	\$0.00
2230 BENEFITS PAYABLE - HEALTH INS	
22303 Health Insurance Employee Contribution hold	0.00
Total for 2230 BENEFITS PAYABLE - HEALTH INS	\$0.00
2250 Interest-Due to State of FL	543.44
23000 Prior Year Adjustments to Receipts	\$0.00
23001 PE 6 30 23 Adjustment	0.00
Total for 23000 Prior Year Adjustments to Receipts	\$0.00
2400 SUSPENSE ACCT - INTEREST PTS	0.00
2401 SUSPENSE - PROV PT FL TREA HUNT	75.00
2402 SUSPENSE - FRAUD & RESTITUTION	0.00
2404 SUSPENSE - OTHER	0.00
2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD	\$0.00
24054 United Way Employee Contribution hold	0.00
24055 EMPLOYEE TAX LIABILITY HOLDING Account	0.00
Total for 2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD	\$0.00
2410 ADVANCES FROM OEL	\$0.00
24101 Advances Form OEL - SR	1,600,000.00
24102 Advances from OEL - VPK	550,000.00
24103 Advances from OEL - CRRSA	0.00
24104 Advances from OEL - ARPA	0.00
Total for 2410 ADVANCES FROM OEL	\$2,150,000.00
2420 Deferred Revenue	0.00
2500 ST Lease Liability ROU Asset	139,528.41
2600 FIRE INSURANCE CLAIM SUSPENSE	95,224.17
Total for Other Current Liabilities	\$2,451,977.30
Total for Current Liabilities	\$3,876,809.91
Long-term Liabilities	

Statement of Financial Position

EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of November 30, 2025

Distribution account	Total
2650 LT Lease Liability ROU Asset	84,254.31
Total for Long-term Liabilities	\$84,254.31
Total for Liabilities	\$3,961,064.22
Equity	
2700 OPENING EQUITY	\$0.00
2701 FY 0708 OPENING EQUITY ITEMS (deleted)	0.00
Total for 2700 OPENING EQUITY	\$0.00
2705 UNRESTRICTED - NET ASSETS	0.00
3000 Opening balance equity	0.00

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of November 30, 2025

Distribution account	Total
3200 Unrestricted Net Assets	128,770.94
Retained Earnings	102,994.02
Net Income	2,760.11
Total for Equity	\$234,525.07
Total for Liabilities and Equity	\$4,195,589.29

CA22

Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY
December 2025

Distribution account	Total
Income	
3300 REVENUES - STATE FUNDING	
33001 REVENUES - STATE FUNDING SR	1,342,249.60
33002 REVENUES - STATE FUNDING VPK	397,395.85
Total for 3300 REVENUES - STATE FUNDING	\$1,739,645.45
3340 REVENUES - UNIV of FL	100.00
3350 Prior Period Income/Expense	-2,133.85
3405 REVENUES - LOCAL MATCH CHILDREN'S TRUST	19,906.23
Total for Income	\$1,757,517.83
Cost of Goods Sold	
4000 (6501) DIRECT PROVIDER PAYMENTS	
4001 (6501) SR Provider Payments	1,111,157.64
4002 (6501) VPK Provider Payments	382,525.93
4003 (6501) SR PLUS Provider	3,556.38
Total for 4000 (6501) DIRECT PROVIDER PAYMENTS	\$1,497,239.95
Total for Cost of Goods Sold	\$1,497,239.95
Gross Profit	\$260,277.88
Expenses	
41111 Payroll expenses	
4110 (5001) SALARIES	171,701.75
4111 Payroll Fees	2,320.60
4120 (5005) EMPLOYER TAX & WORKMEN'S COMP	18,579.18
4210 (5020) BENEFITS - RETIREMENT	0.00
4213 401K Match	2,946.07
Total for 41111 Payroll expenses	\$195,547.60
4150 (5007) STAFF RECRUIT / SCREENING, ETC.	111.32
4220 (5010) INSURANCE - VISION & DENTAL	\$1,805.19
4221 Dental & Vision EE Portion	0.00

Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY
December 2025

Distribution account	Total
Total for 4220 (5010) INSURANCE - VISION & DENTAL	\$1,805.19
4230 (5010) BENEFITS - HEALTH INSURANCE	\$36,755.87
4231 (5011) Health Insurance - EE Portion	0.00
Total for 4230 (5010) BENEFITS - HEALTH INSURANCE	\$36,755.87
4240 (5030) BENEFITS - LIFE INSURANCE	
4241 Voluntary Insurance	0.00
Total for 4240 (5030) BENEFITS - LIFE INSURANCE	\$0.00
4251 Insurance-STD-100% ER	1,046.03
4271 Basic Term Life-100% ER	234.17

Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY

December 2025

Distribution account	Total
4315 (6030) PROF. & TECH. SERV. - REPAIRS & MAINT	4,718.39
4330 (7501) TRAVEL - OUT OF TOWN	362.44
4340 (7510) TRAVEL - LOCAL	392.55
4355 (7001) DOCUMENT STORAGE	135.79
4360 (7001) RENT	11,885.53
4370 (7201) COMMUNICATIONS, PHONE & INTERNE	2,167.25
4375 (7051) POSTAGE	11.10
4450 (7420) NON-EMP TRAINING	346.77
4510 (7151) OFFICE SUPPLIES	344.83
4520 (7401/7405) PROGRAM SUPPLIES	842.50
4525 (7410) OUTREACH ACTIVITIES & MATERIALS	2,376.77
4550 (7620) DUES, FEES & SUBSCRIPTIONS	75.00
4645 (7302) REPAIRS & MAINTENANCE - EQUIP	1,807.62
7900 Individuals Restitution	-390.00
Total for Expenses	\$260,576.72
Net Operating Income	-\$298.84
Other Income	
3500 INCOME, INTEREST ON LOCAL FUNDS	207.71
Total for Other Income	\$207.71
Net Other Income	\$207.71
Net Income	-\$91.13

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of December 31, 2025

Distribution account	Total
Assets	
Current Assets	
Bank Accounts	
1113 GCCB - CHECKING ACCT (deleted)	0.00
1114 Renasant Bank - CHECKING	2,261,587.16
1115 PETTY CASH	100.00
Total for Bank Accounts	\$2,261,687.16
Accounts Receivable	
1100 *Accounts Receivable	
11001 Accounts Receivable - SR	0.00
11002 Accounts Receivable - VPK	0.00
11003 Accounts Receivable - CRRSA	0.00
11004 Accounts Receivable - ARPA	0.00
11005 Accounts Receivable - CARES	0.00
11006 Accounts Receivable - ESSER	0.00
11022 Grants Receivable - Children's Trust	0.00
1102 Grants Receivable	1,630,448.03
Total for 1100 *Accounts Receivable	\$1,630,448.03
Total for Accounts Receivable	\$1,630,448.03
Other Current Assets	
1151 PREPAID	
1152 PREPAID -POSTAGE	1,672.36
Total for 1151 PREPAID	\$1,672.36
1153 Other Current Assets	\$0.00
1197 Accrued Revenue	0.00
1210 Due From Others-Providers	0.00
Total for 1153 Other Current Assets	\$0.00
1200 DEPOSITS	8,850.00

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of December 31, 2025

Distribution account	Total
Total for Other Current Assets	\$10,522.36
Total for Current Assets	\$3,902,657.55
Fixed Assets	
1330 F.A. - Computers & Equipment	0.00
1340 F.A. - FURNITURE & EQUIPMENT	218,949.73
1349 ACCUMULATED DEPRECIATION 1349	-\$199,705.20
13491 Accumulated depreciation	-19,244.53
Total for 1349 ACCUMULATED DEPRECIATION 1349	-\$218,949.73
Total for Fixed Assets	\$0.00

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of December 31, 2025

Distribution account	Total
Other Assets	
1370 Right of Use Asset	\$602,861.00
1371 ROU Asset Accumulated Amortization	-385,482.49
Total for 1370 Right of Use Asset	\$217,378.51
Total for Other Assets	\$217,378.51
Total for Assets	\$4,120,036.06
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2120 ACCOUNTS PAYABLE	\$92,175.71
21201 Accounts Payable (A/P)	1,406,793.92
Total for 2120 ACCOUNTS PAYABLE	\$1,498,969.63
2150 GARNISHMENTS PAYABLE	0.00
2151 401K Loans Payable	0.00
Total for Accounts Payable	\$1,498,969.63
Credit Cards	
1141 Credit Card - DE (deleted)	0.00
1143 Credit Card - WW	0.00
1146 2787 - WW - THE FIRST CC	\$200.88
11461 2787 - WW - THE FIRST CC	0.00
11462 2787 - DE - THE FIRST CC	0.00
Total for 1146 2787 - WW - THE FIRST CC	\$200.88
Total for Credit Cards	\$200.88
Other Current Liabilities	
2124 Garnishments	-790.45
2199-wa Due to Service Providers	0.00
2210 Payroll wages and tax to pay	

Statement of Financial Position
 EARLY LEARNING COALITION OF ESCAMBIA COUNTY
 As of December 31, 2025

Distribution account	Total
2211 Payroll tax to pay	0.00
29981 Accrued Payroll	67,596.73
2998-wa Accrued Payroll Liability	0.00
Total for 2210 Payroll wages and tax to pay	\$67,596.73
2220 BENEFITS PAYABLE - VIS & DENT	
22202 Vision & Dental Employee Contribution hold	0.00
Total for 2220 BENEFITS PAYABLE - VIS & DENT	\$0.00
2225 BENEFITS PAYABLE - 401K	
22251 401K Employee Contribution hold	0.00

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of December 31, 2025

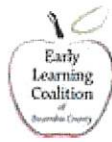
Distribution account	Total
Total for 2225 BENEFITS PAYABLE - 401K	\$0.00
2230 BENEFITS PAYABLE - HEALTH INS	
22303 Health Insurance Employee Contribution hold	0.00
Total for 2230 BENEFITS PAYABLE - HEALTH INS	\$0.00
2250 Interest-Due to State of FL	543.44
23000 Prior Year Adjustments to Receipts	\$0.00
23001 PE 6 30 23 Adjustment	0.00
Total for 23000 Prior Year Adjustments to Receipts	\$0.00
2400 SUSPENSE ACCT - INTEREST PTS	0.00
2401 SUSPENSE - PROV PT FL TREA HUNT	75.00
2402 SUSPENSE - FRAUD & RESTITUTION	0.00
2404 SUSPENSE - OTHER	0.00
2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD	\$0.00
24054 United Way Employee Contribution hold	0.00
24055 EMPLOYEE TAX LIABILITY HOLDING Account	0.00
Total for 2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD	\$0.00
2410 ADVANCES FROM OEL	\$0.00
24101 Advances Form OEL - SR	1,500,000.00
24102 Advances from OEL - VPK	500,000.00
24103 Advances from OEL - CRRSA	0.00
24104 Advances from OEL - ARPA	0.00
Total for 2410 ADVANCES FROM OEL	\$2,000,000.00
2420 Deferred Revenue	0.00
2500 ST Lease Liability ROU Asset	139,528.41
2600 FIRE INSURANCE CLAIM SUSPENSE	95,224.17
Total for Other Current Liabilities	\$2,302,177.30
Total for Current Liabilities	\$3,801,347.81
Long-term Liabilities	

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of December 31, 2025

Distribution account	Total
2650 LT Lease Liability ROU Asset	84,254.31
Total for Long-term Liabilities	\$84,254.31
Total for Liabilities	\$3,885,602.12
Equity	
2700 OPENING EQUITY	\$0.00
2701 FY 0708 OPENING EQUITY ITEMS (deleted)	0.00
Total for 2700 OPENING EQUITY	\$0.00
2705 UNRESTRICTED - NET ASSETS	0.00
3000 Opening balance equity	0.00

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of December 31, 2025

Distribution account	Total
3200 Unrestricted Net Assets	128,770.94
Retained Earnings	102,994.02
Net Income	2,668.98
Total for Equity	\$234,433.94
Total for Liabilities and Equity	\$4,120,036.06



Early Learning Coalition of Escambia County

Executive/Finance Committee Meeting Minutes

October 23, 2025, 9:00 a.m.

Members Present

Shannon Nickinson (Interim Chair)
Tammy Hicks

Roger Thompson

Mona Jackson

Members Absent

None

Staff

Bruce Watson

Nina Daniels

Dawn Engel

Tom Porter

Public

None

I. Welcome and Introductions

Notification of the Executive Finance Committee Meeting scheduled for October 23, 2025, was sent to the Pensacola News Journal, and posted to the Coalition Public Calendar Board on October 7, 2025. The meeting was called to order by Ms. Nickinson.

II. Public Comments

None.

III. Consent Agenda

Upon a motion made by Mr. Thompson and seconded by Ms. Jackson, the Consent Agenda, consisting of the Agenda, Financial Reports for September 2025 and Minutes of September 25, 2025, was approved without objection.

IV. Coalition Status Reports

a. **Financial Update**

Through September the Coalition spent \$5.6 million of the \$19.4 million SR grant which is 29.0% of the grant. SR Admin was 1.4%, Non-Direct Services was 12.5% and Quality was 7.2%. VPK Services was \$774,546 of \$4.8 million which is 15.9%. VPK Admin spending was 2.6%.

b. **Enrollment/Wait List Status Report**

There are 2,305 children enrolled in the School Readiness Program of which 59 are SRMAT and 13 are SR Plus. 1,022 are school-age children. There are 440 children on the Wait List. 125 children have been pulled from the waitlist in the past two weeks. There are 1,846 children approved for VPK for 2025/26 Program year. 1,464 children are currently enrolled.



Early Learning Coalition of Escambia County

c. Contracting and Fraud Summary Report

There are 82 SR providers and 67 VPK providers.

V. Committee Recommendations

None.

VI. Old Business

a. Updated Funding Projections for Fiscal Year 2025-2026

The following analysis and funding scenarios for use of the FY 2025-2026 SR funding allocated to date were provided for review and discussion:

1. The initial allocation from the Legislature for ELC Escambia for SR services was \$19.4 million. \$1.4 million had to be used to pay SR for June 2025. An additional \$431,700 must go to cover the QPI/GS shortfall. This leaves a total of \$17.5 million for SR funding for FY 2025-2026. This amount can support 2,400 children in care.
2. To get the number of children back to the level that was enrolled on July 1, 2025, which was 2,541, the Coalition would be \$820,000 in the hole.
3. The Escambia Children's Trust has made a offer to try and get the Coalition the \$820,000 to help offset the shortage in funding.

b. ED Search Update

The Executive Director reminded the committee that his last day will be December 23, 2025. There has yet to be anyone selected for the position.

c. Recap of Early Learning Conference 28SEP25

A list of the Conference Sponsors and Vendors was presented to the committee. Thank-you letters have been sent out to all the sponsors and vendors. Plans for a conference in 2026 are already underway. The Coalition is looking for a different venue.

VII. New Business

a. Impact 100 Grant

The Coalition was one of the recipients to receive the Impact 100 Grant. The Coalition received \$103,500 that will be used to purchase a van for Classroom on Wheels. The Classroom on Wheels will be used to go out into the community and facilities to bring educational resources, and to offer hearing and vision screenings for the children.

A campaign to Name the Van has started. The Coalition is reaching out to the providers to help come up with a name for the van. The Coalition also wants to get pictures of local children to put on the van. The winner will be the first facility that the van will visit once the van is ready to go. Impact 100, WEAR and Pensacola News Journal will be invited come out to celebrate this first outing.

b. Building Lease Agreement - Update



Early Learning Coalition of Escambia County

Bruce Strumpf, Inc. has agreed to renew the Coalition's lease. The new monthly rent amount will be just a little over \$17,000. Upon a motion made by Mr. Thompson and seconded by Ms. Hicks, it was approved to take the Lease agreement to the Board.

c. Staff Turnover

- The Coalition has parted ways with two staff members, one eligibility specialist and one CCR&R employee.
- Both positions have been filled.
- The Finance Director position has been filled.
- Mr. Spivey has been out on STD for the past 12 weeks. Due to his health, it is not known at this time if he will be able to return to work. Mr. Spivey's employment will be reevaluated after the end of his allowed 24 weeks of STD.

d. HR Services

Information on HR Service through ADP and TriNet HR Plus was presented to the committee. ADP did not offer the type of service that the Coalition is looking for. TriNet HR Plus does have promising packages to offer. TriNet HR Plus would not be able to assign just one person to do the job.

e. Twenty Years of VPK

This year marks the 20th anniversary of the VPK Program. The Coalition is looking for ways to celebrate the anniversary.

f. Ideas for ELC Twenty-fifth Anniversary Recognition

On November 30, 2025, the Coalition will have its 25th anniversary. The Coalition is looking for ways to celebrate this milestone.

g. 2026 Meeting Calendar

The 2026 meeting calendar was presented to the committee for discussion. It was agreed to change RDC meetings from the 3rd Tuesday of January, April, July and October to the 2nd Tuesday of January, April, July and October. Changes will be made to the meeting calendar and will be presented to the Board in November.

h. 2025 Code of Ethics

Approval was needed to take the Code of Ethics to the Board in November. Upon a motion made by Ms. Nickinson and seconded by Mr. Thompson, it was approved without objection to take the Code of Ethics to the Board.

VIII. Audits and Reviews - In Progress

a. FY 2024-2025 A-133

The Coalition just had its first meeting with CRI.

b. FY 2025-2026 Financial Review



Early Learning Coalition of Escambia County

The orientation period was held. DEL gave two weeks to get everything together.

IX. Adjourn: The Meeting was adjourned at 10:13 a.m.

**Next Meeting: November 20, 2025, at 9:00 a.m. at the Early Learning Coalition Office,
1720 West Fairfield Dr., Suite 100/400, Pensacola, Florida 32501**



Early Learning Coalition of Escambia County

Executive/Finance Committee Meeting Minutes

December 8, 2025, 9:30 a.m.

Members Present

Tammy Hicks (Interim Chair)

Roger Thompson

Craig Jones

Members Absent

Mona Jackson

Staff

Bruce Watson

Nina Daniels

Dawn Engel

Tom Porter

Melissa Jennings

Public

None

I. Welcome and Introductions

Notification of the Executive Finance Committee Meeting scheduled for December 8, 2025, was sent to the Pensacola News Journal, and posted to the Coalition Public Calendar Board on December 2, 2025. The meeting was called to order by Ms. Hicks.

II. Public Comments

None.

III. Discussion

Mr. Thompson started the meeting by apologizing to Ms. Engel for any comments made at Board meetings about her that might have been offensive.

Mr. Thompson stated that as directed by the Board, he was presenting an offer to Ms. Engel to be the Interim Executive Director until a decision is made on Mr. Watson's replacement. The Interim Executive Director position would come with a 10% increase in annual salary until the Executive Director is hired. This would entail conducting a turnover with Mr. Watson and then possibly conducting a turnover with the new Executive Director if someone other than Ms. Engel is selected. Additionally, Ms. Engel would also continue to perform the duties of her current position as Operations Director.

Ms. Hicks stated that the Hiring Committee was not comfortable recommending to the Board either of the two candidates that were interviewed. The Hiring Committee, and the Board, feel that more candidates need to be looked at and more interviews need to be conducted. She also said that the Board is considering doing a "meet and greet" with the finalists before a final decision is made.



Early Learning Coalition of Escambia County

IV. Response

Ms. Engel responded that she had listened to the audio of December's Board meeting.

Ms. Engel stated that she would take the position, but with the following stipulations.

1. An 11.5% increase instead of the 10% that was proposed.
2. If the position is given to another candidate, she would retain the 11.5% pay increase permanently. This is because training the incoming Executive Director will not be a one and done event. It will require extensive interaction over many months.
3. If the position is offered permanently, a \$11,000.00 increase in annual salary in addition to the 11.5% offered for the Interim position.
4. Due to the lack of time remaining for there to be a proper turnover before Mr. Watson's last day of work, Mr. Watson needs to be permitted to come off PTO to help in the transition. Mr. Watson's participation in the transition is necessary. Mr. Watson agreed that with the Board's approval he will make himself available as needed.

V. Further Discussion

Ms. Engel also addressed some of the comments that were made during the December 2025 Board meeting. The first comment was regarding potential bias in the letters of recommendation that were presented during the August 2025 Board meeting. The letters were intended to only highlight Ms. Engel's qualifications and show she had support from within the company. This was done to better inform the Board as they discussed the options to either hire from within or form a selection committee. Ms. Engel stated that to date, she has not seen any of the letters.

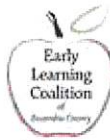
Mr. Watson stated that at the November 2025 Board meeting he was going to present an amended resignation letter that that was different from the one given to the board in December. In this letter, Mr. Watson offered to come off PTO as needed to help with the transition. However, when he stated this as an option one Board member stated that Mr. Watson had to have hard-end dates for his last day of work and last day of PTO. Because no other Board members objected or offered to discuss the matter further, Mr. Watson took this as something the Board required and did not present the letter.

VI. Recommendation

The EXCOM unanimously agreed to take Ms. Engel's counterproposal to the Board for approval, as well as approval to have Ms. Watson assist with the transition, as needed. Mr. Watson was directed to schedule a special Board meeting for the week of December 15-19, 2025.

VII. Additional Discussions

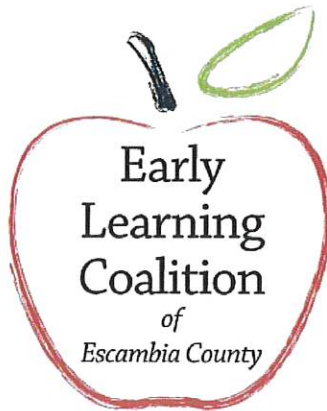
It was discussed that having Ms. Engel added to the bank account will need to go to the Board for approval. This item will be added to the agenda of the next Board meeting.



Early Learning Coalition of Escambia County

VIII. Adjourn: The Meeting was adjourned at 10:00 a.m.

Next Meeting: January 22, 2025, at 9:00 a.m. at the Early Learning Coalition Office, 1720 West Fairfield Dr., Suite 100/400, Pensacola, Florida 32501

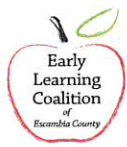


Executive Committee Meeting

January 22, 2026

Meeting Package

1. Agenda	1
2. Financial Update	2
3. SR/VPK Status Report	3-5
4. Contracting and Fraud Summary	6-7
5. ED Offer – Counteroffer	8-15
6. Revised Employee Handbook	ATT
7. Coalition By-Laws Update	ATT
8. DEL Accountability Review	16-17



Executive/Finance Committee Meeting

January 22, 2026, at 9:00 a.m.

Agenda

- I. Welcome and Introduction
 - a. Notification of the Executive/Finance Committee Meeting scheduled for January 22, 2026, was sent to the Pensacola News Journal and posted to the Coalition Public Calendar Board on January 13, 2026.
- II. Public Comments **(EA)**
- III. Consent Agenda **(EA)**
 - a. Approval of the Consent Agenda: Agenda, Financial Reports for October 2025, November 2025, December 2025, Minutes of October 2025 and Minutes of December 8, 2025.
- IV. Coalition Status Reports: Financial Update, SR/VPK Status Report, and Contracting Summary **(D)**
- V. Committee Recommendations
None.
- VI. Old Business
 - a. Twenty Years of VPK **(D)**
 - b. ED Search Update **(D)**
- VII. New Business
 - a. ED Offer – Counteroffer **(EA)**
 - b. Revised Employee Handbook **(CR)**
 - c. Coalition By-Laws Update **(D)**
 - d. HR Services **(D)**
- VIII. Audits and Reviews In-Progress
 - a. FY 2024-2025 A-133 **(I)**
 - b. DEL Accountability Review 2024-2025 **(I)**
 - c. DEL Fiscal Monitoring
- IX. Adjourn

**Next Meeting: March 26, 2026, at 9:00 a.m. at the Early Learning Coalition
1720 West Fairfield Dr., Suite 100/400, Pensacola, FL 32501**

Key: (EA) = EXCOM Level Action/Approval, (CR) = EXCOM Recommendation for Board Action, (D) = Discussion, (I) = Information

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.

ELC OF ESCAMBIA COUNTY EXECUTIVE SUMMARY

Version 26.1.13.1

TARGETS AND RESTRICTIONS

SR Direct Services Min: 78% 85.2% 8,928,234 + 119,437 9,560,733

SR Admin Max: 5% 1.571% 159,732 + 9,560,733

SR Admin/NonDirect/Quality Max: 22% 14.8% 1,518,062 + 9,560,733

SR Quality Min: 4% 8.5% 912,354 + 9,560,733

SR Match Max: \$186,786 68,339.18

Dollar for Dollar Match: 68,339.18

VPK Admin Max: 5% 2.213% 46,329 + 2,093,580

SR Plus Admin Max: 5% 3.5%

PROGRAM TOTALS

	Budget	Expenditure	Balance	% of Budget Spent
SR Total	19,443,682	9,441,296	10,002,386	48.6%
SR Admin	356,107	159,732	196,375	44.9%
SR Non-Direct	934,280	445,976	488,305	47.7%
SR Quality	2,185,483	812,354	1,373,129	37.2%
SR Direct Services*	15,967,812	8,023,234	7,944,578	50.1%
Quality Performance	868,415	431,078	437,337	49.6%
QPI Shortfall	91,912	91,912		100%
SR Match	185,786	68,339	118,447	36.6%
Special Needs				0
Spec Needs Shortfall				0
Gold Seal	399,681	292,803	106,878	73.3%
SR Plus	73,628	25,095	48,533	34.1%
VPK Total	4,882,564	2,139,908	2,742,656	43.8%
VPK Admin	232,503	45,329	186,175	19.9%
VPK DS	4,650,061	2,093,580	2,556,481	45.3%
VPK PA	41,072	29,483	11,589	71.8%

* Includes SR Match, Special Needs, Gold Seal, QPI Shortfall, & SN Shortfall

YTD MATCH SUMMARY

Cost Type	Cash in EFSM	Cash not in EFSM	Total Cash	Public Funds	Private Funds
Direct Service	119,437.14	.00	119,437.14		
Admin	.00	.00	0.00		
All Non Direct	.00	.00	0.00		
Quality	.00	.00	0.00		

NOTES

- 1
- 2
- 3
- 4
- 5
- 6

SR/VPK Status Report as of 1/20/26

SR Children Currently Enrolled by Age by Funding as of 1/20/26									
--	--	--	--	--	--	--	--	--	--

	Pri 1		Pri 2/3		Pri 4/5	Pri 6/7								
FUNDER	TANF	TANF WKG	PS	PS-RCG	TCC	ECON	TOTALS LESS SRMAT	SRMAT	TOTALS WITH SRMAT	MISSING	GRAND TOTALS	SR PLUS	MISSING SR PLUS	SR PLUS GRAND TOTALS
BILLING CODE	BG3	BG3W	BG1	BG3R	BG5	BG8								
INFANT	1	0	21	0	1	64	87	2	89	2	91	0	0	0
TODDLER	1	2	34	0	0	159	196	15	211	3	214	2	0	2
2YR	1	1	40	1	0	208	251	17	268	5	273	2	0	2
PR3	2	0	43	2	1	256	304	14	318	3	321	5	0	5
PR4	4	1	34	3	0	256	298	9	307	1	308	5	0	5
PR5	1	0	14	0	0	114	129	1	130	0	130	0	0	0
SCHOOLAGE	4	1	71	8	0	859	943	18	961	7	968	6	0	6
TOTAL BY FUNDER	14	5	257	14	2	1916	2208	76	2284	21	2305	20	0	20

School Age Children	PT/FT	FT hol/brk
968	807	161

[illegible]

Total Pri 6	Total Pri 7	Total Less SRMAT	SRMAT	Total WL
67	3	70	20	90

School Readiness Data by Fiscal Year 25/26											
FY 24/25	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY JUN
New Enrollments	59	93	47	105	56	119					
Redeterminations	151	114	135	107	82	171					
Re-Enrollments	23	21	12	6	2	5					
Terminations	116	132	104	136	102	124					

VPK 25/26 Program Year				
Adhoc Reports	Submitted	Approved	Enrolled	Rejected
School Year	0	1876	1457	55
Summer	0	2	0	4

ELC ESCAMBIA FY25/26 WAIT LIST PULL RESULTS SUMMARY

		Family/Parent Data								Transition Data (Waiting for Provider) - Note 1										Child Data		
Pull Date	Applied Range	Families In Pull	No Response	Over Income	Declined Services	No Provider Chosen	No Purpose for Care	Elig Started Not Complete	Families Enrolled	Families Wtg Provider	Child Wtg for Provider	Children Waiting for Provider by Age Group								# Children In Pull	# Children Enrolled	% Children Enrolled
												Inf	1	2	3	4	5	Sch				
Wait List Pulls Greater Than 60 Days																						
10.14.25	05/05/25-05/19/25	38	8	1	4	0	0	6	17	2	5	0	1	0	1	0	0	3	69	31	45%	
10.22.25	05/20/25-6/01/25	29	11	0	0	0	0	3	13	2	4	0	0	0	0	2	0	2	53	34	64%	
11.04.25	06/02/25-6/15/25	19	9	0	2	0	0	2	6										33	12	36%	
11.12.25	06/16/25-06/29/25	21	11	1	2	0	0	5	2										34	4	12%	
11.18.25	06/30/25-7/13/25	28	15	0	1	0	0	3	8	1	2	0	0	0	0	1	0	1	44	11	25%	
Wait List Pulls Greater Than 30 Days Less Than 60 Days																						
11.25.25	07/14/25-07/27/25	19	12	0	0	0	0	0	6	1	2	0	2	0	0	0	0	0	37	13	35%	
12.10.25	07/28/25-09/01/25	39	21	0	0	0	0	4	8	6	11	1	0	2	1	2	0	5	57	12	21%	
12.16.25	09/02/25-12/14/25	127	71	0	0	0	0	14	33	9	19	0	5	3	3	0	0	8	222	49	22%	
Over 30 Response Totals		320	158	2	9	0	0	37	93	21	43	1	8	5	5	5	0	19	549	166	30%	
Family Response Percentage		64%	49%	1%	3%	0%	0%	12%	29%	7%												
Wait List Pulls Less Than 30 Days																						
1.15.26	12/15/25-1/11/26	89	87	1	0	0	0	0	87	1	2	1	0	0	0	0	0	1	146	0	0%	
Under 30 Response Totals		89	87	1	0	0	0	0	87	1	2	1	0	0	0	0	0	1	146	0	0%	
Family Response Percentage		100%	98%	1%	0%	0%	0%	0%	98%	1%												
1/20/2026		Note 1: Transition data is not counted in Families or Child Data.																				

PS CHILDREN PENDING PROVIDER

DATE	COUNT	DATE	COUNT	DATE	COUNT	DATE	COUNT	DATE	COUNT	DATE	COUNT
10/27/25	99	11/10/25	86	11/24/25	89	12/08/25	85	12/29/25	89	01/12/26	73
11/03/25	91	11/17/25	83	12/01/25	89	12/15/25	87	01/05/26	84	01/20/26	69

ELC ESCAMBIA FY25/26 WAIT LIST PULL RESULTS SUMMARY - SRMT ONLY

		Family/Parent Data								Transition Data (Waiting for Provider) - Note 1										Child Data		
Pull Date	Applied Range	Families In Pull	No Response	Over Income	Declined Services	No Provider Chosen	No Purpose for Care	Elig Started Not Complete	Families Enrolled	Families Wtg Provider	Child Wtg for Provider	Children waiting for Provider by Age Group								# Children In Pull	# Children Enrolled	% Children Enrolled
												Inf	1	2	3	4	5	Sch				
Wait List Pulls Greater Than 60 Days																						
10.14.25	05/05/25-05/19/25	7	2	0	1	0	0	2	2										13	3	23%	
10.22.25	05/20/25-06/01/25	6	3	0	0	0	0	1	2										6	2	33%	
11.4.25	06/02/25-6/15/25	1	0	0	0	0	0	0	1										1	1	100%	
11.07.25	06/02/25-06/16/25	2	1	1	0	0	0	0	0										2	0	0%	
Wait List Pulls Greater Than 30 Days Less Than 60 Days																						
11.18.25	06/17/25-7/13/25	8	4	0	0	0	0	2	2										12	3	25%	
11.25.25	07/14/25-07/27/25	6	5	0	0	0	0	0	0	1	1	0	0	0	1	0	0	0	8	0	0%	
12.10.25	07/28/25-09/01/25	10	4	0	0	0	0	3	3										15	4	27%	
Over 30 Response Totals		40	19	1	1	0	0	8	10	1	1	0	0	0	1	0	0	0	57	13	23%	
Family Response Percentage		73%	48%	3%	3%	0%	0%	20%	25%	3%												
Wait List Pulls Less Than 30 Days																						
12.16.25	09/02/25-12/14/25	17	7	0	0	0	0	1	7	2	2	2	0	0	0	1	0	0	22	10	45%	
Under 30 Response Totals		17	7	0	0	0	0	1	7	2	2	2	0	0	0	1	0	0	22	10	45%	
Family Response Percentage		59%	41%	0%	0%	0%	0%	6%	41%	12%												
Report Date: 1/20/26		Note 1: Transition data is not counted in Families or Child Data.																				

ACTIVE SCHOOL READINESS PROVIDERS						
			FY 2025-2026			
Provider Type	FY 23-24	FY 24-25	Previous Total	Providers Added	Providers Removed	Current Total
LFCCH	14	14	15	0	0	15
RFCH	4	6	7	0	0	7
Licensed Center	56	52	54	1	0	55
Licensed Exempt Center	10	8	8	0	0	8
After School Only	0	0	0	0	0	0
Total Active SR Providers	84	80	84	1	0	85

NEW CONTRACTED SCHOOL READINESS PROVIDERS					
			FY 2025-2026		
Provider Type	FY 23-24	FY 24-25	Previous Total	New Contracts	Total New Contracts
Homes (LFCCH & RFCH)	2	3	3	0	3
Licensed Center	5	3	3	1	4
Licensed Exempt Center	0	3	0	0	0
After School Only	0	0	0	0	0
Total New SR Contracts	7	9	6	1	7

PROVIDER SR CONTRACT TERMINATIONS						
			FY 2025-2026			
Provider Type	FY 23-24	FY 24-25	Previous Total	New Terms	Termination Reasons	Current Total
LFCCH	0	1	1	0		1
RFCH	2	0	0	0		0
Licensed Center	2	7	1	0		1
Licensed Exempt Center	2	4	0	0		0
Total Provider Choice Terminations	6	12	2	0		2

COALITION SR CONTRACT TERMINATIONS						
			FY 2025-2026			
Provider Type	FY 23-24	FY 24-25	Previous Total	New Terms	Termination Reasons	Current Total
Licensed	1	0	0	0		0
Exempt	0	1	0	0		0
Registered FCCH	0	0	0	0		0
Total Coalition Contract Terminations	1	1	0	0		0

TOTAL CONTRACT TERMINATIONS	7	13	2	0		2
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Termination Reason Key	
1= Provider Choice - Retired	8= Insurance Non-Compliance
2= Provider Choice - Low enrollments	9= VPK Improvement Plan Non-Compliance
3= Provider Choice - No reason given	10= Fraud Referral
4= Change in status (i.e. Licensed)	11= VPK -No VPK Director
5= Contract Non-Compliance	12= Prior Year Contract Non-Renewal
6= DEL/ELC Policy Non-Compliance	13= Provider Required to Close
7= ASQ Non-Compliance	

ACTIVE VPK PROVIDERS						
			FY 2025-2026			
Provider Type	FY 23-24	FY 24-25	Previous Total	Providers Added	Providers Removed	Current Total
Licensed	44	41	42	0	0	42
Licensed Exempt	12	10	9	0	0	9
School District	16	16	16	0	0	16
Total Active VPK Providers	72	67	67	0	0	67
NEW CONTRACTED VPK PROVIDERS						
			FY 2025-2026			
Provider Type	FY 23-24	FY 24-25	Previous Total	New Contracts	Total New Contracts	
Licensed	2	2	1	0	1	
Licensed Exempt	1	1	0	0	0	
Total New VPK Contracts	3	3	1	0	1	
PROVIDER VPK CONTRACT TERMINATIONS						
			FY 2025-2026			
Provider Type	FY 23-24	FY 24-25	Previous Total	New Terms	Termination Reasons	Current Total
Licensed Center	4	4	0	0		0
Licensed Exempt Center	0	3	1	0		1
Total Provider Choice Terminations	4	7	1	0		1
COALITION CONTRACT TERMINATION						
			FY 2025-2026			
Provider Type	FY 23-24	FY 24-25	Previous Total	New Terms	Termination Reasons	Current Total
Licensed	1	1	0	0		0
Exempt	0	0	0	0		0
Total Coalition Contract Terminations	1	1	0	0		0
TOTAL CONTRACT TERMINATIONS	5	8	1	0		1
Total VPK Only Providers	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
	34	37	39	35	35	32
Fraud Summary						
Pending Action	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Total Cases	0	0	6	16	20	5
Active Client	0	0	5	3	2	2
Active Provider	0	0	0	0	0	0
Restitution Submitted	\$0.00	\$0.00	\$154,280.00	\$2,827,972.29	\$2,607,730.86	\$118,051.88
Pending Client	3	0	5	14	20	2
Pending Provider	0	0	0	1	1	1
Potential Restitution	\$0.00	\$0.00	\$152,811.00	\$2,827,972.29	\$2,996,311.50	\$118,051.88
Closed or Adjudicated	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Client	0	0	1	3	9	0
Provider	0	0	0	0	0	0
Restitution Ordered	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Restitution Ordered Prior to July 2015	\$174,566.00					



Early Learning Coalition of Escambia County

January 15, 2026

Alphonsa F. Henderson
7845 Cornet Way
Pensacola, FL 32514

Dear Henderson,

The Early Learning Coalition of Escambia County is pleased to offer you the permanent position of Executive Director beginning February 2nd, 2026. The duties and responsibilities have been outlined in a position description as by the Early Learning Coalition of Escambia County Board Chair. This position is a full-time position of 40 hours per week with an hourly rate of \$43.27, which equates to an annual salary of \$90,001.60.

We are very excited to have you as a part of our staff in this capacity.

Sincerely,

Tamela Hicks
Early Learning Coalition of Escambia County

Copy to:
Finance Director
Employee File



1720 West Fairfield Dr., Suite 100/400, Pensacola, FL 32501
Tel: (850) 595-5400 · Fax: (850) 466-3783 · www.elcescambia.org





Early Learning Coalition of Escambia County

POSITION: Executive Director
REPORTS TO: Escambia County School Readiness Coalition Board of Directors
SALARY: \$90,000 **FLSA:** Exempt

GENERAL DESCRIPTION

This is an administrative and managerial position responsible for ensuring that all School Readiness and Voluntary Pre-Kindergarten programs, services and operations are aligned with the Coalition's mission and with policy decisions approved by the Coalition, and all regulatory requirements of the Department of Education's Division of Early Learning.

ESSENTIAL JOB FUNCTIONS

1. Maintain and safeguard the corporations 501(c)(3) IRS standing.
2. Uphold Coalition established By-Laws and Articles of Incorporation.
3. Maintain various types of insurance coverage, including liability, D&O, cyber and workman's compensation, per Board directives and in accordance with contractual agreements with outside funding sources.
4. Monitor and provides assurances that all corporate taxes and tax returns are filed accurately.
5. Develop, implement and administer a comprehensive service delivery plan for programs funded by the state of Florida intended to enhance all children's readiness to enter kindergarten and/or participate in Voluntary Prekindergarten program.
6. Communicate regularly with the Division of Early Learning through conference calls, phone calls, e-mails, meeting attendance, etc.
7. Provide policy and guidance to the Coalition Executive Committee, Finance Committee, and Board of Directors.
8. Responsible for the hiring and supervising of staff.
9. Provides leadership, supervision and direction to all staff to ensure that the mission, goals of the coalition are effectively carried out and manages the human resources of the organization according to agency personnel policies.
10. Prepare and recommend an annual budget to the coalition to insure proper allocation of cost, reasonable and necessary expenses and efficient use of resources consistent with state guidelines.
11. Responsible for the oversight of fiscal accounting to ensure compliance with state and federal requirements.
12. Identify improvements and adjustments needed to ensure Coalition program effectiveness and efficiency.
13. Provide guidance and assistance and serve as a liaison for overall early education and care program coordination.
14. Stay knowledgeable about legislative issues and provides direction and technical assistance to the Coalition; educating, training, and communicating with the Board, staff, providers and partners.
15. Assist the Coalition in the identification and recruitment of new board members.
16. Represent the Coalition at state and community workgroups and task forces in early learning and care.
17. Be the public-facing voice of the Coalition in matters of advocacy, community education, media relations, and community partnership development.



Early Learning Coalition of Escambia County

18. Establish and identify additional funding streams through public and private sources to support the Coalition's strategic initiatives.
19. Other duties as assigned by the Coalition.

Please Note: These essential job functions are not to be construed as a complete statement of all duties performed. Employees may be required to perform other job-related marginal duties as required.

MINIMUM QUALIFICATIONS

1. A bachelor's degree from an accredited college or university and five years of professional experience in program management, program planning, program research and evaluation.
2. A master's degree from an accredited college or university can substitute for one year of required experience.
3. Professional or nonprofessional experience as described above can substitute on a year-for-year basis for the required college education.
4. Must possess valid Florida driver's license with no record of criminal driving offense or license suspension for point accumulation.
5. Ability to use computer systems/software; Microsoft Office Suite (2021 or higher) and general office equipment.
6. Must successfully complete a Level II background check prior to employment.
7. Must be available to work a flexible schedule to accommodate late afternoon or evening meetings.
8. Out-of-town travel may be required

ESSENTIAL SKILLS REQUIRED

- Leadership abilities of initiative and commitment, self-motivated, prepares thoroughly and respects process.
- Expertise in hiring, supervising and managing staff; can identify staff developmental needs.
- Ability to think analytically and strategically, prioritize and focus on the Coalition's mission in fluid, often complex circumstances.
- Builds effective relationships and has experience with boards.
- Knowledge of methods of compiling, organizing and analyzing data.
- Ability to develop policies, procedures, standards and rules.
- Ability to review and evaluate programs and community partnerships with an eye toward the strategic goals and needs of the Coalition.
- Ability to establish and maintain a liaison with other agencies.
- Ability to plan, organize and coordinate multiple work assignments.
- Ability to communicate (in oral and written format) effectively.
- Ability to establish and maintain effective working relationships with others.
- Knowledge of early education and care is beneficial.
- Effective records management practices.
- Extensive knowledge of budget preparation and reporting.
- Possess problem solving techniques.



Early Learning Coalition of Escambia County
ESSENTIAL PHYSICAL REQUIREMENTS

Frequently sit, stand, walk, twist at the waist, and routinely operate office equipment including a computer, telephone, and other appropriate equipment. Able to operate an automobile. Medium (less than 50 pounds) lifting occasionally required.

Reasonable accommodation will be made for otherwise qualified individuals with a disability.

I, Alphonsa F. Henderson, have read the requirements for the Executive Director. I accept the duties and responsibilities as described. I acknowledge that this is my primary employment, and my duties will be conducted without interference from a secondary job.

Employee Signature

Annelle O. Hicks
Supervisor Signature

Date

1-15-24
Date



Early Learning Coalition of Escambia County

POSITION: Executive Director
REPORTS TO: Escambia County School Readiness Coalition Board of Directors
SALARY: \$90,000 - \$115,000 **FLSA:** Exempt

GENERAL DESCRIPTION

This is an administrative and managerial position responsible for ensuring that all School Readiness and Voluntary Pre-Kindergarten programs, services and operations are aligned with the Coalition's mission and with policy decisions approved by the Coalition, and all regulatory requirements of the Department of Education's Division of Early Learning.

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Early Learning Coalition of Escambia County

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4. Must possess valid Florida driver's license with no record of criminal driving offense or license suspension for point accumulation.
5. Ability to use computer systems/software; Microsoft Office Suite (2021 or higher) and general office equipment.
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- Expertise in hiring, supervising and managing staff; can identify staff developmental needs.
- Ability to think analytically and strategically, prioritize and focus on the Coalition's mission in fluid, often complex circumstances.
- Builds effective relationships and has experience with boards.
- Knowledge of methods of compiling, organizing and analyzing data.
- Ability to develop policies, procedures, standards and rules.
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Early Learning Coalition of Escambia County
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Frequently sit, stand, walk, twist at the waist, and routinely operate office equipment including a computer, telephone, and other appropriate equipment. Able to operate an automobile.
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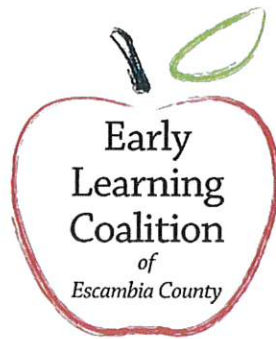
I, _____ have read the requirements for the Executive Director. I accept the duties and responsibilities as described. I acknowledge that this is my primary employment, and my duties will be conducted without interference from a secondary job.

Employee Signature

Date

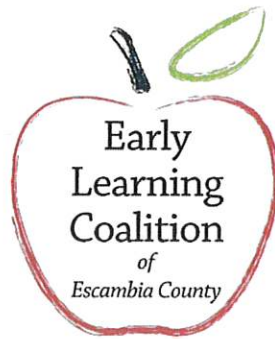
Supervisor Signature

Date



Employee Handbook

Attachment



Coalition By-Laws

Attachment

From: [Tamela Hicks](#)
To: [Thomas Porter](#); [Dawn Engel](#)
Subject: Fwd: ELC Executive Director
Date: Tuesday, January 20, 2026 7:13:58 AM

Please see below.

----- Forwarded message -----

From: Al Henderson <alphonsahenderson@gmail.com>
Date: Sat, Jan 17, 2026 at 9:17 AM
Subject: Re: ELC Executive Director
To: Tamela Hicks <hickstamela@gmail.com>
CC: Thomas Porter <tporter@elcescambia.org>

Dear Ms. Hicks,

It was a pleasure speaking with you yesterday. Understanding that “Our focus is where our faith resides” helps us navigate this negotiation phase and press forward to help our children and families be the best versions of themselves.

Thank you very much for the official offer to lead the Early Learning Coalition of Escambia County. I am honored by the Board's confidence and eager to start working toward our shared vision for the community on February 2nd.

After reviewing the offer letter and job description, I would like to discuss compensation to ensure the final agreement aligns with the role's professional standing.

Salary & Market Alignment I am seeking a base salary range of \$120,000.00 - \$125,000.00. This request is supported by three primary factors:

- **Market Study Benchmarks:** Recent data for nonprofit Executive Directors in the Pensacola area shows an average compensation of **\$161,000**. A salary range of \$120,000 to \$125,000 remains financially responsible while aligning more closely with regional standards for an organization of ELC's size.
- **Internal Equity:** To maintain a healthy organizational hierarchy, it is essential that the Executive Director's compensation aligns with the existing leadership pay structure, especially for roles reporting directly to the Executive Director.
- **Advanced Qualifications:** My Executive MBA and proven history of achieving clean audits and monitoring visits while surpassing programmatic expectations directly meet the Board's need for high-level financial and strategic oversight.

I am fully committed to the success of the Early Learning Coalition and believe that my leadership will produce a strong return on your investment. I would like to finalize this stage and begin working on my onboarding plan. I look forward to hearing your thoughts.

Sincerely,

Al Henderson 850.791.1838 (mobile)

EARLY LEARNING COALITION OF ESCAMBIA COUNTY	
Type of Response	Date of Response
Coalition Courtesy Review Response	May 28, 2025; July 16, 2025; July 17, 2025
DEL Courtesy Review Response	Aug. 12, 2025
Coalition Corrective Action Plan	Sept. 9, 2025; Nov. 3, 2025
DEL Response to Corrective Action Plan	Dec. 2, 2025
Instructions for Corrective Action Plan due 30 days after report's publication – For a finding the coalition has not corrected since the review, the coalition should take corrective actions to comply with all applicable statutes, rules and recommendations.	

Background information

Scope of services –

During the review period, the coalition and its contractor, Digital Boardwalk, provided the following early learning services –

SR child eligibility determinations	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
VPK child eligibility determinations	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
VPK provider eligibility determinations	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
SR provider reimbursements	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
VPK provider reimbursements	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
CCR&R	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
Parent support	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
Health screening	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
Developmental screening	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
SR provider recruitment	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
VPK provider recruitment	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
SR provider training	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
VPK provider training	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
DEL statewide information system management	<input checked="" type="checkbox"/> Coalition	<input type="checkbox"/> Contractor
Information Systems Security	<input type="checkbox"/> Coalition	<input checked="" type="checkbox"/> Contractor

Coalition courtesy review response –

We have both one staff and a contractor. Both share Information Systems Security Duties.

DEL courtesy review response –

DEL will amend the report to state that the coalition also provides information systems security.

V. Coalition Governance

CG-A

- The coalition adheres to statutory and program requirements for board membership. (ss. 286.011 and 1002.83(2)-(12), Florida Statutes (F.S.); Rule(s) 6M-9.110 and 115, FAC; Article I, Section 24(b), Florida Constitution)

Finding(s) –

The coalition has two governor appointee positions that have been vacant since Dec. 18, 2018, and Oct. 15, 2021, respectively. DEL did not receive documentation that the coalition has made efforts to recruit applicants to fill these vacancies, and the Governor's Office of Appointments stated it has not received any applications.

From: [Law, Renee](#)
To: [Bruce Watson](#)
Cc: [Van Mansker](#); [Dawn Engel](#); [Williams, Reginal](#); [Sampson, LaToya](#); [Bull, William](#); [Miller, Cari](#); [Madry, Chaneka](#)
Subject: Escambia AS24-25.07 CAP DEL response and review closure (12-2-25)
Date: Tuesday, December 2, 2025 12:09:45 PM
Attachments: [image001.png](#)
[ELC of Escambia AS24-25.07 CAP DEL response \(12-2-25\).pdf](#)

Dear Mr. Watson:

The Division of Early Learning Program Integrity Unit, Accountability Section, confirms the successful final acceptance of all necessary corrective actions in response to the **ELC of Escambia County Accountability Report AS24-25.07**, published Aug. 11, 2025. The administrative record for the Accountability Review for the Early Learning Coalition of Escambia County was closed effective **Dec. 2, 2025**.

If you have any questions regarding this letter, the report, or close out process, please contact LaToya Sampson, accountability review supervisor, at LaToya.Sampson@del.fldoe.org or (850) 717-8615.

Sincerely,

Renée Law, Program Writer
Division of Early Learning
Department of Education
325 West Gaines Street
Tallahassee, FL 32399
Renee.Law@del.fldoe.org
850-717-8621

