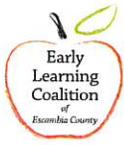


Executive Committee Meeting

March 9, 2026

Consent Agenda

- | | |
|-------------------------------------|---------------|
| 1. Agenda | CA 1 |
| 2. Public Announcements | CA 2-3 |
| 3. Minutes: January 22, 2026 | CA 4-6 |



Executive/Finance Committee Meeting

March 9, 2026, at 9:00 a.m.

Agenda

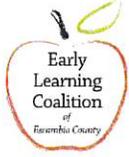
- I. Welcome and Introduction
 - a. Notification of the Executive/Finance Committee Meeting scheduled for March 9, 2026, was sent to the Pensacola News Journal and posted to the Coalition Public Calendar Board on March 2, 2026.
- II. Public Comments **(EA)**
- III. Consent Agenda **(EA)**
 - a. Approval of the Consent Agenda: Agenda, Minutes of January 22, 2026.
- IV. Coalition Status Reports: Financial Update, SR/VPK Status Report, and Contracting Summary **(D)**
- V. Committee Recommendations
None.
- VI. Old Business
 - a. Revised Employee Handbook **(D)**
- VII. New Business
 - a. Updated Fee Waiver Policy **(CR)**
 - b. Executive Director 60 Day Review **(D)**
 - c. Employment Law Retainer **(D)**
 - d. Retention of Legal Counsel **(D)**
 - e. Bruce Watson's Retirement Celebration – Update **(D)**
 - f. Executive Director's Update **(D)**
- VIII. Audits and Reviews In-Progress
 - a. FY 2024-2025 A-133 **(I)**
 - b. 2024-2025 Financial Review **(I)**
 - c. Desk Review **(I)**
- IX. Adjourn

**Next Meeting: April 23, 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: March 2, 2026

PUBLIC SERVICE ANNOUNCEMENT

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

Executive Committee Meeting will be held on Monday, 9th of March 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:
Al Henderson, Executive Director at (850) 607-7620 or askelc@elcescambia.org.

The meeting may be accessed by:

Join Zoom Meeting

<https://us02web.zoom.us/j/83910375165?pwd=xWY6A28AyWZxTLtXaR378712mIAMLc.1>

Meeting ID: 839 1037 5165

Passcode: 036347



Renee Maxwell

From: Renee Maxwell
Sent: Monday, March 2, 2026 7:49 AM
To: Pensacola News Journal (business@pnj.com)
Subject: Public Service Announcements March 2026

Good morning,

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

Executive Committee Meeting on Monday, March 9, 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/83910375165?pwd=xWY6A28AyWZxTLtXaR378712mIAMLc.1>

Meeting ID: 839 1037 5165
Passcode: 036347

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.



Early Learning Coalition of Escambia County

Executive/Finance Committee Meeting Minutes

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

Members Present

Tammy Hicks (Interim Chair)
Craig Jones

Roger Thompson

Mona Jackson

Members Absent

None

Staff

Dawn Engel
Melissa Jennings

Nina Daniels

Tom Porter

Public

Bruce Watson
"iPhone" on Zoom
"A" on Zoom

**Ms. Hicks asked for "iPhone and A" to identify themselves twice. After the second request, both parties immediately left the meeting.

I. Welcome and Introductions

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. The meeting was called to order by Ms. Hicks.

II. Public Comments

None.

III. Consent Agenda

Upon a motion made by Mr. Thompson and seconded by Mr. Jones, the Consent Agenda, consisting of the Agenda, Financial Reports for October 2025 through December 2025, Minutes of October 23, 2025, and Minutes of December 8, 2025, was approved without objection.

IV. Coalition Status Reports

a. Financial Update

Through September the Coalition spent \$9.4 million of the \$19.4 million SR grant which is 48.6% of the grant. SR Admin was 1.6%, Non-Direct Services was 14.8% and Quality was 8.5%. VPK Services was \$2.1 million of \$4.8 million which is 43.8%. VPK Admin spending was 2.2%.

b. Enrollment/Wait List Status Report



Early Learning Coalition of Escambia County

There are 2,305 children enrolled in the School Readiness Program of which 76 are SRMAT and 20 are SR Plus. 968 are school-age children. There are 90 children on the Wait List. There are 1,876 children approved for VPK for 2025/26 Program year. 1,457 children are currently enrolled.

c. Contracting and Fraud Summary Report

There are 85 SR providers and 67 VPK providers.

V. Committee Recommendations

None.

VI. Old Business

a. Twenty Years of VPK

The Coalition's VPK coordinator is looking to identify teachers who have been a part of VPK for the past 20 years and is coming up with ideas for a celebration for their time and hard work.

b. ED Search Update

The Executive Director Hiring Committee recommended Mr. Al Henderson for the ED position. An offer letter was sent to Mr. Henderson on January 15, 2026. Mr. Henderson did respond with a counteroffer.

VII. New Business

a. ED Offer - Counteroffer

Mr. Henderson submitted and counteroffer. Mr. Henderson is asking for a base salary range of \$120,000 - \$125,000. This salary range exceeds the \$90,000 - \$115,000 that is listed on the Coalition's Job Description.

This led to a discussion on a salary increase to offer Mr. Henderson. The EXCOM agreed to offer Mr. Henderson a final offer of \$95,000.

Ms. Hicks will send Mr. Henderson a Final Offer Letter offering Mr. Henderson \$95,000.

b. Revised Employee Handbook

Revisions have been made to the Coalition's Employee Handbook. These revisions were presented to the EXCOM for discussion. EXCOM has approved the recommendation to take the revised Employee Handbook to the Board for approval.

c. Coalition By-Laws Update

Discussions were had to revise the Coalition's By-Laws. The By-Laws require a better understanding of what is required by each ELC Board Member. Ms. Engel and Mr. Jones will collaborate to revise the current Coalition's By-Laws. The goal is to have a draft ready to present to the EXCOM in March.

d. HR Services



Early Learning Coalition of Escambia County

The Coalition is still on the search for an outside agency to handle HR services.

VIII. Audits and Reviews - In Progress

a. FY 2024-2025 A-133

The Coalition FY 2024-2025 A-133 audit is ongoing.

b. DEL Accountability Review 2024-2025

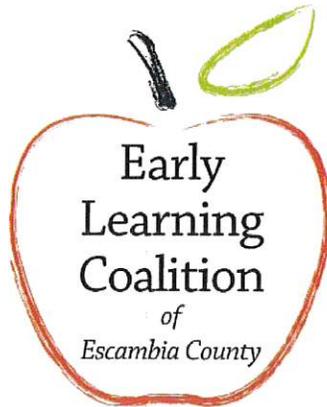
The email pertaining to the final acceptance of all necessary corrective actions was received from DEL on December 2, 2025.

c. DEL Fiscal Monitoring

The financial review is underway.

IX. Adjourn: The Meeting was adjourned at 10:32 a.m.

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

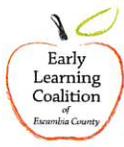


Executive Committee Meeting

March 9, 2026

Meeting Package

1. Agenda	1
2. Financial Update – January’s Dashboard	2
3. SR/VPK Status Report	3-7
4. Contract & Summary Report	8-9
5. Updated Fee Waiver Policy	10-12
6. Employment Law Retainer	13-15
7. Retention of Legal Counsel	16-35



Executive/Finance Committee Meeting

March 9, 2026, at 9:00 a.m.

Agenda

- I. Welcome and Introduction
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 - a. FY 2024-2025 A-133 **(I)**
 - b. 2024-2025 Financial Review **(I)**
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**Next Meeting: April 23, 2026, at 9:00 a.m. at the Early Learning Coalition
1720 West Fairfield Dr., Suite 100/400, Pensacola, FL 32501**

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SCAMBIA COUNTY EXECUTIVE SUMMARY

1.13.1

OBJECTS AND RESTRICTIONS

Direct Services Min: 78% 9,136,284 + 139,343 84.9%

10,930,602

Admin Max: 5%

191,295 + 10,930,602

1.750%

Admin/NonDirect/Quality Max: 22%

1,654,975 + 10,930,602

15.1%

Quality Min: 4%

946,027 + 10,930,602

8.7%

Match Max: \$186,786

83,666.65

Ir-for-Dollar Match:

83,666.65

Admin Max: 5%

54,959 + 2,576,060

2.133%

Plus Admin Max: 5%

3.6%

PROGRAM TOTALS

	Budget	Expenditure	Balance	% of Budget \$
SR Total	19,443,682	10,791,259	8,652,423	55.5%
SR Admin	356,107	191,295	164,811	53.7%
SR Non-Direct	934,280	517,653	416,627	55.4%
SR Quality	2,185,483	946,027	1,239,456	43.3%
SR Direct Services*	15,967,812	9,136,284	6,831,528	57.2%
Quality Performance	868,415	508,777	359,638	58.6%
QPI Shortfall	91,912	91,912		100.0%
SR Match	186,786	83,667	103,119	44.8%
Special Needs				0
Spec Needs Shortfall				0
Gold Seal	399,681	334,939	64,742	83.8%
SR Plus	73,628	29,477	44,151	40.0%
VPK Total	4,882,564	2,631,018	2,251,546	53.9%
VPK Admin	232,503	54,959	177,544	23.6%
VPK DS	4,650,061	2,576,060	2,074,001	55.4%
VPK PA	41,072	35,391	5,681	86.2%

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

0 MATCH SUMMARY

Type	Cash in EFSM	Cash not in EFSM	Total Cash	Public Funds	Private Funds
Direct Service	139,343.40	.00	139,343.40		
Indirect	.00	.00	0.00		
Non Direct	.00	.00	0.00		
Quality	.00	.00	0.00		

NOTES

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

ELC ESCAMBIA FY25/26 WAIT LIST PULL RESULTS SUMMARY

Pull Date	Applied Range	Family/Parent Data								Transition Data (Waiting for Provider) - Note 1								Child Data			
		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	18	1	2	0	0	0	1	0	0	1	69	32	46%
10.22.25	05/20/25-6/01/25	29	11	0	1	0	0	3	13	1	1	0	0	0	0	1	0	0	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	9										44	12	27%
11.25.25	07/14/25-07/27/25	19	12	0	0	0	0	0	7										37	15	41%
12.10.25	07/28/25-09/01/25	40	16	0	0	0	0	6	14	4	6	1	1	1	0	1	0	2	58	19	33%
12.16.25	09/02/25-12/14/25	125	44	0	0	0	0	21	59	1	2	0	1	0	1	0	0	0	222	92	41%
Wait List Pulls Greater Than 30 Days Less Than 60 Days																					
1.15.26	12/15/25-1/11/26	89	16	1	0	0	1	25	34	12	22	2	2	4	3	4	0	7	146	48	33%
1.21.26	1/12/26-1/18/26	36	5	0	0	0	0	8	18	5	9	1	1	2	1	2	1	1	70	36	51%
1.28.26	1/19/26-1/25/26	16	2	0	0	0	0	8	6										27	9	33%
Over 30 Response Totals		460	149	3	10	0	1	87	186	24	42	4	5	7	6	8	1	11	793	313	39%
Family Response Percentage		54%	32%	1%	2%	0%	0%	19%	40%	5%											
Wait List Pulls Less Than 30 Days																					
2.3.26	01/26/26-2/1/26	23	3	0	0	0	0	7	11	2	5	0	1	1	2	0	0	1	23	20	87%
2.10.26	2/2/26-2/8/26	42	8	1	0	0	0	21	9	3	6	1	2	1	1	0	0	1	68	11	16%
2.24.26	2/9/26-2/22/26	55	14	0	0	0	0	41	0										86	0	0%
Under 30 Response Totals		120	25	1	0	0	0	69	20	5	11	1	3	2	3	0	0	2	177	31	18%
Family Response Percentage		79%	21%	1%	0%	0%	0%	58%	17%	4%											
3/2/2026		Note 1: Transition data is not counted in Families or Child Data.																			

PS CHILDREN PENDING PROVIDER

DATE	COUNT										
12/08/25	85	12/29/25	89	01/12/26	73	01/26/26	68	02/09/26	71	02/23/26	83
12/15/25	87	01/05/26	84	01/20/26	69	02/02/26	73	02/17/26	84	03/02/26	77

ELC ESCAMBIA FY24/25 WAIT LIST PULL RESULTS SUMMARY - SRMT ONLY

Pull Date	Applied Range	Family/Parent Data								Transition Data (Waiting for Provider) - Note 1								Child Data			
		Families In Pull	No Purpose for Care	Over Income	Declined Services	No Provider Chosen	Elig Started Not Complete	No Response	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																					
02/06/25	03/04/24-04/07/24	3	0	0	1	0	0	1	0	1	1	0	0	0	0	1	0	0	4	0	0%
03/11/25	7/8/24-8/4/24	5	0	0	0	0	0	1	3	1	1	0	0	1	0	0	0	0	8	4	50%
04/15/25	09/16/24-10/27/24	15	0	0	0	0	2	8	2	3	3	1	0	2	0	0	0	0	18	3	17%
04/30/25	10/28/24-11/17/24	17	0	2	0	0	1	4	8	2	3	0	0	2	0	0	0	1	21	9	43%
05/14/25	11/25/24-5/4/25	63	0	0	3	0	14	18	24	4	5	0	2	0	0	1	1	1	85	31	36%
Wait List Pulls Greater Than 30 Days Less Than 60 Days																					
Over 30 Response Totals		103	0	2	4	0	17	32	37	11	13	1	2	5	0	2	1	2	136	47	35%
Family Response Percentage		53%	0%	2%	4%	0%	17%	31%	36%	11%											
Wait List Pulls Less Than 30 Days																					
Under 30 Response Totals		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Family Response Percentage		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!											
Report Date: 3/2/26		Note 1: Transition data is not counted in Families or Child Data.																			

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

Pull Date	Applied Range	Family/Parent Data								Transition Data (Waiting for Provider) - Note 1								Child Data			
		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%		
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	1								8	1	13%		
12.10.25	07/28/25-09/01/25	10	4	0	0	0	0	3	3								15	4	27%		
12.16.25	09/02/25-12/14/25	18	4	1	0	0	0	1	9	3	3	2	0	0	1	0	0	21	12	57%	
Wait List Pulls Greater Than 30 Days Less Than 60 Days																					
																			#DIV/0!		
Over 30 Response Totals		58	23	2	1	0	0	9	20	3	3	2	0	0	1	0	0	78	26	33%	
Family Response Percentage		60%	40%	3%	2%	0%	0%	16%	34%	5%											
Wait List Pulls Less Than 30 Days																					
																			#DIV/0!		
Under 30 Response Totals		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	
Family Response Percentage		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Report Date: 3/2/26		Note 1: Transition data is not counted in Families or Child Data.																			

Contract and Fraud Summary Report FY25-26

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	16	0	0	16
RFCCH	4	6	7	0	0	7
Licensed Center	56	52	56	0	0	56
Licensed Exempt Center	10	8	8	0	0	8
After School Only	0	0	0	0	0	0
Total Active SR Providers	84	80	87	0	0	87

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 & RFCCH)	2	3	4	0	4	
Licensed Center	5	3	5	0	5	
Licensed Exempt Center	0	3	0	0	0	
After School Only	0	0	0	0	0	
Total New SR Contracts	7	9	9	0	9	

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
RFCCH	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	

Contract and Fraud Summary Report FY25-26

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	7
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	\$157,350.43
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	\$2,633,928.47
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 Fee Waiver Policy and Procedure

Title: Fee Waiver Policy and Procedure

1.0 PURPOSE: This policy is required to insure ensure practices and policy application regarding fee waivers for parents, relatives, non-relatives, and foster parents who have At-Risk or Non-At-Risk children and are in compliance with related DEL, State, and Federal Regulations.

2.0 SCOPE: This policy applies to all eligible parents, relatives, non-relatives, and foster parents that have At-Risk or Non-At-Risk children in receiving temporary fee waivers.

3.0 DOCUMENTATION: For parents who have faced a hardship or have experienced an emergency, they must provide documentation of the emergency or hardship, including their current income, to show proof of hardship. For At-Risk relatives, non-relatives, and foster parents, the referral is proof the child is placed with an out-of-home guardian and also lists the biological parent's information (if available).

4.0 RESPONSIBILITY / AUTHORITY: The Eligibility Specialist is responsible for determining if the parent qualifies for a temporary Parental Fee Waiver. The Eligibility Specialist is responsible for determining if the parent, relative, non-relative, or foster parent qualifies for a temporary Out of Home Fee Waiver. The Eligibility Director is responsible for final approval of the fee waiver.

5.0 PROCEDURES:

For At Risk Parents:

For At-Risk Parents, if no Fee Waiver Form is provided, the standard parent co-payment will be assessed. If the parent is employed, they must submit income documentation, and the co-payment will be assessed based on that income. If the parent reports income but does not provide documentation, the parent co-payment will be assessed at 85% of the State Median Income (SMI). Once the parent submits the required income documentation, the co-payment will be adjusted accordingly, if applicable.

Parent has been identified as meeting the following criteria in receiving a temporary Fee Waiver

- a.) Parent(s) are in the hospital or residential treatment facility.
- b.) Parent(s) are unemployed.
- c.) Parent(s) are unable to work due to illness or incapacitation.
- d.) Death of a parent.
- e.) Parent(s) are homeless or living in a shelter.
- f.) Parent(s) are over-extended or a type of financial hardship
- g.) Parent(s) experienced an emergency (i.e. natural disaster, fire, etc.)

Once the Eligibility Specialist has determined if a parent meets any of the following criteria, he/she will complete the Request for Coalition Waiver form and include documentation of hardship, emergency, parent's total income etc.

Request for Coalition Waiver form and supporting documentation is submitted to Eligibility Director for final approval.

Once the fee waiver has been approved, the form and supporting documentation are uploaded to the client's EFSM file.

Eligibility specialist will contact the parent and provider via phone and email with new parental fee and time limit of this fee.

At end of the time-period, Eligibility Specialist will terminate the reduced parental fee and reassess the new parent fee and a new payment certificate will be issued to the parent and provider.

For At Risk Relatives/Non-Relatives/Foster Parents:

For At-Risk Relatives, Non-Relatives, and Foster Parents, only the child's income is counted when assessing the co-payment. If the Relative, Non-Relative, or Foster Parent reports the child income but does not submit the required documentation, the co-payment will be assessed at 85% of the State Median Income (SMI). Once the Relative, Non-Relative, or Foster Parent submits the income documentation, the co-payment will be adjusted accordingly, if applicable.

Relatives, non-relatives, and foster parents are eligible for a waived parental fee if the parent meets any of the following criteria:

- a.) Parent(s) are incarcerated.
- b.) Parent(s) are in the hospital or residential treatment facility.
- c.) Parent(s) are unemployed.
- d.) Parent(s) are unable to work due to illness or incapacitation.
- e.) Death of a parent.
- f.) Parent(s) are homeless or living in a shelter.
- g.) Parent(s) are over-extended or type of financial hardship
- h.) Parent(s) experienced an emergency (i.e. natural disaster, fire, etc.)
- i.) Whereabouts of parent(s) are unknown.
- j.) Parental rights have been terminated (TPR).

For Non At Risk Parents:

Parents are eligible for a waived parental fee if the parent meets any of the following criteria:

- a.) Parent(s) who are experiencing financial hardship such as loss of employment
- b.) Parent(s) who experienced emergency (such as natural inability natural disaster, fire etc.)
- c.) Parent(s) have not entered the gradual phase out period and parent fee cannot be increased.
- d.) Homeless shelter/living arrangements.
- e.) The parent participation in a parenting class or in an Early Head Start Program or Head Start Program.

The Eligibility Director will give final approval for At-Risk and Non At Risk parents, guardians, and relatives. If the fee waiver request is denied, the Eligibility Director will enter the reason on the appropriate fee waiver form and in case notes in the EFSM parent file.

If the Fee Waiver has been approved, the Eligibility Specialist will enter the reduced or waived fee into EFSM in the Eligibility Assignment Screen.

The Eligibility Specialist will upload the approved fee waiver to the parents file in EFSM.

The Eligibility Specialist will enter case notes in the client EFSM file.

References

Rule 6M-4.400, Florida Administrative Code (F.A.C.) – Required Parent Co-payment
Section 1002.84(9), Florida Statutes – School Readiness Program Accountability

<u>Revision Date</u>	<u>Change Description</u>
<u>02/13/2025</u>	Added to the ELC School Readiness Eligibility Policy & Procedure Manual
02/20/2025	Updated & added policy for at-risk families that do not have income documentation and References

TO: Board of Directors, Early Learning Coalition of Escambia County

FROM: Al Henderson, Executive Director

DATE: March 9, 2026

RE: RECOMMENDATION FOR EMPLOYMENT LAW RETAINER PROGRAM: THE KRIZNER GROUP

I. PURPOSE

The purpose of this recommendation is to formalize the engagement of The Krizner Group, an employment law boutique, to provide a proactive human resources (HR) compliance and legal support program. This partnership transitions the Early Learning Coalition (ELC) from a reactive to a preventive posture, ensuring staff are supported and the organization remains protected.

II. ORGANIZATIONAL IMPACT: INVESTING IN THE WORKFORCE

Beyond technical compliance, this recommendation focuses on the health and culture of the workforce. Staff are the primary assets in serving the children and families of Escambia County. Effective leadership requires:

- **Empowerment through Training:** This program provides interactive supervisory training that gives managers the tools to lead with confidence in areas such as interviewing, evaluating, and managing staff.
- **A Culture of Fair Treatment:** Regular training on protected class status and harassment prevention ensures a workplace built on mutual respect and professional safety.
- **Support for Leadership:** Direct access to an employer hotline for unlimited advice ensures that personnel decisions are fair, legally sound, and consistent with organizational values.

III. PROPOSAL OVERVIEW & SCOPE

The Krizner Group currently supports several other Florida ELCs, including Flagler & Volusia, Lake, Alachua, and Florida's Gateway. The "Flat Fee" program for the ELC of Escambia County includes:

- **Annual HR & Compliance Audit:** A deep-dive review of personnel files, payroll records, handbooks, and policies to identify strengths and areas for growth.
- **Comprehensive Reporting:** A privileged report providing tangible recommendations to reach best risk management practices.
- **Unlimited Employer Hotline:** Real-time access to legal advice for routine and emergency issues, including leave questions, separation strategies, and disability or pregnancy accommodations.
- **Critical Updates:** Immediate newsletter blasts to keep leadership informed of state or federal law changes that impact operations.

IV. FISCAL IMPACT

The Krizner Group has proposed a flat-fee rate of \$6,800 per year, billed in two installments of \$3,400 every six months.

- **Predictable Budgeting:** This cost covers unlimited communication and routine correspondence.
- **Cost Avoidance:** The program represents a significant cost-saving over traditional "billable hour" legal models and serves as a safeguard against the high costs of avoidable personnel litigation.

V. RECOMMENDATION

MOTION: That the Board of Directors authorize the Executive Director to execute the Employment Law Retainer agreement with The Krizner Group as presented.

THE KRIZNER GROUP

— AN EMPLOYMENT LAW BOUTIQUE —

1550 VILLAGE SQUARE BOULEVARD, SUITE 3, TALLAHASSEE, FLORIDA 32309
BKRIZNER@THEKRIZNERGROUP.COM ■ (850) 386-3747 ■ WWW.THEKRIZNERGROUP.COM

February 12, 2026

Via Electronic Mail Correspondence ahenderson@elcescambia.org

Al Henderson
Executive Director
Early Learning Coalition of Escambia County
1720 W. Fairfield Dr. Suite 100/400
Pensacola, FL 32501

Re: Employment Law Services

Dear Al:

We are excited about the possibility of working with you and the Early Learning Coalition of Escambia County. As promised, we are writing to provide you with a proposal for our employment law retainer program that we provide to hundreds of clients on a regional and national basis such as ELC of Flagler & Volusia Counties, ELC of Lake County, ELC of Alachua County, ELC of Lake County, and the ELC Florida's Gateway. The following paragraphs detail the proactive employment law retainer program. Our flat fee employment law concept consists of four key components: interactive supervisory training on key employment laws impacting your workplace; a complete annual audit of the human resource and employment law compliance functions, complete with a privileged and comprehensive report with recommendations; newsletter blasts alerting to you of any critical changes that impact your Organization; and, perhaps most importantly, unlimited advice through our employer hotline, a service that allows you to contact us regarding any compliance based issue when it arises.

The annual compliance audit considers the Organization's current practices against the scrutiny of state and federal employment laws. The auditor will review current and terminated personnel files, immigration paperwork, payroll records and timecards, evaluative tools, pay plans, existing handbooks and policies, and similar onsite paperwork to identify areas of strength and areas in need of improvement. After reviewing relevant paperwork, the auditor will work over the course of the following month to create a comprehensive report that provides the Organization with a detailed summary of compliance issues under such laws as the Fair Labor Standards Act, the Family Medical Leave Act, the Americans with Disabilities Act, the Lily Ledbetter Fair Pay Act, the Age in Discrimination Employment Act, the Genetic Information Nondiscrimination Act,

and the Immigration and Nationality Act, as well as a host of state and local regulations. Such report provides a brief synopsis of each law considered, sets forth the Organization's compliance within such area, and then provides easy to follow and highly tangible recommendations to reach best risk management practice.

The employment law seminars provide unparalleled insight into the constantly changing landscape of today's complex and ever changing laws. The supervisory training component ensures that managers will be provided with all of the necessary tools to better manage life cycle functions such as interviewing, correcting, evaluating, managing, and even terminating their employees. The sessions explore the importance of protected class status and the perils associated with claims of discrimination, retaliation, harassment, and other lawsuits that result from daily leadership decisions. The program attempts to engage participants by inviting open discussion and group solution processes. After the seminar ends, all participants are required to sign a form acknowledging they have received such training. These acknowledgment forms should then be placed in the employees' personnel files to demonstrate compliance with current federal law mandating such regular and in depth training for anyone in a leadership role.

The employer hotline permits select senior administrators and human resource professionals to electronically contact us at any time to receive legal advice regarding any employment related issues. By obtaining preventative legal advice, employers are then able to take the proper steps to avoid unnecessary lawsuits and to place themselves in the best legal position in the event such suits are filed. Examples of routine problems include allegations of inappropriate behavior by employees, sexual and other harassment incidents, issues associated with employee leave, separation strategies, corrective action and evaluation review, reorganization opportunities, disability and pregnancy accommodations, and questions regarding the Fair Labor Standards Act. The retainer covers routine correspondence, electronic mail exchange, telephone conferences for emergency-based issues, and all other methods of communication addressing the above issue between our office and the Organization.

We can offer these services to your Organization at a rate of \$6,800, billed at \$3,400 every six months. Such service renews annually unless you provide us with ninety days' written notice prior to the anniversary date of your retainer. Thank you again for your inquiry and we look forward to the possibility of establishing a relationship with you.

Best Regards,

William T. Krizner

William T. Krizner
For the Firm

Terms Accepted On Behalf Of
Early Learning Coalition of Escambia County

Date

TO: Board of Directors, Early Learning Coalition of Escambia County

FROM: Al Henderson, Executive Director

DATE: March 9, 2026

RE: RECOMMENDATION FOR RETENTION OF GENERAL COUNSEL; TG LAW PLLC

I. PURPOSE

The purpose of this recommendation is to engage TG Law PLLC to serve as General Counsel for the Early Learning Coalition of Escambia County (ELCEC). This partnership ensures the Coalition has dedicated legal representation for governance, litigation, and statutory compliance.

II. ORGANIZATIONAL IMPACT: EXPERTISE IN PUBLIC GOVERNANCE

Retaining counsel with specialized experience in Florida's public sector is critical for protecting the Coalition's interests. The TG Law team brings extensive qualifications:

- **Sector-Specific Experience:** The firm currently serves as General Counsel for seven other Florida Early Learning Coalitions, including Osceola, Polk, Lake, Nature Coast, Pasco/Hernando, Emerald Coast, and Marion Counties.
- **Certified Local Government Expertise:** The team includes a Board Certified Specialist in City, County, and Local Government Law and an "AV Preeminent" rated attorney with over 30 years of local government experience.
- **Public Leadership Background:** Members of the firm have served as City Managers and Executive Directors of public agencies, providing a unique understanding of the operational challenges the Coalition faces.

III. SCOPE OF SERVICES

As General Counsel, TG Law PLLC will provide comprehensive legal support, including:

- **Meeting Attendance & Advisory:** Attending regular and special board meetings and providing on-call communication for the Board and Staff regarding legal matters.
- **Governance & Contract Review:** Preparing and reviewing all governance documents, policies, procedures, and personnel matters.
- **Compliance Training:** Providing mandatory training for the Board and Staff on the Florida Sunshine Law, parliamentary procedures, and ethics.
- **Litigation & Hearings:** Representing the Coalition in general litigation, administrative hearings, and judicial proceedings.
- **Special Investigations:** Performing internal investigations as requested by the Coalition.

IV. FISCAL IMPACT

The engagement is structured as a fee-for-service agreement with the following terms:

- **Hourly Rates:** \$250.00 per hour for attorney services and \$98.00 per hour for paralegal services.
- **Annual Adjustment:** The fee structure increases by 3% annually.
- **Travel Reimbursement:** Travel time is compensated at one-half the hourly rate, with mileage reimbursed at the prevailing Florida rate.
- **Contract Term:** In accordance with the Grant Agreement with the Division of Early Learning (DEL), the term is one year and is renewable at the Coalition's election.
- **Termination:** Either party may terminate the agreement with 30 days' written notice.

V. RECOMMENDATION

MOTION: That the Board of Directors authorize the Executive Director to execute the Engagement Letter with **TG Law PLLC** for General Counsel services effective February 25, 2026.

TG LAW ATTORNEYS THAT WILL PROVIDE SERVICES TO THE EARLY LEARNING COALITION OF ESCAMBIA COUNTY

Gemma Torcivia, Esq. – Managing Partner (Florida Bar Number 1009366)



Gemma Torcivia is the founding member and managing partner of TG Law. She currently serves as the City Attorney for the City of Deltona, the Town Attorney for the Town of Ocean Breeze, the Town Attorney for Juno Beach, the County Attorney for Okeechobee County, CRA Attorney for the Belle Glade Community Redevelopment Agency (CRA), Outside Counsel for the City of Belle Glade, and General Counsel for the Early Learning Coalition of Osceola County, the Early Learning Coalition of Polk County, the Early Learning Coalition

of Lake County, the Early Learning Coalition of the Nature Coast, the Early Learning Coalition of Pasco and Hernando, the Early Learning Coalition of the Emerald Coast, and the Early Learning Coalition of Marion County. In addition, Gemma serves as a Special Magistrate for Martin County, the City of Stuart and the Town of Lake Park.

Gemma boasts substantial government-focused experience working in both law and administration for Florida municipalities and is the former Executive Director of the Homestead Community Redevelopment Agency (CRA). Her understanding of the important and complicated work that local governments perform makes her an outstanding asset to multiple public-sector clients. She has extensive experience in civil litigation and, prior to founding TG Law, served as a defense attorney for a law firm that represented a number of municipalities and special districts in litigation including Town of Palm Beach, Town of Jupiter, Town of Ocean Ridge, the City of Boynton Beach, the City of Delray Beach, Pal-Mar Water Control District, and Hobe-St. Lucie Conservancy District.

A Florida native, Gemma attended the University of Florida in Gainesville, Florida for undergraduate studies. She went on to receive a Master of Business Administration (MBA) and Juris Doctor (JD) from Florida International University in Miami, Florida.

Gemma also worked in economic development and community redevelopment for the City of Homestead and the Homestead Community Redevelopment Agency (CRA) and provided direct support to startup companies and small businesses for almost ten years. While working in government, Gemma was involved in the development of over \$200 million of construction projects, and in a \$65 million public private partnership for a transit-oriented development. Gemma has negotiated multi-million dollar deals and helped small business access capital, grow, and relocate.

Gemma's professional background in business, economic development and education has provided her with a wide array of experience that will ensure that the Town's needs are met by someone with real world and business experience as well as substantial experience in municipal

law. Gemma is devoted to public service and has served for many years as a volunteer Guardian ad Litem. She is active as the Vice Chair of the Florida Bar's Advertising Committee and a member of the Governmental and Public Policy Advocacy Committee, the Palm Beach County Bar, the Palm Beach County chapter of Florida Association of Women Lawyers (FAWL) and the Craig S. Barnard American Inn of Court.

Gemma Torcivia

515 N. Flagler Drive, Suite 350, West Palm Beach, Florida 33401 * (561) 602-6222 * gtorcivia@tgjustice.com

EXPERIENCE

TG Law, PLLC, West Palm Beach, Florida

2020-present

Founder/Managing Partner

- Founder and managing partner of a civil practice firm emphasizing local government law, business and corporate matters, land use, employment law, community redevelopment agencies, administrative law and legislative issues.
- Litigation in Federal and State Trial Courts and before administrative agencies.
- Representative 2025 government and non-profit clients: Okeechobee County, City of Deltona, City of Belle Glade, Town of Ocean Breeze, Town of Juno Beach, Belle Glade Community Redevelopment Agency, Early Learning Coalition of Osceola County, Early Learning Coalition of Polk County, Early Learning Coalition of Lake County, Early Learning Coalition of the Nature Coast, Early Learning Coalition of Pasco and Hernando, Early Learning Coalition of the Emerald Coast, and Early Learning Coalition of Marion County.

City of Delray Beach, Delray Beach, Florida

2020

Economic Development Director

- Direct the City's economic development response to COVID-19 and provide resources and support for area businesses during COVID-19 closure, Phase 1 and Phase 2 re-openings.
- Serve as a member of the Executive Leadership Team and provide critical guidance for emergency management operations.

Roberts, Reynolds, Bedard & Tuzzio, West Palm Beach, Florida

2018-2020

Associate Attorney

- Provided vigorous defense for a variety of insurers in personal injury, first party property, governmental liability, eminent domain and construction defect cases.
- Represented a variety of governments in civil litigation including City of Boynton Beach, City of Delray Beach, Town of Palm Beach, Town of Jupiter, Pal-Mar Water Control District, and Hobe-St. Lucie Conservancy District.
- Prepared and managed insurance defense cases proceeding to trial, including developing and guiding case plans, drafting pleadings, managing discovery, conducting and defending depositions of fact and expert witnesses, attending hearings and participating in settlement negotiations.

Legal Aid Society of Palm Beach County, West Palm Beach, Florida

2018

Law Clerk and Staff Attorney

- Served as the Delray Beach Courthouse based member of the Injunction Initiation team of the Domestic Violence Project and provided injunction assistance for victims of domestic violence.

Homestead Community Redevelopment Agency (CRA), Homestead, Florida

2016-2018

Executive Director

- Directed the Homestead CRA, managed five employees and a \$2.5 million annual budget.
- Managed contract negotiations and project plans for over \$75 million of capital projects.
- Negotiated a \$60 million public private partnership to develop a multi-modal transit development, including working with bond counsel on a \$30 million taxable municipal bond.
- Planned, drafted, and managed contracts for professional services including legal services, accounting services, HUD, grants management, New Market Tax Credits, landscaping and architecture services.
- Project manager for New Market Tax Credits, including securing funding and developing contracts.

- Negotiated with property owners and worked with City Attorney for property acquisition for public projects, including working on eminent domains, closings, and implement federal takings requirements.

City of Homestead, Homestead, Florida

2011-2016

Economic Development Manager

- Designed the City's five-year economic development plan and built political will and community support for implementation.
- Served as a team member on \$55 million of capital projects that were completed on time and on budget.
- Drafted and presented agenda items, resolutions and ordinances for planning and zoning board meetings, historic preservation meetings and City Council meetings.

Charter School Management, Florida

2010-2012

Independent Consultant

- Provided management consulting and turnaround expertise for charter schools in need of turnaround support with an emphasis on regaining stakeholder confidence.
- Designed and implemented innovative strategies to address identified liabilities and implemented cost-cutting strategies.

Rise Schools, Florida City, FL

2006-2010

Executive Director

- Led a college-preparatory charter school.
- Led real estate negotiations for three capital improvement projects and managed all land use issues related to the projects, including rezoning, project financing, and build out.
- Oversaw all day-to-day operations of a school with a \$2.4 million budget and managed forty staff members.

Teach For America, Miami, Florida

2004-2006

High School Teacher

- Led special education students at Miami Central to an average of two years of reading growth.

EDUCATION

Florida International University College of Law, Juris Doctor December 2016

Florida International University College of Business, Masters of Business Administration April 2012

University of Florida, Bachelors of Arts August 2004

ADMITTED

Florida Bar

United States District Courts for the Southern, Middle and Northern Districts of Florida

Supreme Court of the United States

COMMUNITY

Alumni, Wm. Reece Smith Jr. Leadership Academy, Class IX, Florida Bar

Chair of Advertising Committee, Florida Bar

Member of Governmental and Public Policy Advocacy Committee, Florida Bar

Member, PBC Chapter, Florida Association for Women Lawyers (FAWL)

Member and former Treasurer of the Craig S. Barnard American Inn of Court

Member and former Chair of the Solo and Small Firm Committee, Palm Beach County Bar Association

Board Member, Palm Beach County Human Rights Council



Jennifer D. Cockcroft, Esq., B.C.S. is a Board Certified Specialist in City, County, and Local Government Law. Jennifer is a specialized local government lawyer, with a career meticulously built around local government. She has served as in-house or outside counsel for numerous Florida municipalities over the course of her career.

Her career trajectory demonstrates an unwavering commitment to Florida municipal law. Prior to joining TG Law, she served as the City Attorney for the City of Sebastian, where she served as the sole in-house counsel for the City. She was the lead Deputy City Attorney for the City of Palm Bay from 2019 to 2022, acting as an assistant department head and representing the city council and various boards, including the planning/zoning board.

Prior to that, Jennifer spent a decade as an Assistant City Attorney for the City of Kissimmee from 2004 to 2014, where she provided legal representation to nearly every city department, from planning and zoning to the police and fire departments. At Stenstrom, McIntosh, Colbert & Whigham, P.A., she represented multiple cities, including Sanford, Oviedo, Webster, Daytona Beach Shores and Mount Dora, as their City Attorney.

Jennifer has deep, certified expertise in the practice of Florida local government law. Her career has been dedicated to public service, along with developing her knowledge of construction law, land use and zoning matters during private practice with Lyons Rezanka, LLC in Melbourne, along with Block & Scarpa, out of Vero Beach from 2022-2023.

Jennifer held a Florida real estate associate license from 2015-2019. She has been a member of the Florida Municipal Attorneys' Association and the Florida Association of Police Attorneys since 2004.

Jennifer is an Orlando native. She is married and lives in Kissimmee with her husband and two sons. She is an active community volunteer and has served on multiple not for profit boards, including the Friends of Kissimmee Parks, the Osceola High School Touchdown Club, Saint Cloud Youth Football (Pop Warner), and In Bounds (Warriors Football), Inc.

JENNIFER D. COCKCROFT, ESQ., B.C.S.

Email: jcockcroft@brighthouse.com Cell: (321) 624-6109

LEGAL EXPERIENCE

TG Law PLLC; Attorney

2025-present

- Practice focuses on local government law, land use and zoning, environmental issues and water law, and human resources law
- Civil litigation practice in Florida state court.
- Representative 2025 government and non-profit clients of the firm: City of Deltona, Okeechobee County, Town of Juno Beach, City of Belle Glade, Belle Glade Community Redevelopment Agency, Town of Ocean Breeze, Early Learning Coalition of Osceola County, Early Learning Coalition of Polk County, Early Learning Coalition of Lake County, Early Learning Coalition of the Nature Coast, Early Learning Coalition of Pasco and Hernando, Early Learning Coalition of the Emerald Coast, and Early Learning Coalition of Marion County.

City of Sebastian, Florida; City Attorney

2023 to 2025

- In-house legal representation for a local municipal government.
- Day to day primary legal representation for City Council and all City departments.
- Serve as board counsel to City Council and all citizen advisory boards, providing legal advice on agenda matters prior to and during meetings as well as parliamentary procedure guidance and conducting quasi-judicial hearings and code enforcement hearings.
- Conduct legal research, draft, review, and issue legal opinions on various documents and correspondence including but not limited to contracts, leases, development agreements, easements, municipal ordinances and resolutions, policies, procedures, liens, title opinions, plats, and agenda items.
- Provided legal guidance on labor matters as needed, including collective bargaining matters and personnel investigations.
- Coordinate outside legal counsel on litigation matters.

Lacey Lyons Rezanka, LLC, (Melbourne, FL) Senior Associate

2022 - 2023

- Real estate land use and zoning representation for private clients on various property issues, including entitlement research, property acquisitions, variances, easements, and property disputes.
- Preparation of variety of documents for submittals to local jurisdictions including development agreements, annexation agreements/applications, zoning map amendments and textual amendments.
- Legal research and analysis on property development matters.

Block & Scarpa, PA., (Vero Beach, FL) Associate Counsel

2022

- Municipal representation for Town of Indian River Shores as City Attorney.

- Contract counsel for City of Melbourne and City of Vero Beach, providing counsel on variety of municipal issues as needed.
- Real estate land use and development representation for private clients on property issues, including entitlement research, property acquisitions, variances, easements, and property disputes.

City of Palm Bay, Florida; Deputy City Attorney

2019-2022

- In-house legal representation for a local municipal government.
- Day to day primary legal representation for all assigned City departments and others as needed.
- Serve as board counsel to citizen advisory boards and City Council, as assigned, providing legal advice on agenda matters prior to and during meetings as well as parliamentary procedure guidance and conducting quasi-judicial hearings.
- Conduct legal research, draft, review, and issue legal opinions on various documents and correspondence including but not limited to contracts, development agreements, bonds, leases, easements, deeds, municipal ordinances, municipal resolutions, policies, procedures, liens, title opinions, land plats, and agenda items.
- Provided legal guidance on labor matters as needed, including conducting personnel investigations to conclusion.

Stenstrom, McIntosh, Colbert & Whigham, P.A.; Of Counsel

2016-2019

- Outside counsel legal representation of local municipal governments.
- Represented in the following capacities: City Attorney for Sanford, Oviedo, Daytona Beach Shores, Mount Dora and Webster, conflict counsel for City of Deland, backup Special Magistrate for Seminole County and Oviedo, and City of Kissimmee Code Enforcement Board attorney.
- Handled day to day city legal needs as well as litigation of foreclosures, forfeitures, nuisance abatement and quiet title actions.
- Served as board counsel to citizen advisory boards and city council/commissions, provided legal advice on agenda matters prior to and during meetings as well as parliamentary procedure guidance and conducted quasi-judicial hearings.
- Legal research, draft, review, and issue legal opinions on various documents and correspondence including but not limited to contracts, development agreements, bonds, leases, easements, deeds, municipal ordinances, municipal resolutions, policies, procedures, liens, title opinions, land plats, and agenda items.

City of Kissimmee, Florida; Assistant City Attorney

2004-2014

- In-house legal representation of local municipal government.
- Served as board counsel to all citizen advisory boards and City Commission, providing legal advice on agenda matters prior to and during meetings as well as parliamentary procedure guidance and conducting quasi-judicial hearings, code enforcement hearings.
- Legal research, drafting, review and opinions on various legal documents and correspondence including but not limited to contracts, bonds, leases, easements, deeds, municipal ordinances, municipal resolutions, policies, procedures, RFP's/RFQ's,

releases/indemnifications, land development agreements, liens, title opinions, MOU's, land plats, JPA's.

- Conducted personnel and police internal affairs investigations to conclusion.

EDUCATION

University of Florida College of Law, Gainesville, FL

1997

Juris Doctor, Cum Laude

University of Central Florida, Orlando, FL

1994

Bachelor of Arts in Legal Studies, Cum Laude

CERTIFICATIONS

Board Certified Specialist, City, County and Local Government Law

Zackery Good, Esq. – Partner (Florida Bar Number 1031414)

Zackery Good is an experienced government professional and lawyer that understand the ever-changing landscape of local government law. Before becoming an attorney, he served as an Assistant City Manager for the City of Homestead, Florida, and oversaw the City’s police department, public works department, electric utility, development services department and Community Redevelopment Agency.



Mr. Good boasts a significant understanding of the challenging and important work local governments and special districts must undertake every day. His daily work involves complex local government problems like land use and zoning, procurement and contracts, utilities, bond referendums and non-ad valorem assessments.

This substantial experience informs Mr. Good’s perspective as a lawyer, allowing him to keep in mind the many challenges and opposing forces local government professionals must balance.

EXPERIENCE

TG LAW PLLC, West Palm Beach, Florida 2023–Present
Counsel

- Practice focuses on local government law, land use and zoning, environmental issues and water law, and human resources law
- Civil litigation practice in Florida state court.
- Representative 2025 government and non-profit clients of the firm: City of Deltona, Okeechobee County, City of Belle Glade, Belle Glade Community Redevelopment Agency, Town of Ocean Breeze, Town of Juno Beach, Early Learning Coalition of Osceola County, Early Learning Coalition of Polk County, Early Learning Coalition of Lake County, Early Learning Coalition of the Nature Coast, Early Learning Coalition of Pasco and Hernando, Early Learning Coalition of the Emerald Coast, and Early Learning Coalition of Marion County.

CITY OF HOMESTEAD, FLORIDA, Homestead, Florida October 2014–2024
Assistant City Manager October 2021–2024

- Oversees the City’s departments of Public Works, Parks & Recreation, Public Information, Economic Development, and the Community Redevelopment Agency
- Leads the City’s construction team, which involves implementing projects, developing funding plans, and other financing

Assistant to the City Manager December 2019–October 2021

- Project Managed multiple high-profile construction projects

- Coordinated legislative priorities and managed lobbyist relations
- Oversaw the City's Communications & Marketing across all channels

Public Information Officer

September 2016–November 2019

- Drafted City communications, updated social media accounts, performed public outreach, performed crisis communications, and organized City events
- Created communication strategies with other City departments to carry out special projects

Public Information Coordinator

October 2014–August 2016

- Drafted City communications, updated social media accounts, and performed public outreach
- Created communication strategies with other City departments to carry out special projects

VIRGINIA CONSERVATION NETWORK, Richmond, Virginia January 2014–March 2014

Climate and Energy Organizing Fellow

- Lobbied on Virginia state legislation, testified at committee meetings, and tracked legislative bills
- Organized and participated in engagement efforts

OCEANA, Miami, Florida

January 2013–December 2013

Policy Intern

- Produced community and outreach planning reports, photo petitions, and articles for local media
- Performed community outreach by lobbying local politicians, meeting with organizations, and recruiting volunteers

EDUCATION

Florida International University College of Law, Miami, Florida

Juris Doctor, May 2020

University of Miami, Coral Gables, Florida

Master of Professional Studies in Marine Conservation, 2013

Stony Brook University, Stony Brook, New York

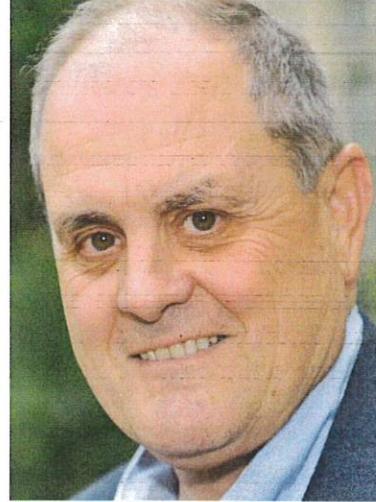
Bachelor of Science in Marine Sciences, 2011

ADMISSIONS

Florida Bar

Paul Nicoletti – Of Counsel (Florida Bar Number 366269)

Paul Nicoletti is a decorated veteran, former JAG officer, experienced government administrator and experienced city attorney. Mr. Nicoletti is individually rated “AV Preeminent” by Martindale-Hubbell (highest category) and has been Board Certified by The Florida Bar in City, County and Local Government Law from the inception of the designation in 1996. He specializes in administrative, corporate, local governmental, and land use law including representation of individuals and corporations.



In addition to serving as part-time magistrate for five jurisdictions, Mr. Nicoletti also currently provides legal services in the areas of local government law, commercial and residential real estate, business transactions, wills, trusts and probate, and administrative trials.

Paul has an extensive record working with local governments, having worked directly for nearly twenty municipalities across the nation over his career, serving in Florida as special magistrate, city attorney, city manager, general counsel, and legal consultant for the governments of Indiantown, Jupiter, Jupiter Island, Lake Park, Loxahatchee Council of Governments, Loxahatchee Groves, Martin County, North Palm Beach, Ocean Breeze, Ocean Ridge, Palm Springs, South Palm Beach, Stuart, and West Palm Beach.

In addition to his admissions to the Florida and District of Columbia Bars, Mr. Nicoletti has been admitted to the bar for the United States District Court for the Southern District of Florida, the United States Court of Appeals for the Eleventh Judicial Circuit, and the United States Supreme Court, among others.

Mr. Nicoletti also served for nearly 33 years in the United States Army (active and reserve). He retired as a colonel and was awarded the Legion of Merit. He was a part of the Judge Advocate General’s Corps during his service; among his roles was Chief of Administrative Law at Fort Stewart (GA) during Operations Desert Shield and Desert Storm.

Mr. Nicoletti graduated from LaSalle University in Philadelphia, Pennsylvania with a Bachelor of Arts in Political Science. He would later earn a Master of Public Administration from Florida Atlantic University in Boca Raton, Florida. He continued on to receive his Juris Doctor, graduating in the top 20% of his class, at Nova Southeastern University in Fort Lauderdale, Florida.

Paul Nicoletti is devoted to his wife, children, and grandchildren and he is committed to public service in the community. Among his many other volunteer posts, Paul has served in leadership positions for his local Boy Scout councils and on the Board of Directors and as President of the Mental Health Association of Palm Beach County, Mental Health Associations in Florida, as well as on the Board of the National Mental Health Association. He has served as Member and President of the Guild of Catholic Lawyers of Palm Beach Diocese, as Eucharist Minister and Lector, and as Order of St. John Commander Knight of Grace.

PAUL J. NICOLETTI
1445 SE Lark Boulevard
Stuart, Florida 34996 - 2609
Tel. 772-260-3276 (cell)
Tel. 772-600-5581 (office) Email: pnicoletti@comcast.net

PROFESSIONAL EXPERIENCE

PAUL J. NICOLETTI
Attorney at Law
1445 SE Lark Boulevard
Stuart, Florida 34996-2609

August, 2017 to Present

Sole Practitioner. Individually rated "AV Pre-Eminent" by Martindale-Hubbell (highest category); and Board Certified by The Florida Bar in City, County and Local Government Law from the inception of the designation in 1996; now practicing part-time, specializing in administrative, corporate, local governmental and land use law including representation of individuals and corporations; serving as a part-time magistrate for five jurisdictions, and providing legal services in the areas of local government law, commercial and residential real estate, business transactions, wills, trusts and probate, and administrative trials.

CITY OF STUART, FLORIDA
121 SW Flagler Avenue
Stuart, Florida 34994

September, 2005 to July, 2017

Interim City Attorney. April 1, 2023 to October 9, 2023.

City Manager. May 28, 2011 to July 7, 2017. Appointed by the City Commission and responsible for all operational activities of the City government including control and direction of 350 employees and a \$45 million combined budget; directly supervised 11 department heads and senior staff members. Responsible for the preparation of the Annual Budget for the City; enforced all city codes and laws; and performed other duties according to the City Charter, and City Commission direction.

Interim City Manager. April 1, 2006 to September 1, 2006.

City Attorney. September 1, 2005 to May 28, 2011. Responsible to the City Commission for all legal activities of the City government. Drafted all ordinances and resolutions; prepared or reviewed all contracts; conducted or supervised all litigation; give legal opinions to Commission and staff members; prosecute code enforcement and county court violations; and supervised legal office staff.

MOYLE FLANIGAN KATZ
RAYMOND & SHEEHAN, P.A.
West Palm Beach, Florida

December, 2003 to August, 2005

Shareholder. Individually rated "AV Pre-Eminent" by Martindale-Hubbell (highest category) within a law firm with 20 attorneys, specializing in administrative, corporate, governmental and land use law including general representation of individuals, corporations, municipalities and other governmental entities; commercial & residential real estate, business transactions, wills, trusts and probate, and administrative trial practice.

PAUL J. NICOLETTI, P.A.
and as NICOLETTI BLOCK DUFFY PONCY
KOHN & EDWARDS, P.A.
West Palm Beach, Florida

June 1991 to December, 2003

Sole Shareholder. Martindale-Hubbell "AV" rated law firm of up to six (6) attorneys, specializing in administrative, corporate, governmental and land use law including general representation of individuals, corporations, municipalities and other governmental entities; commercial & residential real estate, business transactions, wills, trusts and probate, and administrative trial practice.

UNITED STATES ARMY (ACTIVE DUTY)
Fort Stewart, Georgia

August 1990 to May 1991

Chief, Administrative Law. Commanded operations of a six (6) attorney Administrative Law office in support of Operations Desert Shield and Desert Storm, including governmental contracting, employment practices, and environmental law; served as chief administrative legal counsel for the Post Senior Commander at Fort Stewart, Georgia, and the senior staff.

SCHNEIDER, SULLIVAN AND NICOLETTI, P.A.
and SULLIVAN AND NICOLETTI, P.A.
West Palm Beach, Florida

November 1986 to August 1990

Shareholder. Administrative, corporate and governmental law practice, including representation of several municipalities and other governmental agencies; commercial & residential real estate, banking, probate, commercial and trial practice.

GIBSON & ADAMS, P.A.
West Palm Beach, Florida

April 1984 to November 1986

Associate. Administrative and governmental law practice, including representation of several municipalities and other governmental agencies; real estate, banking, commercial and trial practice.

EASLEY, MASSA & WILLITS, P.A.
West Palm Beach, Florida

March 1983 to March 1984

Associate. General trial practice, including construction, commercial, personal injury and probate litigation; plus general real estate, probate and commercial practice.

VILLAGE OF NORTH PALM BEACH
North Palm Beach, Florida.

December 1975 to August 1980

Village Manager. Chief Administrative Officer; responsible for directing all activities of the municipal government including planning, budgeting, staffing, operations and administrative policy for 200 employees and \$3.5 million annual budget, which included a country club, building and zoning, public works, and a unified public safety department.

CITY OF WEST PALM BEACH
West Palm Beach, Florida.

March 1973 to December 1975

Assistant City Manager. Assisted City Manager in daily operations; conducted research; liaison with Planning, Building and Zoning, Engineering, Public Works and Finance Departments; recommended and carried out operational and planning policy; reviewed, analyzed and proposed departmental budgets, and was **Acting City Manager** during an extended medical absence of the City Manager.

CITY OF BOWIE
Bowie, Maryland

August, 1970 to September, 1972

Administrative Assistant. Assisted City Manager in daily operations; conducted research, and helped prepare two annual budgets; wrote the original Animal Control Ordinance.

DEPARTMENT OF COMMUNITY AFFAIRS
State of New Jersey

April, 1969 to August, 1970

Community Affairs Officer. Conducted studies for local governments regarding human resources allocations, special needs, and management topics.

WHITEMARSH TOWNSHIP
Lafayette Hill, Pennsylvania

November, 1967 to April, 1969

Administrative Assistant. Assisted Township Manager for 30 hours per week in grant writing and funding; worked with department heads to refine procedures, while attending college.

EDUCATION

NOVA SOUTHEASTERN UNIVERSITY
Fort Lauderdale, Florida

1980-1983

- **Juris Doctor;** Graduated top 20% of class

FLORIDA ATLANTIC UNIVERSITY
Boca Raton, Florida

1972-1975

- **Master of Public Administration;** Graduate Teaching Assistant with 3.9 GPA

La SALLE UNIVERSITY
Philadelphia, Pennsylvania

1964-1969

- **Bachelor of Arts** in Political Science (Minor in Theology)

MILITARY

United States Army Reserve
Colonel, Judge Advocate General's Corps

January 1970 to September 2002
(Retired 1 Sep 2002)

Enlisted in the New Jersey National Guard in January, 1970 **as a Private;** transferred to the Army Reserve in Riverdale, MD, and received a Direct Commission in **August, 1972 as a Second Lieutenant.** Relocated to West Palm Beach, and was assigned to the 3220th US Army Garrison. In 1990-1991, called to Active Duty at Fort Stewart, Georgia for **Operation Desert Shield/Desert Storm;** returned to West Palm Beach in June, 1991 and became the Deputy Staff Judge Advocate for the reconstituted 3220th USA Garrison Support Unit. In 1993, promoted to Lieutenant Colonel, and became the Staff Judge Advocate in 1995. In 1999, promoted to **Colonel,** and assigned to **El Salvador** in Central America as the Staff Judge Advocate of **Joint Task Force New Hope** providing humanitarian relief following Hurricane Mitch. Later in 1999, I was selected as **Commander, 174th Legal Support Organization** with Legal Teams in Ft. Myers, Jacksonville, Miami, Orlando, St. Petersburg, and Tallahassee, Florida, and San Juan, Puerto Rico. In September, 2002, retired with nearly 33 years of service, and awarded the **Legion of Merit** medal.

SIGNIFICANT MEMBERSHIPS, ACTIVITIES AND BAR ADMISSIONS

Attorneys Title Insurance Fund - Agent Member #7765 (Not Active)	1984-2011
Boy Scouts of America, Gulf Stream Council - Executive Committee	1985-92
- District Commissioner, Tradewinds District	1988-90
District of Columbia Bar #418545 (Active, in good standing)	Admission date: 1989
Florida City-County Management Association	1973-1980
- Full Member	2011-2017
- Emeritus (Life) Member	2017-Present
Federal Court Bars	Admission dates:
- United States District Court, Southern District of Florida	1983
- United States Army Court of Military Review	1985
- United States Court of Appeals for the Armed Forces	1989
- United States Court of Appeals, Eleventh Judicial Circuit	1985
- United States Supreme Court	1989
The Florida Bar #366269	Admission date: 1983
(Active, in good standing)	
- Board Certified in City, County & Local Government Law	1996-Present
- Member, Local Government Law Section	1983-Present
- Member, Real Property, Probate and Trust Law Section	1983-2006
- Member, Local Government Law Certification Committee	2009-2014
- Chair, Local Government Law Certification Committee	2012-2013
First American Title Insurance Company - Title Insurance Agent #FL073-2099A (Not Active)	2003-06
Guild of Catholic Lawyers of Palm Beach Diocese - President	1989-1990
- Member	1985-2007
Other Religious Activities: - Eucharistic Minister and Lector	1979-Present
- Order of St. John, Commander Knight of Grace	2001-Present
Inns of Court - The Justice Major B. Harding American Inns of Court	2006-2021
International City Management Association - Affiliate Member	1967-75
- Full Member	1975-80 & 2011-12
Leadership Palm Beach County - Class of 2000	1999-06
Mariner Sands Country Club Board of Governors -Member & Secretary	2007-10

Martin County Bar Association

- Member	2005-Present
Mental Health Associations in Florida, Inc.	
- President	1992-93
- Board of Directors	1991-92
Mental Health Association of Palm Beach County	
- President	1991-93
- Board of Directors	1987-97
- Presented the Annual "Golden Bell" Award	1993 & 1994
National Mental Health Association	
- National Board Member	1994-97
Palm Beach County Solid Waste Authority	
- Citizens Advisory Board Member	1979-83
Palm Beach County-City Management Association	
- President	1977-78
- Vice President	1976-77

PERSONAL

Married to **Paula P. Nicoletti**, a Florida licensed Physical Therapist; two sons, **Peter A. Nicoletti**, Managing Director of a financial investment firm in Palm Beach; and **Andrew M. Nicoletti**, a Deputy Sheriff (Sergeant) and Pilot with Palm Beach County Sheriff's Office, and a Major, U.S. Air Force Reserve, and all together have five (5) grandchildren.

GOVERNMENTAL CLIENTS

City of Stuart – Special Magistrate	2018-Present
Loxahatchee Council of Governments - General Counsel	1990-2000
Martin County – Special Magistrate	2004-Present
Town of Jupiter – Special Magistrate	2004-Present
Town of Jupiter Island – Special Magistrate	2023-Present
Town of Lake Park - Special Magistrate	2001-2005 & 2021
Town of Loxahatchee Groves – Special Magistrate	2016-2020
Town of Ocean Breeze – Legal Consultant	2024-Present
Town of Ocean Ridge – Town Attorney	1984-1999
Town of South Palm Beach - Town Attorney	1990-2005
Village of Indiantown – Village Attorney	2018
Village of Indiantown – Special Magistrate	2019-Present
Village of Palm Springs - Village Attorney	1994-2005

ENGAGEMENT LETTER WITH TG LAW PLLC

THIS ENGAGEMENT LETTER, is made and entered into this 25th day of February, 2026 by and between the EARLY LEARNING COALITION OF ESCAMBIA COUNTY, 1720 West Fairfield Drive, Suite 400, Pensacola, FL 32501 (hereinafter "COALITION"), and the TG LAW PLLC, a Florida Professional Limited Liability Company, 515 N. Flagler Drive, Suite 350, West Palm Beach, Florida 33401 (hereinafter "FIRM").

WHEREAS, the COALITION has decided to utilize the service of the FIRM to provide legal services to the COALITION and the FIRM agrees to serve in such capacity.

NOW THEREFORE, the parties, intending to be legally bound, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the COALITION and the FIRM hereby agree as follows:

1. The FIRM hereby agrees to serve as Attorney for the COALITION and to provide legal representation on all matters relating to the COALITION. The responsibilities and duties of the FIRM include:

- A. If requested by COALITION, attend all meeting of the COALITION (regular and special);
- B. Attend other meetings as requested or deemed appropriate by the COALITION;
- C. To be available on call, at reasonable times, to communicate with the Board of Directors of the COALITION, the Chief Executive Officer and COALITION Staff regarding legal matters;
- D. To prepare and/or review all governance documents, referenda, contracts, agreements, policies, procedures, personnel matters and COALITION agenda items;
- E. To provide appropriate training to COALITION Staff and the Board of Directors, as needed, pertaining to legal issues such as Sunshine Law, parliamentary procedures, ethics, etc.;

- F. To give legal opinions and interpretations as requested;
- G. To undertake representation of the COALITION in matters of general litigation;
- H. To represent the COALITION at administrative and judicial hearings, depositions, mediations, and settlement conferences;
- I. To recommend, coordinate and oversee the retention of outside legal counsel; when appropriate;
- J. When requested by the COALITION, perform investigations;
- K. Attend other meetings and legal services as requested by the COALITION; and,
- L. Defend the COALITION in lawsuits which are not defended by legal services provided by the COALITION'S insurers.

3. The parties agree that the FIRM shall be compensated at the rate of \$250.00 an hour for services rendered by attorneys of the FIRM, and \$98.00 an hour for the services of paralegals of the FIRM. The FIRM's fee shall be increased by three percent (3%) annually. Mileage will be charged at the prevailing Florida rate for actual mileage. For all travel time related to the COALITION, travel time shall be calculated to/from the COALITION offices to the location of the starting point or destination, and the FIRM shall be compensated at a rate of one-half (1/2) of the FIRM's hourly rate (an example, would be if the COALITION requests the Firm represent the COALITION at a hearing in Tallahassee, Florida, the travel time would be calculated from the COALITION offices to the location of the destination in Tallahassee, Florida).

4. The parties agree that the COALITION shall reimburse the FIRM for any reasonable and ordinary expenses and costs incurred during the course of providing legal services. The expenses and costs include, but are not limited to, out-of-pocket expenses for filing fees, recording, court reporters, photocopies, postage, research charges, mileage (at the FL rate), long distance phone calls, and other usual and customary expenses. The cost for copies is \$0.25 a page and the current postage rate will be utilized for postage expenses. Current FL rate: \$0.445.

5. The FIRM shall submit itemized invoices for services rendered on a regular basis with payment to be made by the COALITION within thirty (30) days of submission of the invoice.

6. This document contains all of the terms and conditions of this Agreement and shall only be subject to modification upon mutual agreement, in writing, of the parties to the Agreement.

7. Either the COALITION or the FIRM may terminate this agreement after providing thirty (30) days' written notice to the other party.

8. In accordance with the COALITION'S Grant Agreement with the Division of Early Learning (DEL), this Agreement is for a term of one (1) year, and can be renewed at the election of the COALITION.

EARLY LEARNING COALITION OF ESCAMBA COUNTY **TG LAW PLLC**



By: _____

By: Gemma Torcivia

Date: _____

Date: February 25, 2026