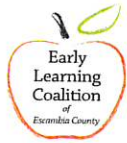


# **Executive Committee Meeting**

## **April 30, 2026**

### **Consent Agenda**

- |                                    |                 |
|------------------------------------|-----------------|
| <b>1. Agenda</b>                   | <b>CA 1-2</b>   |
| <b>2. Public Announcements</b>     | <b>CA 3-4</b>   |
| <b>3. Minutes: March 9, 2026</b>   | <b>CA 5-8</b>   |
| <b>4. Financials January 2026</b>  | <b>CA 9-13</b>  |
| <b>5. Financials February 2026</b> | <b>CA 14-18</b> |



## Executive/Finance Committee Meeting

April 30, 2026, at 9:00 a.m.

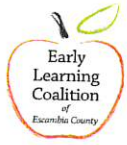
### Agenda

- I. Welcome and Introduction
  - a. Notification of the Executive/Finance Committee Meeting scheduled for April 30, 2026, was sent to the Pensacola News Journal and posted to the Coalition Public Calendar Board on April 8, 2026.
- II. Public Comments **(EA)**
- III. Consent Agenda **(EA)**
  - a. Approval of the Consent Agenda: Agenda, Financials for January and February 2026 and Minutes of March 9, 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 - Update **(D)**
  - b. Employment Law Retainer – Update **(CR)**
  - c. Retention of Legal Counsel - Update **(CR)**
- VII. New Business
  - a. Provider Termination – My Little Blessings **(D)**
  - b. Provider Termination – Little Hand and Feet **(D)**
  - c. Nonparticipating Board Members **(D)**
  - d. New Board Member – Ruthie Noel **(CR)**
  - e. New Board Member – Ashley Colon **(CR)**
  - f. New Board Member – Deirdre Patton **(CR)**
  - g. Private Provider Representative – Ashley Colon **(CR)**
  - h. Faith Based Provider Representative – Deirdre Patton **(CR)**
  - i. ELCEC Use of Restricted Funds Policy & Procedures **(CR)**
  - j. Revised Developmental Screening Policy **(CR)**
  - k. Revised SR Program Assessment Policy **(CR)**
  - l. Revised Eligibility Manual **(CR)**
  - m. Revised Eligibility Priority Template **(CR)**
  - n. Revised Anti-Fraud Plan **(CR)**
  - o. Revised Fee Waiver Policy **(CR)**
  - p. TORSCH Single Source Procurement **(I)**
  - q. Community Outreach Vehicle Insurance **(I)**

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.*

CAI



## Executive/Finance Committee Meeting

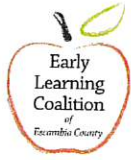
- r. Property and General Liability Insurance **(I)**
- VIII. Audits and Reviews In-Progress
  - a. FY 2024-2025 A-133 Final Report Completed**(I)**
  - b. 2024-2025 Financial Review Draft **(I)**
  - c. Desk Review **(I)**
- IX. Adjourn

**Next Meeting: June 25, 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.*

CAJ



## **Early Learning Coalition of Escambia County**

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

DATE: April 8, 2026

PUBLIC SERVICE ANNOUNCEMENT

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

### **Executive Committee Meeting will be held on Thursday, 30th of April 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](http://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](mailto:askelc@elcescambia.org).

The meeting may be accessed by:

Join Zoom Meeting

<https://us02web.zoom.us/j/83120327206?pwd=whncbGJX4JXiO6bTYvG4A6tRUcMAb0.1>

Meeting ID: 831 2032 7206

Passcode: 319018



**Renee Maxwell**

---

**From:** Renee Maxwell  
**Sent:** Wednesday, April 8, 2026 3:43 PM  
**To:** business@pnj.com  
**Subject:** Public Service Announcement April 2026

Good afternoon,

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

**Executive Committee Meeting on Thursday, April 30, 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/83120327206?pwd=whncbGJX4JXiO6bTYvG4A6tRUcMAb0.1>

Meeting ID: 831 2032 7206

Passcode: 319018

Thank you.

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

[rmaxwell@elcescambia.org](mailto:rmaxwell@elcescambia.org) [www.elcescambia.org](http://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**

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

**Members Present**

Tammy Hicks (Interim Chair)

Mona Jackson

Craig Jones

**Members Absent**

None

**Staff**

Dawn Engel

Nina Daniels

Tom Porter

Melissa Jennings

Al Henderson

**Public**

Gemma Torcivia

**I. Welcome and Introductions**

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

**II. Public Comments**

None.

**III. Consent Agenda**

Upon a motion made by Mr. Jones and seconded by Ms. Jackson, the Consent Agenda, consisting of the Agenda and Minutes of January 22, 2026, was approved without objection.

**IV. Coalition Status Reports**

a. Financial Update

Through January, the Coalition spent \$10.7 million of the \$19.4 million SR grant, which is 55.5% of the grant. SR Admin was 1.75%, Non-Direct Services was 15.1% and Quality was 8.7%. VPK Services was \$2.6 million of \$4.8 million which is 53.9%. VPK Admin spending was 2.1%.

b. Enrollment/Wait List Status Report

There are 2,401 children enrolled in the School Readiness Program of which 69 are SRMAT and 16 are SR Plus. 952 are school-age children. There are 87 children on the Wait List.

There are 1,885 children approved for VPK for 2025/26 Program year. 1,436 children are currently enrolled.

c. Contracting and Fraud Summary Report



## Early Learning Coalition of Escambia County

There are 87 SR providers and 67 VPK providers.

### V. Committee Recommendations

None.

### VI. Old Business

#### a. Revised Employee Handbook

The handbook was brought to the Board for approval but the motion to approve was tabled. The Board wanted the handbook to have a legal review. Ms. Engel stated that DEL writes the policies that Coalitions follow and DEL also reviews the Coalition's Handbook. Ms. Engel also stated that in the time that she has been with the Coalition, a legal review has never been required. Mr. Henderson requested to hold off a little while longer, so he may have enough time to review the handbook.

Upon a motion made by Mr. Jones and seconded by Ms. Jackson, it was approved without objection to delay the approval of the handbook until Mr. Henderson has time to review the handbook.

### VII. New Business

#### a. Updated Fee Waiver Policy

DEL requires an update to the Fee Waiver Policy for Co-Pays for Protective Services families. DEL has 3 Co-Pay options to choose from.

1. Implement the highest parent fee of 85%. Once documentation has been provided, adjust the parent fee accordingly.
2. Set a Common Co-Payment amount.
3. Set the Co-Payment to zero due to no documentation being provided.

The Coalition chose to implement the first option. The revision was made to the Fee Waiver Policy reflecting the Co-Payment change.

Upon a motion made by Mr. Jones and seconded by Ms. Jackson, the updated Fee Waiver Policy was approved without objection to take to the Board for ratification.

#### b. Executive Director 60 Day Review

Discussions pertaining to Mr. Henderson's 60 Day review were had. The letter for permanent employment needs to be given to Mr. Henderson, so his employee benefits can be started. Ms. Jackson made the motion for the Chair to sign the letter offering permanent employment and to take it to the board. Mr. Jones seconded the motion. There were no objections to this motion.

#### c. Retention of Legal Counsel

Gemma Torcivia from TG Law PLLC was present to discuss services that TC Law could offer the Coalition. TG Law currently represents 8 Early Learning Coalitions in Florida.

Mr. Torcivia discussed the following services TC Law could offer:

1. They would be available to attend any meetings as needed.



## Early Learning Coalition of Escambia County

2. They would be available to communicate with the Board of Directors of the Coalition, the Executive Director of the Coalition and the Coalition staff regarding legal matters.
3. They can prepare and review all governance documents, contract agreements, policies, procedures, personnel matters and Coalition agenda items.
4. They can provide appropriate training for Coalition staff and Board of Directors as needed pertaining to legal issues, such as Sunshine Laws, etc.

The cost to the Coalition would be \$250/hr. for services rendered by attorneys of the Firm and \$98/hr. for services of paralegals of the firm.

The Agreement can be terminated after providing a 30-day written notice.

Upon a motion made by Ms. Jackson and seconded by Mr. Craig, it was approved without objection to sign the Engagement Letter with TC Law PLLC.

### d. Retention of HR Legal Counsel

Mr. Henderson has been in contact with Krizner Group in regards to HR employment law retainer programs.

Mr. Henderson stated that Krizner Group can provide the following services:

1. Krizner group can provide annual HR and Compliance Audit.
2. Krizner Group provides comprehensive reporting.
3. Krizner Group has an Unlimited Employer Hotline where real-time access to legal advice for routine and emergency issues can be found.

Krizner Group has a proposed flat-fee rate of \$6800.00/yr. bill for two installments of \$3400.00 every six months.

Mr. Jones recommends a year of service with the Krizner Group. This recommendation was seconded by Ms. Jackson. The motion passed unanimously.

### e. Bruce Watson's Retirement Celebration – Update

Discussions were had pertaining to Mr. Watson's retirement celebration. Ms. Engel quoted the text she received from Mr. Watson: "While I appreciate the offer, the time you had to do this has come and gone. I will not attend anything this long after my departure date."

### f. Executive Director's Update

- During Mr. Henderson's first 30 days, he held "Listen and Learn" sessions with individual departments and their staff. In the next 30 days, Mr. Henderson plans to send staff an anonymous survey. The goal is to provide a platform where everyone's voice will be heard.
- The Coalition is looking for ways to get individuals interested in being on the ELC Board. A Facebook post was made to let the public know the Coalition is looking for more members.
- It's time again to recruit for the Provider Representative board position and the Faith-Based Provider Representative position. Ms. Engel has sent emails to the provider to recruit candidates.



Early Learning Coalition of Escambia County

- The number of children pulled from the waiting list has increased. This will help reduce the amount of money that will be returned to the State. The Coalition is working on ways to utilize the funding before the deob must be done.
- Mr. Henderson is hosting a Panhandle Collaboration with neighboring Coalitions on March 24<sup>th</sup>.

**VIII. Audits and Reviews - In Progress**

- a. FY 2024-2025 A-133

The Coalition FY 2024-2025 A-133 audit is being conducted by CRI.

- b. 2024-2025 Financial Review

The Financial Review is ongoing.

- c. Desk Review

The Desk Review should begin around the middle of March.

**IX. Adjourn: The Meeting was adjourned at 10:33 a.m.**

**Next Meeting: April 30, 2026, at 9:00 a.m. at the Early Learning Coalition Office, 1720 West Fairfield Dr., Suite 100/400, Pensacola, Florida 32501**

**Statement of Financial Position**  
**EARLY LEARNING COALITION OF ESCAMBIA COUNTY**  
As of Jan 31, 2026

	Total
<b>Assets</b>	
Current Assets	
Bank Accounts	
1114 Renasant Bank - CHECKING	2,111,536.28
1115 PETTY CASH	100.00
<b>Total for Bank Accounts</b>	<b>\$2,111,636.28</b>
Accounts Receivable	
1102 Grants Receivable	1,768,873.95
<b>Total for 1100 *Accounts Receivable</b>	<b>\$1,768,873.95</b>
<b>Total for Accounts Receivable</b>	<b>\$1,768,873.95</b>
Other Current Assets	
1151 PREPAID	
1152 PREPAID -POSTAGE	1,179.32
<b>Total for 1151 PREPAID</b>	<b>\$1,179.32</b>
1153 Other Current Assets	0.00
1197 Accrued Revenue	0.00
1210 Due From Others-Providers	0.00
<b>Total for 1153 Other Current Assets</b>	<b>\$0.00</b>
1200 DEPOSITS	8,850.00
<b>Total for Other Current Assets</b>	<b>\$10,029.32</b>
<b>Total for Current Assets</b>	<b>\$3,890,539.55</b>
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
<b>Total for 1349 ACCUMULATED DEPRECIATION 1349</b>	<b>-\$218,949.73</b>
<b>Total for Fixed Assets</b>	<b>\$0.00</b>
Other Assets	
1370 Right of Use Asset	602,861.00
1371 ROU Asset Accumulated Amortization	-385,482.49
<b>Total for 1370 Right of Use Asset</b>	<b>\$217,378.51</b>
<b>Total for Other Assets</b>	<b>\$217,378.51</b>
<b>Total for Assets</b>	<b>\$4,107,918.06</b>
<b>Liabilities and Equity</b>	
Liabilities	
Current Liabilities	
Accounts Payable	

CA9

2120 ACCOUNTS PAYABLE	92,175.71
21201 Accounts Payable (A/P)	1,594,095.04
<b>Total for 2120 ACCOUNTS PAYABLE</b>	<b>\$1,686,270.75</b>
2150 GARNISHMENTS PAYABLE	0.00
2151 401K Loans Payable	0.00
<b>Total for Accounts Payable</b>	<b>\$1,686,270.75</b>
Credit Cards	
1143 Credit Card - WW	0.00
1146 2787 - WW - THE FIRST CC	715.09
11461 2787 - WW - THE FIRST CC	0.00
11462 2787 - DE - THE FIRST CC	0.00
<b>Total for 1146 2787 - WW - THE FIRST CC</b>	<b>\$715.09</b>
<b>Total for Credit Cards</b>	<b>\$715.09</b>
Other Current Liabilities	
2124 Garnishments	-590.45
2199-wa Due to Service Providers	0.00
2210 Payroll wages and tax to pay	
2211 Payroll tax to pay	0.00
29981 Accrued Payroll	67,596.73
2998-wa Accrued Payroll Liability	0.00
<b>Total for 2210 Payroll wages and tax to pay</b>	<b>\$67,596.73</b>
2220 BENEFITS PAYABLE - VIS & DENT	
22202 Vision & Dental Employee Contribution hold	0.00
<b>Total for 2220 BENEFITS PAYABLE - VIS &amp; DENT</b>	<b>\$0.00</b>
2225 BENEFITS PAYABLE - 401K	
22251 401K Employee Contribution hold	0.00
<b>Total for 2225 BENEFITS PAYABLE - 401K</b>	<b>\$0.00</b>
2230 BENEFITS PAYABLE - HEALTH INS	
22303 Health Insurance Employee Contribution hold	0.00
<b>Total for 2230 BENEFITS PAYABLE - HEALTH INS</b>	<b>\$0.00</b>
2250 Interest-Due to State of FL	1,327.47
23000 Prior Year Adjustments to Receipts	0.00
23001 PE 6 30 23 Adjustment	0.00
<b>Total for 23000 Prior Year Adjustments to Receipts</b>	<b>\$0.00</b>
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
<b>Total for 2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD</b>	<b>\$0.00</b>
2410 ADVANCES FROM OEL	0.00

CA-10

24101 Advances Form OEL - SR	1,400,000.00
24102 Advances from OEL - VPK	400,000.00
24103 Advances from OEL - CRRSA	0.00
24104 Advances from OEL - ARPA	0.00
<b>Total for 2410 ADVANCES FROM OEL</b>	<b>\$1,800,000.00</b>
2420 Deferred Revenue	0.00
2500 ST Lease Liability ROU Asset	139,528.41
2600 FIRE INSURANCE CLAIM SUSPENSE	95,224.17
<b>Total for Other Current Liabilities</b>	<b>\$2,103,161.33</b>
<b>Total for Current Liabilities</b>	<b>\$3,790,147.17</b>
Long-term Liabilities	
2650 LT Lease Liability ROU Asset	84,254.31
<b>Total for Long-term Liabilities</b>	<b>\$84,254.31</b>
<b>Total for Liabilities</b>	<b>\$3,874,401.48</b>
Equity	
2700 OPENING EQUITY	0.00
2701 FY 0708 OPENING EQUITY ITEMS (deleted)	0.00
<b>Total for 2700 OPENING EQUITY</b>	<b>\$0.00</b>
2705 UNRESTRICTED - NET ASSETS	0.00
3000 Opening balance equity	0.00
3200 Unrestricted Net Assets	128,770.94
Retained Earnings	102,994.02
Net Income	1,751.62
<b>Total for Equity</b>	<b>\$233,516.58</b>
<b>Total for Liabilities and Equity</b>	<b>\$4,107,918.06</b>

Accrual Basis Monday, April 13, 2026 07:54 AM GMT-05:00

CA 11

# Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY

January 2026

	Total
<b>Revenue</b>	
3300 REVENUES - STATE FUNDING	
33001 REVENUES - STATE FUNDING SR	1,432,043.62
33002 REVENUES - STATE FUNDING VPK	497,017.84
<b>Total for 3300 REVENUES - STATE FUNDING</b>	<b>\$1,929,061.46</b>
3405 REVENUES - LOCAL MATCH CHILDREN'S TRUST	19,906.26
<b>Total for Revenue</b>	<b>\$1,948,967.72</b>
<b>Cost of Goods Sold</b>	
4000 (6501) DIRECT PROVIDER PAYMENTS	
4001 (6501) SR Provider Payments	1,210,800.93
4002 (6501) VPK Provider Payments	482,479.81
4003 (6501) SR PLUS Provider	4,224.97
<b>Total for 4000 (6501) DIRECT PROVIDER PAYMENTS</b>	<b>\$1,697,505.71</b>
<b>Total for Cost of Goods Sold</b>	<b>\$1,697,505.71</b>
<b>Gross Profit</b>	<b>\$251,462.01</b>
<b>Expenditures</b>	
41111 Payroll expenses	
4110 (5001) SALARIES	160,114.89
4111 Payroll Fees	2,258.00
4120 (5005) EMPLOYER TAX & WORKMEN'S COMP	13,218.27
4210 (5020) BENEFITS - RETIREMENT	0.00
4212 (5020) Payroll Expenditures	529.78
4213 401K Match	2,741.66
<b>Total for 41111 Payroll expenses</b>	<b>\$178,862.60</b>
4150 (5007) STAFF RECRUIT / SCREENING, ETC.	123.49
4220 (5010) INSURANCE - VISION & DENTAL	\$1,846.31
4221 Dental & Vision EE Portion	0.00
<b>Total for 4220 (5010) INSURANCE - VISION &amp; DENTAL</b>	<b>\$1,846.31</b>
4230 (5010) BENEFITS - HEALTH INSURANCE	\$36,755.87
4231 (5011) Health Insurance - EE Portion	0.00
<b>Total for 4230 (5010) BENEFITS - HEALTH INSURANCE</b>	<b>\$36,755.87</b>
4240 (5030) BENEFITS - LIFE INSURANCE	
4241 Voluntary Insurance	0.00
<b>Total for 4240 (5030) BENEFITS - LIFE INSURANCE</b>	<b>\$0.00</b>
4251 Insurance-STD-100% ER	1,067.20
4271 Basic Term Life-100% ER	241.17

# Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY

January 2026

	Total
4315 (6030) PROF. & TECH. SERV. - REPAIRS & MAINT	4,715.03
4340 (7510) TRAVEL - LOCAL	320.21
4355 (7001) DOCUMENT STORAGE	140.32
4360 (7001) RENT	11,885.53
4370 (7201) COMMUNICATIONS, PHONE & INTERNE	2,167.00
4375 (7051) POSTAGE	266.94
4450 (7420) NON-EMP TRAINING	83.18
4510 (7151) OFFICE SUPPLIES	176.42
4520 (7401/7405) PROGRAM SUPPLIES	2,906.34
4525 (7410) OUTREACH ACTIVITIES & MATERIALS	8,958.21
4550 (7620) DUES, FEES & SUBSCRIPTIONS	491.60
4645 (7302) REPAIRS & MAINTENANCE - EQUIP	983.69
5200 5200 Employee Appreciation	168.95
7900 Individuals Restitution	-711.00
<b>Total for Expenditures</b>	<b>\$251,449.06</b>
<b>Net Operating Revenue</b>	<b>\$12.95</b>
<b>Net Other Revenue</b>	
<b>Net Revenue</b>	<b>\$12.95</b>

**Statement of Financial Position**  
**EARLY LEARNING COALITION OF ESCAMBIA COUNTY**  
As of Feb 28, 2026

	Total
<b>Assets</b>	
Current Assets	
Bank Accounts	
1114 Renasant Bank - CHECKING	1,914,881.75
1115 PETTY CASH	100.00
<b>Total for Bank Accounts</b>	<b>\$1,914,981.75</b>
Accounts Receivable	
1102 Grants Receivable	1,662,613.09
<b>Total for 1100 *Accounts Receivable</b>	<b>\$1,662,613.09</b>
<b>Total for Accounts Receivable</b>	
	<b>\$1,662,613.09</b>
Other Current Assets	
1151 PREPAID	
1152 PREPAID -POSTAGE	962.44
<b>Total for 1151 PREPAID</b>	<b>\$962.44</b>
1153 Other Current Assets	
1197 Accrued Revenue	0.00
1210 Due From Others-Providers	0.00
<b>Total for 1153 Other Current Assets</b>	<b>\$0.00</b>
1200 DEPOSITS	
	8,850.00
<b>Total for Other Current Assets</b>	<b>\$9,812.44</b>
<b>Total for Current Assets</b>	
	<b>\$3,587,407.28</b>
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
<b>Total for 1349 ACCUMULATED DEPRECIATION 1349</b>	<b>-\$218,949.73</b>
<b>Total for Fixed Assets</b>	
	<b>\$0.00</b>
Other Assets	
1370 Right of Use Asset	602,861.00
1371 ROU Asset Accumulated Amortization	-385,482.49
<b>Total for 1370 Right of Use Asset</b>	<b>\$217,378.51</b>
<b>Total for Other Assets</b>	
	<b>\$217,378.51</b>
<b>Total for Assets</b>	
	<b>\$3,804,785.79</b>
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	

CA 14

2120 ACCOUNTS PAYABLE	92,175.71
21201 Accounts Payable (A/P)	1,489,138.50
<b>Total for 2120 ACCOUNTS PAYABLE</b>	<b>\$1,581,314.21</b>
2150 GARNISHMENTS PAYABLE	0.00
2151 401K Loans Payable	0.00
<b>Total for Accounts Payable</b>	<b>\$1,581,314.21</b>
Credit Cards	
1143 Credit Card - WW	0.00
1146 2787 - WW - THE FIRST CC	6,292.59
11461 2787 - WW - THE FIRST CC	0.00
11462 2787 - DE - THE FIRST CC	0.00
<b>Total for 1146 2787 - WW - THE FIRST CC</b>	<b>\$6,292.59</b>
<b>Total for Credit Cards</b>	<b>\$6,292.59</b>
Other Current Liabilities	
2124 Garnishments	-390.45
2199-wa Due to Service Providers	0.00
2210 Payroll wages and tax to pay	
2211 Payroll tax to pay	0.00
29981 Accrued Payroll	67,596.73
2998-wa Accrued Payroll Liability	0.00
<b>Total for 2210 Payroll wages and tax to pay</b>	<b>\$67,596.73</b>
2220 BENEFITS PAYABLE - VIS & DENT	
22202 Vision & Dental Employee Contribution hold	0.00
<b>Total for 2220 BENEFITS PAYABLE - VIS &amp; DENT</b>	<b>\$0.00</b>
2225 BENEFITS PAYABLE - 401K	
22251 401K Employee Contribution hold	0.00
<b>Total for 2225 BENEFITS PAYABLE - 401K</b>	<b>\$0.00</b>
2230 BENEFITS PAYABLE - HEALTH INS	
22303 Health Insurance Employee Contribution hold	0.00
<b>Total for 2230 BENEFITS PAYABLE - HEALTH INS</b>	<b>\$0.00</b>
2250 Interest-Due to State of FL	1,471.54
23000 Prior Year Adjustments to Receipts	0.00
23001 PE 6 30 23 Adjustment	0.00
<b>Total for 23000 Prior Year Adjustments to Receipts</b>	<b>\$0.00</b>
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
<b>Total for 2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD</b>	<b>\$0.00</b>
2410 ADVANCES FROM OEL	0.00

0A15

24101 Advances Form OEL - SR	1,300,000.00
24102 Advances from OEL - VPK	300,000.00
24103 Advances from OEL - CRRSA	0.00
24104 Advances from OEL - ARPA	0.00
<b>Total for 2410 ADVANCES FROM OEL</b>	<b>\$1,600,000.00</b>
2420 Deferred Revenue	0.00
2500 ST Lease Liability ROU Asset	139,528.41
2600 FIRE INSURANCE CLAIM SUSPENSE	95,224.17
<b>Total for Other Current Liabilities</b>	<b>\$1,903,505.40</b>
<b>Total for Current Liabilities</b>	<b>\$3,491,112.20</b>
Long-term Liabilities	
2650 LT Lease Liability ROU Asset	84,254.31
<b>Total for Long-term Liabilities</b>	<b>\$84,254.31</b>
<b>Total for Liabilities</b>	<b>\$3,575,366.51</b>
Equity	
2700 OPENING EQUITY	0.00
2701 FY 0708 OPENING EQUITY ITEMS (deleted)	0.00
<b>Total for 2700 OPENING EQUITY</b>	<b>\$0.00</b>
2705 UNRESTRICTED - NET ASSETS	0.00
3000 Opening balance equity	0.00
3200 Unrestricted Net Assets	128,770.94
Retained Earnings	102,994.02
Net Income	-2,345.68
<b>Total for Equity</b>	<b>\$229,419.28</b>
<b>Total for Liabilities and Equity</b>	<b>\$3,804,785.79</b>

Accrual Basis Monday, April 13, 2026 07:57 AM GMT-05:00

CA16

# Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY

February 2026

	Total
<b>Revenue</b>	
3300 REVENUES - STATE FUNDING	
33001 REVENUES - STATE FUNDING SR	1,305,799.42
33002 REVENUES - STATE FUNDING VPK	517,001.19
<b>Total for 3300 REVENUES - STATE FUNDING</b>	<b>\$1,822,800.61</b>
3405 REVENUES - LOCAL MATCH CHILDREN'S TRUST	19,906.22
3465 UNRESTRICTED INCOME	2,000.00
3575 Contributed income	
3577 Donations directed by individuals	1.00
<b>Total for 3575 Contributed income</b>	<b>\$1.00</b>
<b>Total for Revenue</b>	<b>\$1,844,707.83</b>
<b>Cost of Goods Sold</b>	
4000 (6501) DIRECT PROVIDER PAYMENTS	
4001 (6501) SR Provider Payments	1,083,951.95
4002 (6501) VPK Provider Payments	500,774.33
4003 (6501) SR PLUS Provider	2,859.99
<b>Total for 4000 (6501) DIRECT PROVIDER PAYMENTS</b>	<b>\$1,587,586.27</b>
<b>Total for Cost of Goods Sold</b>	<b>\$1,587,586.27</b>
<b>Gross Profit</b>	<b>\$257,121.56</b>
<b>Expenditures</b>	
41111 Payroll expenses	
4110 (5001) SALARIES	152,215.02
4111 Payroll Fees	2,542.95
4120 (5005) EMPLOYER TAX & WORKMEN'S COMP	12,188.38
4210 (5020) BENEFITS - RETIREMENT	0.00
4212 (5020) Payroll Expenditures	927.10
4213 401K Match	2,421.41
<b>Total for 41111 Payroll expenses</b>	<b>\$170,294.86</b>
4220 (5010) INSURANCE - VISION & DENTAL	\$1,846.32
4221 Dental & Vision EE Portion	12.63
<b>Total for 4220 (5010) INSURANCE - VISION &amp; DENTAL</b>	<b>\$1,858.95</b>
4230 (5010) BENEFITS - HEALTH INSURANCE	\$36,755.87
4231 (5011) Health Insurance - EE Portion	0.00
<b>Total for 4230 (5010) BENEFITS - HEALTH INSURANCE</b>	<b>\$36,755.87</b>

CA-17

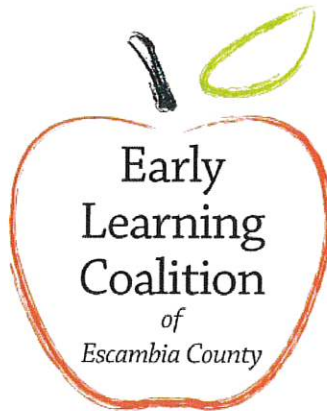
# Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY

February 2026

	Total
4240 (5030) BENEFITS - LIFE INSURANCE	
4241 Voluntary Insurance	-0.01
<b>Total for 4240 (5030) BENEFITS - LIFE INSURANCE</b>	<b>-\$0.01</b>
4251 Insurance-STD-100% ER	1,067.21
4271 Basic Term Life-100% ER	241.17
4310 (6002) PROF. & TECH. SERV. - AUDIT	10,500.00
4315 (6030) PROF. & TECH. SERV. - REPAIRS & MAINT	4,666.85
4330 (7501) TRAVEL - OUT OF TOWN	2,281.72
4340 (7510) TRAVEL - LOCAL	643.04
4355 (7001) DOCUMENT STORAGE	126.12
4360 (7001) RENT	12,123.24
4365 (7101) EQUIPMENT LEASES	107.67
4370 (7201) COMMUNICATIONS, PHONE & INTERNE	2,167.00
4375 (7051) POSTAGE	1,216.88
4400 (5101) EMPLOYEE TRAINING & EDUCATION	241.95
4450 (7420) NON-EMP TRAINING	-1,400.84
4510 (7151) OFFICE SUPPLIES	893.92
4520 (7401/7405) PROGRAM SUPPLIES	2,793.73
4525 (7410) OUTREACH ACTIVITIES & MATERIALS	9,536.34
4530 (6025) PRINTING	929.50
4645 (7302) REPAIRS & MAINTENANCE - EQUIP	973.69
4690 (7605) COMPUTER SOFTWARE & SUPPLIES	3,300.00
7900 Individuals Restitution	-100.00
<b>Total for Expenditures</b>	<b>\$261,218.86</b>
<b>Net Operating Revenue</b>	<b>-\$4,097.30</b>
<b>Net Other Revenue</b>	
<b>Net Revenue</b>	<b>-\$4,097.30</b>

CA 18



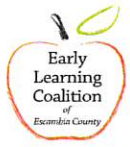
# **Executive Committee Meeting**

## **April 30, 2026**

### **Meeting Package**

<b>1. Agenda</b>	<b>1-2</b>
<b>2. Financial Update –Dashboard</b>	<b>3</b>
<b>3. SR/VPK Status Report</b>	<b>4-8</b>
<b>4. Contract &amp; Summary Report</b>	<b>9-10</b>
<b>5. Provider Termination – My Little Blessings</b>	<b>11-15</b>
<b>6. Provider Termination – Little Hands &amp; Feet</b>	<b>16-20</b>
<b>7. New Board Member – Ruthie Noel</b>	<b>21-37</b>
<b>8. New Board Member – Ashley Colon</b>	<b>38-50</b>
<b>9. New Board Member – Deidre Patton</b>	<b>51-63</b>
<b>10. ELCEC Use of Restricted Funds Policy &amp; Procedures</b>	<b>64-66</b>
<b>11. Revised Developmental Screening Policy</b>	<b>67-71</b>
<b>12. Revised SR Program Assessment Policy</b>	<b>72-79</b>
<b>13. Revised Eligibility Manual</b>	<b>Att</b>
<b>14. Revised Eligibility Priority Template</b>	<b>80-82</b>

<b>15. Revised Anti-Fraud Plan</b>	<b>83-92</b>
<b>16. Revised Fee Waiver Policy</b>	<b>93-95</b>
<b>17. TORSCH Single Source Procurement</b>	<b>96-97</b>
<b>18. Community Outreach Vehicle Insurance</b>	<b>98-99</b>
<b>19. Property &amp; Liability Insurance</b>	<b>Att</b>
<b>20. CRI Completed Audit</b>	<b>Att</b>
<b>21. FY 2024-25 Finance Monitoring Report</b>	<b>100-106</b>



## Executive/Finance Committee Meeting

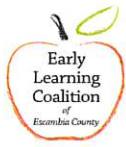
April 30, 2026, at 9:00 a.m.

### Agenda

- I. Welcome and Introduction
  - a. Notification of the Executive/Finance Committee Meeting scheduled for April 30, 2026, was sent to the Pensacola News Journal and posted to the Coalition Public Calendar Board on April 8, 2026.
- II. Public Comments **(EA)**
- III. Consent Agenda **(EA)**
  - a. Approval of the Consent Agenda: Agenda, Financials for January and February 2026 and Minutes of March 9, 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 - Update**(D)**
  - b. Employment Law Retainer – Update **(CR)**
  - c. Retention of Legal Counsel - Update **(CR)**
- VII. New Business
  - a. Provider Termination – My Little Blessings **(D)**
  - b. Provider Termination – Little Hand and Feet **(D)**
  - c. Nonparticipating Board Members **(D)**
  - d. New Board Member – Ruthie Noel **(CR)**
  - e. New Board Member – Ashley Colon **(CR)**
  - f. New Board Member – Deirdre Patton **(CR)**
  - g. Private Provider Representative – Ashley Colon **(CR)**
  - h. Faith Based Provider Representative – Deirdre Patton **(CR)**
  - i. ELCEC Use of Restricted Funds Policy & Procedures **(CR)**
  - j. Revised Developmental Screening Policy **(CR)**
  - k. Revised SR Program Assessment Policy **(CR)**
  - l. Revised Eligibility Manual **(CR)**
  - m. Revised Eligibility Priority Template **(CR)**
  - n. Revised Anti-Fraud Plan **(CR)**
  - o. Revised Fee Waiver Policy **(CR)**
  - p. TORSCH Single Source Procurement **(I)**
  - q. Community Outreach Vehicle Insurance **(I)**

**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.*



## Executive/Finance Committee Meeting

r. Property and General Liability Insurance (I)

### VIII. Audits and Reviews In-Progress

- a. FY 2024-2025 A-133 Final Report Completed(I)
- b. 2024-2025 Financial Review Draft (I)
- c. Desk Review (I)

### IX. Adjourn

**Next Meeting: June 25, 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: 26.4.1.1

### TARGETS AND RESTRICTIONS

SR Direct Services Min: 78%	$\frac{11,196,289 + 179,136}{13,625,166}$	83.5%	▼
SR Admin Max: 5%	$\frac{251,599}{13,625,166}$	1.847%	▼
SR Admin/NonDirect/Quality Max: 22%	$\frac{2,157,809}{13,625,166}$	15.8%	▼
SR Quality Min: 4%	$\frac{1,234,789}{13,625,166}$	9.1%	▼
SR Match Max: \$186,786		107,052.02	
Dollar-for-Dollar Match:		107,052.02	▼
VPK Admin Max: 5%	$\frac{82,501}{3,519,340}$	2.344%	▼
SR Plus Admin Max: 5%		3.7%	

**SR/VPK Status Report as of 4/27/26**

**SR Children Currently Enrolled by Age by Funding as of 4/27/26**

FUNDER	Pri 1		Pri 2/3		Pri 4/5	Pri 6/7				MISSING	GRAND TOTALS	SR PLUS	MISSING SR PLUS	SR PLUS GRAND TOTALS	
	TANF	TANF WKG	PS	PS-RCG	TCC	ECON	TOTALS LESS SRMAT	SRMAT	TOTALS WITH SRMAT						
<b>BILLING CODE</b>	BG3	BG3W	BG1	BG3R	BG5	BG8									
INFANT	2	0	21	0	0	89	112	3	115	3	118	0	0	0	
TODDLER	0	0	42	0	2	191	235	12	247	2	249	2	0	2	
2YR	2	0	40	2	0	258	302	18	320	2	322	0	0	0	
PR3	1	0	47	2	0	247	297	9	306	6	312	2	0	2	
PR4	3	0	32	4	1	285	325	9	334	2	336	4	0	4	
PR5	2	0	16	1	0	187	206	6	212	2	214	1	0	1	
SCHOOL AGE	7	0	64	10	0	860	941	16	957	14	971	6	0	6	
<b>TOTAL BY FUNDER</b>	<b>17</b>	<b>0</b>	<b>262</b>	<b>19</b>	<b>3</b>	<b>2117</b>	<b>2418</b>	<b>73</b>	<b>2491</b>	<b>31</b>	<b>2522</b>	<b>15</b>	<b>0</b>	<b>15</b>	

<b>School Age Children</b>	<b>PT/FT</b>	<b>FT hol/brk</b>
971	822	149

Wait List Update as of 4/27/2025 FY 25/26			Wait List Activity Update Wait list 25-26									
***Information by Child***			Applied	PR6	PR7	M	Notice	Applied	PR6	PR7	M	Notice
Pri 6: Birth to Sch Age	15		3/23/26-3/29/26	0	0	0	4.2.26 E&M					
Pri 6a: 5-12 Children with Pri 6 Siblings	5		3/30/26-4/5/26	0	0	0	4.8.26 Econ					
Pri 7b: 5-9 Children w/ No Pri 6 Siblings	1		4/6/26-4/12/26	0	0	0	4.14.26 E&M					
Pri 7c: 10-12 Other Children	1		4/13/26-4/19/26	0	0	0	4.21.26 E&M					
SRMT	3		4/20/26-4/26/26	20	2	3						
<b>Total on Wait List</b>	<b>25</b>											
<b>Week of 4/20/26-4/26/26</b>												
Total New Enrollments	25											
Total Redeterminations	28											
Total Re-Enrollments	1											
Total Terminations	13											
<b>Total</b>			<b>20</b>	<b>2</b>	<b>3</b>			<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	

<b>Total Pri 6</b>	<b>Total Pri 7</b>	<b>Total Less SRMAT</b>	<b>SRMAT</b>	<b>Total WL</b>
20	2	22	3	25

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	186	160	171		
Redeterminations	151	114	135	107	82	171	128	154	167		
Re-Enrollments	23	21	12	6	2	5	3	13	16		
Terminations	116	132	104	136	102	124	107	106	95		

VPK 25/26 Program Year				
Adhoc Reports	Submitted	Approved	Enrolled	Rejected
School Year	1	1883	1246	56
Summer	0	7	0	4

VPK 26/27 Program Year				
Adhoc Reports	Submitted	Approved	Enrolled	Rejected
School Year	63	927	73	79
Summer	2	6	2	2



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			
<b>Wait List Pulls Greater Than 60 Days</b>																					
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	16	2	2	1	1	0	0	0	0	0	58	23	40%
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%
1.15.26	12/15/25-1/11/26	89	16	1	0	0	1	24	39	8	16	2	1	3	1	4	0	5	146	55	38%
1.21.26	1/12/26-1/18/26	36	5	0	0	0	0	8	22	1	2	1	0	0	0	1	0	0	70	43	61%
1.28.26	1/19/26-1/25/26	16	2	1	0	0	0	6	7										27	12	44%
2.3.26	01/26/26-2/1/26	23	3	0	0	0	0	4	15	1	3	0	0	0	0	0	1	2	40	24	60%
2.10.26	2/2/26-2/8/26	42	6	1	0	0	2	8	22	3	5	1	2	1	0	0	0	1	68	32	47%
2.24.26	2/9/26-2/22/26	54	11	0	0	0	0	12	29	2	3	0	1	0	1	0	0	1	85	49	58%
<b>Wait List Pulls Greater Than 30 Days Less Than 60 Days</b>																					
3.3.26	2/23/26-3/1/26	23	2	0	0	0	1	8	11	1	1	0	0	0	1	0	0	0	37	14	38%
3.11.26	3/2/26-3/9/26	23	3	0	0	0	0	2	17	1	2	0	1	1	0	0	0	0	31	22	71%
3.18.26	3/9/26-3/15/26	34	7	0	0	0	0	6	17	4	6	2	1	1	0	1	0	1	53	23	43%
3.24.26	3/16/26-3/22/26	17	2	0	0	0	0	8	6	1	3	0	0	0	0	2	0	1	42	15	36%
<b>Over 30 Response Totals</b>		<b>676</b>	<b>183</b>	<b>5</b>	<b>10</b>	<b>0</b>	<b>4</b>	<b>132</b>	<b>315</b>	<b>27</b>	<b>48</b>	<b>7</b>	<b>8</b>	<b>6</b>	<b>5</b>	<b>9</b>	<b>1</b>	<b>12</b>	<b>1149</b>	<b>513</b>	<b>45%</b>
<b>Family Response Percentage</b>		<b>49%</b>	<b>27%</b>	<b>1%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>	<b>20%</b>	<b>47%</b>	<b>4%</b>											
<b>Wait List Pulls Less Than 30 Days</b>																					
4.2.26	3/23/26-3/29/26	29	6	0	0	0	0	15	5	3	3	0	1	0	0	1	1	0	43	5	12%
4.7.26	3/30/26-4/06/26	26	8	0	1	0	0	11	3	3	7	0	0	4	1	1	0	1	46	3	7%
4.14.26	4/7/26-4/13/26	26	6	0	1	0	0	13	4	2	3	1	1	1	0	0	0	0	50	7	14%
4.21.26	4/14/26-4/20/26	16	6	0	0	0	0	10	0										27	0	0%
<b>Under 30 Response Totals</b>		<b>97</b>	<b>26</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>12</b>	<b>8</b>	<b>13</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>166</b>	<b>15</b>	<b>9%</b>
<b>Family Response Percentage</b>		<b>73%</b>	<b>27%</b>	<b>0%</b>	<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>51%</b>	<b>12%</b>	<b>8%</b>											
<b>4/27/2026</b>		<b>Note 1: Transition data is not counted in Families or Child Data.</b>																			

PS CHILDREN PENDING PROVIDER

DATE	COUNT	DATE	COUNT	DATE	COUNT	DATE	COUNT	DATE	COUNT	DATE	COUNT
02/09/26	71	02/23/26	83	03/09/26	90	03/23/26	80	04/06/26	70	04/20/26	64
02/17/26	84	03/02/26	77	03/16/26	90	03/30/26	70	04/13/26	69	04/27/26	72

6

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			
<b>Wait List Pulls Greater Than 60 Days</b>																					
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%
<b>Wait List Pulls Greater Than 30 Days Less Than 60 Days</b>																					
<b>Over 30 Response Totals</b>		95	0	2	3	0	17	30	34	9	11	1	2	4	0	1	1	2	124	43	35%
<b>Family Response Percentage</b>		55%	0%	2%	3%	0%	18%	32%	36%	9%											
<b>Wait List Pulls Less Than 30 Days</b>																					
<b>Under 30 Response Totals</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
<b>Family Response Percentage</b>		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!											
<b>Report Date: 4/13/26</b>		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	10	2	2	1	0	0	1	0	0	0	21	13	62%
2.24.26	2/9/26-2/22/26	1	0	0	0	0	0	0	1										1	1	100%
Wait List Pulls Greater Than 30 Days Less Than 60 Days																					
3.3.26	12/15/26-1/4/26	5	2	0	0	0	0	0	3										8	3	38%
3.11.26	1/5/26-1/18/26	5	1	0	0	0	0	3	1										7	1	14%
3.18.26	1/19/26-3/15/26	19	5	1	0	0	0	6	6	1	1	0	1	0	0	0	0	0	28	10	36%
3.24.26	3/16/26-3/22/26	1	0	0	0	0	0	0	1										1	1	100%
Over 30 Response Totals		89	31	3	1	0	0	18	33	3	3	1	1	0	1	0	0	0	123	43	35%
Family Response Percentage		60%	35%	3%	1%	0%	0%	20%	37%	3%											
Wait List Pulls Less Than 30 Days																					
4.2.26	3/23/26-3/29/26	3	1	0	0	0	0	2	0										3	0	0%
4.14.26	4/7/26-4/13/26	3	0	0	0	0	0	1	1	1	2	0	1	0	0	1	0	0	9	2	22%
4.21.26	4/14/26-4/20/26	1	1	0	0	0	0	0	0										1	0	0%
Under 30 Response Totals		7	2	0	0	0	0	3	1	1	2	0	1	0	0	1	0	0	13	2	15%
Family Response Percentage		71%	29%	0%	0%	0%	0%	43%	14%	14%											

Note 1: Transition data is not counted in Families or Child Data.

## Contract and Fraud Summary Report FY25-26 (8) (1)

ACTIVE SCHOOL READINESS PROVIDERS						
Provider Type			FY 2025-2026			Current Total
	FY 23-24	FY 24-25	Previous Total	Providers Added	Providers Removed	
LFCCH	14	14	16	0	0	16
RFCCH	4	6	7	0	1	6
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
<b>Total Active SR Providers</b>	<b>84</b>	<b>80</b>	<b>87</b>	<b>0</b>	<b>1</b>	<b>86</b>

NEW CONTRACTED SCHOOL READINESS PROVIDERS					
Provider Type			FY 2025-2026		
	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
<b>Total New SR Contracts</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>9</b>

PROVIDER SR CONTRACT TERMINATIONS						
Provider Type			FY 2025-2026			Current Total
	FY 23-24	FY 24-25	Previous Total	New Terms	Termination Reasons	
LFCCH	0	1	1	0		1
RFCCH	2	0	0	1	1=1	1
Licensed Center	2	7	1	0		1
Licensed Exempt Center	2	4	0	0		0
<b>Total Provider Choice Terminations</b>	<b>6</b>	<b>12</b>	<b>2</b>	<b>1</b>		<b>3</b>

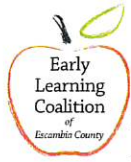
COALITION SR CONTRACT TERMINATIONS						
Provider Type			FY 2025-2026			Current Total
	FY 23-24	FY 24-25	Previous Total	New Terms	Termination Reasons	
Licensed	1	0	0	0		0
Exempt	0	1	0	0		0
Registered FCCH	0	0	0	0		0
<b>Total Coalition Contract Terminations</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>		<b>0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

<b>TOTAL CONTRACT TERMINATIONS</b>	<b>7</b>	<b>13</b>	<b>2</b>	<b>1</b>		<b>3</b>
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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 (8) (1)**

<b>ACTIVE VPK PROVIDERS</b>						
			<b>FY 2025-2026</b>			
<b>Provider Type</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>Previous Total</b>	<b>Providers Added</b>	<b>Providers Removed</b>	<b>Current Total</b>
Licensed	44	41	42	0	1	41
Licensed Exempt	12	10	9	0	0	9
School District	16	16	16	0	0	16
<b>Total Active VPK Providers</b>	<b>72</b>	<b>67</b>	<b>67</b>	<b>0</b>	<b>1</b>	<b>66</b>
<b>NEW CONTRACTED VPK PROVIDERS</b>						
			<b>FY 2025-2026</b>			
<b>Provider Type</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>Previous Total</b>	<b>New Contracts</b>	<b>Total New Contracts</b>	
Licensed	2	2	1	0	1	
Licensed Exempt	1	1	0	0	0	
<b>Total New VPK Contracts</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	
<b>PROVIDER VPK CONTRACT TERMINATIONS</b>						
			<b>FY 2025-2026</b>			
<b>Provider Type</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>Previous Total</b>	<b>New Terms</b>	<b>Termination Reasons</b>	<b>Current Total</b>
Licensed Center	4	4	0	1	13=1	1
Licensed Exempt Center	0	3	1	0		1
<b>Total Provider Choice Terminations</b>	<b>4</b>	<b>7</b>	<b>1</b>	<b>1</b>		<b>2</b>
<b>COALITION CONTRACT TERMINATION</b>						
			<b>FY 2025-2026</b>			
<b>Provider Type</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>Previous Total</b>	<b>New Terms</b>	<b>Termination Reasons</b>	<b>Current Total</b>
Licensed	1	1	0	0		0
Exempt	0	0	0	0		0
<b>Total Coalition Contract Terminations</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>TOTAL CONTRACT TERMINATIONS</b>	<b>5</b>	<b>8</b>	<b>1</b>	<b>1</b>		<b>2</b>
<b>Total VPK Only Providers</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>FY 25-26</b>
	<b>34</b>	<b>37</b>	<b>39</b>	<b>35</b>	<b>35</b>	<b>31</b>
<b>Fraud Summary</b>						
<b>Pending Action</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>
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
<b>Closed or Adjudicated</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>
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
<b>Restitution Ordered Prior to July 2015</b>	<b>\$174,566.00</b>					



## Early Learning Coalition of Escambia County



April 8, 2026

My Little Blessings Childcare LLC  
Attn: Tyashia Hestle, Owner  
3755 N. Pace Blvd.  
Pensacola, FL 32505

Dear Ms. Hestle

This letter is to inform you that I am terminating your Statewide School Readiness Provider Contract as of May 10, 2026, due to suspected fraud. Parents enrolled at your facility will be notified starting on April 10, 2026. The last day for services will be May 9, 2026.

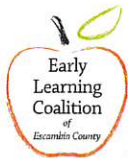
Your program has been on probation since June 27, 2024, following a Review Hearing that was convened regarding the decision of the Early Learning Coalition of Escambia County to terminate your Statewide School Readiness Provider Contract for suspected fraud. This placed your program in the High-risk category, leading to more frequent monitoring of your program.

In the past two (2) months, the Coalition conducted two desk reviews of your Sign-In/Sign-Out sheets and your Biannual Tier 2 monitoring as part of being in the High-risk category. The dates of these reviews are listed below:

January 14, 2026 – Multiple sign-in/out findings  
January 26, 2026 - Multiple sign-in/out findings; other non-compliance findings  
February 26, 2026 - Multiple sign-in/out findings

The Coalition noticed that several of your Sign-In/Sign-Out sheets had been altered, times had been changed, and days had been crossed out. While onsite during your Tier 2 monitoring Program Integrity Staff took photos of every Sign-In/Sign-Out sheet on that date. The Sign-In/Sign-Out sheets were compared with the Sign-In/Sign-Out sheets that you submitted in February 2026 for reimbursement. At that time, staff noticed the sheets had been altered and additional Sign-In/Sign-Out sheets had been added. The altered sheets showed signatures that had different handwriting, the signatures did not match, times were altered, children were signed out after you informed the Coalition you were closed, in addition to signatures and times being scribbled out. The added sheets showed attendance for the time period before the Coalition visit, meaning they were created and signed after the monitoring visit and were not signed on a daily basis as required.

The Coalition reached out to the Inspector General's Office and the Bureau of Public Assistance Fraud regarding these findings. It was advised that the Coalition submit you for fraud due to altering sign-in and sign-out documentation.



These actions have left me no other option but to terminate your contract, revoke your eligibility to contract for five (5) years, and make a fraud referral to the Division of Early Learning due to suspected fraud.

The applicable sections of your Statewide School Readiness Provider Contract for FY2025/2026 are as follows:

5. **Applicable Law.** PROVIDER and COALITION agree that the following, including any revision made after the execution of this Contract, are the provisions governing the SR Program and that PROVIDER and COALITION will be bound by the same:

- 42 U.S.C. §9858, et seq.;
- 45 C.F.R. §98;
- 45 C.F.R. §99;
- Chapter 1002, Florida Statutes;
- Chapter 6M-4, Florida Administrative Code; and
- Chapter 6M-9, Florida Administrative Code.

**III. PROVIDER RESPONSIBILITIES AND SCOPE OF WORK**

22. **Sign-In/Sign-Out Process.** PROVIDER agrees to maintain daily attendance documentation, including a documented "sign-in/sign-out" process in accordance with Rule 6M-4.500(1)(c), F.A.C., that accurately documents attendance and absences. PROVIDER agrees to retain the attendance documentation in accordance with COALITION's records retention requirement established under s. 1002.84(10), F.S.

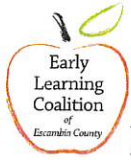
Because your contract has been terminated for suspected fraud, you will not be eligible to contract with the Early Learning Coalition for School Readiness services for a period of five years. The applicable section of your contract is as follows:

**X. NONCOMPLIANCE, PROBATION AND TERMINATION**

75. **Fraud.**

b. **Suspension or Termination for Suspected Fraud.** In accordance with s. 1002.91(4), F.S., COALITION may suspend or terminate PROVIDER from participation in the School Readiness Program when it has reasonable cause to believe that PROVIDER has committed fraud. PROVIDER may request a review of COALITION's determination to suspend PROVIDER as described in paragraph 76. This review shall be limited to a determination of whether the COALITION has reasonable belief fraud occurred. If suspended, PROVIDER shall remain suspended until the completion of any investigation by the Division of Early Learning, the Department of Financial Services, or any other state or federal agency, and any subsequent prosecution or other legal proceeding.

c. **Termination for Fraud.** In accordance with s. 1002.91(5), F.S., if PROVIDER, or an owner, officer, or board director thereof, is convicted of, found guilty of, or pleads guilty or nolo contendere to, regardless of adjudication, public assistance fraud pursuant to s. 414.39, F.S., or is acting as the beneficial owner for someone who has been convicted of, found guilty of, or



## Early Learning Coalition of Escambia County



*pleads guilty or nolo contendere to, regardless of adjudication, public assistance fraud pursuant to s. 414.39, F.S., the COALITION shall refrain from contracting with, or using the services of, PROVIDER for a period of five (5) years. In addition, COALITION shall refrain from contracting with, or using the services of, any PROVIDER that shares an officer or board director with a PROVIDER that is convicted of, found guilty of, or pleads guilty or nolo contendere to, regardless of adjudication, public assistance fraud pursuant to s. 414.39, F.S. for a period of five (5) years.*

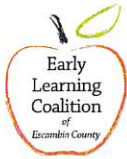
Additionally, your eligibility to deliver the School Readiness Program is being revoked for a period of five (5) years. Paragraph **75. (c) Termination for Fraud** is the applicable section of your Statewide School Readiness Provider Contract, OEL-SR 20. Per **Rule 6M-4.610**, the revocation of eligibility applies to the Provider and all persons associated with the Provider. Therefore, the following people and entities will not be eligible to contract with the Early Learning Coalition for School Readiness services for a period of five (5) years, nor serve in a position of management of an entity contracted with the Coalition.

- Tyashia Hestle, Owner
- Dominique Dale, Assistant

**76. Due Process Procedures.** *PROVIDER may request a review of determinations made by COALITION under this Contract. Reviews will be conducted in accordance with Exhibit 7: Due Process Procedures. While a request for a review is being examined, PROVIDER is not required to implement corrective action. In accordance with s. 1002.82(2)(m), F.S., PROVIDER may not offer any School Readiness services while a request for a review regarding termination of PROVIDER's School Readiness Contract is being examined.*

Please note in paragraph 76 of your contract, the excerpt of which is included above, that if you decide to request a review of this determination you may do so using Exhibit 7: Due Process Procedures. To assist you in this process a copy of Exhibit 7 is included with this letter. If you intend to dispute this action and request a Review Hearing, please be advised to do so within the time limitations detailed in Exhibit 7. Specifically, you have five (5) business days from receipt of this letter to request a review.

It is unfortunate that these issues have occurred, but we must adhere to Florida statutes as well as provisions of your Statewide School Readiness Provider Contract. If you have questions, contact Dawn Engel, Operations Director, at [dengel@elcescambia.org](mailto:dengel@elcescambia.org) or 850-332-6740, or me at [ahenderson@elcescambia.org](mailto:ahenderson@elcescambia.org) or 850-595-5402.



# Early Learning Coalition of Escambia County



Sincerely,

Alphonsa Henderson  
Executive Director

Cc: ELCEC Contract Administrator  
ELCEC Operations Department  
ELCEC SR Reimbursement Specialist  
ELCEC Eligibility Director

Attachment:  
Exhibit 7 of Statewide School Readiness Provider Contract, Form OEL-SR-20

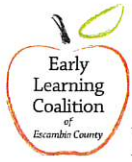
There are approximately 45 contracted providers within a 5-10 mile radius.

There are 83 children enrolled

Earnings for FY25/26 so far: \$ 326,708.74  
 Earnings for FY24/25: \$ 540,463.23

**COMPLIANCE NOTIFICATIONS**

Date	Type of Letter	Number of Findings	Notes	Probation
1/26/2026	SR Monitoring	5	Two (2) ASQ Violations; Five (5) children with sign in sheet problems; DCF violations; Three (3) PS children were not reported absent	
7/21/2026	SR Monitoring	3	DCF Violations; One Staff member had an expired background screening; out of ratio	
2/6/2025	SR Monitoring	3	One (1) ASQ Violation; Three (3) children with sign in sheet problems; DCF violations	
8/1/2024	SR Monitoring	4	Several ASQ violations; eleven (11) children with sign in sheet problems; Over ratio; DCF violations	
3/1/2024	SR Monitoring	3	Two (2) children with Sign in sheet problems; DCF violations; Developmentally appropriate curriculum	
2/27/2023	SR Monitoring	1	Three (3) children with sign in sheet problems	
3/3/2022	SR Monitoring	1	Five year records	
2/26/2021	SR Monitoring	1	Two (2) ASQ violations	
2/26/2020	SR Monitoring	3	One (1) ASQ violation; DCF violations; ASQ family notification	
8/27/2019	SR Monitoring	3	One (1) ASQ violation; One (1) child with sign in sheet problems; DCF violation	
2/28/2019	SR Monitoring	2	One (1) ASQ violation; Two (2) children with sign in sheet problems	
8/23/2018	SR Monitoring	3	Six (6) ASQ violations; One (1) child with sign in sheet problems; DCF violations	
6/11/2019	DCF Non-Compliance	4	Four (4) Class 3	
6/20/2024	DCF Non-Compliance	2	One (1) Class 2 and (1) One Class 3	
5/1/2018	ASQ	4	Four (4) ASQ violations	Yes 5/1/18-11/1/18
6/1/2022	ASQ	4	Four (4) ASQ violations	
12/17/2025	ASQ	6	six (6) ASQ violations	
2/26/2026	Non-Compliance	1	Nineteen (19) children with sign in sheet problems	
1/14/2026	Non-Compliance	2	Twenty-six (26) children with sign in sheet problems; Eleven (11) PS children that were not reported	
6/27/2024	Probation		Placed on 2yrs probation for attendance and sign in/out forms	6/27/24-6/27/26



April 8, 2026

Little Hands and Feet Child Development Center LLC  
Attn: Nordeya Lawson, Owner  
1119 North Pace Blvd  
Pensacola, FL 32501

Dear Ms. Lawson

This letter is to inform you that I am terminating your Statewide School Readiness Provider Contract as of May 10, 2026, due to failure to complete your Developmental Screenings and complete your Corrective Action Plans as required per your Statewide School Readiness Provider Contract. Parents enrolled at your facility will be notified starting on April 10, 2026. The last day for services will be May 9, 2026.

Your program was placed on probation again for the second (2) time in less than two (2) years for failure to complete several Developmental Screenings for children enrolled in your program. This placed your program in the High-risk category, leading to more frequent monitoring of your program.

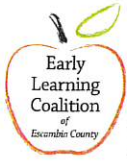
Your current letter of probation was issued on January 21, 2026, with your probationary period ending June 30, 2026. In that letter you were required to contact our Early Intervention Specialists and attend training, in addition you had a Corrective Action Plan due no later than February 20, 2026. You failed to complete either of those requirements.

During a recent follow-up on-site visit with the Program Integrity Department, reminding you that you had failed to submit your Corrective Action Plan, you indicated that Coalition emails had been directed to your junk folder and were only recently reviewed. However, in an email dated October 5, 2023, you acknowledged that our communications were being routed to your junk folder, demonstrating prior awareness of this issue. You informed staff during that visit that you would submit your Corrective Action Plan, however you did not.

As a reminder the Coalition provides annual reminders to all contracted providers to ensure that our emails are properly received, as email remains our primary method of communication. Given your longstanding awareness of this matter, it is your responsibility to regularly monitor your junk folder and take appropriate steps to ensure timely receipt of Coalition correspondence.

On March 12, 2026, Program Integrity Staff sent another follow-up reminder informing you that you had still not submitted your Corrective Action Plan. To this date, the Coalition has yet to receive your Corrective Action Plan.

After careful review of your Developmental Screening compliance of the past two years, you have been on probation twice and have had over fifty (50) late or missing screenings on children enrolled in your program.



Due to these actions, we have no alternative but to terminate your contract and revoke your eligibility to contract for a period of five (5) years due to noncompliance with the Statewide School Readiness Provider Contract.

The applicable sections of your Statewide School Readiness Provider Contract for FY2025/2026 are as follows:

5. **Applicable Law.** PROVIDER and COALITION agree that the following, including any revision made after the execution of this Contract, are the provisions governing the SR Program and that PROVIDER and COALITION will be bound by the same:

- 42 U.S.C. §9858, et seq.;
- 45 C.F.R. §98;
- 45 C.F.R. §99;
- Chapter 1002, Florida Statutes, Part VI;
- Chapter 6M-4, Florida Administrative Code; and
- Chapter 6M-9, Florida Administrative Code.

**III. PROVIDER RESPONSIBILITIES AND SCOPE OF WORK**

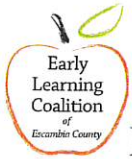
17. **Developmental Screenings.** In accordance with s. 1002.88(1)(i), F.S., and Rule 6M-4.720, F.A.C., \_\_\_\_\_ must collaborate with COALITION to complete initial screening for each child, age six (6) weeks to sixty (60) months, within forty-five (45) calendar days after the child's first or subsequent enrollment in the School Readiness Program to identify a child who may need intervention practices. PROVIDER acknowledges that COALITION is responsible for initiating intervention practices in accordance with Rule 6M-4.720, F.A.C. PROVIDER and COALITION acknowledge that, pursuant to s. 1002.84(5), F.S., screening shall not be a requirement of entry into the School Readiness Program and shall be only given with parental consent. PROVIDER acknowledges that \_\_\_\_\_ is responsible for conducting developmental screenings for each child age six (6) weeks to sixty (60) months in accordance with Rule 6M-4.720, F.A.C.

**Subsequent Screenings.** PROVIDER acknowledges that is responsible for subsequent screenings. Subsequent screenings will be conducted annually at redetermination in accordance with Rule 6M-4.720, F.A.C.

Because your contract has been terminated for suspected fraud, you will not be eligible to contract with the Early Learning Coalition for School Readiness services for a period of five years. The applicable section of your contract is as follows:

**X. NONCOMPLIANCE, PROBATION AND TERMINATION**

67. **Termination for Cause.**



**a. Basis of Termination for Cause.** PROVIDER agrees that COALITION has the right to terminate this Contract for cause at any time. The following are grounds for termination for cause: (a) action, or lack of action, which threatens the health, safety or welfare of children or citation for a Class I violation by the Department of Children and Families or local licensing agency, as applicable; (b) the material failure to comply with one or more of the terms of this Contract, including, but not limited to, failure to verify all new hires' work authorization status using E-Verify as described in paragraph 7, failure to implement the Quality Improvement Plan, corrective action, or comply with the terms of probation as described in paragraph 66; (c) the refusal to accept any notice described under this Contract which COALITION is required to send to PROVIDER; or (d) reasonable or probable cause for COALITION to suspect that fraud has been committed by PROVIDER as described in paragraph 75.

**b. Notice of Termination for Cause.** To terminate PROVIDER for cause, COALITION must send a written notice of termination for cause to PROVIDER. Such notice must be sent with proof of delivery at least five (5) business days before termination. The notice must state the date of, and the specific basis for, termination. Finally, the notice must state that PROVIDER may request a review of the determination as described in paragraph 76. Notwithstanding PROVIDER's refusal of delivery of the notice, this Contract will be terminated on the date identified in the notice. COALITION must document any refusal of delivery.

Additionally, your eligibility to deliver the School Readiness Program is being revoked for a period of five (5) years. Per **Rule 6M-4.610**, the revocation of eligibility applies to the Provider and all persons associated with the Provider. Therefore, the following people and entities will not be eligible to contract with the Early Learning Coalition for School Readiness services for a period of five (5) years, nor serve in a position of management of an entity contracted with the Coalition.

- Nordeya Walker, Owner
- Jordan Lett, Assistant

**71. Revocation of Eligibility.** a. In accordance with s. 1002.88(2), F.S., if PROVIDER's Contract is terminated under paragraphs 67, 68, or 69, COALITION may revoke PROVIDER's eligibility to deliver the School Readiness Program for a period of five (5) years. The only statutorily authorized period of revocation is five (5) years (s. 1002.88(2), F.S.). In determining whether to revoke PROVIDER's eligibility, COALITION will consider the following factors: the severity of PROVIDER's actions leading to the termination of the Contract, the health, safety, and welfare of children enrolled at PROVIDER; the financial impact of PROVIDER's actions, the impact that the revocation would have upon the local community; consistency with COALITION's actions against other providers for similar violations of the Contract or program requirements; the length of time that PROVIDER provided services under Contract with COALITION; and whether PROVIDER had previously violated the terms of this Contract and prior contracts with COALITION. COALITION must provide notice of its intent to revoke PROVIDER's eligibility at the same time it provides written notice of intent to terminate the contract to PROVIDER. For multi-site providers, such as corporate chains or school districts,



*School Readiness Program ineligibility is per site and may not apply to all locations unless specifically determined otherwise by COALITION.*

**76. Due Process Procedures.** *PROVIDER may request a review of determinations made by COALITION under this Contract. Reviews will be conducted in accordance with Exhibit 7: Due Process Procedures. While a request for a review is being examined, PROVIDER is not required to implement corrective action. In accordance with s. 1002.82(2)(m), F.S., PROVIDER may not offer any School Readiness services while a request for a review regarding termination of PROVIDER's School Readiness Contract is being examined.*

Please note in paragraph 76 of your contract, the excerpt of which is included above, that if you decide to request a review of this determination you may do so using Exhibit 7: Due Process Procedures. To assist you in this process a copy of Exhibit 7 is included with this letter. If you intend to dispute this action and request a Review Hearing, please be advised to do so within the time limitations detailed in Exhibit 7. Specifically, you have five (5) business days from receipt of this letter to request a review.

It is unfortunate that these issues have occurred, but we must adhere to Florida statutes as well as provisions of your Statewide School Readiness Provider Contract. If you have questions, contact Dawn Engel, Operations Director, at [dengel@elcescambia.org](mailto:dengel@elcescambia.org) or 850-332-6740, or me at [ahenderson@elcescambia.org](mailto:ahenderson@elcescambia.org) or 850-595-5402.

Sincerely,

Alphonsa Henderson  
Executive Director

Cc: ELCEC Contract Administrator  
ELCEC Operations Department  
ELCEC SR Reimbursement Specialist  
ELCEC Eligibility Director

Attachment:  
Exhibit 7 of Statewide School Readiness Provider Contract, Form OEL-SR-20

There are approximately 45 contracted providers within a 5-10 mile radius.

There are 54 children enrolled

Earnings for FY25/26 so far: \$ 288,745.27  
 Earnings for FY24/25: \$ 380,957.25

**COMPLIANCE NOTIFICATIONS**

Date	Type of Letter	Number of Findings	Notes	Probation Letter
1/21/2026	ASQ Non-Compliance	11		Yes: 12/30/25-6/30/26
10/20/2025	SR Monitoring	5	Four(4) Children w/ sign in sheet problems; DCF Findings;One (1) Missing BG Screening; Two (2) Missing Lesson Plans	No
9/19/2025	QPS Non-Compliance	1		No
6/30/2025	ASQ Non-Compliance	43		Yes: 6/30/25-12/30/25
5/5/2025	DCF Non-Compliance	4	One (1) Class 2 Violation and three (3) Class 3 Violations	No
4/28/2025	SR Monitoring	2	One (1) Child w/ sign in sheet problems; DCF Violations	No
12/17/2024	DCF Non-Compliance	2	Two (2) Class 3 Violations	No
10/31/2024	SR Monitoring	3	One (1) ASQ Violation; DCF Violations; Two (2) missing Lesson Plans	No
4/29/2024	SR Monitoring	3	Five (5) ASQ Violations; One (1) Child w/ sign in sheet problems	No
10/23/2023	SR Monitoring	5	Nine (9) Children w/ sign in sheet problems; Three (3) ASQ Violations; DCF Violations; Missing two (2) confidentiality agreements; One (1) receipt missing	No
10/21/2023	DCF Non-Compliance	2	Two (2) Class 3 Violations	Yes: 10/2/23-4/2/24
5/5/2023	DCF Non-Compliance	1	One (1) Class 3 Violation	No
4/24/2023	SR Monitoring	2	Thirty (30) ASQ Violations; DCF Violations	No
4/10/2023	ASQ Non-Compliance	8		No
1/18/2023	DCF Non-Compliance	1	One (1) Class 3 Violation	No
1/6/2023	DCF Non-Compliance	2	One (1) Class 2 violation and one (1) Class 3 Violation	No
10/13/2022	SR Monitoring	1	DCF Violations	No
9/16/2022	DCF Non-Compliance	3	One (1) Class 2 Violation and two (2) Class 3 Violations	No
6/2/2022	ASQ Non-Compliance	18		Yes: 6/2/22-12/2/22
5/23/2022	SR Monitoring	3	Twenty-Nine (29) ASQ Violations; One (1) Child w/ sign in sheet problems; DCF Violations	No
5/23/2022	DCF Non-Compliance	1	One (1) Class 3 Violation	No
3/10/2022	ASQ Non-Compliance	4		No
12/31/2021	ASQ Non-Compliance	1		No
11/21/2021	ASQ Non-Compliance	7		No
11/11/2021	SR Monitoring	3	Four (4) ASQ Violations; Six (6) Children w/ sign in sheet problems; DCF Violations	No
10/5/2021	DCF Non-Compliance	3	One (1) Class 2 Violation and two (2) Class 3 Violations	Yes: 10/5/21-4/5/22
9/30/2021	DCF Non-Compliance	3	One (1) Class 2 Violation and two (2) Class 3 Violations	No
5/17/2021	DCF Non-Compliance	5	One (1) Class 2 Violation and four (4) Class 3 Violations	No
5/5/2021	SR Monitoring	2	Five (5) ASQ Violations; DCF Violations	No
5/18/2020	DCF Non-Compliance	4	Two (2) Class 2 Violations and two (2) Class 3 Violations	No

April 15, 2026  
Ruthie Noel  
4305 Montaigne Dr. Pensacola, FL 32504  
850-699-6500


To: The Executive Director and Board of Directors of the Escambia County Early Learning Coalition  
3300 N. Pace Blvd. Pensacola, FL 32505

Dear Mr. Henderson and Members of the Early Learning Coalition of Escambia County Board of Directors,

I am writing to express my interest in serving on the Board of Directors for the Early Learning Coalition of Escambia County. My professional and academic background is rooted in developmental psychology and early childhood education, including hands-on experience as a classroom educator, leadership of ReadyKids! and the ReadingPals program, and long-standing collaboration with the Early Learning Coalition of Escambia County to advance kindergarten readiness. I have also led and facilitated community-wide early learning efforts through the Kindergarten Readiness Collective Action Network, the Escambia Children's Trust, and state-level partnerships with the Children's Movement of Florida.

Through these experiences, and in my current role as Vice President of Programs for Pensacola Habitat for Humanity, I have developed a strong appreciation for effective governance, cross-sector collaboration, and strategic oversight in support of children and families. I would be honored to contribute my experience, perspective, and commitment to early learning as a member of the Early Learning Coalition of Escambia County Board of Directors.

Warm regards,

A handwritten signature in black ink that reads "R. Noel". The signature is written in a cursive, flowing style with a large initial "R" and a long, sweeping underline.

Ruthie Noel

Vice President of Programs

Pensacola Habitat for Humanity

RUTHIE NOEL

4305 Montaigne Dr. Pensacola, FL 32504 | (850) 699-6500 | ruthie.christie@gmail.com

### **OBJECTIVE**

Mission-driven executive with a proven record of leading nonprofit strategy, cross-sector collaboration, and community impact initiatives across Northwest Florida.

### **QUALIFICATIONS**

- Led nonprofit strategy and operations as Executive Director, overseeing board engagement, fiscal restructuring, and grant acquisition.
- Applied education and workforce data to guide community-wide continuous improvement initiatives.
- Built cross-sector relationships through community engagement and volunteerism.
- Exceptional interpersonal skills and ability to cultivate relationships across diverse groups.
- Dynamic public speaker with a mission-driven approach to leadership and advocacy.

### **EDUCATION**

Master of Arts, Industrial-Organizational Psychology

University of West Florida | Pensacola, FL | 2016

Bachelor of Arts, Psychology

University of West Florida | Pensacola, FL | 2014

### **CERTIFICATIONS**

Certificate: Human Resource Management

University of West Florida | Pensacola, FL | 2014

Certificates: Leadership, Legal Compliance, and Strategy and Evaluation

Pensacola State College Center for Nonprofit Excellence | Pensacola, FL | 2025

### **PROFESSIONAL EXPERIENCE**

#### **Pensacola Habitat for Humanity**

Vice President of Programs 2026 - Present

- Provide strategic leadership and operational oversight for all programmatic functions, aligning initiatives with organizational mission, strategic priorities, and community needs.
- Lead and develop program directors and managers to drive innovation, accountability, and high-performance outcomes.
- Oversee program budgets, grant compliance, and regulatory reporting, ensuring fiscal integrity and timely submissions.

- Evaluate program effectiveness and design new initiatives to expand measurable community impact.
- Build and sustain partnerships with local government, community organizations, and regional stakeholders; serve as a public representative of the organization.

### **Pensacola State College**

Executive Director, Corporate Training and Continuing Education 2025 – 2026

- Led growth and strategic direction for Corporate & Workforce Training, Continuing Education, and the Center for Nonprofit Training.
- Cultivated partnerships with employers, donors, trainers, and community organizations to expand program reach and revenue.
- Collaborated across academic and administrative teams to strengthen brand visibility and align offerings with workforce needs.
- Planned and executed complex, multi-stakeholder initiatives supporting regional workforce development.

### **Achieve Escambia**

Executive Director | 2023–2025

- Secured funding through strategic grant writing, funder relationships, and cross-sector partnerships.
- Led financial operations, compliance, and board governance for a collective-impact nonprofit.
- Facilitated cradle-to-career collaboration among businesses, nonprofits, military partners, and education systems.

### **ReadyKids!**

Executive Director | 2021–2023

- Directed early-learning and school-readiness initiatives serving low-income VPK students and their families.
- Managed operations, funding, and community partnerships to improve kindergarten readiness outcomes.

### **Pensacola Young Professionals**

Executive Director | 2019–2021

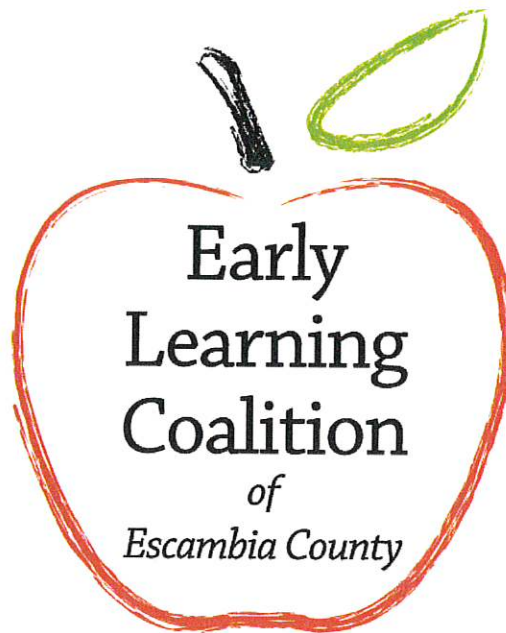
- Led a membership-based nonprofit focused on civic engagement, leadership development, and community impact.
- Expanded programming, partnerships, and volunteer engagement to strengthen regional talent retention.

#### **COMMUNITY INVOLVEMENT**

- Pensacola Young Professionals Member, 2015 – Present
- CivicCon Center for Civic Engagement Founding Member, 2020 – Present
- Greater Pensacola Chamber of Commerce Leadership Pensacola Class of 2022
- Florida's Great Northwest Leadership Northwest Florida Class III, President 2024 – 2025
- Greater Pensacola Chamber of Commerce Leadership Pensacola Curriculum Committee Co-Chair, 2025 – 2026
- Greater Pensacola Chamber of Commerce Board of Directors 2025 – 2026

#### **AWARDS & RECOGNITION**

- Pensacola Young Professionals Four Core Award, 2018
- In-Weekly Rising Star, 2022
- Junior League of Pensacola Woman in Education, 2024



# BOARD OF DIRECTORS MEMBERSHIP QUESTIONNAIRE

## EARLY LEARNING COALITION OF ESCAMBIA COUNTY

The Early Learning Coalition of Escambia County will use the information provided solely in connection with its review of your application for membership. Please note that Florida's public records law requires that all information received in connection with state business be made available to anyone upon request, unless there is a specific statutory exemption.

[www.elcescambia.org](http://www.elcescambia.org)

**Section 1 – General Information**

Applicant's Name: (Include name commonly used, please print)	Ruthie Noel
Email Address	rnoel@pensacolahabitat.org
Mobile Telephone Number	850-699-6500
Current Employer:	Pensacola Habitat for Humanity
Current Occupation:	
Florida County of Residence	Escambia
Is this the first time you have applied to this Board?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
*Sex:	<input type="checkbox"/> Male <input checked="" type="checkbox"/> Female
*Race:	<input checked="" type="checkbox"/> White <input type="checkbox"/> Native-American/Alaskan Native <input type="checkbox"/> Hispanic-American <input type="checkbox"/> Asian/Pacific Islander <input type="checkbox"/> African-American
Do you now, or have you, within the last three years, been a member of any club or organization that, to your knowledge, in practice or policy, restricts membership or restricted membership during the time that you belonged on the basis of race, religion, national origin, or gender?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  If so, detail the name and nature of the club(s) or organization(s), relevant policies and practices, and state whether you intend to continue as a member if you appointed to the Board of Directors

\* This information will be used to provide demographic statistics on board membership.

26

**Section 2 – Education and Background**

The questionnaire MUST BE COMPLETED IN FULL. Answer “none” or “not applicable” where appropriate.

Business Address:	300 W. Leonard St. Pensacola FL
Residence Address:	4305 Montaigne Dr. Pensacola FL 32514
Specify the preferred mailing address:	<input type="checkbox"/> Business <input checked="" type="checkbox"/> Residence
Since what year have you been a continuous resident of Florida?	2012

**Education**

High School:	NWFL State College Collegiate High School	Year Graduated:	2007
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List all postsecondary educational institutions attended:

NAME & LOCATION	DATES ATTENDED	CERTIFICATES/DEGREES RECEIVED
University of West Florida	2012 - 2014	Bachelor of Arts
University of West Florida	2014 - 2016	Master of Arts

**Military Service**

Are you or have you ever been a member of the armed forces of the United States?

Yes  No If "Yes" list:

- Dates of service: \_\_\_\_\_
- Branch or component: \_\_\_\_\_
- Date & type of discharge: \_\_\_\_\_

**Background**

Have you or members of your immediate family (spouse, child, parents(s), siblings(s), or businesses of which members of your immediate family have been owners, officers, or employees, held any contractual or other direct dealings during the last four (4) years with any state or local governmental agency in Florida, including the office or agency to which you have been appointed or are seeking appointment?

Yes  No If "Yes", explain:

NAME OF BUSINESS	FAMILY MEMBER'S RELATIONSHIP TO YOU	FAMILY MEMBER'S RELATIONSHIP TO BUSINESS	BUSINESS' RELATIONSHIP TO AGENCY

Early Learning Coalition of Escambia County - Board Membership Questionnaire

Have you ever been arrested, charged, or indicted for violation of any federal, state, county, or municipal law, regulation, or ordinance? (Exclude traffic violations for which a fine or civil penalty of \$150 or less was paid.)

Yes  No If "Yes", please provide details:

DATE	PLACE	NATURE	DISPOSITION

Has probable cause ever been found that you were in violation of Part III, Chapter 112, F.S., the Code of Ethics for Public Officers and Employees?

Yes  No If "Yes", give details:

DATE	NATURE	DISPOSITION

**Section 3 – Experience**

State your experiences and interests or elements of your personal history that qualify you for this position.

In college, I was a student of developmental psychology and early childhood education. I worked as an early childhood classroom educator in for-profit child care centers and private academy which was internationally Montessori certified. I led the work of ReadyKids! including the ReadingPals program and successfully partnered with the Escambia County ELC on various projects, events, and initiatives to increase kindergarten readiness in our community. I participated in the Kindergarten Readiness Collective Action Network for many years and facilitated the KCAN work as the Executive Director of Achieve Escambia for two years. I served as the Communications Co-Chair for the Escambia Children's Trust referendum campaign and have worked closely with ECT since its establishment. I have collaborated at the state level with the Children's Movement of Florida to facilitate early learning-focused roundtables in our community and to help steer the creation of a state-wide network of communities prioritizing early learning.

List specially any degree(s), professional certification(s), or designations(s) related to the subject matter of this position:

BA in Psychology (emphasis on Developmental and Cog Neuro), MA in Psychology (Industrial-Organizational)  
Racial Equity Institute Trained Professional (2020/2021)  
Many hours of DCF training  
Trauma Intervention Training

List any awards or recognitions relating to the subject matter of this position:

Junior League of Pensacola Woman in Education award 2024

Identify all association memberships and association offices held by you that relate to this position:

Not applicable at this time. I've had a change in industry from early learning to affordable housing in my current role as VP of Programs at Pensacola Habitat for Humanity.

Early Learning Coalition of Escambia County - Board Membership Questionnaire

Have you ever been elected or appointed to any public office in this state?

Yes  No

If "Yes", state the office title, date of election or appointment, term of office, and level of government (city, county, district, state, federal):

OFFICE TITLE	DATE OF ELECTION OR APPOINTMENT	TERM OF OFFICE	LEVEL OF GOVERNMENT

If your service was on an appointed board(s), committee(s), or council(s):

- How frequently were meetings scheduled: \_\_\_\_\_
- If you missed any of the regularly scheduled meetings, state the number of meetings you attended, the number you missed, and the reasons(s) for your absence(s).

MEETINGS ATTENDED	MEETINGS MISSED	REASON FOR ABSENCE

**Section 4 – Early Care and Education Partner Information**

Are you a private child care partner or employee who receives funding from the Coalition in which you are applying for membership?

Yes  No

If yes, are you:

For Profit  Not for Profit  Faith Based  Other

Please list all services/programs for which you receive funding:

If you are a Voluntary Prekindergarten (VPK) partner or employee and you or your center receive funding for VPK: Did the most recent kindergarten rate for each program type (school year and/or summer) exceed the minimum kindergarten readiness rate established pursuant to s. 1002.69, F.S., for that program year?

Yes  No  Not Applicable

If yes, provide your latest Kindergarten Readiness Rate:

If you are a VPK or School Readiness partner, did you submit accurate and timely monthly attendance roster for the VPK program in accordance with subsection 60BB-8.305(3), F.A.C?

Yes  No  Not Applicable

If you are a School Readiness partner, did you submit accurate and timely monthly attendance rosters for the School Readiness program?

Yes  No  Not Applicable

Early Learning Coalition of Escambia County - Board Membership Questionnaire

Are you accredited by a recognized agency?

Yes  No  Not Applicable

If yes, please list accrediting body:

ACCREDITING BODY	DATE OF ACCERDITATION

If you are a VPK partner, have you ever been determined to be a Provider on Probation (POP) by the Florida Department of Education (FDOE)?

Yes  No  Not Applicable

A partner is not eligible for board membership if during the last 24 months, the partner:

- Submitted two or more consecutive, or a combined total of four or more, monthly attendance rosters 10 or more calendar days after the required submission date;
- Submitted two or more consecutive, or a combined total of four or more, monthly attendance rosters containing inaccurate reporting of a student's child's attendance; or
- Failed to repay an overpayment by the required repayment date after the Coalition discovered the overpayment and requested repayment; or
- Submitted a monthly attendance roster resulting in an overpayment that exceeded 20 percent of the payment for a calendar month due to the provider's inaccurate reporting of a student's child's attendance; or
- Submitted a monthly attendance roster containing fraudulent reporting or other intentional misreporting of a student's child's attendance; or
- Failed to comply with the terms of the Coalition's School Readiness Provider Agreement.
- Licensed by the Department of Children and Family Services or a local licensing agency is not eligible to if the provider's license status, as recorded in the department's Child Care Information System, is "Revocation Action Pending," "Suspension Action Pending/Suspended," or "Closed."
- A partner which is not licensed by the Department of Children and Family Services or a local licensing agency but which is accredited as described in s.1002.55(3)b., F.S., is not eligible if the provider's accreditation status has expired or been rescinded.

**Section 5 – References**

List three persons who have known you well within the past five (5) years. Include a current, complete address, email address and telephone number. Exclude your relatives.

NAME	MAILING ADDRESS	ZIP CODE	PHONE NUMBER	EMAIL ADDRESS
Lindsey Cannon	1000 College Blvd. Bldg. 26 Pensacola, FL	32504	850-303-9842	lcannon@escambia childrenstrust.org
Doug Brown	2501 W. Wright St. Pensacola	32505	850-898-5081	d.brown@ capc-pensacola.org
MaryAnn Bickerstaff	3932 N. 10th Ave Pensacola	32503	850-554-8673	mbickerstaff@arc- gateway.org

Name any business, professional, occupational, civic, or fraternal organizations(s) of which you are now a member, or of which you have been a member during the past five (5) years, the organization address(es), and date(s) of your membership(s).

NAME	MAILING ADDRESS	OFFICE(S) HELD & TERM	DATE(S) OF MEMBERSHIP
Pensacola Young Professionals	321 N. DeVilliers St. #208 Pensacola 32502	Member	2015 - Present
Pensacola Chamber	218 W. Garden St.	LeaP Curriculum	2025 - Present
Equity Project Alliance	113 Baybridge Dr. Gulf Breeze 32561	Data Walk Committee	2023 - Present

Do you know of any reason why you will not be able to attend fully to the duties of the office or position to which you have been or will be appointed?

Yes  No If "Yes", explain:

If required by law or administrative rule, will you file financial disclosure statements?

Yes  No

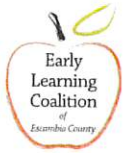
**CERTIFICATION**

I Ruth Noel (print name), have carefully and personally prepared or read the answers to the foregoing questions. The information contained in said answers is complete and true.

Ruth Noel  
Signature

4/15/2026  
Date

**Applicant must attach a resume or biography.**



# Early Learning Coalition of Escambia County Board Member Application

Must be a Florida Resident to Apply

Please type or print clearly

## Personal Information

Noel	Ruth	Sentell Christie
Last Name	First Name	Middle
Pensacola Habitat for Humanity		Vice President of Programs
Employer/Affiliation	Title	
4305 Montaigne Dr.		
Street Address		
Pensacola/FL/32504		
City/State/Zip Code		
850-699-6500		rnoel@pensacolahabitat.org
Phone	Mobile	Email

Are you a parent:  Y  N If yes, age(s) of Child(ren) 3.5

Is your employer  a private, for-profit enterprise,  a community based non-profit organization

Other (please specify): \_\_\_\_\_

## Community/Civic Involvement

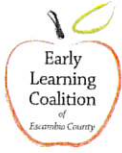
Please list up to five community, civic, professional, business, and other organizations of which you are or have been a member.

Organization Name	Dates of Membership	Position(s) Held
Pensacola Young Professionals	2015 - 2025	Board member, Executive Director
Equity Project Alliance	2024 - Current	Data Walk Committee member, past Board member
Pensacola Women's Alliance	2022 - 2024	Nominating Committee Chair
_____	_____	_____
_____	_____	_____

## Statement of Interest

Reasons for applying/additional comments: \_\_\_\_\_

My academic training and professional experience are deeply rooted in early childhood education and kindergarten readiness. I have led and partnered on local and state early learning initiatives. I am committed to contributing governance in support of strong outcomes for children and families.



# Early Learning Coalition of Escambia County Board Member Application

Must be a Florida Resident to Apply

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

Race (check one):  White  Black  Asian or Pacific Islander  
 American Indian or Alaskan Native

Sex:  Male  Female Are you age 55 or older?  Yes  No

Are you a veteran?  Yes  No Do you have any disabling conditions?  Yes  No

If you need accommodation, please specify: \_\_\_\_\_

## Commitment and Operational Statements

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

**Employment:** The school readiness legislation states that nominated members must be from the private sector, and neither they nor their families may earn an income from the early education or child care industry.

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

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

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

*Ruth Noel*

4/16/2026

Applicant Signature

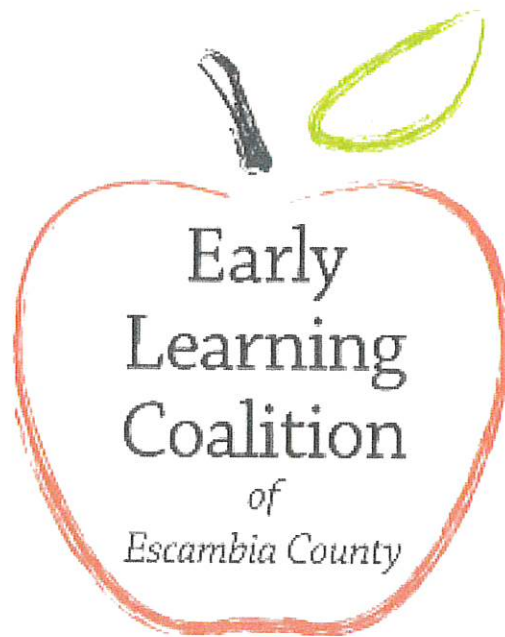
Date

## SUBMISSION OF NOMINATION FORM & CONTACT FOR ADDITIONAL INFORMATION

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

Application forms may be submitted by mail to:

**Bruce Watson, Executive Director**  
Early Learning Coalition of Escambia County  
3300 N. Pace Blvd, Suite 210, Pensacola, FL 32505  
Or by email: [bwatson@elcescambia.org](mailto:bwatson@elcescambia.org)



# BOARD OF DIRECTORS MEMBERSHIP QUESTIONNAIRE

## EARLY LEARNING COALITION OF ESCAMBIA COUNTY

The Early Learning Coalition of Escambia County will use the information provided solely in connection with its review of your application for membership. Please note that Florida's public records law requires that all information received in connection with state business be made available to anyone upon request, unless there is a specific statutory exemption.

**Section 1 – General Information**

Applicant's Name: (Include name commonly used, please print)	Ashley Colon
Email Address	littleinspirationsLA@gmail.com
Mobile Telephone Number	(850)377-4371
Current Employer:	Little Inspirations Learning Academy
Current Occupation:	Owner/Director
Florida County of Residence	Escambia
Is this the first time you have applied to this Board?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
*Sex:	<input type="checkbox"/> Male <input checked="" type="checkbox"/> Female
*Race:	<input checked="" type="checkbox"/> White <input type="checkbox"/> Native-American/Alaskan Native <input type="checkbox"/> Hispanic-American <input type="checkbox"/> Asian/Pacific Islander <input type="checkbox"/> African-American
Do you now, or have you, within the last three years, been a member of any club or organization that, to your knowledge, in practice or policy, restricts membership or restricted membership during the time that you belonged on the basis of race, religion, national origin, or gender?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  If so, detail the name and nature of the club(s) or organization(s), relevant policies and practices, and state whether you intend to continue as a member if you appointed to the Board of Directors

\* This information will be used to provide demographic statistics on board membership.

**Section 2 – Education and Background**

The questionnaire **MUST BE COMPLETED IN FULL**. Answer “none” or “not applicable” where appropriate.

Business Address:	9318 Pensacola Blvd., Pensacola, FL, 32534
Residence Address:	3831 Bayou Blvd., Pensacola, FL, 32503
Specify the preferred mailing address:	<input checked="" type="checkbox"/> Business <input type="checkbox"/> Residence
Since what year have you been a continuous resident of Florida?	2008

**Education**

High School:	Pace High School	Year Graduated:	2012
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List all postsecondary educational institutions attended:

NAME & LOCATION	DATES ATTENDED	CERTIFICATES/DEGREES RECEIVED
NICCM/ University of Alaska	03/10/2020	National CDA and Directors Credential

**Military Service**

Are you or have you ever been a member of the armed forces of the United States?

Yes  No If "Yes" list:

- Dates of service: N/A
- Branch or component: N/A
- Date & type of discharge: N/A

**Background**

Have you or members of your immediate family (spouse, child, parents(s), siblings(s), or businesses of which members of your immediate family have been owners, officers, or employees, held any contractual or other direct dealings during the last four (4) years with any state or local governmental agency in Florida, including the office or agency to which you have been appointed or are seeking appointment?

Yes  No If "Yes", explain:

NAME OF BUSINESS	FAMILY MEMBER'S RELATIONSHIP TO YOU	FAMILY MEMBER'S RELATIONSHIP TO BUSINESS	BUSINESS' RELATIONSHIP TO AGENCY
N/A			

Have you ever been arrested, charged, or indicted for violation of any federal, state, county, or municipal law, regulation, or ordinance? (Exclude traffic violations for which a fine or civil penalty of \$150 or less was paid.)

Yes  No If "Yes", please provide details:

DATE	PLACE	NATURE	DISPOSITION

Has probable cause ever been found that you were in violation of Part III, Chapter 112, F.S., the Code of Ethics for Public Officers and Employees?

Yes  No If "Yes", give details:

DATE	NATURE	DISPOSITION

**Section 3 – Experience**

State your experiences and interests or elements of your personal history that qualify you for this position.

I have over 10 years of experience in the childcare and early education field, with a strong passion for fostering a love of learning in the children within our community. My experience spans all levels of care, including working as a nanny, in classrooms serving ages 2 months to 12 years, and in leadership roles as an assistant director, director, and now owner.

Having served in each of these roles provides me with a well-rounded and practical perspective when evaluating decisions that impact private childcare centers. I understand firsthand how policies and changes affect daily operations, staff, families, and overall program quality, and I am committed to ensuring those impacts are thoughtfully considered.

List specially any degree(s), professional certification(s), or designations(s) related to the subject matter of this position:

National CDA

National Directors Credential

VPK Directors Credential

Infant/Toddler CLASS

PRE-K CLASS

List any awards or recognitions relating to the subject matter of this position: N/A

Identify all association memberships and association offices held by you that relate to this position: N/A

Have you ever been elected or appointed to any public office in this state?

Yes  No

If "Yes", state the office title, date of election or appointment, term of office, and level of government (city, county, district, state, federal):

OFFICE TITLE	DATE OF ELECTION OR APPOINTMENT	TERM OF OFFICE	LEVEL OF GOVERNMENT
n/a			

If your service was on an appointed board(s), committee(s), or council(s):

- How frequently were meetings scheduled: N/A
- If you missed any of the regularly scheduled meetings, state the number of meetings you attended, the number you missed, and the reasons(s) for your absence(s).

MEETINGS ATTENDED	MEETINGS MISSED	REASON FOR ABSENCE
n/a		

**Section 4 – Early Care and Education Partner Information**

Are you a private child care partner or employee who receives funding from the Coalition in which you are applying for membership?

Yes  No

If yes, are you:

For Profit  Not for Profit  Faith Based  Other

Please list all services/programs for which you receive funding: VPK and SR

If you are a Voluntary Prekindergarten (VPK) partner or employee and you or your center receive funding for VPK: Did the most recent kindergarten rate for each program type (school year and/or summer) exceed the minimum kindergarten readiness rate established pursuant to s. 1002.69, F.S., for that program year?

Yes  No  Not Applicable

If yes, provide your latest Kindergarten Readiness Rate: 51, Above Expectations

If you are a VPK or School Readiness partner, did you submit accurate and timely monthly attendance roster for the VPK program in accordance with subsection 60BB-8.305(3), F.A.C?  Yes  No  Not Applicable

If you are a School Readiness partner, did you submit accurate and timely monthly attendance rosters for the School Readiness program?

Yes  No  Not Applicable

Are you accredited by a recognized agency?

Yes  No  Not Applicable

If yes, please list accrediting body:

ACCREDITING BODY	DATE OF ACCREDITATION
N/A	

If you are a VPK partner, have you ever been determined to be a Provider on Probation (POP) by the Florida Department of Education (FDOE)?

Yes  No  Not Applicable

A partner is not eligible for board membership if during the last 24 months, the partner:

- Submitted two or more consecutive, or a combined total of four or more, monthly attendance rosters 10 or more calendar days after the required submission date;
- Submitted two or more consecutive, or a combined total of four or more, monthly attendance rosters containing inaccurate reporting of a student's child's attendance; or
- Failed to repay an overpayment by the required repayment date after the Coalition discovered the overpayment and requested repayment; or
- Submitted a monthly attendance roster resulting in an overpayment that exceeded 20 percent of the payment for a calendar month due to the provider's inaccurate reporting of a student's child's attendance; or
- Submitted a monthly attendance roster containing fraudulent reporting or other intentional misreporting of a student's child's attendance; or
- Failed to comply with the terms of the Coalition's School Readiness Provider Agreement.

Licensed by the Department of Children and Family Services or a local licensing agency is not eligible to if the provider's license status, as recorded in the department's Child Care Information System, is "Revocation Action Pending," "Suspension Action Pending/Suspended," or "Closed." • A partner which is not licensed by the Department of Children and Family Services or a local licensing agency but which is accredited as described in s.1002.55(3)b., F.S., is not eligible if the provider's accreditation status has expired or been rescinded.

**Section 5 – References**

List three persons who have known you well within the past five (5) years. Include a current, complete address, email address and telephone number. Exclude your relatives.

NAME	MAILING ADDRESS	ZIP CODE	PHONE NUMBER	EMAIL ADDRESS
Christy Abbott	1411 Colwyn Dr., Cantonment, FL	32533	(850) 860-3132	
Tammy Abrams	357 Connie Way, Cantonment, FL	32534	(850) 382-1165	Twillsail@gmail.com
Chris Early	2534 Eclipse Ln, Pensacola, FL	32514	(850) 748-9354	christopherearly77@gmail.com

Name any business, professional, occupational, civic, or fraternal organizations(s) of which you are now a member, or of which you have been a member during the past five (5) years, the organization address(es), and date(s) of your membership(s).

NAME	MAILING ADDRESS	OFFICE(S) HELD & TERM	DATE(S) OF MEMBERSHIP
NAEYC	N/A	NONE	2022-CURRENT
FLAEYC	N/A	NONE	2025-CURRENT


Do you know of any reason why you will not be able to attend fully to the duties of the office or position to which you have been or will be appointed?

Yes  No If "Yes", explain:

If required by law or administrative rule, will you file financial disclosure statements?  Yes  No

**CERTIFICATION**

I Ashley Colon (print name), have carefully and personally prepared or read the answers to the foregoing questions. The information contained in said answers is complete and true.

  
\_\_\_\_\_  
Signature

3/26/24  
\_\_\_\_\_  
Date

**Applicant must attach a resume or biography.**

## **Ashley Trevino**

Pensacola, FL | (850)377-4371 | a.w.capps94@gmail.com

### **PROFESSIONAL SUMMARY**

Childcare center director with 13+ years of experience in early childhood education and over 6 years in leadership and business operations. Proven ability to manage licensed childcare facilities, oversee staff, maintain regulatory compliance, and sustain enrollment. Experienced in daily financial awareness, staffing ratios, and operational efficiency. Strong background in building parent relationships and maintaining high-quality care environments.

### **PROFESSIONAL EXPERIENCE**

#### **Director | Little Inspirations Learning Academy | Pensacola, FL | 2023–Present**

- Oversee full operations of a licensed childcare center serving infants through VPK
- Manage hiring, training, scheduling, and performance of staff
- Maintain compliance with all state childcare licensing regulations
- Monitor enrollment, tuition tracking, and retention strategies
- Oversee daily financial awareness including staffing costs and supply management
- Coordinate inspections, audits, and regulatory requirements

#### **Director | Malena's Mini School | Pensacola, FL | 2020–2023**

- Managed daily operations including staffing, scheduling, and compliance
- Maintained licensing standards and safety regulations
- Supported enrollment growth and parent communication
- Oversaw curriculum and staff development

#### **Lead Teacher (3-Year-Old Classroom) | Malena's Mini School | 2018–2020**

- Implemented lesson plans and managed classroom development
- Maintained communication with parents and tracked milestones
- Ensured safety and sanitation compliance

#### **Nanny & Personal Assistant | Private Families | 2013–2018**

- Provided full-time childcare for multiple families

- Managed schedules, developmental activities, and household support

## **EDUCATION & CREDENTIALS**

- National CDA (Child Development Associate Credential)
- Director Credential
- VPK Director Credential
- Infant & Pre-K CLASS Certification

## **CERTIFICATIONS**

- CPR & First Aid Certified (10+ years)
- DCF 45 Hours Childcare Training Completed
- Level 2 Background Screening Cleared

## **CORE COMPETENCIES**

- Business Operations & Staff Management
- Licensing & Regulatory Compliance
- Enrollment & Retention
- Parent Communication
- Health & Safety Standards

## **BUSINESS QUALIFICATIONS**

- 3+ years operating a licensed childcare business
- 6+ years in leadership and management roles
- Extensive experience with compliance, staffing, and operations
- Demonstrated ability to sustain and manage a regulated childcare facility