



**December 17, 2025
11:30 a.m. to 1:30 p.m.
Early Learning Coalition of Duval
In Person/Zoom Call**

Agenda

11:30 a.m. – 11:40 a.m.	Welcome	Sarah Hulsberg
	Chair Report Approval of October 29, 2025 Minutes	Sarah Hulsberg
11:40 a.m. – 11:45 a.m.	PNC Grow Up Great	PNC
11:45 a.m. – 12:00 p.m.	CEO Report 1. DEL Satisfaction Results 2. Mayor's Task Force 3. Provider Board Positions 4. ELC assistance 5. February Board Meeting date 6. Staff Highlights	Angel Carro
12:00 p.m. – 12:30 p.m.	Committee/Workgroup Updates Finance Committee Legislative Committee Appeals Committee DELDN	Melanie Patz Jason Roth & Karen Feagins Sarah Hulsberg Carla Whiteside
12:30 p.m. – 1:20 p.m.	School Readiness Process	Lisa Tyner & Rosa Fucci
1:20 p.m. – 1:30 p.m.	Public Comment/Other Business/ Announcements	

Next Meeting – March 4, 2026



Wednesday October 29 , 2025

In-Person/Zoom Board Meeting 11:30 am

Quorum met 22 of 25 members present

Board Members Present: Marcus Rowe, Melanie Patz, Carlos Esquivia-Lee, Sarah Hulsberg, Jason Roth, Letisha Jefferson, Dr. Tara Haley, LaTanya Wynn-Hall, Christy Gillis, Amber Holley, Kenneth Darity, Maribel Monsalve, Marian Wilcher, Maria McNair, Carla Whiteside, Vicki Waytowich, Karen Feagins, Fionnuala Geoghegan, Chelsea Harris, Cheryl Taylor, James Poindexter, Karen Patterson

Board Members Absent: Carl Smith-excused, Christopher Bernier-excused, Samuel Newby-excused

ELC Staff Present: Angel Carro, Lashonda Hicks, Cheryl Benveniste, Tinesha Byrd, Cathie Odom, Danielle DeCastro, Johnna Daniels, Fred Wenk, Heather Mooney, Ann Thompson, Katy Droubie, Bobby Steely, Lisa Zenoz, Catina Jones, Sheila Mackey, Sylvia Schmucker, Lori Ryals, Gwen Carmichael, Charlene Gross, Colleen Isgette, Khalida Bendolph, Latrice Roberts, Laurie De La Cruz, Catrina Patrick, Erin Jennings, Latricia Gillis, Brianna Miller, Dylan Solomon, Tarika Marion, Beverly Lorde

Marcus Rowe began the meeting by welcoming everyone.

The August 27, 2025, meeting minutes were reviewed and Marcus Rowe called for a motion to approve the minutes. Dr. Tara Haley made a motion to approve the meeting minutes.

MOTION: TO APPROVE AUGUST 27, 2025, MEETING MINUTES

Fionnuala Geoghegan seconded, and motion was approved by all

Angel Carro presented the CEO report as follows:

- Town Hall & Small Provider Meetings
- SR SMI 55%
- Provider Grants
- VPK Enrollments
- Federal Shutdown
- Staff Highlights

Melanie Patz communicated the following financials:

- We are currently serving 8,763 children in SR
- We are currently serving 7,131 children in VPK



- We have 1099 (213 children 0-5) on the waiting list.
- We are currently at 86% return rate for New Enrollment in September.
- The 401K Audit was completed
- The Single Audit is underway.
- The State Fiscal Monitoring for FY 2024-2025 has begun.

Sarah Hulsberg gave the Appeals committee update with no appeals to report.

Carla Whiteside shared that the DELDN Conference was a success.

Johnna Cooper-Dainels gave an overview of Grants and Projects.

With no further business or public comment, the meeting was adjourned.

Respectfully Submitted,

Tinesha Byrd

PNC Grow up Great Grants - over \$85,000 in 10 years!





CEO Report – December 17, 2025

DEL Satisfaction Survey

We received the results from the annual Division of Early Learning Satisfaction Survey. Below are the statewide results:

	Group 1: CCR&R		Group 2: SR/VPK Enrollments		Group 3: Providers		Group 4: Board Members		Composite Score (weighted)
Coalition Name	Score	N	Score	N	Score	N	Score	N	
Alachua	70.1%	37	84.3%	474	84.1%	10	80.3%	12	79.2%
Brevard	80.3%	49	88.5%	886	87.8%	55	97.6%	5	87.7%
Broward	78.0%	549	88.3%	3382	87.7%	36	90.7%	9	85.6%
Duval	81.9%	220	88.4%	1773	86.6%	36	84.0%	9	85.2%
Escambia	82.4%	46	88.2%	419	91.9%	25	85.5%	8	86.7%
Flagler & Volusia	81.0%	119	88.7%	978	84.6%	16	88.5%	15	85.5%
Florida's Gateway	85.3%	11	91.0%	253	87.3%	8	81.0%	8	86.6%
Florida's Heartland	n/a	n/a	89.2%	413	86.3%	31	91.6%	10	89.1%
Hillsborough	82.9%	136	88.9%	3116	84.2%	140	83.1%	9	85.0%
IRMO	81.0%	17	86.5%	537	89.4%	32	89.3%	6	86.0%
Lake	81.3%	19	89.4%	576	90.5%	35	96.8%	5	88.7%
Manatee	77.3%	20	87.3%	684	n/a	n/a	96.0%	15	85.7%
Marion	81.9%	33	87.8%	523	81.9%	28	85.3%	15	84.4%
Miami-Dade & Monroe	80.6%	565	89.2%	4238	84.6%	49	95.8%	16	87.0%
North Florida	83.6%	45	87.6%	1054	86.7%	75	92.9%	14	87.3%
Northwest Florida	79.2%	22	87.8%	476	86.5%	16	90.9%	11	85.6%
Emerald Coast	80.5%	32	87.3%	484	84.4%	34	81.5%	8	83.5%
Orange	78.4%	243	87.6%	2599	84.1%	58	84.8%	10	83.6%
Osceola	82.1%	99	87.2%	848	87.4%	18	91.6%	10	86.6%
Palm Beach	81.5%	723	88.4%	2841	88.4%	20	90.2%	9	86.7%
Pasco & Hernando	85.6%	74	87.5%	1170	88.1%	54	91.3%	12	87.8%
Pinellas	82.1%	93	88.8%	1235	82.0%	55	85.2%	10	84.7%
Polk	79.7%	165	87.8%	1152	87.4%	12	90.4%	5	85.8%
Santa Rosa	77.7%	24	86.6%	256	93.6%	6	92.0%	4	86.4%
Sarasota	83.8%	51	88.5%	572	86.7%	32	63.0%	8	81.6%
Seminole	69.5%	30	84.5%	737	83.5%	81	86.0%	10	80.1%
Southwest Florida	78.3%	73	86.7%	1369	89.0%	17	83.1%	9	83.9%
St. Lucie	84.6%	40	88.9%	766	84.9%	15	94.3%	7	87.9%
Big Bend	76.5%	71	89.2%	794	74.6%	64	81.5%	5	80.9%
Nature Coast	88.0%	12	90.7%	399	94.1%	23	82.0%	4	88.8%
RCMA	n/a	n/a	85.4%	159	n/a	n/a	58.9%	7	77.1%
Statewide	80.5%	3618	87.9%	35163	86.5%	1081	86.6%	285	



Mayor's Task Force

The mayor has set up a task force on childcare solutions. The first meeting went over the reason for the task force and created groups to focus on specific items. I was added to the affordability group. The next meeting will be held on January 7th.

Provider Board Positions

Our two provider representatives end their terms in June 2026. Nominating committee will go through applicants to bring to our June 2026 meeting.

ELC assistance

Early Learning Coalition of Emerald Coast lost their finance director. We have been providing assistance to them while they are looking to hire a replacement.

February Meeting

The current date for the February board meeting is during children's week, so we are going to move the meeting to March 4th, 2026.

LENA Grow

The LENA Grow program has growing evidence that it gives teachers a better understanding of some of the CLASS dimensions and indicators along with clarity of what a high-quality interactive classroom looks like.

Teachstone and LENA Grow hosted a national panel discussion titled, *Collaboration on Quality: Improving CLASS Scores and Child Outcomes* on November 4, 2025. Lesha Buchbinder, CEO of the Early Learning Coalition of Lake County, was one of the featured panelists.

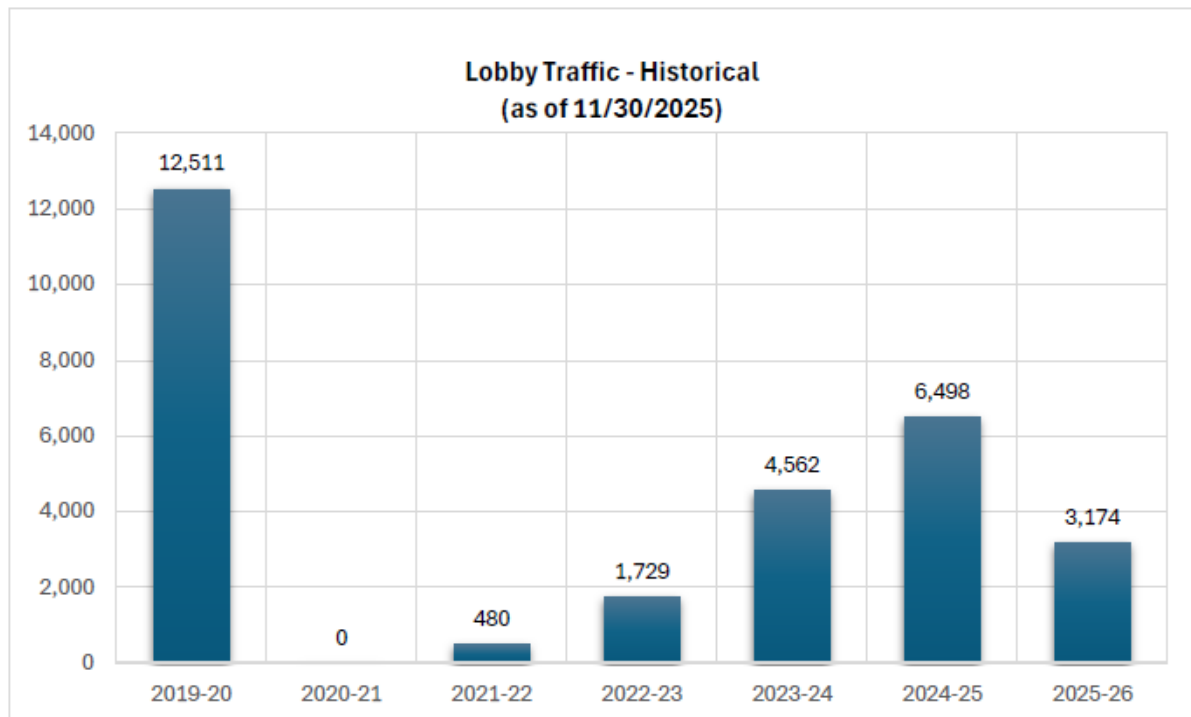
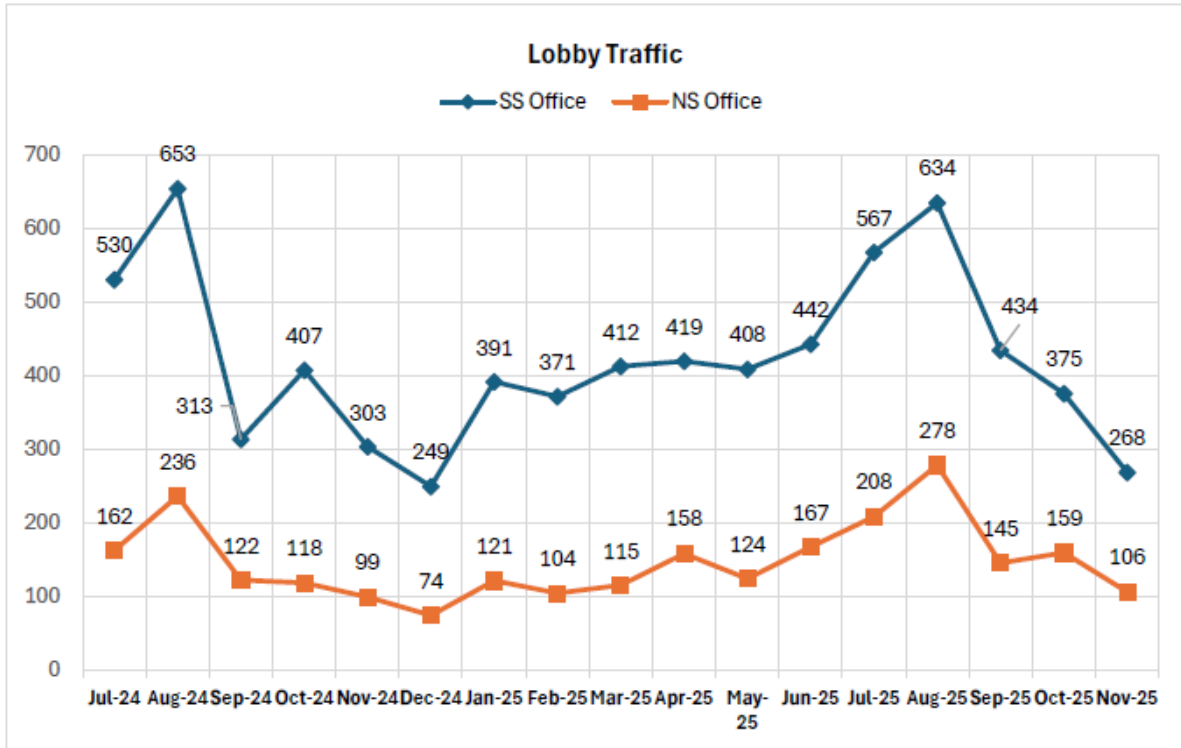
See link below to view the discussion:

<https://www.lena.org/resources/webinars/collaborating-on-quality-improving-class-scores-and-child-outcomes/>

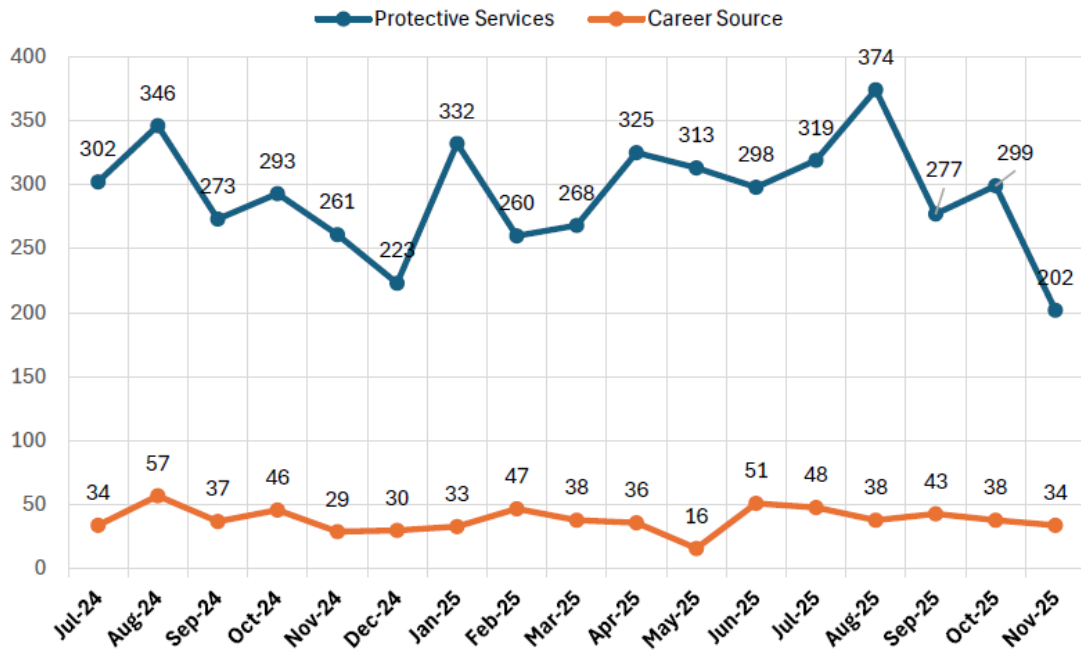
Staff Highlights for the last two months

- Finance staff presented at the Association of Early Learning Coalition's Conference. They covered slot utilization and program income.
- We sponsored 85 children at Calloway Cove housing community with gifts, clothes, and their favorite snacks for the holidays! Staff will be dropping off the gifts this week in time for their Community Festivities this weekend.

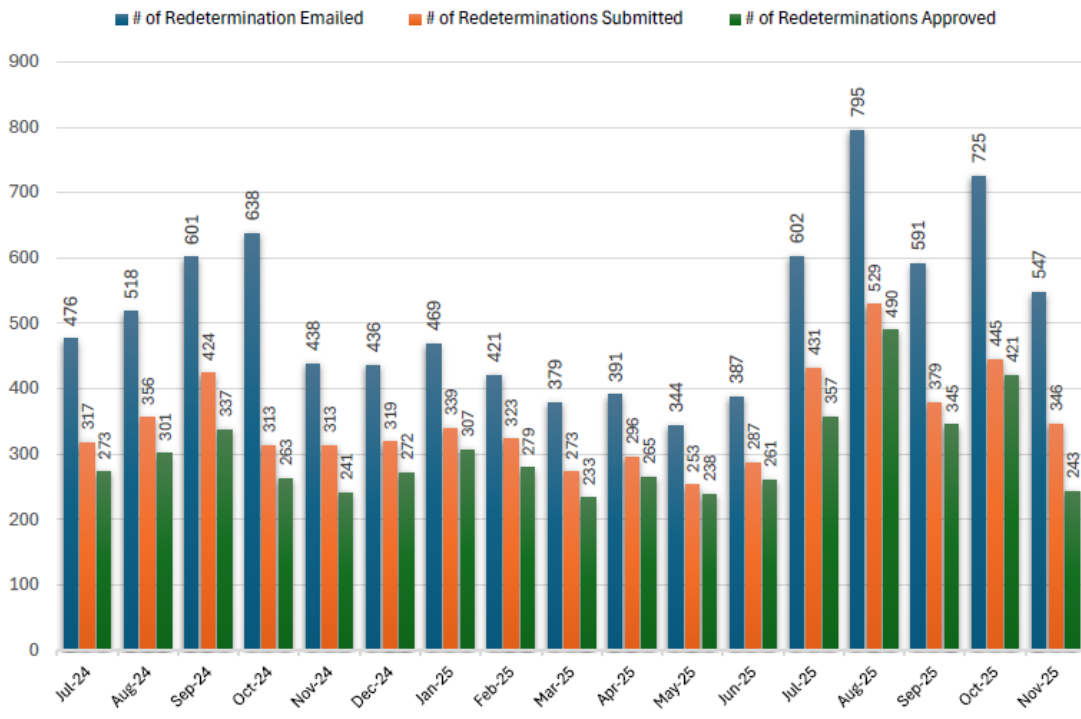
ELC Dashboard

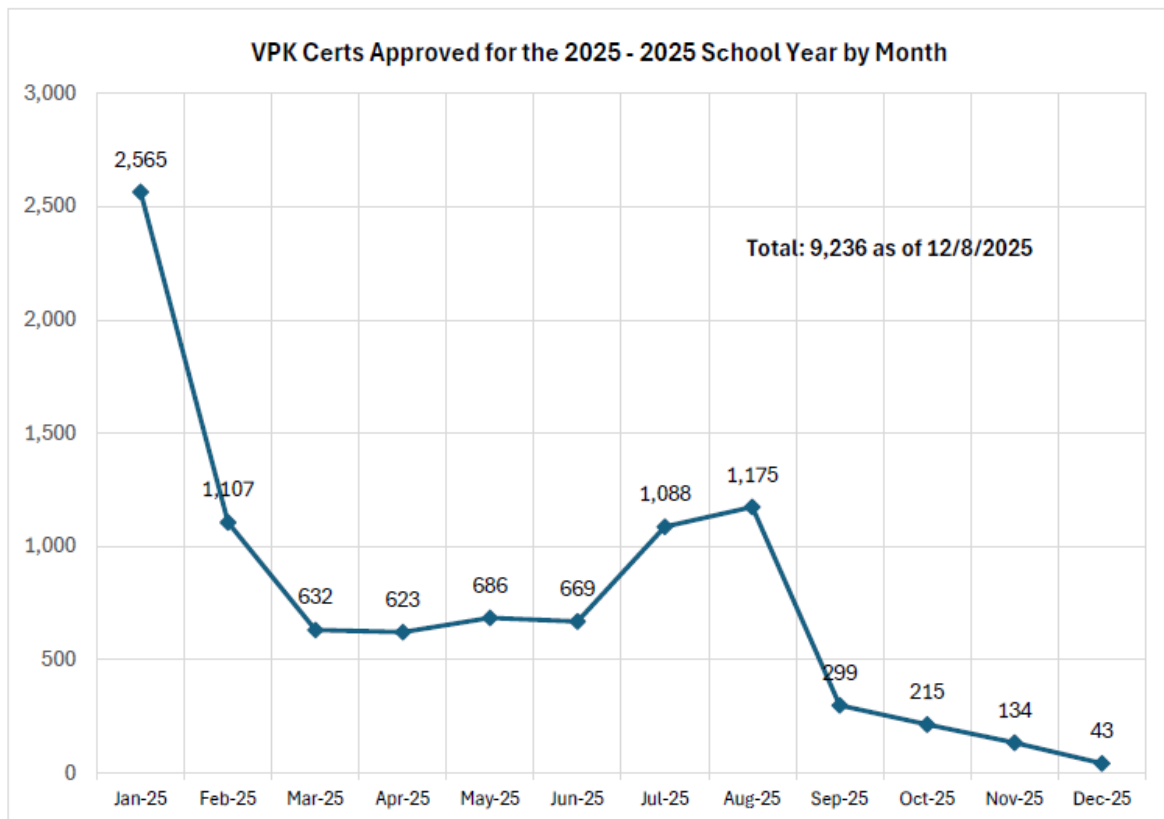
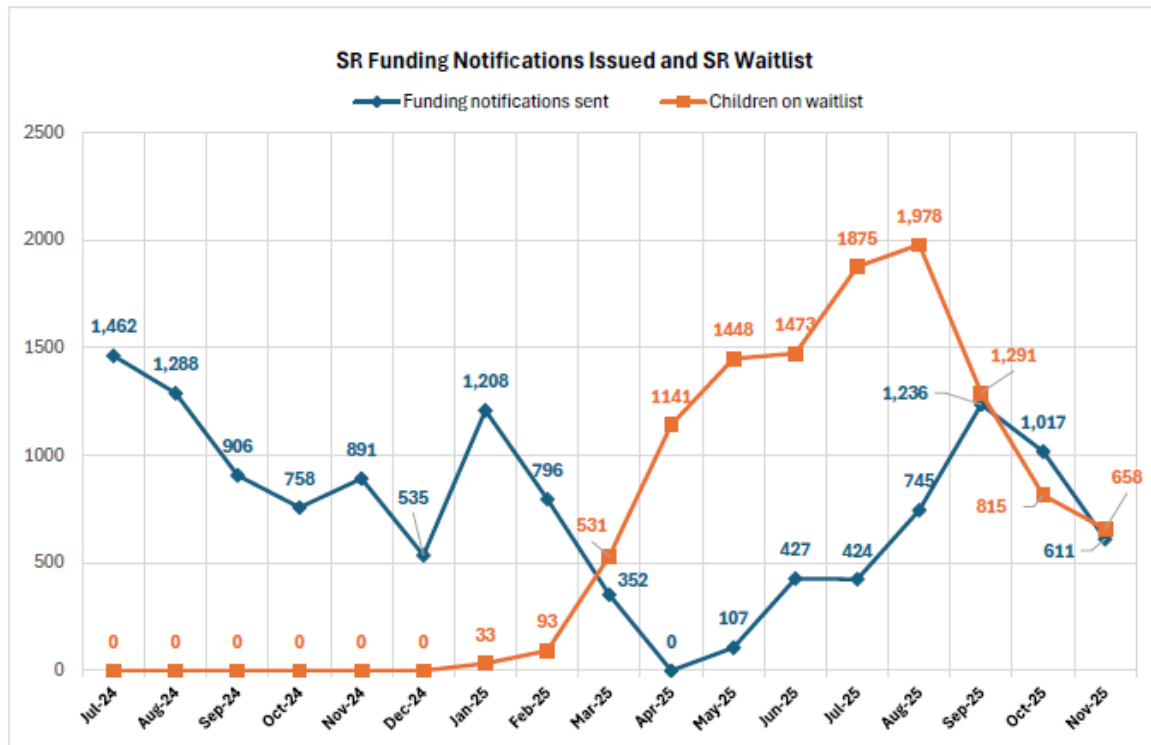


Referrals Received/Processed for SR Services

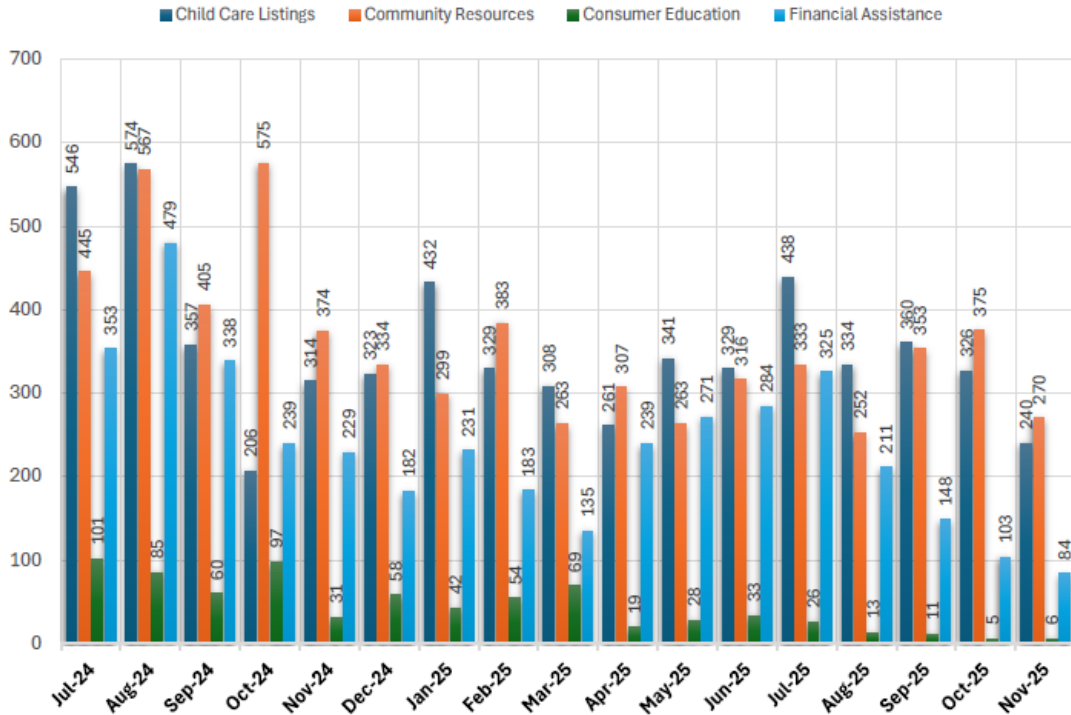


of Redeterminations

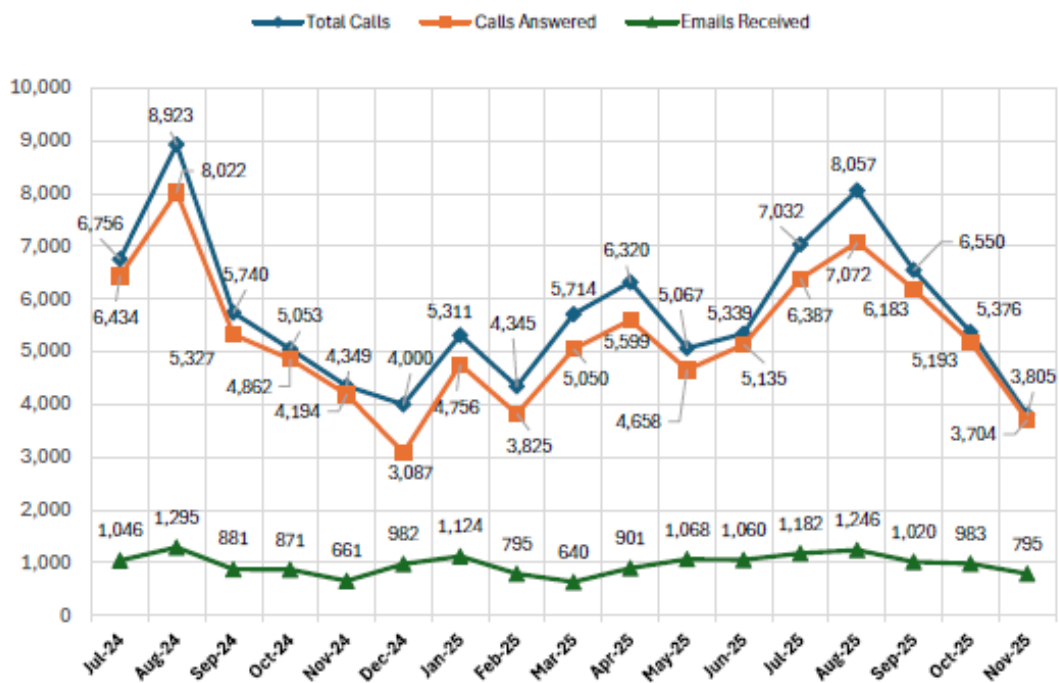




Types of Intake Requests



CCR&R Calls and Emails Received





Early Learning Coalition of Duval Finance Summary October 2025

Child Care:

Children Served	October 2025	October 2024	% Change
School Readiness with Match	8,923	8,688	2.7% ↑
SR Plus	23	2	1050% ↑
VPK	7,205	7,802	-7.7% ↓

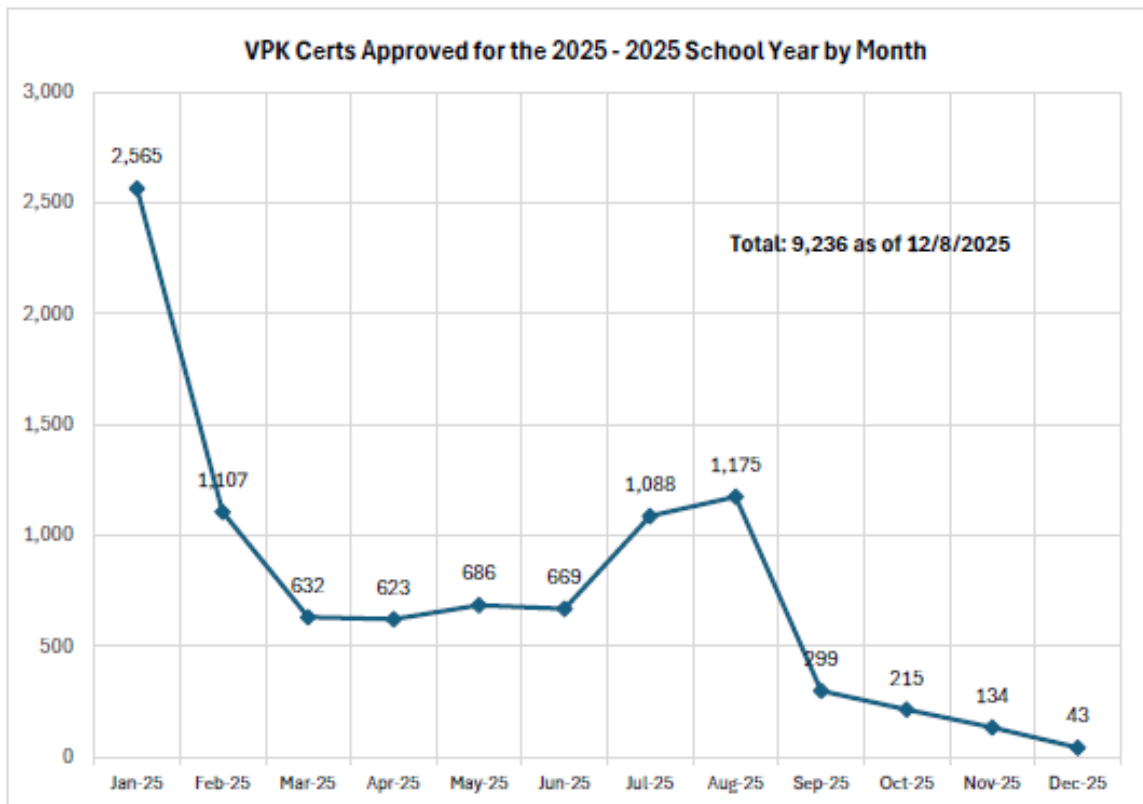
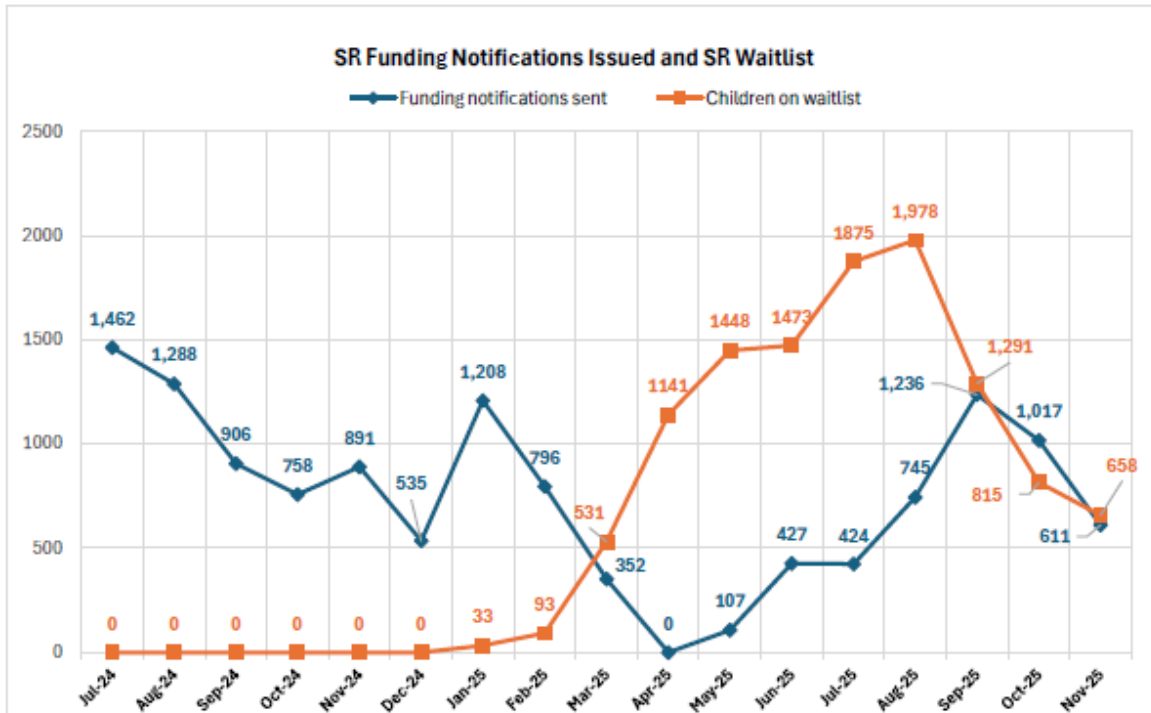
School Readiness	December 2025	October 2025	December 2024	% Change from PY
Wait List – Birth through 5	132	213	178	-26% ↓
Wait List – School Age	454	886	330	38% ↑
Wait List – Total	586	1,099	508	15% ↑

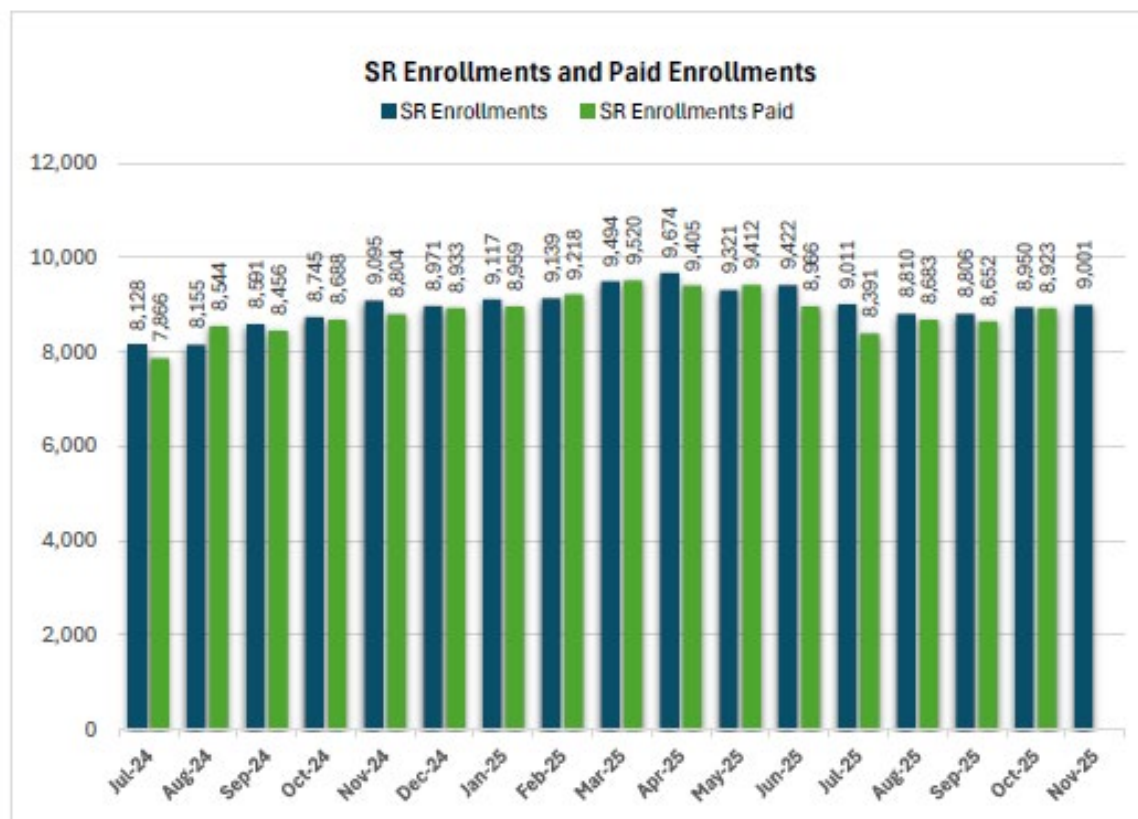
School Readiness	Returned	Approved	% Change
New Enrollments November (1136)	90%	55%	N/A
Redeterminations November (547)	60%	50%	N/A

VPK	December 2025	December 2024	% Change
VPK Enrollments	7,340	7,882	-6.9% ↓

- We are currently sending enrollment packets weekly. We are currently sending packets to families through the following application dates:
 - Children *Birth through Five Economically Disadvantaged (BG8 Priority 3)*: 12/4/2025
 - Children *Over Age Nine At Risk DCF Referrals (BG1 Priority 5)*: 12/4/2025
 - Children *School Age Economically Disadvantaged (BG8 Priority 6)*: 08/4/2025

Key	
DEL	Division of Early Learning
SR	School Readiness – Program funded through DEL with Federal and State Dollars
SR Plus	School Readiness Plus Program funded through State of Florida general revenue to extend child care services for families that have exited the SR Program
VPK	Voluntary Prekindergarten – Program funded through DEL with state of Florida general revenue
New Enrollment	Families who are on our waitlist and we are trying to enroll into SR
Redetermination	Current family in SR that is trying to renew their eligibility
Packet	Application sent to SR family to enroll or renew their SR eligibility. May include more than 1 child.





ELC OF DUVAL 2025-2026: School Readiness Slots

8-Dec-25

	Month	Beginning Census	Actual Increase (Decrease)	Ending Census	Care Days In Month	Daily Unit Cost	Avg. Monthly Cost	MONTHLY COST *		Diff
								ACTUAL	PROJECTED	
Actual	JUL	8,966	-575	8,391	23	26.41	607.41	4,978,573	5,096,751	118,179
	AUG	8,391	292	8,683	21	21.82	458.20	3,944,983	3,978,593	33,610
	SEP	8,683	-31	8,652	22	23.04	506.98	4,290,982	4,386,380	95,398
	OCT	8,652	271	8,923	23	22.62	520.28	4,559,127	4,642,418	83,291
Projected	NOV	8,923	78	9,001	20	23.82	476.34	0	4,287,496	4,287,496
	DEC	9,001	152	9,153	23	22.58	519.39	0	4,754,022	4,754,022
	JAN	9,153	22	9,175	22	23.69	521.21	0	4,782,073	4,782,073
	FEB	9,175	48	9,223	20	23.98	479.68	0	4,424,078	4,424,078
	MAR	9,223	-85	9,138	22	23.44	515.73	0	4,712,761	4,712,761
	APR	9,138	-60	9,078	22	23.41	515.01	0	4,675,254	4,675,254
	MAY	9,078	28	9,106	21	24.57	515.90	0	4,697,802	4,697,802
	JUN	9,106	59	9,165	22	24.59	541.04	0	4,958,597	4,958,597
TOTALS		107,489	199	107,688	261		514.41	17,773,665	55,396,226	37,622,561

Average # Children / Month	8,974
Total Annual Forecasted Cost	55,053,691
Avg Annual Cost Per Child	6,135

State Grant	64,891,113.00
Local SR Match	2,818,893.00
Total	67,710,006.00
78% Minimum Required	52,813,804.68
Current Slot Projection	55,053,691.26
Estimated Match towards 78%	1,071,449.39
Total Direct Services	56,125,140.65
Target Met (YES / NO)	YES
Under / (Over) Slot Requirement	(3,311,336)

BUDGET *	55,197,569
FORECAST COSTS *	55,053,691
SURPLUS / (DEFICIT)	143,878

Direct Slot Match	1,071,449	
Total Direct Forecast Costs	56,125,141	82.9%
Total Direct Budget	56,269,018	83.1%

QPI Deficit**	(638,889)
Adjusted Surplus / Deficit	(495,011)

Forecasted Direct % Based on Total Grant Spending	82.3%
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*Includes Special Needs and Gold Seal

**To be determined whether additional funds will be provided or if SR will need to cover

Early Learning Coalition of Duval School Readiness 2025-2026 Enrollment Plan

Month	Children
Dec-25	400
Jan-26	300
Feb-26	300
Mar-26	200

Month	Children
Apr-26	200
May-26	200
Jun-26	200

ACH Wires released in October 2025

Description	Date	Amount
BLI July & Aug 25	10/3/2025	\$ 74,535.77
VPK Aug 25/June VPKSD - DCPS	10/3/2025	\$ 230,349.23
VPK Aug 25 - Late Roster	10/3/2025	\$ 853.25
Oct 25 Rents	10/3/2025	\$ 20,032.75
Oct 25 Benefits/Insurance	10/6/2025	\$ 138,549.36
SR July/Aug 25 Adj	10/6/2025	\$ 3,755.19
SR, FFY, BOPT, KHA Sept 25	10/20/2025	\$ 4,469,166.43
SR Sept 25 Term/Late Rosters	10/20/2025	\$ 13,312.06
Miami Dade Family Partnership (ROR)	10/21/2025	\$ 103,355.97
Invoice - Eastbound Oct 25	10/21/2025	\$ 1,738.00
Workforce Development July - Sept	10/21/2025	\$ 379,159.28
Invoices - Iron Mountain Sept 25	10/21/2025	\$ 442.49
Journey Sept 25	10/21/2025	\$ 41,279.56
SR Sept 25 Termed provider	10/21/2025	\$ 1,856.05
Invoices - Amazon	10/28/2025	\$ 2,916.34
VPK - Nov 25 Adv Sept 25 Act	10/29/2025	\$ 2,500,507.04
SB6 - Oct 25	10/31/2025	\$ 1,564.12

ACH Wires released in November 2025

Description	Date	Amount
VPK Curriculum Grant	11/3/2025	\$ 16,062.80
Nov 25 Rents	11/5/2025	\$ 20,032.75
Nov 25 Insurance	11/5/2025	\$ 39,416.84
SR Sept 25 - termed provider	11/7/2025	\$ 3,465.22
Invoices - UNF FIE/Eastbound	11/14/2025	\$ 48,855.00
SR, FFY, BOPT, KHA Oct 25	11/20/2025	\$ 4,752,257.43
VPK - Nov 25 Adv Sept 25 Act	11/28/2025	\$ 1,978,758.25

Statement of Financial Position
As of 10/31/2025

Assets

Cash	<u>6,606,060.21</u>
Total Cash	6,606,060.21
Grants Receivable	<u>10,857,519.43</u>
Total Grants Receivable	10,857,519.43
Prepaid Expenses	<u>1,723,645.18</u>
Total Prepaid Expenses	1,723,645.18
Property, Plant, & Equipment	<u>901,005.03</u>
Total Property, Plant, & Equipment	901,005.03
Accumulated Depreciation	<u>(469,694.51)</u>
Total Accumulated Depreciation	(469,694.51)
Total Assets	<u><u>19,618,535.34</u></u>

Liabilities

Accounts Payable	<u>6,721,429.46</u>
Total Accounts Payable	6,721,429.46
Other Liabilities	<u>12,374,356.11</u>
Total Other Liabilities	12,374,356.11
Total Liabilities	<u>19,095,785.57</u>

Net Assets

Beginning Balance	<u>526,907.72</u>
Total Beginning Balance	526,907.72
Current Year	<u>(4,157.95)</u>
Total Current Year	(4,157.95)
Total Net Assets	<u>522,749.77</u>
Total Liabilities & Net Assets	<u><u>(19,618,535.34)</u></u>

Statement of Activities

Month ended 10/31/25

Revenues

Grants	30,142,194.47
Contributions	3,837.67
Other	1,222.00
Total Revenues	30,147,254.14

Expenses

Salaries	2,430,847.90
Benefits	732,006.26
Professional	4,062.38
Contractual & Program	777,479.46
Operational	203,354.39
Asset Purchase	7,366.55
Quality Initiatives	171,734.70
Outreach	3,310.78
Travel	20,064.12
Insurance	6,957.00
Provider Payments	25,736,463.65
Other	57,764.90
Total Expenses	30,151,412.09
Net	(4,157.95)

*School Readiness Providers Currently on ELC Probation
and SR/DCF Violations within the past 2 years*

PROVIDER NAME	GSOD	PROBATION PERIOD	CAP(s)	CLASS 1 VIOLATIONS	CLASS 2 VIOLATIONS	CLASS 3 VIOLATIONS
Aunt Barbara's at King Academy	Yes	7/28/2025 - 1/28/2025	0	1	1	2
Gate Parkway Kindercare	No	1/29/2025 - 7/29/2025 7/30/2025 - 1/30/2026	8	0	13	18
KidsPark (CSJ Leagacy LLC)	No	9/25/2025 - 3/25/2026	1	1	3	2
Wayman Early Learning Academy Westside	No	7/24/2025 - 12/24/2025	1	1	1	5

*School Readiness/VPK Contract Terminations within the past 2 years
Not Eligible for 25-26 contracts due to DCF license status of Probation:*

Updated 12-11-2025

Childcare Resources and Referral (CCR&R)

Total average calls per month 5576

High volume in August 2025 at 8057

Average emails per month 983

Average outbound calls per month 812

Average CCR&R Resources per month. 878

Average VPK applications per month 836

Average visibilities per month 3

Average Wait List applications per month 1800

Average Funding Notifications per month 620



Eligibility

Year 2024–2025

12,000+ cases processed

3,500+ at-risk referrals processed

6,500+ visitors served in our lobbies

Transfer requests 2300

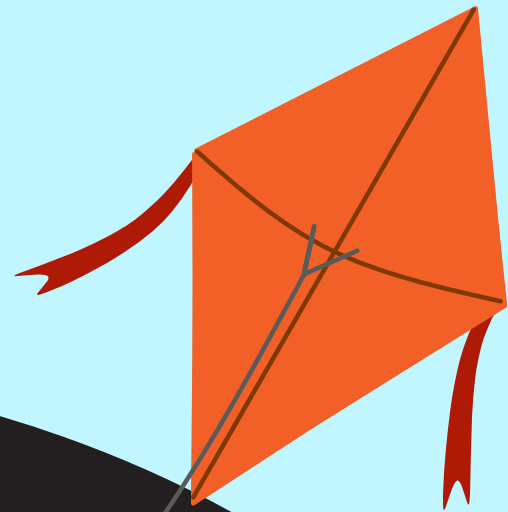
Year 2025–2026

Nearly 7,000 cases processed so far

1,500+ at-risk referrals processed

3,200+ visitors assisted in our offices

Transfer requests 1800



School Readiness Process



1

Parent Inquiry

Parent would call inquiring about assistance with childcare

3

Email Resources

Information on how to apply would be sent to parent via email along with requested resources.

2

Inform Parent & Offer Resources

Parent would be educated on the school readiness requirements and how to apply. We would also take this time to offer additional resources.

4

Parent Action

Parent would create a family portal and apply for school readiness.

5

Review

Application would be reviewed by wait list team.

If the application is approved - parent would be placed on the waitlist.

If the application is rejected - parent would need make corrections and resubmit for further review.

6

Waitlist

Parent would be on the waitlist until funding becomes available.

7

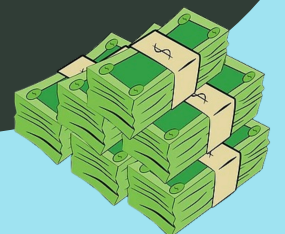
Funding Notification

Once Child is pulled for funding parent would be notified via email.

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Eligibility Verification

Parent would upload additional documents to be processed by eligibility team. Once they submit their account, the eligibility team will review.



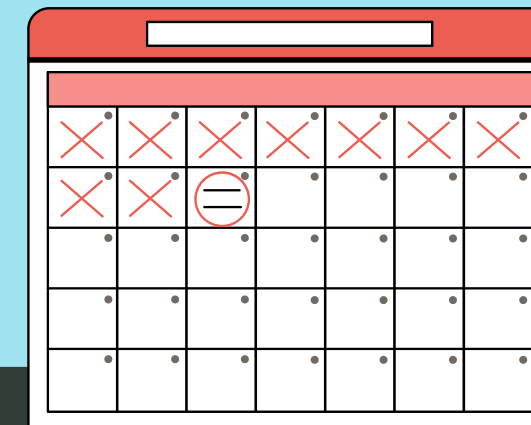
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Document Submission and Eligibility Determination

Parent Responsibilities



Eligibility Process



B. If ALL required documents are submitted:

- Eligibility is reviewed based on Purpose of Care and household income.
 - **If eligible** → the child is enrolled in childcare.
 - **If not eligible** → the parent is notified with the reason, and the case is inactivated.

C. If all required documents are NOT submitted:

- The case is rejected temporarily.
- The parent is given 14 days to submit missing documents.
 1. Weekly reminder emails are sent during this time.
 2. If documents are submitted within 14 days → case is re-reviewed for eligibility.
 3. If documents are not submitted → the case is inactivated.

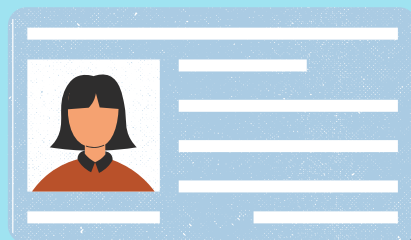
A. The Parent must Submit the following required documents:

1. **Proof of Residency** – must show the family lives in Duval County.
2. **Proof of Citizenship** – for the child.
3. **Proof of Age** – for the child.
4. **Photo ID**- proof of Identity.
5. **Verification of Purpose of Care** – such as employment, education, or disability.
6. **Childcare Provider Information** – identify the provider.

10

Parent on a Referral

- If parent is referred to ELC via a referral
- Photo ID
 - Citizen Verification
 - Proof of Age (not required due to the referral can be used)



Timeline Recap

Wait List

Parent is placed on the waiting list until funding become available.

30

30 Days

Parent is informed they have been pulled from the waiting list and have 30 days to submit required documentation

10 Days

ELC has 10 days to review and process the parents documentation

10

14

14 Days

Parent has an additional 14 days to resubmit needed documents if not approved

10 Days

ELC has up to an additional 10 day to process and approve or reject services. In minimal cases we may offer an additional 5 days to parents for documentation

10



Questions?

