



**Escambia Children's Trust
Board of Directors Meeting
November 18, 2025, at 5:30 p.m.**

Ernie Lee Magaha Bldg., 221 Palafox Place, Pensacola, FL 32502

AGENDA

- I. Call to Order** (Ms. Stephanie White, Vice-Chair)
- II. Roll Call** (Alma Ellis)
- III. Pledge of Allegiance** (Mr. David Williams)
- IV. Approval of Agenda** (Ms. Stephanie White, Vice-Chair)
- V. Approval of Minutes** (Ms. Stephanie White, Vice-Chair)

Recommendation: *Staff recommends the Board approve the Minutes of October 14, 2025, Regular Board Meeting, as presented.*

- VI. Treasurer's Report** (Tammy Abrams)

Financial Report – Month Ending September 30, 2025

Recommendation: The Finance and Operations Committee recommends the filing of the Financial Report for month ending September 30, 2025, as presented.

- VII. Public Comments***

- VIII. Special Presentation**

- Children's Home Society – Pine Forest Community Partnership School

IX. Business

Operations

- Pensacola Little Theater Contract Resignation (Lindsey Cannon)

Programs

- Budget Amendment – Pensacola Children's Chorus (Lindsey Cannon)
- Mental Health Year 3 Renewals (Lindsey Cannon)

Recommendation: *The Program Committee recommends approval of Resolution 2025-19 authorizing the Executive Director to enter into agreements with providers offering mental health supports for children and families in Escambia County, Florida as follows:*

The Lamplighter Academic and Mentoring Program, Inc.	\$ 249,642.00
New World Believers - HOOPS	\$ 585,685.00
Twin Oaks Juvenile Development, Inc.	\$1,125,877.00

- Year 2 Renewal – United Way – Healthy Schools Escambia (Lindsey Cannon)

Recommendation: *The Program Committee recommends approval of Resolution 2025-20 authorizing the Executive Director to enter into an agreement with The United Way of West Florida for Year-two funding of the Escambia Healthy Schools program.*

- Year 2 Renewal – National Flight Academy (Lindsey Cannon)

Recommendation: *The Program Committee recommends approval of Resolution 2025-21 authorizing the Executive Director to enter into an agreement for Year-Two funding of the National Flight Academy.*

- CAPC-Head Start / EHS Match Grant (Lindsey Cannon)

Recommendation: *The Program Committee recommends approval of Resolution 2025-22 authorizing the Executive Director to enter into an agreement with Community Action Program Committee, Inc. for the Head Start / EHS Match Grant.*

X. Legal Report (Megan Fry, Esq.)

XI. Adjournment

Escambia Children's Trust Board of Directors Meeting
October 14, 2025, at 9:00 AM

Open to the public at the Board of County Commissioners Chambers
Ernie Lee Magaha Bldg., 221 Palafox Place, Pensacola, FL 32502

MINUTES

Meeting Title:	Escambia Children's Trust Board of Directors Meeting		
Date:	October 14, 2025	Time:	9:00 am
Location:	221 Palafox Place, Pensacola, FL 32502		
Presiding:	Dr. Rex Northup, Chair	Scribe:	Alma Ellis
Participants:	<p>Board Members: Stephanie White, Dr. Rex Northup, Keith Leonard, David Williams, Commissioner Lumon May, Tori Woods, Tina Cain</p> <p>Staff/Advisors: : Lindsey Cannon, Executive Director, Alma Ellis, Board Liaison Administrative Specialist, Michael Moore, Community Engagement Coordinator, Deborah Ray, Director of Programs and Performance, Richard Stone, SAMIS Manager, Megan Fry, Esq., Legal Counsel</p>		
Not Present:	Judge Williams		
	<ul style="list-style-type: none"> • Call To Order 9:00 AM • Approval of Agenda <i>Ms. White motioned to approve the agenda, Mr. Williams seconded, all were in favor. Agenda approved.</i> • Approval of Minutes <i>Board members reviewed Minutes of the September 10, 2025, Regular Board meeting. With no corrections necessary, the Minutes stand as presented.</i> • Special Presentation <i>Ms. Cannon recognized Ms. Meredith Bush, Esq. for her dedication to the Trust from the inception.</i> • Treasurer's Report <i>Ms. Abrams reviewed the Financial Report for month ending August 31, 2025. All Board Members present were in agreement to file the report as presented for the annual audit.</i> • Public Comment <i>One public comment (see video on ECT website)</i> • Special Presentation <i>Mr. Cliff Curtis was present on behalf of The General Chappie James Flight Academy, a currently funded C.A.R.E.S. grant, and provided a special presentation (See video on website.)</i> • Business <u>Operations</u> <ul style="list-style-type: none"> • <u>Updated Job Description – Communications Manager</u> 		

Ms. Cannon presented and discussed an updated job description for the Community Engagement Coordinator. This position has been updated to better reflect the duties being performed. Additionally, a new pay scale was presented.

Mr. Williams motioned to approve, Ms. White seconded, all were in favor of updating job description.

- Job Description – Contract / Finance Analyst (Lindsey Cannon)

Ms. Cannon shared that a gap analysis had been performed by staff and found the need to add a position that understands program finances and their limitations, programming and contracts. Additionally, this position would be able to assist with the growing number of reimbursement requests that come in on a daily basis. In all, this has been a missing component amongst staff. There would be no change the budget, it would be a re-allocation of training dollars. A salary schedule was presented for this position.

Ms. White motioned to approve, Ms. Woods seconded, some discussion ensued, all were in favor to add this position.

- Website Review and Upcoming Outreach Opportunities

Mr. Moore reviewed upcoming outreach opportunities where the Trust will have representation. (See video on ECT Website.)

Mr. Moore presented and provided a brief tutorial of the newly designed Escambia Children's Trust website.

Programs

- Year Three Mental Health Program Renewals

On behalf of the Program Committee, Ms. Cannon presented five (5) year-three Mental Health Programs for renewal.

An October 1st Program Committee was called to allow for an in-depth budget review for all Mental Health providers. There were budget specific questions asked of all providers. Answers were provided to the committee and some requested adjustments were made. Without quorum, those present agreed that this information should be taken before the Board on October 14, 2025 for further discussion and vote.

After an in-depth discussion (see video on website), Ms. White motioned to look at each program individually and vote on them separately. She also recommended calling another Program Committee where all members can attend to discuss any programs not approved. Ms. Cain seconded the motion, and all were in favor.

Recommendation: *The Program Committee recommends approval of **Resolution 2025-17** authorizing the Executive Director to enter into agreements with providers offering mental health supports for children and families in Escambia County, Florida as follows:*

- **Boys and Girls Club of the Emerald Coast:** \$76,045.00, Mr. Williams motioned to approve, Commissioner May seconded, Dr. Northup noted that the dollar amount of \$28,126 is a deduction and should be in parenthesis. Ms. Abrams agreed and will make the change. All were in favor of approving.
- **New World Believers:** \$585,685.00, motioned for approval by Ms. Woods, Mr. Williams seconded, Ms. White raised a concern with the salaries. Ms. Woods also had questions. No members were in favor of approving at this time. Mr. Leonard offered a friendly amendment to allow for a 30-day extension of time under the current terms of the current contract, tabling the decision on the third-year renewal until after the Program Committee meets and brings back another recommendation to the Board. All were in favor of this amended motion.
- **Youths Left Behind Corp.** \$168,655, Ms. Woods motioned to approve, Ms. White seconded, all in favor to approve.

- ***Twin Oaks Juvenile Development, Inc.*** \$ 1,128,877.00, Ms. Woods motioned to allow for a 30-day extension of time under the current terms of the current contract, tabling the decision on the third-year renewal until after the Program Committee meets and brings back another recommendation to the Board. All were in favor of this motion.

Ms. Abrams shared that she was not sure this program would have enough funding in their current budget to fund them for 30 more days. She suggested an amendment to add additional funding to current contract should they run out. The board was in agreement.

- ***Lamplighter Academic and Mentoring Program, Inc.*** \$249,642. Mr. Williams abstained due to his position on the Lamplighter Board of Directors. Ms. Woods motioned to allow for a 30-day extension of time under the current terms of the current contract, tabling the decision on the third-year renewal until after the Program Committee meets and brings back another recommendation to the Board. Mr. Williams seconded, and all were in favor of this motion.

Sole-Source Application – Community Health, NWF

Recommendation: *The Program Committee recommends approval of **Resolution 2025-18** authorizing the Executive Director to enter into an agreement with Community Health Northwest Florida to provide vision services to Escambia County children and youth.*

Mr. Leonard motioned to approve, Ms. White seconded, discussion followed (see video on ECT website), all were in favor of approval.

- **Legal Report**

Ms. Fry provided an update on the following items:

1. **PLT \$65K overpayment:** Auditor general has acknowledged receipt of information provided by the Trust.

2. **Request for TIFF exemption from the City of Pensacola:** Ms. Fry has been in contact with Adam Cobb, City Attorney. He is reviewing the proposed interlocal agreement to make recommendations to Mayor Reeves and Council. He is hopeful he can have this completed for the November 13th meeting. Still looking toward the end of the year for a public hearing on proposed request for exemption and interlocal agreement.

3. **Contract Review:** Some areas of the contract have been made more robust, particularly with compliance and when a recipient will be deemed to be in breach of contract for not providing required documents. The next round of agreements will come before the board red-lined containing the proposed language for your review.

With no further business, the meeting adjourned at 11:18 a.m.

Signature (Board Chair)



ESCAMBIA CHILDREN'S TRUST

Our Children. Our Community. Our Future.

Financial Reports September 2025



Escambia Children's Trust (ECT) Management's Discussion and Analysis

Financial Highlights

ECT's fiscal year runs from October 1 – September 30th. As of September 30, 2025, 100% of the fiscal year is in the past but the books have not been closed for year end at this time. Significant financial information from September 2025 includes:

Balance Sheet

- The Trust has retained earnings (Prior years remaining funds) of \$21,042,776 and net income this year of \$3,195,835.
- The Trust has \$22,636,456 cash in the operating account (General Fund) and \$2,405,643 cash in the reserve account.
- The Trust has total liabilities of \$803,488.13. The largest liability is for Accounts payable in the amount of \$780,037 with the remaining liabilities being payroll related. The City of Pensacola CRA request will be recorded as a liability during the year end closing entries. Currently it is reflected in the obligated cash chart included in this packet.

Budget

- **The Statement of Revenue & Expenditures and the Statement of Revenues & Expenditures by Function** both show ECT's annual budget for revenue and expenses. The difference between the two reports is that the Statement of Revenues and Expenditures by Function breaks the budget and expenses down into Administrative and Program expenses. ECT budgeted 5.94% of the expenses to be administrative operations, 2.31% tax collector fees, and for 91.35% to be used for program expenses. Currently ECT expenses for this fiscal year are 7.28% Administrative operations, 2.39% Tax collector fees, and 90.33% Program. The program percentage will increase as programs submit their invoices throughout the year.

Revenue

- ECT budgeted for \$11,933,727 in property tax revenue and has received \$11,988,074.80 of that amount. Other revenue for ECT is interest on funds in the bank, ECT budgeted for \$1,000,000 in interest and has received \$1,047,972.29. Interest received is used to cover agency expenses. Other miscellaneous revenue was not

budgeted for and is for the portion of the Pensacola Little Theater repayment that was recorded as an expense in prior fiscal years. Total revenue budgeted is \$12,933,727 and ECT has currently received \$13,088,729 or 102% of budget.

Expenses

- ECT budgeted \$1,066,877 in administrative expenses for the year (including tax collector fees) and has currently expended \$956,935 or 90% of the administrative budget.
- ECT budgeted \$11,27,0164 for program related expenses and has currently expended \$8,935,959 or 79% of the budget. Grants and Aids to Private organizations is ECT's largest budget line with a budget of \$10,844,455. This line is for payments made directly to community providers that are funded by ECT, as of today ECT has paid out \$8,566,696 or 83% of budget to the community providers. Expenses for the Escambia County CRA that were previously budgeted in the administrative budget have been moved to the program budget since an interlocal agreement was entered into.
- September has not been closed out and only \$30,435.39 in reimbursements have been paid to providers for September. The reimbursement requests are due by October 31st.

General Ledger

The General Ledger shows all transactions that happened in each General Ledger account during the month. There were no unusual or unanticipated transactions.

ECT Contract Schedule

- The **Escambia Children's Trust Contract Schedule** shows each contract that the trust has entered with providers, the period that funding has been requested for, the total amount requested, the total amount awarded (signed contracts), total drawn down, amount surrendered, remaining amount of awarded funds, balance of the total amount requested, and the percentage of time and budget remaining.
- As of 9/30/2025 there is a balance of \$8,612,293 left on awarded contracts, and \$17,808,367 remaining in funding requested by current providers. Of the remaining funding requested \$17,808,367 is obligated out of current cash on hand.

- Programs have surrendered a total of \$5,680,994.38 that was awarded but not spent by the contract end date.

Escambia Children's Trust Obligated Cash

The Escambia Children's Trust Obligated Cash document shows the cash balance in the operating account at the end of the month and what contracts that cash is obligated for. Out of \$22,636,455.65 cash in the operating account ECT has a total of \$2,001,791.14 in unobligated funds. Currently 92% of the cash in the bank is obligated with 8% available for unanticipated needs.

Escambia Childrens Trust

Balance Sheet

As of 9/30/2025

	<u>Current Year</u>
Assets	
Cash and Cash Equivalents	
Cash in Bank:Hancock Whitney General Fund	22,636,455.65
Cash in Bank:Hancock Whitney Reserve Account	<u>2,405,643.31</u>
Total Cash and Cash Equivalents	<u>25,042,098.96</u>
Total Assets	<u>25,042,098.96</u>
Liabilities	
Accounts Payable and Accrued Expenses	
Accounts Payable (A/P)	<u>780,037.09</u>
Total Accounts Payable and Accrued Expenses	<u>780,037.09</u>
Accrued Salaries and Wages	
Accrued Salaries and Wages Payable	11,968.82
Accrued Life and Health Insurance Payable	853.62
Accrued Retirement payments	6,806.16
Accrued Taxes Payable	<u>3,822.44</u>
Total Accrued Salaries and Wages	<u>23,451.04</u>
Total Liabilities	<u>803,488.13</u>
Net Assets	
Beginning Net Assets	
	<u>21,042,775.78</u>
Total Beginning Net Assets	<u>21,042,775.78</u>
Change in Net Assets	
	<u>3,195,835.05</u>
Total Change in Net Assets	<u>3,195,835.05</u>
Total Net Assets	<u>24,238,610.83</u>
Total Liabilities and Net Assets	<u>25,042,098.96</u>

Escambia Childrens Trust
Statement of Revenues and Expenditures
From 9/1/2025 Through 9/30/2025

		Total Budget - Revised	Current Period Actual	Current Year Actual	Total Budget Variance - Revised	Percent Total Budget Remaining - Revised
	Revenue					
4000	Property Taxes					
311	Ad Valorem Taxes					
30	Operating					
3110	Ad Valorem Taxes	11,933,727.00	0.00	11,988,074.80	54,347.80	0.46%
	Total Operating	11,933,727.00	0.00	11,988,074.80	54,347.80	0.46%
361	Interest					
30	Operating					
3610	Interest income	1,000,000.00	79,262.26	1,047,972.29	47,972.29	4.80%
	Total Operating	1,000,000.00	79,262.26	1,047,972.29	47,972.29	4.80%
369	Other Miscellaneous Revenue					
30	Operating					
3699	Other Miscellaneous Revenue	0.00	0.00	52,682.14	52,682.14	0.00%
	Total Operating	0.00	0.00	52,682.14	52,682.14	0.00%
	Total Revenue	12,933,727.00	79,262.26	13,088,729.23	155,002.23	1.20%
	Expenses					
4000	Property Taxes					
513	Financial and Administrative					
30	Operating					
5201	Accounting and Auditing	26,984.00	491.10	26,582.85	401.15	1.49%
5900	Tax Collector Fees	298,343.00	0.00	236,329.96	62,013.04	20.79%
5910	Bank Fees	17,880.00	0.00	15,240.62	2,639.38	14.76%
5940	Special District Fees	175.00	0.00	175.00	0.00	0.00%
	Total Operating	343,382.00	491.10	278,328.43	65,053.57	18.94%
564	Human Services					
10	Personnel Services					
5000	Executive Salaries	130,000.00	13,500.00	129,173.15	826.85	0.64%
5010	Regular Salaries and Wages	436,261.00	46,000.44	439,773.29	(3,512.29)	(0.81)%
5100	FICA Taxes	43,319.00	4,526.55	46,346.90	(3,027.90)	(6.99)%
5101	Retirement Contributions	28,313.00	2,995.26	28,736.41	(423.41)	(1.50)%
5102	Life and Health Insurance	28,251.00	2,619.48	29,049.20	(798.20)	(2.83)%
5103	Workers' compensation insurance	1,272.00	89.86	1,034.49	237.51	18.67%
	Total Personnel Services	667,416.00	69,731.59	674,113.44	(6,697.44)	(1.00)%
30	Operating					
5200	Legal Services	80,000.00	0.00	74,597.50	5,402.50	6.75%
5202	Information Technology	18,000.00	1,269.45	15,270.14	2,729.86	15.17%

Escambia Childrens Trust
Statement of Revenues and Expenditures
From 9/1/2025 Through 9/30/2025

		Total Budget - Revised	Current Period Actual	Current Year Actual	Total Budget Variance - Revised	Percent Total Budget Remaining - Revised
5203	Other Professional Services	82,500.00	9,541.43	48,459.68	34,040.32	41.26%
5300	Travel:Car Allowance	3,900.00	300.00	3,825.00	75.00	1.92%
5301	Travel:Other Travel	24,000.00	15.03	14,095.91	9,904.09	41.27%
5401	Telephone Expense	6,180.00	0.00	5,192.58	987.42	15.98%
5402	Website Administration	1,500.00	0.00	1,295.16	204.84	13.66%
5500	Freight & Postage Services	1,500.00	0.00	3,371.21	(1,871.21)	(124.75)%
5600	Rent & Utilities:Rent	40,006.00	0.00	40,365.20	(359.20)	(0.90)%
5700	Directors & officers insurance	12,500.00	0.00	12,466.65	33.35	0.27%
5701	Liability insurance	11,002.00	0.00	8,220.00	2,782.00	25.29%
5703	Surety Bond	1,100.00	0.00	0.00	1,100.00	100.00%
5800	Printing & binding	5,000.00	0.00	2,328.20	2,671.80	53.44%
5810	Promotional Activities	22,000.00	401.97	10,989.15	11,010.85	50.05%
5820	Other Current Charges	600.00	30.00	60.00	540.00	90.00%
5830	Office Supplies Expense	9,500.00	882.10	6,273.42	3,226.58	33.96%
5841	Software & Apps	100,000.00	5,288.53	90,770.60	9,229.40	9.23%
5843	Books, Publications, Subscriptions, & Memberships	31,000.00	157.88	21,641.87	9,358.13	30.19%
5850	Training - ECT Internal	15,000.00	439.00	7,116.99	7,883.01	52.55%
5851	Training - External	10,000.00	1,259.34	3,540.33	6,459.67	64.60%
6000	Capital Outlay - Machinery and Equipment	6,500.00	0.00	3,876.87	2,623.13	40.36%
	Total Operating	481,788.00	19,584.73	373,756.46	108,031.54	22.42%
80	Grants and Aids					
7000	Grants and Aids:Aids to Private Organizations	10,844,455.00	30,435.39	8,566,695.85	2,277,759.15	21.00%
	Total Grants and Aids	10,844,455.00	30,435.39	8,566,695.85	2,277,759.15	21.00%
	Total Expenses	12,337,041.00	120,242.81	9,892,894.18	2,444,146.82	19.81%
	Net Income (Loss)	596,686.00	(40,980.55)	3,195,835.05	2,599,149.05	435.60%

Escambia Childrens Trust
Statement of Revenues and Expenditures by Function
From 9/1/2025 Through 9/30/2025

		Total Budget - Revised	Current Period Actual	Current Year Actual	Total Budget Variance - Revised	Percent Total Budget Remaining - Revised
Revenue						
10	Admin					
311	Ad Valorem Taxes					
30	Operating					
3110	Ad Valorem Taxes	11,933,727.00	0.00	11,988,074.80	54,347.80	0.46%
361	Interest					
30	Operating					
3610	Interest income	1,000,000.00	79,262.26	1,047,972.29	47,972.29	4.80%
	Total Admin	12,933,727.00	79,262.26	13,036,047.09	102,320.09	0.79%
20	Program					
369	Other Miscellaneous Revenue					
30	Operating					
3699	Other Miscellaneous Revenue	0.00	0.00	52,682.14	52,682.14	0.00%
	Total Program	0.00	0.00	52,682.14	52,682.14	0.00%
	Total Revenue	12,933,727.00	79,262.26	13,088,729.23	155,002.23	1.20%
Expenses						
10	Admin					
513	Financial and Administrative					
30	Operating					
5201	Accounting and Auditing	10,654.00	338.86	10,399.40	254.60	2.39%
5900	Tax Collector Fees	298,343.00	0.00	236,329.96	62,013.04	20.79%
5910	Bank Fees	17,880.00	0.00	15,240.62	2,639.38	14.76%
5940	Special District Fees	175.00	0.00	175.00	0.00	0.00%
564	Human Services					
10	Personnel Services					
5000	Executive Salaries	130,000.00	13,500.00	129,173.15	826.85	0.64%
5010	Regular Salaries and Wages	258,234.00	27,513.00	263,578.23	(5,344.23)	(2.07)%
5100	FICA Taxes	29,700.00	3,112.29	31,930.54	(2,230.54)	(7.51)%
5101	Retirement Contributions	19,412.00	2,070.89	19,424.51	(12.51)	(0.06)%
5102	Life and Health Insurance	27,401.00	2,552.29	28,207.66	(806.66)	(2.94)%
5103	Workers' compensation insurance	872.00	62.00	714.95	157.05	18.01%
30	Operating					
5200	Legal Services	70,000.00	0.00	63,647.50	6,352.50	9.07%
5202	Information Technology	12,000.00	850.53	10,230.96	1,769.04	14.74%
5203	Other Professional Services	12,500.00	4,502.96	8,726.21	3,773.79	30.19%
5300	Travel:Car Allowance	3,900.00	300.00	3,825.00	75.00	1.92%

Escambia Childrens Trust
Statement of Revenues and Expenditures by Function
From 9/1/2025 Through 9/30/2025

		Total Budget - Revised	Current Period Actual	Current Year Actual	Total Budget Variance - Revised	Percent Total Budget Remaining - Revised
	5301	Travel:Other Travel	15,000.00	15.03	7,536.20	49.76%
	5401	Telephone Expense	4,120.00	0.00	3,709.00	9.98%
	5402	Website Administration	1,400.00	0.00	1,224.31	12.55%
	5500	Freight & Postage Services	1,000.00	0.00	3,371.21	(2,371.21)%
	5600	Rent & Utilities:Rent	26,804.00	0.00	26,803.48	0.52
	5700	Directors & officers insurance	12,500.00	0.00	12,466.65	33.35
	5701	Liability insurance	11,002.00	0.00	8,220.00	2,782.00
	5703	Surety Bond	1,100.00	0.00	0.00	1,100.00
	5800	Printing & binding	5,000.00	0.00	2,328.20	2,671.80
	5810	Promotional Activities	20,000.00	401.97	10,387.21	9,612.79
	5820	Other Current Charges	300.00	24.00	42.00	258.00
	5830	Office Supplies Expense	8,000.00	882.10	5,843.20	2,156.80
	5841	Software & Apps	33,480.00	2,203.32	29,954.31	3,525.69
	5843	Books, Publications, Subscriptions, & Memberships	21,100.00	110.00	14,717.99	6,382.01
	5850	Training - ECT Internal	10,000.00	0.00	4,850.99	5,149.01
	6000	Capital Outlay - Machinery and Equipment	5,000.00	0.00	3,876.87	1,123.13
		Total Admin	1,066,877.00	58,439.24	956,935.31	109,941.69
20		Program				10.31%
513		Financial and Administrative				
30		Operating				
5201		Accounting and Auditing	16,330.00	152.24	16,183.45	146.55
564		Human Services				0.90%
10		Personnel Services				
5010		Regular Salaries and Wages	178,027.00	18,487.44	176,195.06	1,831.94
5100		FICA Taxes	13,619.00	1,414.26	14,416.36	(797.36)
5101		Retirement Contributions	8,901.00	924.37	9,311.90	(410.90)
5102		Life and Health Insurance	850.00	67.19	841.54	8.46
5103		Workers' compensation insurance	400.00	27.86	319.54	80.46
30		Operating				
5200		Legal Services	10,000.00	0.00	10,950.00	(950.00)
5202		Information Technology	6,000.00	418.92	5,039.18	960.82
5203		Other Professional Services	70,000.00	5,038.47	39,733.47	30,266.53
5301		Travel:Other Travel	9,000.00	0.00	6,559.71	2,440.29
5401		Telephone Expense	2,060.00	0.00	1,483.58	576.42
5402		Website Administration	100.00	0.00	70.85	29.15

Escambia Childrens Trust
Statement of Revenues and Expenditures by Function
From 9/1/2025 Through 9/30/2025

		Total Budget - Revised	Current Period Actual	Current Year Actual	Total Budget Variance - Revised	Percent Total Budget Remaining - Revised
5500	Freight & Postage Services	500.00	0.00	0.00	500.00	100.00%
5600	Rent & Utilities:Rent	13,202.00	0.00	13,561.72	(359.72)	(2.72)%
5810	Promotional Activities	2,000.00	0.00	601.94	1,398.06	69.90%
5820	Other Current Charges	300.00	6.00	18.00	282.00	94.00%
5830	Office Supplies Expense	1,500.00	0.00	430.22	1,069.78	71.32%
5841	Software & Apps	66,520.00	3,085.21	60,816.29	5,703.71	8.57%
5843	Books, Publications, Subscriptions, & Memberships	9,900.00	47.88	6,923.88	2,976.12	30.06%
5850	Training - ECT Internal	5,000.00	439.00	2,266.00	2,734.00	54.68%
5851	Training - External	10,000.00	1,259.34	3,540.33	6,459.67	64.60%
6000	Capital Outlay - Machinery and Equipment	1,500.00	0.00	0.00	1,500.00	100.00%
80	Grants and Aids					
7000	Grants and Aids:Aids to Private Organizations	10,844,455.00	30,435.39	8,566,695.85	2,277,759.15	21.00%
	Total Program	<u>11,270,164.00</u>	<u>61,803.57</u>	<u>8,935,958.87</u>	<u>2,334,205.13</u>	<u>20.71%</u>
	Total Expenses	<u>12,337,041.00</u>	<u>120,242.81</u>	<u>9,892,894.18</u>	<u>2,444,146.82</u>	<u>19.81%</u>
	Net Income (Loss)	<u>596,686.00</u>	<u>(40,980.55)</u>	<u>3,195,835.05</u>	<u>2,599,149.05</u>	<u>435.60%</u>

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
4000	1000	Cash in Bank:Hancock Whitney General Fund			Opening Balance	23,109,321.64	
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/3/2025	Nationwide	Nationwide payments		3,477.56
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/3/2025	Nippon Life Insurance Company of America	Nippon dental and Vision		332.84
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/5/2025	ADP Wage Pay	ADP fees		245.55
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Arc Gateway, Inc.	July Services		78,310.27
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Award Masters Inc	Board Plaque and name tags		205.35
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Boys and Girls Club of the Emerald Coast	Great Futures		53,320.96
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Boys and Girls Club of the Emerald Coast	Mind Time		5,982.03
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Children's Home Society of Florida	Navigators - July		67,292.46
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Clark Partington	CRA services		455.00
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Clark Partington	General Legal - August		3,000.00
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Clark Partington	Specific Legal - August		250.00
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	CMB Visions Unlimited, Inc.	Out of School Time - July 25		34,160.79
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	CPC Office Technologies	Copier Lease		194.89
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	EPPS Christian Center, Inc	July SErviceS		44,690.61
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	G.I.R.L.S. Incorporated	CARES - August		3,408.37
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	iVenture Solutions	September Services		1,634.42
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Kessler Creative LLC	Additional resource guides		5,038.47
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Knowledge Ministries Inc, DBA Golden Elite Track and Field Club	7/16 - 8/20/25 Services		3,106.62

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Legal Services of North FL, Inc.	July Services		58,082.87
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Pensacola Promise, Inc. DBA Chain Reaction	July Services		17,731.89
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	United Health Care	United Health insurance		3,061.11
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Webauthor.com	September Services		2,000.00
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/10/2025	Young Men's Christian Association of NW FL, Inc.	YREADS July 25		40,686.85
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/12/2025	ADP Wage Pay	Payroll cash		17,266.46
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/12/2025	ADP Wage Pay	Tax payment		5,432.98
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/12/2025	ADP Wage Pay	Workers comp		33.29
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/12/2025	Nationwide	Nationwide payments		1,728.51
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/19/2025	ADP Wage Pay	ADP Fees		245.55
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	Amazon - Bleach		18.29
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	Amazon - Docking stations		336.28
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	Amazon - Fabuloso cleaner		18.95
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	Amazon - Lysol & Odoban		51.50
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	American - M. Moore flight		456.97
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	Credit card annual fee		12.00
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	Embassy Suites - D. Ray		554.43
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	FedEX - binding of OST report		62.40
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	Florida After School Conference - L. Cannon		439.00

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	Florida After School d. Ray		439.00
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	Hilton Cocoa Beach M. Moore		50.16
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	HP Instant Ink		19.34
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	PNJ Subscription 7/28/25 - 7/27/26		89.00
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	USPS - mail certified letter		10.77
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	Verizon 8/14 - 9/13/25		436.14
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	Website		924.00
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/21/2025	Hancock Whitney	zoom credit	14.75	
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/25/2025	ADP Wage Pay	Payroll cash		17,269.51
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/25/2025	ADP Wage Pay	Tax payment		5,433.92
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	Covenant Hospice Foundation, Inc.	August Services		5,389.74
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	Dixon School of Arts and Sciences	CARES - August 25		8,333.11
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	Escambia County Healthy Start Coalition, Inc.	August Services		27.89
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	Escambia County School Readiness Coaliton	August Services		19,906.23
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	Every Child A Reader in Escambia, Inc. DBA ReadyKids!	CARES July Services		3,401.03
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	Hope Above Fear	CARES		3,181.97
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	James B. Washington Education and Sports, Inc.	OST - August #1		5,347.06

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	James B. Washington Education and Sports, Inc.	OST August #2		12,222.92
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	Nationwide	Nationwide cash		1,728.72
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	Pensacola Children's Chorus	August Services		4,445.28
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	Rosa Verde Foundation, Inc.	CARES - September Services		1,554.91
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/26/2025	Youth Left Behind Corp.	CARES 7/16 - 7/31 services		1,034.25
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/29/2025	ADP Wage Pay	Workers Comp		33.29
4000	1000	Cash in Bank:Hancock Whitney General Fund	9/30/2025	Hancock Whitney	Interest	71,723.02	
Transaction Total						71,737.77	544,603.76
	Balance...	Cash in Bank:Hancock Whitney General Fund				22,636,455.65	
4000	1010	Cash in Bank:Hancock Whitney Reserve Account			Opening Balance	2,398,104.07	
4000	1010	Cash in Bank:Hancock Whitney Reserve Account	9/30/2025	Hancock Whitney	Interest	7,539.24	
Transaction Total						7,539.24	0.00
	Balance...	Cash in Bank:Hancock Whitney Reserve Account				2,405,643.31	
4000	2000	Accounts Payable (A/P)			Opening Balance		1,218,616.69
4000	2000	Accounts Payable (A/P)	9/2/2025	Webauthor.com	September Services		2,000.00
4000	2000	Accounts Payable (A/P)	9/3/2025	CPC Office Technologies	Copier Lease		194.89
4000	2000	Accounts Payable (A/P)	9/4/2025	Hancock Whitney	Amazon - USB C Hub		20.99
4000	2000	Accounts Payable (A/P)	9/5/2025	Hancock Whitney	Sams membership		110.00
4000	2000	Accounts Payable (A/P)	9/6/2025	Hancock Whitney	Budget - M. Moore		20.89

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
4000	2000	Accounts Payable (A/P)	9/7/2025	Hancock Whitney	HP Instant Ink		19.34
4000	2000	Accounts Payable (A/P)	9/9/2025	Award Masters Inc	Board member name tags		96.40
4000	2000	Accounts Payable (A/P)	9/9/2025	Award Masters Inc	Plaque for M. Bush		108.95
4000	2000	Accounts Payable (A/P)	9/9/2025	Hancock Whitney	Catrina Burks - Website redesign		4,200.00
4000	2000	Accounts Payable (A/P)	9/9/2025	iVenture Solutions	IT Services		1,269.45
4000	2000	Accounts Payable (A/P)	9/9/2025	iVenture Solutions	Software		364.97
4000	2000	Accounts Payable (A/P)	9/9/2025	Kessler Creative LLC	Additional resource guides		5,038.47
4000	2000	Accounts Payable (A/P)	9/10/2025	Arc Gateway, Inc.	July Services	78,310.27	
4000	2000	Accounts Payable (A/P)	9/10/2025	Award Masters Inc	Board Plaque and name tags	205.35	
4000	2000	Accounts Payable (A/P)	9/10/2025	Boys and Girls Club of the Emerald Coast	Great Futures	53,320.96	
4000	2000	Accounts Payable (A/P)	9/10/2025	Boys and Girls Club of the Emerald Coast	Mind Time	5,982.03	
4000	2000	Accounts Payable (A/P)	9/10/2025	Children's Home Society of Florida	Navigators - July	67,292.46	
4000	2000	Accounts Payable (A/P)	9/10/2025	Clark Partington	CRA services	455.00	
4000	2000	Accounts Payable (A/P)	9/10/2025	Clark Partington	General Legal - August	3,000.00	
4000	2000	Accounts Payable (A/P)	9/10/2025	Clark Partington	Specific Legal - August	250.00	
4000	2000	Accounts Payable (A/P)	9/10/2025	CMB Visions Unlimited, Inc.	Out of School Time - July 25	34,160.79	
4000	2000	Accounts Payable (A/P)	9/10/2025	CPC Office Technologies	Copier Lease	194.89	
4000	2000	Accounts Payable (A/P)	9/10/2025	CPC Office Technologies	Copier maintenance 9/9/25-20/8/25	142.96	285.92
4000	2000	Accounts Payable (A/P)	9/10/2025	EPPS Christian Center, Inc	July Services	44,690.61	
4000	2000	Accounts Payable (A/P)	9/10/2025	G.I.R.L.S. Incorporated	CARES - August	3,408.37	
4000	2000	Accounts Payable (A/P)	9/10/2025	iVenture Solutions	September Services	1,634.42	
4000	2000	Accounts Payable (A/P)	9/10/2025	Kessler Creative LLC	Additional resource guides	5,038.47	
4000	2000	Accounts Payable (A/P)	9/10/2025	Knowledge Ministries Inc, DBA Golden Elite Track and Field Club	7/16 - 8/20/25 Services	3,106.62	
4000	2000	Accounts Payable (A/P)	9/10/2025	Legal Services of North FL, Inc.	July Services	58,082.87	
4000	2000	Accounts Payable (A/P)	9/10/2025	Pensacola Promise, Inc. DBA Chain Reaction	July Services	17,731.89	
4000	2000	Accounts Payable (A/P)	9/10/2025	Webauthor.com	September Services	2,000.00	

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
4000	2000	Accounts Payable (A/P)	9/10/2025	Young Men's Christian Association of NW FL, Inc.	YREADS July 25	40,686.85	
4000	2000	Accounts Payable (A/P)	9/11/2025	Hancock Whitney	Office Depot - Office supplies		165.92
4000	2000	Accounts Payable (A/P)	9/11/2025	Hancock Whitney	Office Depot - Post-IT Notes		23.99
4000	2000	Accounts Payable (A/P)	9/11/2025	Naval Flight Academy, LLC	Services through 9/11/25		14,018.08
4000	2000	Accounts Payable (A/P)	9/15/2025	G.I.R.L.S. Incorporated	CARES 9/1 - 9/15		932.17
4000	2000	Accounts Payable (A/P)	9/15/2025	Hancock Whitney	Amazon - Sticky Notes		44.14
4000	2000	Accounts Payable (A/P)	9/15/2025	Hancock Whitney	Amazon Easel Pad		25.53
4000	2000	Accounts Payable (A/P)	9/15/2025	Hancock Whitney	Office Depot Mailing Labels		11.99
4000	2000	Accounts Payable (A/P)	9/16/2025	Hancock Whitney	Florida After School Conference - R. Stone		439.00
4000	2000	Accounts Payable (A/P)	9/17/2025	Hancock Whitney	Office Depot - Folders, & Card Stock		73.96
4000	2000	Accounts Payable (A/P)	9/18/2025	Hancock Whitney	Amazon - Parade of Providers		29.98
4000	2000	Accounts Payable (A/P)	9/20/2025	James B. Washington Education and Sports, Inc.	JBW OST Sept #1 reimbursement		4,267.86
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	Amazon - Bleach	18.29	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	Amazon - Docking stations	336.28	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	Amazon - Fabuloso cleaner	18.95	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	Amazon - Lysol & Odoban	51.50	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	American - M. Moore flight	456.97	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	Credit card annual fee	12.00	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	Embassy Suites - D. Ray	554.43	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	FedEX - binding of OST report	62.40	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	Florida After School Conference - L. Cannon	439.00	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	Florida After School d. Ray	439.00	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	Hilton Cocoa Beach M. Moore	50.16	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	HP Instant Ink	19.34	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	PNJ Subscription 7/28/25 - 7/27/26	89.00	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	USPS - mail certified letter	10.77	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	Verizon 8/14 - 9/13/25	436.14	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	Website	924.00	
4000	2000	Accounts Payable (A/P)	9/21/2025	Hancock Whitney	zoom credit		14.75
4000	2000	Accounts Payable (A/P)	9/22/2025	Bernice A. Andre	Security Services		160.00

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
4000	2000	Accounts Payable (A/P)	9/22/2025	Hancock Whitney	Amazon - Webcam		139.98
4000	2000	Accounts Payable (A/P)	9/24/2025	Hancock Whitney	Dollar Tree Parade of Providers		101.75
4000	2000	Accounts Payable (A/P)	9/24/2025	Hancock Whitney	SAM's Parade of Providers		351.48
4000	2000	Accounts Payable (A/P)	9/25/2025	Hancock Whitney	Chick-fil-A - Parade of Providers		644.39
4000	2000	Accounts Payable (A/P)	9/25/2025	Hancock Whitney	Kahoot		47.88
4000	2000	Accounts Payable (A/P)	9/26/2025	Covenant Hospice Foundation, Inc.	August Services	5,389.74	
4000	2000	Accounts Payable (A/P)	9/26/2025	Dixon School of Arts and Sciences	CARES - August 25	8,333.11	
4000	2000	Accounts Payable (A/P)	9/26/2025	Escambia County Healthy Start Coalition, Inc.	August Services	27.89	
4000	2000	Accounts Payable (A/P)	9/26/2025	Escambia County School Readiness Coaliton	August Services	19,906.23	
4000	2000	Accounts Payable (A/P)	9/26/2025	Every Child A Reader in Escambia, Inc. DBA ReadyKids!	CARES July Services	3,401.03	
4000	2000	Accounts Payable (A/P)	9/26/2025	James B. Washington Education and Sports, Inc.	OST - August #1	5,347.06	
4000	2000	Accounts Payable (A/P)	9/26/2025	James B. Washington Education and Sports, Inc.	OST August #2	12,222.92	
4000	2000	Accounts Payable (A/P)	9/26/2025	Pensacola Children's Chorus	August Services	4,445.28	
4000	2000	Accounts Payable (A/P)	9/26/2025	Rosa Verde Foundation, Inc.	CARES - September Services	1,554.91	
4000	2000	Accounts Payable (A/P)	9/26/2025	Youth Left Behind Corp.	CARES 7/16 - 7/31 services	1,034.25	
4000	2000	Accounts Payable (A/P)	9/29/2025	Florida Department of Law Enforcement	A. Ellis & M. Moore background retention fees		12.00
4000	2000	Accounts Payable (A/P)	9/29/2025	Hancock Whitney	American - Orlando Training L. Cannon		288.37
4000	2000	Accounts Payable (A/P)	9/30/2025	Florida Department of Law Enforcement	Annual retention fee for Abrams, Adams, and Stone		18.00
4000	2000	Accounts Payable (A/P)	9/30/2025	G.I.R.L.S. Incorporated	Cares 9/16 - 9/30/25		3,469.17

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
4000	2000	Accounts Payable (A/P)	9/30/2025	General Daniel Chappie James Flight Academy, Inc.	CARES 9/1/25 - 10/2/25		833.00
4000	2000	Accounts Payable (A/P)	9/30/2025	Hancock Whitney	Embassy Suites cancel D. Ray	554.43	
4000	2000	Accounts Payable (A/P)	9/30/2025	Hancock Whitney	Walmart - Parade of Providers		87.76
4000	2000	Accounts Payable (A/P)	9/30/2025	iVenture Solutions	Adobe and Creative Cloud		2,923.56
4000	2000	Accounts Payable (A/P)	9/30/2025	Knowledge Ministries Inc, DBA Golden Elite Track and Field Club	CARES - September		2,178.23
4000	2000	Accounts Payable (A/P)	9/30/2025	Michael Moore	Mileage and Per Diem		260.20
4000	2000	Accounts Payable (A/P)	9/30/2025	Pensacola News Journal	TRIM ADS		401.97
4000	2000	Accounts Payable (A/P)	9/30/2025	Rosa Verde Foundation, Inc.	CARES - September Services		1,554.91
Transaction Total						<u>485,829.89</u>	<u>47,250.29</u>
	Balance...	Accounts Payable (A/P)					780,037.09
4000	2160	Accrued Salaries and Wages Payable			Opening Balance	0.00	
4000	2160	Accrued Salaries and Wages Payable	9/12/2025		Payroll 09/12/2025	4,925.12	22,191.58
4000	2160	Accrued Salaries and Wages Payable	9/12/2025	ADP Wage Pay	Payroll cash	17,266.46	
4000	2160	Accrued Salaries and Wages Payable	9/25/2025	ADP Wage Pay	Payroll cash	17,269.51	
4000	2160	Accrued Salaries and Wages Payable	9/26/2025		Payroll 09/26/2025	4,925.82	22,195.33
4000	2160	Accrued Salaries and Wages Payable	9/30/2025		YE Payroll Accrual	3,444.71	15,413.53
Transaction Total						<u>47,831.62</u>	<u>59,800.44</u>
	Balance...	Accrued Salaries and Wages Payable					11,968.82
4000	2161	Accrued Life and Health Insurance Payable			Opening Balance		73.25

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
4000	2161	Accrued Life and Health Insurance Payable	9/3/2025	Nippon Life Insurance Company of America	Nippon dental and Vision	184.75	
4000	2161	Accrued Life and Health Insurance Payable	9/12/2025		Employee share of health		357.45
4000	2161	Accrued Life and Health Insurance Payable	9/26/2025		Employee share of health		357.45
4000	2161	Accrued Life and Health Insurance Payable	9/30/2025		Employee share of health		250.22
Transaction Total						<u>184.75</u>	<u>965.12</u>
	Balance...	Accrued Life and Health Insurance Payable					853.62
4000	2162	Accrued Retirement payments			Opening Balance		9,144.39
4000	2162	Accrued Retirement payments	9/3/2025	Nationwide	Nationwide payments	3,477.56	
4000	2162	Accrued Retirement payments	9/10/2025	United Health Care	United Health insurance	589.72	
4000	2162	Accrued Retirement payments	9/12/2025		Employee contribution - retirement		811.53
4000	2162	Accrued Retirement payments	9/12/2025		Payroll 09/12/2025		1,109.58
4000	2162	Accrued Retirement payments	9/12/2025	Nationwide	Nationwide payments	1,728.51	
4000	2162	Accrued Retirement payments	9/26/2025		Employee contribution - retirement		811.57
4000	2162	Accrued Retirement payments	9/26/2025		Payroll 09/26/2025		1,109.76
4000	2162	Accrued Retirement payments	9/26/2025	Nationwide	Nationwide cash	1,728.72	
4000	2162	Accrued Retirement payments	9/30/2025		Employee contribution - retirement		567.92
4000	2162	Accrued Retirement payments	9/30/2025		YE Payroll Accrual		775.92
Transaction Total						<u>7,524.51</u>	<u>5,186.28</u>

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
	Balance...	Accrued Retirement payments					6,806.16
4000	2170	Accrued Taxes Payable			Opening Balance	0.00	
4000	2170	Accrued Taxes Payable	9/12/2025		Employee share of taxes		3,756.14
4000	2170	Accrued Taxes Payable	9/12/2025		Employer taxes		1,676.84
4000	2170	Accrued Taxes Payable	9/12/2025		Workers Comp		33.29
4000	2170	Accrued Taxes Payable	9/12/2025	ADP Wage Pay	Tax payment	5,432.98	
4000	2170	Accrued Taxes Payable	9/12/2025	ADP Wage Pay	Workers comp	33.29	
4000	2170	Accrued Taxes Payable	9/25/2025	ADP Wage Pay	Tax payment	5,433.92	
4000	2170	Accrued Taxes Payable	9/26/2025		Employee share of taxes		3,756.80
4000	2170	Accrued Taxes Payable	9/26/2025		Employer taxes		1,677.12
4000	2170	Accrued Taxes Payable	9/26/2025		Workers Comp		33.29
4000	2170	Accrued Taxes Payable	9/29/2025	ADP Wage Pay	Workers Comp	33.29	
4000	2170	Accrued Taxes Payable	9/30/2025		Employee share of taxes		2,626.57
4000	2170	Accrued Taxes Payable	9/30/2025		Employer taxes - YE accrual		1,172.59
4000	2170	Accrued Taxes Payable	9/30/2025		Workers Comp		23.28
					Transaction Total	10,933.48	14,755.92
	Balance...	Accrued Taxes Payable					3,822.44
4000	2900	Fund Balance - Assigned			Current Balance		21,042,775.78
4000	3110	Ad Valorem Taxes			Current Balance		11,988,074.80
4000	3610	Interest income			Opening Balance		968,710.03
4000	3610	Interest income	9/30/2025	Hancock Whitney	Interest		79,262.26
					Transaction Total	0.00	79,262.26
	Balance...	Interest income					1,047,972.29
4000	3699	Other Miscellaneous Revenue			Current Balance		52,682.14
4000	5000	Executive Salaries			Opening Balance	115,673.15	
4000	5000	Executive Salaries	9/12/2025		Payroll 09/12/2025	5,000.00	
4000	5000	Executive Salaries	9/26/2025		Payroll 09/26/2025	5,000.00	
4000	5000	Executive Salaries	9/30/2025		YE Payroll accrual	3,500.00	
					Transaction Total	13,500.00	0.00

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
	Balance...	Executive Salaries				129,173.15	
4000	5010	Regular Salaries and Wages			Opening Balance	393,772.85	
4000	5010	Regular Salaries and Wages	9/12/2025		Payroll 09/12/2025	17,041.58	
4000	5010	Regular Salaries and Wages	9/26/2025		Payroll 09/26/2025	17,045.33	
4000	5010	Regular Salaries and Wages	9/30/2025		YE Payroll accrual	11,913.53	
					Transaction Total	46,000.44	0.00
	Balance...	Regular Salaries and Wages				439,773.29	
4000	5100	FICA Taxes			Opening Balance	41,820.35	
4000	5100	FICA Taxes	9/12/2025		Payroll 09/12/2025	1,676.84	
4000	5100	FICA Taxes	9/26/2025		Payroll 09/26/2025	1,677.12	
4000	5100	FICA Taxes	9/30/2025		YE Payroll Accrual	1,172.59	
					Transaction Total	4,526.55	0.00
	Balance...	FICA Taxes				46,346.90	
4000	5101	Retirement Contributions			Opening Balance	25,741.15	
4000	5101	Retirement Contributions	9/12/2025		Payroll 09/12/2025	1,109.58	
4000	5101	Retirement Contributions	9/26/2025		Payroll 09/26/2025	1,109.76	
4000	5101	Retirement Contributions	9/30/2025		YE Payroll Accrual	775.92	
					Transaction Total	2,995.26	0.00
	Balance...	Retirement Contributions				28,736.41	
4000	5102	Life and Health Insurance			Opening Balance	26,429.72	
4000	5102	Life and Health Insurance	9/3/2025	Nippon Life Insurance Company of America	Nippon dental and Vision	148.09	
4000	5102	Life and Health Insurance	9/10/2025	United Health Care	United Health insurance	2,471.39	

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
					Transaction Total	<u>2,619.48</u>	<u>0.00</u>
	Balance...	Life and Health Insurance				29,049.20	
4000	5103	Workers' compensation insurance			Opening Balance	944.63	
4000	5103	Workers' compensation insurance	9/12/2025		Workers comp	33.29	
4000	5103	Workers' compensation insurance	9/26/2025		Workers comp	33.29	
4000	5103	Workers' compensation insurance	9/30/2025		Workers comp	23.28	
					Transaction Total	<u>89.86</u>	<u>0.00</u>
	Balance...	Workers' compensation insurance				1,034.49	
4000	5200	Legal Services			Current Balance	74,597.50	
4000	5201	Accounting and Auditing			Opening Balance	26,091.75	
4000	5201	Accounting and Auditing	9/5/2025	ADP Wage Pay	ADP fees	245.55	
4000	5201	Accounting and Auditing	9/19/2025	ADP Wage Pay	ADP Fees	<u>245.55</u>	
					Transaction Total	<u>491.10</u>	<u>0.00</u>
	Balance...	Accounting and Auditing				26,582.85	
4000	5202	Information Technology			Opening Balance	14,000.69	
4000	5202	Information Technology	9/9/2025	iVenture Solutions	IT Services	<u>1,269.45</u>	
					Transaction Total	<u>1,269.45</u>	<u>0.00</u>
	Balance...	Information Technology				15,270.14	
4000	5203	Other Professional Services			Opening Balance	38,918.25	
4000	5203	Other Professional Services	9/9/2025	Hancock Whitney	Catrina Burks - Website redesign	4,200.00	

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
4000	5203	Other Professional Services	9/9/2025	Kessler Creative LLC	Additional resource guides	5,038.47	
4000	5203	Other Professional Services	9/10/2025	CPC Office Technologies	Copier maintenance 9/9/25-20/8/25	142.96	
4000	5203	Other Professional Services	9/22/2025	Bernice A. Andre	Security Services	160.00	
					Transaction Total	9,541.43	0.00
	Balance...	Other Professional Services				48,459.68	
4000	5300	Travel:Car Allowance			Opening Balance	3,525.00	
4000	5300	Travel:Car Allowance	9/12/2025		Payroll 09/12/2025	150.00	
4000	5300	Travel:Car Allowance	9/26/2025		Payroll 09/26/2025	150.00	
					Transaction Total	300.00	0.00
	Balance...	Travel:Car Allowance				3,825.00	
4000	5301	Travel:Other Travel			Opening Balance	14,080.88	
4000	5301	Travel:Other Travel	9/6/2025	Hancock Whitney	Budget - M. Moore	20.89	
4000	5301	Travel:Other Travel	9/29/2025	Hancock Whitney	American - Orlando Training L. Cannon	288.37	
4000	5301	Travel:Other Travel	9/30/2025	Hancock Whitney	Embassy Suites cancel D. Ray		554.43
4000	5301	Travel:Other Travel	9/30/2025	Michael Moore	Mileage and Per Diem	260.20	
					Transaction Total	569.46	554.43
	Balance...	Travel:Other Travel				14,095.91	
4000	5401	Telephone Expense			Current Balance	5,192.58	
4000	5402	Website Administration			Current Balance	1,295.16	
4000	5500	Freight & Postage Services			Current Balance	3,371.21	
4000	5600	Rent & Utilities:Rent			Current Balance	40,365.20	
4000	5700	Directors & officers insurance			Current Balance	12,466.65	
4000	5701	Liability insurance			Current Balance	8,220.00	

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
4000	5800	Printing & binding			Current Balance	2,328.20	
4000	5810	Promotional Activities			Opening Balance	10,587.18	
4000	5810	Promotional Activities	9/30/2025	Pensacola News Journal	TRIM ADS	401.97	
					Transaction Total	401.97	0.00
	Balance...	Promotional Activities				10,989.15	
4000	5820	Other Current Charges			Opening Balance	30.00	
4000	5820	Other Current Charges	9/29/2025	Florida Department of Law Enforcement	A. Ellis & M. Moore background retention fees	12.00	
4000	5820	Other Current Charges	9/30/2025	Florida Department of Law Enforcement	Annual retention fee for Abrams, Adams, and Stone	18.00	
					Transaction Total	30.00	0.00
	Balance...	Other Current Charges				60.00	
4000	5830	Office Supplies Expense			Opening Balance	5,391.32	
4000	5830	Office Supplies Expense	9/3/2025	CPC Office Technologies	Copier Lease	194.89	
4000	5830	Office Supplies Expense	9/4/2025	Hancock Whitney	Amazon - USB C Hub	20.99	
4000	5830	Office Supplies Expense	9/7/2025	Hancock Whitney	HP Instant Ink	19.34	
4000	5830	Office Supplies Expense	9/9/2025	Award Masters Inc	Board member name tags	96.40	
4000	5830	Office Supplies Expense	9/9/2025	Award Masters Inc	Plaque for M. Bush	108.95	
4000	5830	Office Supplies Expense	9/11/2025	Hancock Whitney	Office Depot - Office supplies	165.92	
4000	5830	Office Supplies Expense	9/11/2025	Hancock Whitney	Office Depot - Post-IT Notes	23.99	
4000	5830	Office Supplies Expense	9/15/2025	Hancock Whitney	Amazon - Sticky Notes	44.14	
4000	5830	Office Supplies Expense	9/15/2025	Hancock Whitney	Amazon Easel Pad	25.53	
4000	5830	Office Supplies Expense	9/15/2025	Hancock Whitney	Office Depot Mailing Labels	11.99	
4000	5830	Office Supplies Expense	9/18/2025	Hancock Whitney	Amazon - Parade of Providers	29.98	
4000	5830	Office Supplies Expense	9/22/2025	Hancock Whitney	Amazon - Webcam	139.98	
					Transaction Total	882.10	0.00
	Balance...	Office Supplies Expense				6,273.42	
4000	5841	Software & Apps			Opening Balance	85,482.07	
4000	5841	Software & Apps	9/2/2025	Webauthor.com	September Services	2,000.00	
4000	5841	Software & Apps	9/9/2025	iVenture Solutions	Software	364.97	
4000	5841	Software & Apps	9/30/2025	iVenture Solutions	Adobe and Creative Cloud	2,923.56	

Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
					Transaction Total	<u>5,288.53</u>	<u>0.00</u>
	Balance...	Software & Apps				90,770.60	
4000	5843	Books, Publications, Subscriptions, & Memberships			Opening Balance	21,483.99	
4000	5843	Books, Publications, Subscriptions, & Memberships	9/5/2025	Hancock Whitney	Sams membership	110.00	
4000	5843	Books, Publications, Subscriptions, & Memberships	9/25/2025	Hancock Whitney	Kahoot	47.88	
					Transaction Total	<u>157.88</u>	<u>0.00</u>
	Balance...	Books, Publications, Subscriptions, & Memberships				21,641.87	
4000	5850	Training - ECT Internal			Opening Balance	6,677.99	
4000	5850	Training - ECT Internal	9/16/2025	Hancock Whitney	Florida After School Conference - R. Stone	439.00	
					Transaction Total	<u>439.00</u>	<u>0.00</u>
	Balance...	Training - ECT Internal				7,116.99	
4000	5851	Training - External			Opening Balance	2,280.99	
4000	5851	Training - External	9/17/2025	Hancock Whitney	Office Depot - Folders, & Card Stock	73.96	
4000	5851	Training - External	9/24/2025	Hancock Whitney	Dollar Tree Parade of Providers	101.75	
4000	5851	Training - External	9/24/2025	Hancock Whitney	SAM's Parade of Providers	351.48	
4000	5851	Training - External	9/25/2025	Hancock Whitney	Chick-fil-A - Parade of Providers	644.39	
4000	5851	Training - External	9/30/2025	Hancock Whitney	Walmart - Parade of Providers	<u>87.76</u>	
					Transaction Total	<u>1,259.34</u>	<u>0.00</u>

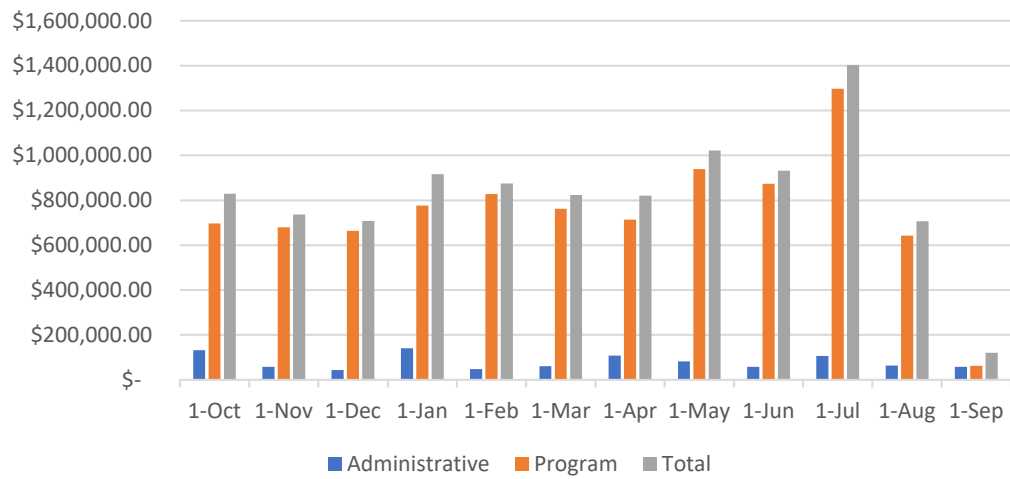
Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
	Balance...	Training - External				3,540.33	
4000	5900	Tax Collector Fees			Current Balance	236,329.96	
4000	5910	Bank Fees			Current Balance	15,240.62	
4000	5940	Special District Fees			Current Balance	175.00	
4000	6000	Capital Outlay - Machinery and Equipment			Current Balance	3,876.87	
4000	7000	Grants and Aids:Aids to Private Organizations			Opening Balance	8,536,260.46	
4000	7000	Grants and Aids:Aids to Private Organizations	9/11/2025	Naval Flight Academy, LLC	Services through 9/11/25	14,018.08	
4000	7000	Grants and Aids:Aids to Private Organizations	9/15/2025	G.I.R.L.S. Incorporated	CARES 9/1 - 9/15	932.17	
4000	7000	Grants and Aids:Aids to Private Organizations	9/20/2025	James B. Washington Education and Sports, Inc.	JBW OST Sept #1 reimbursement	4,267.86	
4000	7000	Grants and Aids:Aids to Private Organizations	9/26/2025	Hope Above Fear	CARES	3,181.97	
4000	7000	Grants and Aids:Aids to Private Organizations	9/30/2025	G.I.R.L.S. Incorporated	Cares 9/16 - 9/30/25	3,469.17	
4000	7000	Grants and Aids:Aids to Private Organizations	9/30/2025	General Daniel Chappie James Flight Academy, Inc.	CARES 9/1/25 - 10/2/25	833.00	
4000	7000	Grants and Aids:Aids to Private Organizations	9/30/2025	Knowledge Ministries Inc, DBA Golden Elite Track and Field Club	CARES - September	2,178.23	
4000	7000	Grants and Aids:Aids to Private Organizations	9/30/2025	Rosa Verde Foundation, Inc.	CARES - September Services	1,554.91	
					Transaction Total	30,435.39	0.00
	Balance...	Grants and Aids:Aids to Private Organizations				8,566,695.85	
Report Opening/Current Balance						35,280,077.08	35,280,077.08

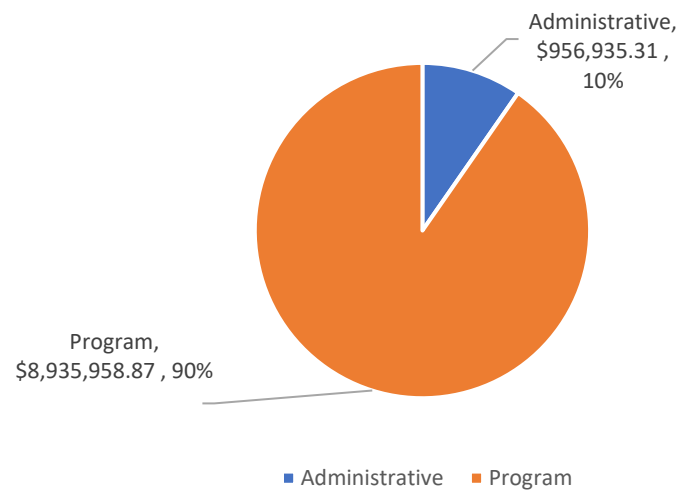
Escambia Childrens Trust
Expanded General Ledger
From 9/1/2025 Through 9/30/2025

Funding Source Code	GL Code	GL Title	Effective	Name	Description	Debit	Credit
Report Transaction Totals						752,378.50	752,378.50
Report Current Balances						36,032,455.58	36,032,455.58
Report Difference						0.00	

Administrative vs program expenses by month



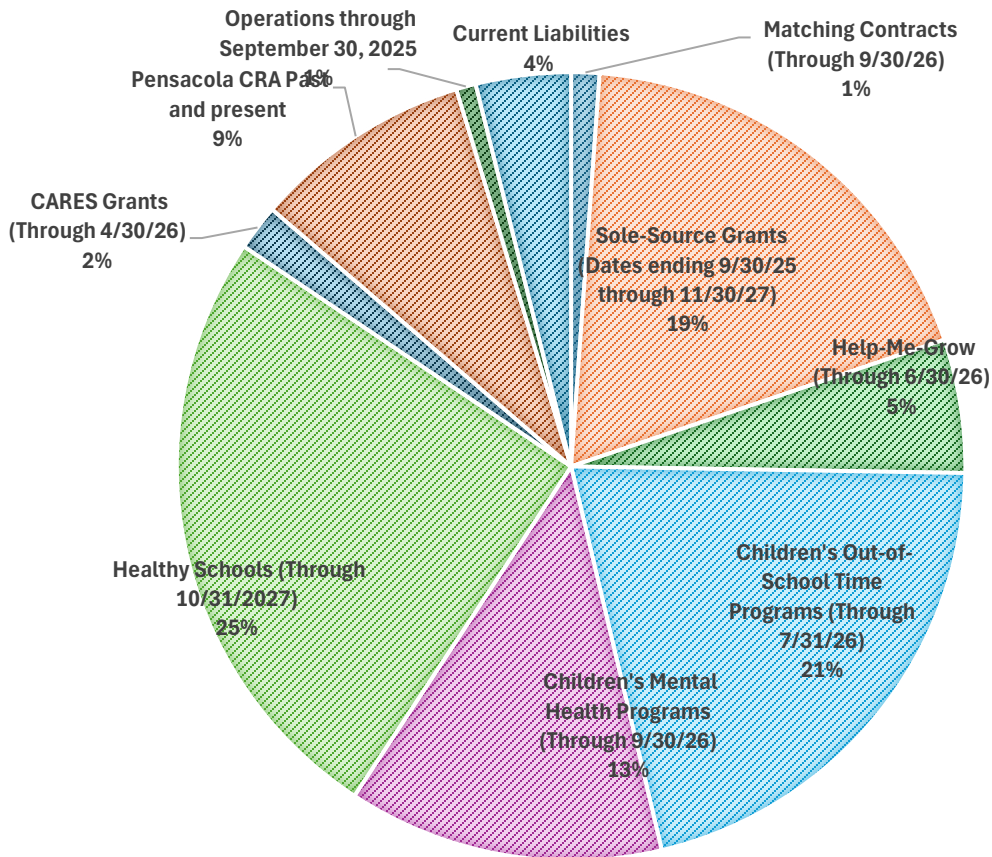
Administrative vs Program Expenses YTD



Escambia Children's Trust Obligated Cash

September 30, 2025

Operating Account Cash Balance	\$ 22,636,455.65
Less Current Contracts/liabilities	
Matching Contracts (Through 9/30/26)	\$ 238,875.00
Sole-Source Grants (Dates ending 9/30/25 through 11/30/27)	\$ 3,844,899.43
Help-Me-Grow (Through 6/30/26)	\$ 1,129,446.63
Children's Out-of-School Time Programs (Through 7/31/26)	\$ 4,341,848.56
Children's Mental Health Programs (Through 9/30/26)	\$ 2,673,278.63
Healthy Schools (Through 10/31/2027)	\$ 5,192,253.41
CARES Grants (Through 4/30/26)	\$ 387,765.15
Pensacola CRA Past and present	\$ 1,856,421.90
Operations through September 30, 2025	\$ 166,387.67
Current Liabilities	\$ 803,488.13
Operating Account Balance (Future Contracts)	\$ 2,001,791.14



Escambia Children's Trust Contract Schedule as of 9/30/25												
Federal ID	RFP #	Period covered	Agency Name	Project Name	Total requested	Total awarded as of 9/30/2025	Total drawn down as of 9/30/2025	Amount surrendered	Remaining awarded funds as of 9/30/2025	Balance of 3 year request	% of time left in current contract year	% of budget left in current contract year
	RFP-01 Kindergarten Bridge	7/1/22 - 9/30/22	Potential Preschool		\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
	RFP-01 Kindergarten Bridge	7/1/22 - 9/30/22	Ready Kids		\$ 27,700.00	\$ 27,700.00	\$ 9,692.53	\$ 18,007.47	\$ -	\$ -	\$ -	\$ -
	Match app	10/1/22 - 9/30/23	Early Learning Coalition	SR Match	\$ 238,875.00	\$ 238,875.00	\$ 238,875.00	\$ -	\$ -	\$ -	\$ -	\$ -
	Match app	10/1/22 - 9/30/23	Community Health of NW FL	Dental Van Match	\$ 76,673.00	\$ 76,673.00	\$ 76,673.00	\$ -	\$ -	\$ -	\$ -	\$ -
	Sole Source	10/1/22 - 9/30/25	Children's Home Society of Florida - Western Division	Pine Forest Community School	\$ 232,974.00	\$ 232,974.00	\$ 172,151.70	\$ 60,822.30	\$ -	\$ -	0%	24%
	Sole Source	5/1/23 - 4/30/26	Legal Services of NW FL	Increased Representation of Dependent Cheildren & Kids with Educational issues	\$ 2,154,050.00	\$ 2,154,050.00	\$ 1,109,702.20	\$ 475,280.33	\$ 569,067.47	\$ 569,067.47	58%	76%
59-126705	RFP-03 OST	3/01/23 -7/31/26	Boys and Girls Club of the Emerald Coast	Great Futures in Escambia County	\$ 2,437,794.00	\$ 2,437,794.00	\$ 1,333,075.37	\$ 457,874.50	\$ 646,844.13	\$ 646,844.13	65%	69%
20-596657	RFP-03 OST	3/01/23 -7/31/26	Pensacola Promise, Inc. DBA Chain Reaction	Service Learning and Leadership	\$ 593,965.00	\$ 593,965.00	\$ 457,892.04	\$ 11,106.02	\$ 124,966.94	\$ 124,966.94	59%	52%
59-019243	RFP-03 OST	3/01/23 -7/31/26	Children's Home Society of Florida - Western Division	SAIL Academy	\$ 863,542.00	\$ 863,542.00	\$ 497,669.41	\$ 126,630.06	\$ 239,242.53	\$ 239,242.53	59%	65%
59-600040	RFP-03 OST	3/01/23 - 5/31/26	City of Pensacola Parks and Recreation Department	PPRD After School Program	\$ 1,735,370.00	\$ 1,735,370.00	\$ 471,665.78	\$ 658,265.57	\$ 605,438.65	\$ 605,438.65	67%	92%
65-109096	RFP-03 OST	3/01/23 -7/31/26	CMB Visions Unlimited, Inc.	B.A.S.I.S.	\$ 1,250,583.00	\$ 1,250,583.00	\$ 833,723.09	\$ 39,702.53	\$ 377,157.38	\$ 377,157.38	59%	67%
59-306013	RFP-03 OST	3/01/23 -7/31/26	Covenant Hospice Foundation Inc	Camp Monarch	\$ 601,925.00	\$ 601,925.00	\$ 203,017.52	\$ 247,407.48	\$ 151,500.00	\$ 151,500.00	59%	77%
30-060041	RFP-03 OST	3/01/23 -7/31/26	Dixon School of Arts and Sciences	Dixon After Hours	\$ 1,167,500.00	\$ 1,167,500.00	\$ 723,641.57	\$ 47,757.90	\$ 396,100.53	\$ 396,100.53	59%	65%
36-449564	RFP-03 OST	3/01/23 -7/31/26	Epps Christian Center	Steps to Success	\$ 795,900.00	\$ 795,900.00	\$ 512,308.61	\$ 93,233.46	\$ 190,357.93	\$ 190,357.93	59%	60%
83-079992	RFP-03 OST	3/01/23 -7/31/26	James B Washington Education and Sports Inc	Tutoring Towards Tomorrow's Dreams	\$ 999,152.00	\$ 999,152.00	\$ 772,903.72	\$ -	\$ 226,248.28	\$ 226,248.28	59%	55%
82-438592	RFP-03 OST	3/01/23 -7/31/26	Lamplighter Academic and Mentoring Program	Project Ignite	\$ 504,969.00	\$ 504,969.00	\$ 276,951.85	\$ 41,400.42	\$ 186,616.73	\$ 186,616.73	82%	78%
59-322888	RFP-03 OST	3/01/23 -7/31/26	Pensacola Children's Chorus	Sing to Succeed	\$ 573,559.00	\$ 573,559.00	\$ 236,073.88	\$ 126,884.27	\$ 210,600.85	\$ 210,600.85	59%	77%
59-090671	RFP-03 OST	3/01/23 -7/31/26	Pensacola Little Theatre	Character Building Through Building	\$ 359,618.00	\$ 359,618.00	\$ 173,021.82	\$ 186,596.18	\$ -	\$ -	0%	0%
45-521185	RFP-03 OST	3/01/23 -5/31/26	Pensacola MESS Hall	Science After School	\$ 217,141.00	\$ 217,141.00	\$ 136,481.67	\$ 23,469.63	\$ 57,189.70	\$ 57,189.70	53%	80%
81-141839	RFP-03 OST	3/01/23 -7/31/26	SALT Ministry (Sisters Anointed to Lead Together)	Excellence on Your Level-Be You! Mentoring	\$ 51,560.00	\$ 51,560.00	\$ 26,117.09	\$ 3,528.48	\$ 21,914.43	\$ 21,914.43	59%	80%
	RFP-03 OST	3/01/23 - 2/28/26	Valerie's House	No Child Grieves Alone	\$ 105,215.00	\$ 105,215.00	\$ 29,502.61	\$ 75,712.39	\$ -	\$ -		
59-062446	RFP-03 OST	3/01/23 -7/31/26	YMCA of Northwest Florida	ECT out of School Time	\$ 2,704,312.00	\$ 2,704,312.00	\$ 1,138,465.57	\$ 658,175.95	\$ 907,670.48	\$ 907,670.48	65%	75%
	ITB2023-02 HMG	7/01/23 - 6/30/26	Arc Gateway	Help Me Grow	\$ 4,121,115.00	\$ 4,121,115.00	\$ 1,772,562.07	\$ 1,219,106.30	\$ 1,129,446.63	\$ 1,129,446.63	75%	82%
	Match app	10/1/23 - 9/30/26	Early Learning Coalition	Bruce Watson	\$ 716,625.00	\$ 477,750.00	\$ 477,749.12	\$ 0.88	\$ -	\$ 238,875.00	0%	0%
	RFP # 2023-01	10/1/23 - 9/30/26	Twin Oaks Juvenile Development	Escambia Connects	\$ 3,311,202.00	\$ 2,169,821.00	\$ 1,677,703.48	\$ 259,476.48	\$ 232,641.04	\$ 1,374,022.04	8%	21%
	RFP # 2023-01	10/1/23 - 9/30/26	Youths Left behind	After School Peer Empowerment Program	\$ 384,164.40	\$ 215,509.80	\$ 204,924.46	\$ 10,585.34	\$ -	\$ 168,654.60	0%	0%
	RFP # 2023-01	10/1/23 - 9/30/26	Boys and Girls Club	Mind Time	\$ 312,513.00	\$ 205,718.00	\$ 106,031.61	\$ 99,686.39	\$ -	\$ 106,795.00	0%	0%
	RFP # 2023-01	10/1/23 - 9/30/26	Omega Lamplighters	Project P.R.I.D.E.	\$ 762,852.00	\$ 477,537.00	\$ 321,185.66	\$ 21,234.06	\$ 135,117.28	\$ 420,432.28	17%	52%
	RFP # 2023-01	10/1/23 - 9/30/26	New World Believers	H.O.O.P.S	\$ 1,729,199.71	\$ 1,125,825.00	\$ 821,175.47	\$ 304,649.53	\$ -	\$ 603,374.71	0%	0%
	Sole Source	7/1/2024 - 6/30/2027	Children's Home Society of Florida -Navigators	CHS Social Service Navigator program	\$ 3,917,449.00	\$ 2,572,850.00	\$ 1,522,717.20	\$ 65,511.39	\$ 984,621.41	\$ 2,329,220.41	75%	75%
	ITB 2024-01	11/1/2024 - 10/31/2027	United Way of West Florida	Heathy Schools	\$ 5,400,000.00	\$ 900,000.00	\$ 207,746.59	\$ -	\$ 692,253.41	\$ 5,192,253.41	33%	77%
	Sole Source	12/1/2024 - 11/30/2027	National Flight Academy	National Flight Academy	\$ 1,190,621.00	\$ 383,541.00	\$ 244,009.45	\$ -	\$ 139,531.55	\$ 946,611.55	17%	36%
	RFP 2025-01	05/01/2025 - 4/30/2026	B.R.A.C.E	Disaster Defenders	\$ 41,379.00	\$ 41,379.00	\$ -	\$ -	\$ 41,379.00	\$ 41,379.00	58%	100%
	RFP 2025-01	05/01/2025 - 4/30/2026	Children's Home Society	Eagles Beyond the Bell	\$ 48,220.00	\$ 48,220.00	\$ 5,327.17	\$ -	\$ 42,892.83	\$ 42,892.83	58%	89%
	RFP 2025-01	05/01/2025 - 4/30/2026	CMB Vision	Beyond the Bell mentorship	\$ 50,000.00	\$ 50,000.00	\$ 18,607.82	\$ -	\$ 31,392.18	\$ 31,392.18	58%	63%
	RFP 2025-01	05/01/2025 - 4/30/2026	Dixon School of Arts and Sciences	Dixon After hours Steam Explorer Academy	\$ 50,000.00	\$ 50,000.00	\$ 10,698.20	\$ -	\$ 39,301.80	\$ 39,301.80	58%	79%

Escambia Children's Trust Contract Schedule as of 9/30/25												
Federal ID	RFP #	Period covered	Agency Name	Project Name	Total requested	Total awarded as of 9/30/2025	Total drawn down as of 9/30/2025	Amount surrendered	Remaining awarded funds as of 9/30/2025	Balance of 3 year request	% of time left in current contract year	% of budget left in current contract year
	RFP 2025-01	05/01/2025 - 4/30/2026	General Daniel Chappie James Flight Academy	Chappie James Flight Academy	\$ 40,623.00	\$ 40,623.00	\$ 12,467.35	\$ -	\$ 28,155.65	\$ 28,155.65	58%	69%
	RFP 2025-01	05/01/2025 - 4/30/2026	GIRLS Inc.	My Selfie needs no filter	\$ 50,000.00	\$ 50,000.00	\$ 28,784.12	\$ -	\$ 21,215.88	\$ 21,215.88	58%	42%
	RFP 2025-01	05/01/2025 - 4/30/2026	Golden Elite Track and Field Club	Golden Dreams	\$ 50,000.00	\$ 50,000.00	\$ 7,578.55	\$ -	\$ 42,421.45	\$ 42,421.45	58%	85%
	RFP 2025-01	05/01/2025 - 4/30/2026	Gulf Coast Kids House	Child Abuse Prevention Education	\$ 50,000.00	\$ 50,000.00	\$ 19,996.28	\$ -	\$ 30,003.72	\$ 30,003.72	67%	60%
	RFP 2025-01	05/01/2025 - 4/30/2026	Healthy Start	Prenatal Home Visits	\$ 11,475.00	\$ 11,475.00	\$ 7,646.87	\$ -	\$ 3,828.13	\$ 3,828.13	58%	33%
	RFP 2025-01	05/01/2025 - 4/30/2026	Hope Above Fear	Empowering Youth, preventing substance use	\$ 48,807.00	\$ 48,807.00	\$ 17,840.84	\$ -	\$ 30,966.16	\$ 30,966.16	58%	63%
	RFP 2025-01	05/01/2025 - 4/30/2026	James B. Washington Educaiton and Sports	Steam Future leaders of NW FL	\$ 50,000.00	\$ 50,000.00	\$ 34,775.32	\$ -	\$ 15,224.68	\$ 15,224.68	58%	30%
	RFP 2025-01	05/01/2025 - 4/30/2026	Ready Kids	Building Bright Futures	\$ 50,000.00	\$ 50,000.00	\$ 11,497.78	\$ -	\$ 38,502.22	\$ 38,502.22	58%	77%
	RFP 2025-01	05/01/2025 - 4/30/2026	Rosa Verde Foundation, Inc	Child hood hunger Initiative	\$ 21,000.00	\$ 21,000.00	\$ 3,054.30	\$ -	\$ 17,945.70	\$ 17,945.70	58%	85%
	RFP 2025-01	05/01/2025 - 4/30/2026	Youths left behind	Care-A-Van	\$ 50,000.00	\$ 50,000.00	\$ 45,464.25	\$ -	\$ 4,535.75	\$ 4,535.75	58%	9%
				Total	\$ 41,213,457.11	\$ 32,017,382.80	\$ 17,724,095.92	\$ 5,680,994.38	\$ 8,612,292.50	\$ 17,808,366.81		



Lindsey Cannon, Executive Director
Escambia County Children's Trust
1000 College Blvd, Ste 1100-H
Pensacola, FL 32504

October 20, 2025

Dear Lindsey and Team,

Please consider this letter our formal resignation and withdrawal from our Escambia County Children's Trust Grant. We are grateful for the opportunities these grants have offered us in serving the community through the art we make.

Due to significant staff changes including the resignation of our lead teacher, Kimberley Scott, we can no longer fulfill the grant's parameters. We did serve nearly 120 students this past summer in camps that were planned by Kim but executed by other teachers under the leadership of Topher Warren, our Education Director.

I am so appreciative of your guidance and assistance in the closure of this process for us. We have worked diligently to correct any mistakes our organization made, and we feel positive about this resignation.

Best to all of you as you continue to serve,

Kathy Holsworth, Interim Executive Director
Pensacola Little Theatre
400 S. Jefferson St.
Pensacola, FL 32502



PROPOSAL
Escambia Children's Trust
ATTN: Program Committee

**CARNEGIE HALL PERFORMANCE OPPORTUNITY
FOR QUALIFYING PARTICIPANTS OF 'SING TO SUCCEED'
AN ECT-FUNDED OST PROGRAM OPERATED BY THE PENSACOLA CHILDREN'S CHORUS**

Estimated Cost Per Participant\$ 2,298.65
Maximum Cost for Qualifying Participants (14).....\$ 32,181.10

No additional funding is being requested.

This proposal seeks to reallocate previously approved funding to accommodate this request without jeopardizing or minimizing OST program quality, services, or dosage.

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BACKGROUND

In 2021, the Pensacola Children's Chorus was invited to participate in the National Youth Choir which took place at Carnegie Hall in New York City in June 2022. This invitation was extended by Manhattan Concert Productions, a reputable producer of concerts at Carnegie Hall and throughout the United States, to a select few youth choirs who were vetted for quality and high performance standards. Altogether, nearly 70 singers from the Pensacola Children's Chorus traveled to New York City for this elite performance opportunity on this renowned stage.

Fast forward to 2024, Manhattan Concert Productions contacted the Pensacola Children's Chorus again to join in the National Youth Choir, but not simply as a participant, but as the anchor choir, with Artistic Director, Alex Gartner, leading the festival that will join 8 youth choirs from across the country once more. However, this time, the Pensacola Children's Chorus will also present a solo performance on the historic Perelman Stage in Carnegie's Stern Auditorium. This is the opportunity of a lifetime.

During PCC's first Carnegie stint, the Escambia Children's Trust was just becoming established, and PCC's OST program, Sing to Succeed, was in development. Simply put, PCC could not have predicted that such an opportunity as this would be available when developing a 3-year funding plan. While PCC travels every summer, OST participants often are unable to do so because the cost of travel was not included in the original OST proposal, and the out-of-pocket cost is too great for most to participate even at their own expense.

Still, with this opportunity to perform at Carnegie Hall, PCC approached the ECT staff with the hope that together, a path for participation could be laid for qualifying OST participants. After much brainstorming, questioning, and constructive feedback, the ECT staff encouraged PCC to submit this proposal to the Program Committee for consideration.

TRIP ITINERARY

Fri., June 12, 2026	Depart Pensacola via air and arrive in New York City in the early evening Enjoy evening sightseeing activities
Sat., June 13, 2026	Morning sightseeing, Broadway matinée show Evening rehearsal for National Youth Choir
Sun., June 14, 2026	Morning rehearsal for National Youth Choir Afternoon sightseeing, evening Broadway show
Mon., June 15, 2026	Morning dress rehearsal for National Youth Choir Afternoon solo performance as Pensacola Children's Chorus at Carnegie Evening performance with National Youth Choir at Carnegie
Tues., June 16, 2026	Depart New York City via air and arrive in Pensacola in the evening

PARTICIPATION QUALIFIERS

This performance tour is open to any member of the Pensacola Children's Chorus in grades 6-12 who has enrolled during the 2025-2026 season. Based on this, the following criteria was used to determine an OST participant's eligibility:

- Must meet standard ECT eligibility requirements
- Must be in grades 6-12
- Must be enrolled in Sing to Succeed for the 2025-2026 season on or before 09/02/25
- Must commit to no greater than 3 absences between 09/02/25 and 11/20/25
- Must certify the participant is able to attend extra rehearsals to prepare for the performance (schedule provided in advance)

Caregivers of prospective participants reviewed this information, formally expressed interest, and certified they meet/can meet the eligibility requirements via a Google Form. OST participants who were formally enrolled and met the grade criteria were sent this form between 08/28/25 and 09/02/25. Interest was due by 09/15/25. All in all, 14 out of 17 possible singers expressed interest in participating.

ATTENDANCE REQUIREMENT

As expressed in the prior section, in order for an OST participant to qualify for this trip, they must accrue no greater than 3 absences between 09/02/25 and 11/20/25. This policy is aligned with PCC's broader attendance policy which states that any child who accrues more than 3 absences during a given period will not be able to participate in special opportunities such as solos, certain performance numbers, and even field trips.

This requirement is also important because payment for the trip is due to the concert operator (Manhattan Concert Productions) in installments. While the first payment was due on October 1, they have graciously agreed to allow any OST participants to register by December 1, which is why the participation window ends on 11/20 (the final program day before fall break).

TRIP OPERATIONS

The Pensacola Children's Chorus manages group travel on an annual basis. Past trips include local caravans to elementary schools and nursing homes, road trips to Orlando's theme parks, domestic air travel, and even large international journeys. PCC is successful in these endeavors thanks to a team of experienced staff who understand the differences between family vacation and educational travel, as well as the ability to manage children away from the watchful eye of their caregivers—even overnight and away from home. An overview of these operations is as follows:

Staff Supervision

PCC's staff are highly organized trip planners and executors. A director-level staff member serves as trip leader, and 1-2 director- or manager-level staffers serve as assistant trip leaders. Any number of additional staff accompany the group to help with the management of singers and chaperones. For this trip, PCC is traveling with 1 trip leader, 2 assistants, and 9 additional staff. This provides a 1:3 ratio of staff to chaperoning and non-chaperoning adult tagalongs, and a ratio 1:7 ratio of staff to singers.

TRIP OPERATIONS (continued)

Chaperone Vetting

Chaperones are carefully vetted by PCC staff, as are all volunteers. At minimum, they must pass a Level II FBI/BCI background check. They also must have a record of volunteerism with PCC which reflects a dedication to the program as a whole (not just one's own kid) and allows them to have a relationship with PCC staff. Not all who apply to be chaperones are selected.

Air Travel Procedures

For any trip involving air travel, PCC staff manage every step of the way starting with airport drop-off all the way to on-the-ground transportation at the final destination. One staff member is in charge of checking in every passenger at drop-off, ensuring all of the right items have been packed in carry-on or checked luggage. The trip roster is broken into reasonable groupings that are assigned to one or two staff members (depending on the size), as well as any number of chaperones. Once properly checked in, each passenger receives their paper boarding pass and awaits their entire air travel group to arrive. After every member of a particular group is present, that group proceeds through security with one adult in the front and one staff member in the back. They then proceed to their gate while they await the remainder of the group.

Chaperone Groups

Once at the final destination, singers are divided into *chaperone groups*, comprised of 1 chaperone and 3-5 singers. Chaperone groups (no more than 2 or 3) are then assembled into *color groups* which are headed by 1-2 staff members. Color groups travel through the itinerary together, and once at certain destinations (like a food court or park), chaperone groups may break off with their smaller units to enjoy activities based on the children's interests. Their whereabouts are always known to the staff members who are accompanying the color groups.

Mass Transit Procedures

Using busses and subways can be unpredictable. As such, color groups always stick together. With staff members in charge, they are able to take multiple busses or trains to the same destination. Because these groups are smaller in number (approx. 10-15 each), it reduces the stress and burden of trying to keep 95+ people together in a destination such as New York.

Continued on next page.

TRIP OPERATIONS (continued)

Hotel Stays

For overnight hotel stays, singers are divided into separate rooms with no less than 3 and no greater than 4 persons per room. Singers may request 4 roommates of their choice, and PCC guarantees at least one will be in the room (therefore everyone has a friend). Staff are careful to scrutinize the list to break up any possible behavior issues. PCC works with the trip operator (Manhattan Concert Productions) and the hotel to ensure that singer rooms are disbursed intermittently between chaperone and staff rooms.

Robust hotel occupancy policies are reviewed and acknowledged by every participant before travel. These state that no one other than PCC singers, staff, and chaperones are permitted in any room on PCC's room block. There are also straightforward policies about how singers may spend time with other singers before lights out which require chaperone, staff, and peer approval.

A nightly "lights out" time is established, and room checks by a staff member occur within 10 minutes afterward. The hotel provides lobby security to ensure that children unaccompanied by an adult are not wandering during late hours.

For this trip, the appointed hotel is Westin Times Square, which has a lobby above the street level on the second floor. Because of this, the risk of "sneaking out" is greatly diminished as there are many layers of adults through which a child has to walk in order to leave the hotel unaccompanied. Furthermore, the main elevators do not travel to the street level.

Medication

While traveling without a parent/caregiver, PCC does not allow children to self-medicate. Prior to the trip, caregivers must fill out a medication form which outlines any prescription or non-prescription drug that a child must take routinely. Upon arrival at the airport, they must furnish that medication in a single plastic bag. The child carries that with them until on the ground at the final destination, where they will surrender it to their chaperone. The chaperone is then in charge of disbursing medication at the proper time throughout the trip. (The two exceptions to this are prescribed contraception and EpiPens.) Additionally, each color group is equipped with a first aid kit that carries basic over-the-counter medication to treat pain, nausea, and allergies.

Travel Readiness

In the OST trip interest form, caregivers shared whether their child had flown on a plane, had previous overnight experiences, had previous experience staying in a hotel room without an adult present, and whether they had access to luggage. All 14 who expressed interest felt their child would be comfortable during this proposed trip experience.

What to Bring

A detailed packing list is provided to all participants. Additionally, PCC prescribes a clothing itinerary to all singers. This reason is twofold—(1) to make it easier to pack, and 2) to have something visual for which to look in crowded situations. This specific trip will require 2 shirts designed for the trip itself as well as uniform pieces already provided to OST participants.

This list also includes non-clothing items, such as those related to personal hygiene and cleanliness. PCC maintains a small stock of these items and can provide them if something is missing.

TRIP OPERATIONS (continued)

Trip Communication

PCC maintains robust systems of communication during the trip. A cloud-based communication system will have groupings of each member in a given color group, as well as a group for all trip participants. This allows PCC staff to push group-specific notifications as well as information that applies to the whole. Participants can engage in 2-way chat with managing staff members, but not other participants. Staff also have chat groups with chaperones for quicker communication. Additionally, singers are provided neck-worn badges that contain the cell phone numbers of their assigned chaperones, color group staff leaders, and trip leaders.

At-Home Communication

While most participants have a cell phone, PCC maintains routine communication with families at home. Daily updates are sent summarizing the activities of the day just after the group arrives at the hotel each night. On travel days, notifications of significant arrivals (i.e. plane touchdown) are also sent. Additionally, daily social media posts are uploaded featuring photos of nearly every participant so that caregivers back home can see their child. Chaperones also collect the contact information of caregivers prior to departure and are encouraged to send photos as each day passes.

COST SUMMARY

The following summarizes the trip cost per participant, with a brief description of each expense:

Travel & Performance Expense		
Basic Participation Package	Includes hotel, metro, Rockefeller Ctr., & 1 Broadway show	1,167.00
Airfare	Quoted by Southwest Airlines	524.45
Sheet Music	New music to be ordered for performance	8.20
Tour Attire	Custom shirts for easy identification in crowds	50.00
		1,749.65
Additional Experiences		
Observation Deck	Art installation and observation tower at One Vanderbilt	50.00
Additional Broadway Ticket	Quoted based on average price on 10/15/25	100.00
		150.00
Meals		
Breakfasts (4)	\$23/day (based on GSA per diem rates)	92.00
Lunches (5)	\$26/day (based on GSA per diem rates)	130.00
Dinners (4)	\$38/day (based on GSA per diem rates)	152.00
Pre-Concert Snack (1)	Est. \$25 (for sustenance before evening performance)	25.00
		399.00
Total Cost		2,298.65

Meal Funds

While not ready at the time of this proposal, most dinners will be coordinated group meals. However, breakfast and lunches are "on one's own." If this proposal is approved, PCC will work with ECT staff to determine the best way to manage OST participants' meals. Options include direct pay by a staff member, pre-loaded gift cards, and/or cash handouts at the time of the meal.

Spending Money


Spending money was intentionally omitted from the included trip expenses. However, OST participants will have the opportunity to earn spending money by participating in tour fundraisers. These are coordinated by PCC and are open and available to all singers registered on the trip. For non-OST participants, their participation lowers the final cost of their trip. For OST participants, PCC envisions that any monies they earn through their own participation can go toward souvenirs and other purchases. Examples of past fundraisers include holiday citrus packages, wreaths, Nothing Bundt Cakes, and even selling tickets to PCC concerts (earning a portion of that sale in return). PCC staff meticulously track individual earnings and are capable of creating individual spending money accounts for each participant. Should this proposal be approved, PCC will work with ECT staff to devise the best way to manage OST participant spending money while in New York.

AMENDED BUDGET PROPOSAL

Should this trip find the support of the ECT Program Committee and Board of Directors, a budget amendment is required and furnished as part of this report. To comply with ECT budgetary and finance procedures, the previously stated trip costs have been shuffled to match ECT budget categories as follows:

Trip Expense	ECT Category	Per Person Cost	Maximum (x14)	Rounded
Basic Participation Package	Participant Incentives	1,167.00	16,338.00	16,500
Airfare	Participant Transportation	524.45	7,342.30	7,400
Sheet Music + Shirts	Program Supplies	58.20	814.80	815
Additional Experiences	Participant Incentives	150.00	2,100.00	2,100
Meals	Food and Snacks	399.00	5,586.00	5,600

Based on the figures provided above and current Y3 Budget, increases in the categories of (1) Participant Incentives and (2) Food and Snacks will be required. The proposal is as follows:

Project Budget		 ESCAMBIA CHILDREN'S TRUST Our Children. Our Community. Our Future.			
Organization Name:	Pensacola Children's Chorus				
Project Name:	SING TO SUCCEED				
Project Budget Period: MM/DD/YY to MM/DD/YY	3/1/25 - 7/31/26				
Complete this form using MS Excel.					
<ul style="list-style-type: none"> Submit the proposed project budget using this form ONLY along with your proposal narrative. Include all revenue and expenses for the proposed project. Net income should equal zero (\$0). 					
	Year 3 Budget	YTD Request (SAMIS)	Proposed Amendment	Change	Total
Revenue					
ECT Request	\$ 273,968.00	\$ 63,367.15	\$ 273,968.00	\$ -	\$ 273,968.00
Total Revenue	\$ 273,968.00	\$ 63,367.15	\$ 273,968.00	\$ -	\$ 273,968.00
Expenses					
Personnel (Salary and Wages)	\$ 84,871.00	\$ 19,796.09	\$ 84,871.00	\$ -	\$ 84,871.00
Benefits (Insurance, Retirement, Taxes, etc.)	\$ 9,960.00	\$ 3,773.36	\$ 9,960.00	\$ -	\$ 9,960.00
Other Professional Services/Contract labor	\$ 35,194.00	\$ 9,502.06	\$ 35,194.00	\$ -	\$ 35,194.00
Lease/Space Rental	\$ 61,730.00	\$ 19,417.45	\$ 58,880.00	\$ (2,850.00)	\$ 58,880.00
Staff Travel (Local, Out-of-County, etc.)	\$ 4,675.00	\$ -	\$ 3,675.00	\$ (1,000.00)	\$ 3,675.00
Freight and Postage	\$ 1,500.00	\$ -	\$ 1,500.00	\$ -	\$ 1,500.00
Advertising and Marketing	\$ 6,000.00	\$ 490.76	\$ 6,000.00	\$ -	\$ 6,000.00
Office Supplies (Items < \$5,000)	\$ 1,250.00	\$ -	\$ 750.00	\$ (500.00)	\$ 750.00
Professional Development	\$ 4,370.00	\$ 225.00	\$ 3,870.00	\$ (500.00)	\$ 3,870.00
Fingerprinting and Background checks	\$ 2,000.00	\$ 188.00	\$ 2,000.00	\$ -	\$ 2,000.00
Food and Snacks	\$ 2,000.00	\$ 376.65	\$ 6,350.00	\$ 4,350.00	\$ 6,350.00
Client/Participant Transportation	\$ 12,212.00	\$ 1,755.00	\$ 12,212.00	\$ -	\$ 12,212.00
Sub-grants to Partner Organizations	\$ 30,356.00	\$ 3,969.00	\$ 20,356.00	\$ (10,000.00)	\$ 20,356.00
Participant incentives	\$ 7,500.00	\$ 1,733.59	\$ 20,350.00	\$ 12,850.00	\$ 20,350.00
Program Supplies	\$ 10,350.00	\$ 2,140.19	\$ 8,000.00	\$ (2,350.00)	\$ 8,000.00
Total Direct Expenses	\$ 273,968	\$ 63,367	\$ 273,968	\$ -	\$ 273,968
Indirect expenses (state % used)					
Total Expenses	\$ 273,968	\$ 63,367	\$ 273,968	\$ -	\$ 273,968
Net Income	\$ -	\$ -	\$ -	\$ -	\$ -

A full-sized, non-reduced budget amendment is attached as an appendix.

AMENDMENT NARRATIVE

The trip expenses are notably marked in the categories of (1) Participant Incentives, (2) Participant Transportation, (3) Food and Snacks, and (4) Program Supplies. The proposed amendments to the original Year 3 Budget can be explained as follows:

Participant Incentives

This line item accounts for the basic trip package (which includes all Carnegie-related expenses, hotel, a Metro card, admission to the Rockefeller Center observation deck, 1 Broadway ticket, and a post-concert buffet) additional experiences included in the trip itinerary. The original budget was \$7,500. Current YTD spending is \$1,733.59, which accounts for an end-of-season trip to Owa for qualifying OST participants in May 2025. With the possibility of this Carnegie Hall experience, PCC was not inclined to offer both incentives in Summer 2026. Therefore, a proposed addition of \$12,850 to this line item brings the total to \$20,350, which will account for the maximum costs for the trip package (\$16,500), additional experiences (\$2,100) and those expenses already expended (\$1,733.59).

$$\$16,500 + \$2,100 + \$1,733.59 = \$20,333.59 \mid \text{rounded to } \$20,350$$

Participant Transportation

This line item accounts for transportation services to shuttle OST participants from select school locations to Sing to Succeed's weekly programming. This service was offered by Dixon School for the Arts & Sciences beginning in January 2025. Dixon also shuttled OST summer camp participants to after-care. When preparing the Y3 budget, PCC expected that more participants would take advantage of this opportunity. However, so far, all have been willing to provide their own transportation, so it is expected that the cost of airfare will be able to be absorbed by this line item in its current state.

Food and Snacks

With meals needing to be provided for trip participants (\$5,600), the original budget of \$2,000 covers only a portion of the total expense. When researching prior spending, only 16.5% of this budget was used in Y2. In reality, PCC has been inundated with donated snacks. Furthermore, a newly revitalized board sub-committee comprised of parents of current singers have expressed interest in taking greater autonomy of providing curated healthy snacks for all singers through donations. As such, it is feasible that current spending (\$373.35) may only double at most—still a fraction of the current budget.

$$\$5,600 + (\$373.35 \times 2) = \$6,346.70 \mid \text{rounded to } \$6,350$$

Program Supplies

The only supplies required for the trip are sheet music at a modest \$8.20 per person, and \$50 in custom tour shirts (\$814.80 in total). Even with a proposed reduction in this line item to accommodate changes in others, this cost is still reasonably covered with remaining funds.

Continued on next page.

AMENDMENT NARRATIVE (continued)

Reduced Line Items

To accommodate increases in the Participant Incentives and Food and Snacks line items, several others had to be reduced. Individual explanations are as follows:

Lease/Space Rental (-2,850)

Over the summer, PCC converted a large costume workshop into a teaching studio, capable of holding approximately 25 people. It is also used for private lessons and meetings. With more availability in PCC's occupied building, the need to use the rented space across the driveway is less. A decrease of \$2,500 would still leave more than enough to cover future expenses, especially considering only 74% of the Y2 allotment was used.

Staff Travel (-1,000) & Professional Development (-500)

Traditionally, the line item is seldom used because many travel expenses related to the professional learning opportunities outlined in the original OST proposal have been covered by sponsoring organizations. This is because PCC staff have taken on leadership and planning roles for these conferences, and as such a portion of expenses are covered. Therefore, a reduction of \$1,500 in total would still leave enough room for non-sponsored travel and professional development.

Office Supplies (-500)

PCC maintains a modest supply budget outside its ECT funding, and because OST participants enjoy programming alongside non-ECT participants, it does not always make sense to apportion small expenses such as a ream of paper or mechanical pencils as ECT vs. non-ECT. As such, PCC has seldom used this expense item in previous years, so a small reduction seems reasonable.

Sub-Grants to Partner Organizations (-10,000)

This line item constitutes payments to tutoring provider, Rising Minds Learning. During the original budget process, it was anticipated that this cost would be much greater. However, based on participation, the total number of tutors has been less than originally expected. In Y2, only 54% of this line item was spent for a total of \$16,419.50. A reduction of \$10,000 still leaves over \$20,000 for the remaining 6 months of tutoring services.

(It should be noted that subsequent conversations with ECT staff reveal that this line item was miscoded in Y1, as these "grants" are actually pay-per-service, much like contractors. Rising Minds provides monthly invoices, and PCC makes payment after included services have been provided.)

Program Supplies (-2,350)

This line item constitutes costs associated with OST participant uniforms, costumes, and sheet music, the largest of these being uniforms. The associated trip cost for sheet music and shirts is \$58.20 per person, or \$814.80 total. Even with a reduction in this item, these costs could still reasonably be covered with the remaining funds. Additionally, the greatest expense—uniforms—has largely already been realized for Y3.

AMENDMENT NARRATIVE (continued)

In general, this amendment should reasonably reallocate funds already allotted to Sing to Succeed's approved Y3 funding to allow participation for up to 14 qualifying OST participants. Further funding for trip-related costs is not expected to be needed based on historical spending. In Y2, the program used only 49% of the budget, and 76% in Y1. So far for Y3, expenses have been submitted for 7 months of programming, only to equal 23% of the total budget—a rate of 3.29% per month on average. With 17 months in the amended Y3 budget year with spending at that same rate (i.e. without the trip), spending would likely amount to 55.93% of the total budget, or approximately \$153,000. The addition of this trip on top of regular program expenses still accounts for only 67% of the budget.

It's important to note that even with this proposal, the quality of Sing to Succeed remains PCC's first priority. The fractional usage of the annual budget is not because promised quality is being compromised or dosage is not being met, it is because every expense (even staff salaries and contractor stipends) submitted for reimbursement is directly tied to the number of OST participants enrolled in PCC's larger network of programming, or they are expenses related only to the OST participants themselves. Original budgets were built for maximum enrollment numbers, so as rosters change and fluctuate, PCC is not requesting reimbursement in any amount more than is directly tied to a child being served. PCC takes great pride in fiscal responsibility and grant management and understands the importance of being careful stewards of public funds.

CONCLUSION

The purpose of Sing to Succeed was to use music to give the transformative power of music to the children of Escambia County who need it most. With the data provided after Y1 and Y2, it's clear the program is working, a point of great pride and gratitude for ECT's support. Still, when presented with an opportunity to make an even deeper impact, PCC will always strive to find a way to make it happen.

Of the 14 OST participants who expressed interest, 50% reside in District 2 and 42% reside in District 3—two districts with some of the highest pockets of poverty in our community. Many there wouldn't even dream of attending the Saenger Theatre. Thanks to Sing to Succeed and the Escambia Children's Trust, OST participants enjoy the Saenger 16 days a year, and their caregivers have the opportunity to support their children at 6+ annually, cost-free. And now, with the support of the ECT Program Committee and Board of Directors, these children can set their sights toward an even greater stage—Carnegie Hall in New York City.

Thank you for your consideration!

Appendix A

FULL BUDGET ADMENTMENT



ESCAMBIA
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Project Budget

Organization Name:	Pensacola Children's Chorus
Project Name:	SING TO SUCCEED
Project Budget Period: MM/DD/YY to MM/DD/YY	3/1/25 - 7/31/26

Complete this form using MS Excel.

- Submit the proposed project budget using this form **ONLY** along with your proposal narrative.
- Include all revenue and expenses for the proposed project. Net income should equal zero (\$0).

	Year 3 Budget	YTD Request (SAMIS)	Proposed Amendment	Change	Total
Revenue					
ECT Request	\$ 273,968.00	\$ 63,367.15	\$ 273,968.00		\$ 273,968.00
Total Revenue	\$ 273,968.00	\$ 63,367.15	\$ 273,968.00	\$ -	\$ 273,968.00
Expenses					
Personnel (Salary and Wages)	\$ 84,871.00	\$ 19,796.09	\$ 84,871.00		\$ 84,871.00
Benefits (Insurance, Retirement, Taxes, etc.)	\$ 9,960.00	\$ 3,773.36	\$ 9,960.00		\$ 9,960.00
Legal Services					
Accounting & Auditing					
IT Services					
Other Professional Services/Contract labor	\$ 35,194.00	\$ 9,502.06	\$ 35,194.00		\$ 35,194.00
Lease/Space Rental	\$ 61,730.00	\$ 19,417.45	\$ 58,880.00	\$ (2,850.00)	\$ 58,880.00
Utilities (elctricity, water, etc.)					
Telephone					
Internet					
Directors & Officers Insurance					
Liability Insurance					
Property Insurance					
Auto Insurance					
Staff Travel (Local, Out-of-County, etc.)	\$ 4,675.00	\$ -	\$ 3,675.00	\$ (1,000.00)	\$ 3,675.00
Freight and Postage	\$ 1,500.00	\$ -	\$ 1,500.00		\$ 1,500.00
Printing & Binding					
Advertising and Marketing	\$ 6,000.00	\$ 490.76	\$ 6,000.00		\$ 6,000.00
Office Supplies (Items < \$5,000)	\$ 1,250.00	\$ -	\$ 750.00	\$ (500.00)	\$ 750.00
Subscriptions or Membership fees					
Software or Apps					
Professional Development	\$ 4,370.00	\$ 225.00	\$ 3,870.00	\$ (500.00)	\$ 3,870.00
Equipment (Items > \$5,000 each)					
Fingerprinting and Background checks	\$ 2,000.00	\$ 188.00	\$ 2,000.00		\$ 2,000.00
Food and Snacks	\$ 2,000.00	\$ 376.65	\$ 6,350.00	\$ 4,350.00	\$ 6,350.00
Client/Participant Transportation	\$ 12,212.00	\$ 1,755.00	\$ 12,212.00		\$ 12,212.00
Sub-grants to Partner Organizations	\$ 30,356.00	\$ 3,969.00	\$ 20,356.00	\$ (10,000.00)	\$ 20,356.00
Participant incentives	\$ 7,500.00	\$ 1,733.59	\$ 20,350.00	\$ 12,850.00	\$ 20,350.00
Building Maintenance					
Volunteer Training					
Program Supplies	\$ 10,350.00	\$ 2,140.19	\$ 8,000.00	\$ (2,350.00)	\$ 8,000.00
Vehicle Purchase					
Field Trips					
Direct Client Assistance					
Match Payments					
Total Direct Expenses	\$ 273,968	\$ 63,367	\$ 273,968	\$ -	\$ 273,968
Indirect expenses (state % used)					
Total Expenses	\$ 273,968	\$ 63,367	\$ 273,968	\$ -	\$ 273,968
Net Income	\$ -	\$ -	\$ -	\$ -	\$ -

Appendix B
PHOTOS OF 2022 CARNEGIE TRIP





RESOLUTION 2025-19

A RESOLUTION OF THE ESCAMBIA CHILDREN'S TRUST AUTHORIZING THE EXECUTIVE DIRECTOR TO ENTER INTO AGREEMENTS WITH PROVIDERS OFFERING MENTAL HEALTH SUPPORTS FOR CHILDREN AND FAMILIES IN ESCAMBIA COUNTY, FLORIDA.

WHEREAS, the Escambia Children's Trust (the Trust), was created pursuant to Sec. 125.901, Florida Statutes; and

WHEREAS, the Trust has within its power and functions to provide such services for all children as the Trust determines are needed for the general welfare of the county; and

WHEREAS, RFP #2023-01 was issued on June 14, 2023, and on September 12, 2023, the Board of Directors approved contracts with certain providers; and

WHEREAS, the Program Committee has recommended approval of Year 3 contracts at the amounts listed below:

NEW WORLD BELIEVERS, INC.	\$ 585,685
TWIN OAKS JUVENILE DEVELOPMENT, INC.	\$1,128,877
THE LAMPLIGHTER ACADEMIC AND MENTORING PROGRAM, INC.	\$ 255,515

AND WHEREAS, the total Year 3 funding is within the budgeted amount in the 2025-2026 fiscal year budget.

NOW THEREFORE, BE IT RESOLVED by the Escambia Children's Trust that the Board of Directors of the Trust does hereby authorize the Executive Director to enter into negotiations and subsequent contracts with the approved providers.

DULY ADOPTED in regular session, this the 18th day of November, A.D., 2025.

By: _____
Stephanie White, Vice Chair

ATTEST: _____
Tori Woods, Treasurer

Project Budget



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Organization Name:	Lamplighter
Project Name:	Pride
Project Budget Period: MM/DD/YY to MM/DD/YY	10/1/2025 -9/30/2026

Complete this form using MS Excel.

- Submit the proposed project budget using this form **ONLY** along with your proposal narrative.
- Include all revenue and expenses for the proposed project. Net income should equal zero (\$0).
- If necessary, add line items to reflect all anticipated revenue and expenses.

	Year 3 Original request	Year 3 New request	Change
Revenue			
ECT Request	\$ 285,315.00	\$ 249,642.00	\$ (35,673.00)
			\$ -
Total Revenue	\$ 285,315.00	\$ 249,642.00	\$ (35,673.00)
Expenses			
Personnel (Salary and Wages)	\$ 112,500.00		\$ (112,500.00)
Accounting & Auditing		\$ 2,200.00	\$ 2,200.00
Other Professional Services/Contract labor		\$ 94,550.00	\$ 94,550.00
Lease/Space Rental	\$ 7,500.00	\$ 5,100.00	\$ (2,400.00)
Liability Insurance		\$ 1,200.00	\$ 1,200.00
Auto Insurance	\$ 1,000.00	\$ 1,800.00	\$ 800.00
Staff Travel (Local, Out-of-County, etc.)		\$ 8,582.00	\$ 8,582.00
Printing & Binding	\$ 2,400.00	\$ 2,500.00	\$ 100.00
Advertising and Marketing	\$ 11,400.00	\$ 5,000.00	\$ (6,400.00)
Office Supplies (Items < \$5,000)		\$ 4,350.00	\$ 4,350.00
Subscriptions or Membership fees		\$ 2,698.00	\$ 2,698.00
Software or Apps		\$ 2,510.00	\$ 2,510.00
Professional Development	\$ 10,000.00	\$ 14,250.00	\$ 4,250.00
Equipment (Items > \$5,000 each)	\$ 23,000.00	\$ -	\$ (23,000.00)
Fingerprinting and Background checks		\$ 700.00	\$ 700.00
Food and Snacks	\$ 16,000.00	\$ 12,500.00	\$ (3,500.00)
Client/Participant Transportation		\$ 2,500.00	\$ 2,500.00
Sub-grants to Partner Organizations	\$ 26,000.00	\$ -	\$ (26,000.00)
Participant incentives		\$ 20,000.00	\$ 20,000.00
Program Supplies	\$ 25,300.00	\$ 17,500.00	\$ (7,800.00)
Field Trips	\$ 13,000.00	\$ 15,625.00	\$ 2,625.00
Direct Client Assistance		\$ 11,675.00	\$ 11,675.00
Total Direct Expenses	\$ 248,100	\$ 225,240	\$ (22,860)
Indirect expenses (state % used)	\$ 37,215	\$ 24,402	\$ (12,813)
Total Expenses	\$ 285,315	\$ 249,642	\$ (35,673)
Net Income	\$ -	\$ -	\$ -

Escambia Children's Trust Budget Narrative Examples

Line Item	Line item Narrative	Subtotal	Total
Other Professional Services/Contract labor	paid		\$ 94,550.00
	Executive Director @ \$1100/month x 11 months	\$ 11,000.00	
	Program Director @ \$875/month x 11 months	\$ 9,625.00	
	Director of Operations @ \$525/month x 11 months	\$ 5,775.00	
	Finance Director/Mental Health Coach @ \$525/month x 11 months	\$ 5,775.00	
	Events Coordinator @ \$450/month x 11 months	\$ 4,950.00	
	Purchase Agent/Support Staff @ \$300/month x 11 months	\$ 3,300.00	
	Finance Secretary/Support Staff @ \$300/month x 11 months	\$ 3,300.00	
	Mentor Support @ \$150/month x 11 months (2)	\$ 3,300.00	
	Certified Tutors @ \$150/month x 11 months (4)	\$ 6,600.00	
	Operations Support @ \$150/month x 11 months	\$ 1,650.00	
	Coach/Mentor @ \$525/month x 11 months	\$ 5,775.00	
	Head Coach/Lead Mentor @ \$750/month x 11 months	\$ 8,250.00	
	1 Therapist @ 50 hrs/year @ \$85/hr = \$5950	\$ 4,250.00	
	2 Self Care Barbers/Stylists @75 hrs/year @\$50/hour = \$3750x2	\$ 7,500.00	
	1 ACT Prep Sessions @20 hrs/year @ \$350/hour = \$7000	\$ 7,000.00	
	Misc. Guest Speakers @30 hrs/year @ \$50/hours	\$ 1,500.00	
	1 Self Efficacy Coach @100 hrs/year @\$50/hour = \$5000	\$ 5,000.00	
Accounting & Auditing	List amounts for accounting/bookkeeping services, audit, payroll processing fees, etc.		
	Payroll processing Fees (Homebase) @ \$200 a pay period x 11 pay periods	\$ 2,200.00	\$ 2,200.00
Lease/Space Rental	Address of building x rate per month x number of months		
	UWF Recreation and Wellness (Teen Summit) @1350month x 1 day rental.	\$ 1,350.00	\$ 5,100.00
	First Baptist Church Senior Football Banquet	\$ 500.00	
	Annual Scholarship Banquet @ Sanders Beach @ \$3250	\$ 3,250.00	
Liability Insurance	Liability and Excess Liability insurance		
	Liability insurance through Simply Business Liability Insurance Company \$1200/year.	\$ 1,200.00	\$ 1,200.00
		\$ -	
Auto Insurance	List Auto Insurance Policies		
	Statefarm @ \$150/month x 12 months for 1 Ford Transit vans	\$ 1,800.00	\$ 1,800.00

Staff Travel (Local, Out-of-County, etc.)	List local and out of county travel anticipated		
	2 vehicles Pensacola (Town and Country Plaza) to Orlando (West Lake Mary) at \$0.445 per mile is \$400.00 x 2	\$ 800.00	\$ 8,582.00
	2 vehicles Pensacola (Town and Country Plaza) to the University of South Alabama (Mobile) at \$0.445 per mile is \$51.62 x 2	\$ 102.00	
	Staff Travel (Professional Development & Field Trip Training – Pending Van Unavailability): Two SUV Rentals × 3 Trips × 2 Days @ \$65/day = \$780 Total	\$ 780.00	
	Glazier Football Clinic (10 Coaches) x Hotels \$179.99 (3 Nights)	\$ 5,400.00	
	Glazier Football Clinic (10 Coaches) x Meals \$36 (3 Nights)	\$ 1,500.00	
Printing & Binding	Anticipated printing and binding		
	Player PRIDE Yard Signs x 100 @\$10/per sign (w/Trust Logo)	\$ 1,000.00	\$ 2,500.00
	Marketing Postcards @ \$150/month x 10 months (w/Trust Logo)	\$ 1,500.00	
Advertising and Marketing	List anticipated Advertising and Marketing expenses		
	PRIDE Camp Tent + Banner (w/Trust logo)	\$ 1,500.00	\$ 5,000.00
	Senior Spirit materials @ \$100/player x 10 players	\$ 1,000.00	
	Website and Graphic Design Retainer (BLVD Branding) For Player Awareness	\$ 2,500.00	
Office Supplies (Items < \$5,000)	Office supplies and equipment items cosing less than \$5,000 each		
	Normal office supplies to include, but not limited to, copy paper, pens, notebooks, and other commonly used items @ \$50/month x 12 months	\$ 600.00	\$ 4,350.00
	Computer purchase for 3 staff members x \$1,250/computer	\$ 3,750.00	
Subscriptions or Membership fees	List membership and subscription fees here		
	Amazon Prime @ \$179 annual	\$ 90.00	\$ 2,698.00
	SAM's Club @ \$100 Annual	\$ 100.00	
	Adobe Photoship @ \$69.99/month x 12 months	\$ 420.00	
	Canva @ \$35/month x 12 months	\$ 420.00	
	Quickbooks Advanced \$119 x 12 50% split	\$ 714.00	
	Wix Pro \$159/month x 12	\$ 954.00	

Software or Apps	Computer Software of mobile apps used in business operations		
	Headspace Mental Health App \$99.99/annual	\$ 100.00	\$ 2,510.00
	Capcut Team Plan 24.99/month x 12	\$ 300.00	
	Poster My Wall Team Plan 359.99/annual	\$ 360.00	
	Hudl Player Performance App	\$ 1,750.00	
Professional Development	List Professional development your agency will provide		
			\$ 14,250.00
	2 Skills Development Training for 80 players @ \$125 each. Mike Norvell FSU Camp (June 2026). Alabame Non-Contact Football Camp (June 2026)	\$ 10,000.00	
	CPR & First Aid for 7 staff @ \$100 each (July 2026)	\$ 700.00	
	Coach 2 Days of In-Service (Sports Psychology, Sports Mindset, Evaluations) \$75/per coach (10 coaches + 10 staff)	\$ 3,000.00	
	Glazier Football Clinic (10 Coaches)	\$ 550.00	
Fingerprinting and Background checks	Level 2 or equivalent background checks		
	Background checks on 7 new employees @ \$100 each	\$ 700.00	\$ 700.00
Food and Snacks	List food and snacks anticipated to be used		
	Daily snacks and hydration for participants @ \$500/month x 12 months	\$ 6,000.00	\$ 12,500.00
	Player In-Season Meals (2 meals per game week @\$350 per meal x 10	\$ 3,500.00	
	Family Engagement Meals (Banquet, Homecoming, Parent Nights)	\$ 3,000.00	
Client/ Participant Transportation	List participant travel expenses as anticipated		
	Fuel for van @ \$75/month x 12 months	\$ 900.00	\$ 2,500.00
	Routine maintnenace (oil change, tire rotation) @\$150 x 4	\$ 600.00	
	Cleaning maintenance and normal upkeep	\$ 1,000.00	
Participant incentives	List what the incentive is, how it's earned and dollar amount limit per participant		
	Up to 25 students who meet Quarterly grade and behavioral incentive will earn an incentive trip/event \$100/player x 4 quarters	\$ 10,000.00	\$ 20,000.00
	Quarter 1: Port City Classic (November 15, 2026)	\$ 500.00	
	Quarter 2: Reese's Senior Bowl (January 31, 2026)	\$ 1,000.00	
	Quarter 3: Orange and Green Spring Game (April 11, 2026)	\$ 1,500.00	
	Quarter 4: Baltimore Raven Team and Facility Visit (June 11-14, 2026)	\$ 7,000.00	

Program Supplies	Supplies used by participants in program operations		
	Program supplies: paper, ink, sports equipment, schools supplies, etc @ \$250 month x 12 months	\$ 3,000.00	\$ 17,500.00
	Yoga Room Materials/Flooring (matted floors, touch-up paint, lighting)	\$ 5,000.00	
	Strength and Conditioning Equipment (Bike, Treadmill, Total Gym, Leg Press	\$ 3,750.00	
	Technology Additions and Upgrades (screens, sound, lighting)	\$ 5,750.00	
Field Trips	Field Trips for participants - can include location fees, hotels, buses, food.		
	Trip for Summer Elite Skills Camp & College tours for 25 participants (sophomore and juniors), costs includes lodging @ \$125/night per participant, charter bus rental, and food. "Charter Bus: \$218.75 Hotels (2 nights): \$250.00 Meals (3 days): \$156.25" 25 x \$625 Location TBD	\$ 15,625.00	\$ 15,625.00
Direct Client Assistance	Assistance given to Participants to address a need of that participant, examples include clothes, food,		
	Additional player uniforms and workout clothing for players who need \$60 (top and bottom) x 80 players. Top/Bottom PRIDE branded workout uniforms.	\$ 4,800.00	\$ 11,675.00
	Emergency Grocery Funds For Players/Families For Up to 25 players at @ \$125 each	\$ 3,125.00	
	Off-Season Sports Player (7 on 7, Track, Weightlifting) Registration For 25 Eligible Players (sophomore and juniors) With Demonstrated Need @\$150 each	\$ 3,750.00	
Total Direct Expenses			\$ 225,240.00
Indirect Expense	Detail the percentage and what the indirect expenses are budgeted for.		
	Administrative Staffing		
	Human Resource Director (44 hrs)	\$ 1,540.00	
	Executive Director (44 hrs)	\$ 1,540.00	
	Data Analyst (44 hrs)	\$ 1,540.00	
	Board HR Training (UPHS)	\$ 1,500.00	
	PRIDE Staff Uniform and Annual Retreat Expenses (\$188 per staff member)	\$ 1,880.00	
	Finance Team/Tax Preparation/Annual Auditing		

	Annual Independent Audit / Financial Summary	\$ 2,000.00	\$ 24,402.00
	Tax Preparation & Filings	\$ 1,000.00	
	Finance Team Additional Hours		
	Finance Director (72 hrs/year)	\$ 2,160.00	
	Finance Secretary (72 hrs/year)	\$ 2,160.00	
	Operations/Purchaser (72 hrs/year)	\$ 2,160.00	
	Finance Compliance Training (UPHS)	\$ 500.00	
	Professional/Legal Fees Contract Review		
	1099 Contractor Oversight & IRS Compliance	\$ 750.00	
	HR Policy & Compliance Consultation	\$ 500.00	
	Administrative Legal Fees (FHSAA & Policy Guidance)	\$ 1,000.00	
	Annual PRIDE Board Retreat – Policy Advocacy & FHSAA Regulations	\$ 1,500.00	
	Board/Administrative Travel For Trainings		
	Board and Executive Director Travel (Tallahassee Trainings): Mileage (\$712) + Rental Vehicle (\$520) + Per Diem (\$1,440) = \$2,672 Total	\$ 2,672.00	
Total Expenses			\$ 249,642.00
Indirect percentage			10.83%

Lamplighter - Pride

		Do the titles on this budget line up with the titles in the original application, if not when did it get added and was it approved by the program committee?		
Question 1.		approved by the program committee?		
Question 3.		Provide the names of people under each title and are they being paid under more than one title?		
Source	Original application Job titles	Job Titles year 3 budget	Source	Name
Lamplighters	Project Manager	Executive Director	Lamplighters	Bryan Freeman
Pensacola High	Wellness Coach	Director of Operations	Lamplighters	Monique Williams
Pensacola High	Program Asst. Director	Program Director	Lamplighters	Jacquita Jenkins
Pensacola High	College and Career Coach	Finance Director/Mental Health Coach	Lamplighters	Octavia Seals
Pensacola High	Program Director	Events Coordinator	Lamplighters	Michelle Kelley
Lamplighters	Program Administrator	Purchase Agent/support staff	Lamplighters	Nicole Dixon
Lamplighters	Support Staff/Mentors	Operations Support	Lamplighters	James Prince
		Mentor Support	Pensacola High	Coach Perkins
		Mentor Support	Pensacola High	Coach Bryant
		Certified Turors		Mr. Gully
		Certified Turors		Mr. Cox
		Certified Turors		Dr. Roberson
		Certified Turors/College Career Counselor		Obi Kalu
		Coach/Mentor		Wade McKinney
		Head coach/Lead Mentor		Not named
Dowork Sport	Program Director	Self Efficacy Coach	Dowork Sport	
Dowork Sport	Assistant Manager			
Dowork Sport	Assistant Manager			
Loc'd In With		Barbers/hair care	Loc'd In With	Avion Palmer
Manetamed	Program Director	Guest Speakers		
		ACT Prep	Academic Center for Testing	
		Therapist	Skoros Counseling	
		Finance Secretary/Support Staff	Self employed	Twana McDaniel

Question 2 - Professional Services/ Contract Labor	How many hours are people serving and how is that documented and turned in for proof?	
	All "Staff" for Lamplighters are 1099 employees and paid as independent contractors (Those above the yellow line above).	
	They submit to ECT a Personnel Activity Report and a printout from Homepage that shows the amount paid to them.	
	The individuals/companies under the yellow line own their own businesses and submit invoices to Lamplighters for their services. Lamplighters submits those invoices to ECT for reimbursement.	
Question 4 - Accounting and Auditing	If people are 1099 why is there a payroll processing fee?	
	They use a system called Homepage to issue the payments and 990's to "employees". ECT receives an invoice for this system	
Question 5 - Lease/Space Rental	What is the breakdown cost for this event? Does it include food, rental, and paying people? Is the annual scholarship Banquet at Sanders Beach just for Pride or is it split with ignite? Is the Senior football banquet the same event as the scholarship banquet at Sanders Beach? If not, what is the difference?	
	Original budget has \$7,500 included for facility rental for special events but they are not detailed out. Board wants to know breakdown for each event, does it include food and paying for people in the amount listed?	
What is the Breakdown of Website? Is this in the original budget and if not when did it come to the program committee?		

Question 8 - Office Supplies	What is the technology upgrades of \$5,750?
	Budget narrative says screens, sound, lighting. Please detail what this is for and the associated costs please provide more budget detail and the need justification.
Question 9 - Subscriptions/ memberships	Sam's Club says \$100 in narrative but \$80 in cost column. Why? Are any of these subscriptions shared with Ignite?
Question 10 - Professional Development	Capturing Kids Hearts Coaching Greatness for \$21,500 is not in original budget
	Original budget had \$10,000 in it for year 3 for training, workshops, and certifications
	The board has expressed concern since this could be a conflict of interest regarding Capturing Kids Hearts and at the cost when it is unknown how many will attend. Please explain how Bryan would be isolated from the training?

Question 14 - All	
Question 15 - Food and Snacks	Why two meals per game?
Question 16 - Direct Client Assistance	How many weeks does a participant get the assistance and what is the maximum amount allowed per participant?
Question 17 - Direct Client Assistance	There are backpack programs in schools and outside resources for emergency groceries so this should be removed.
	What is the percentage of these expenses that Pride is paying, Ignite is paying, and outside funds are covering? Where did you get the cost amounts from? Do you have contracts for any of these?

Question 1: Yes, the core staffing titles remain consistent with those outlined in the original PRIDE proposal

The original application established the leadership, programmatic, and support staff framework that we continue to use.

The only adjustment over time has been in how titles are reflected as the program expanded its services and transitioned into subsequent years of the grant. For example:

- In Year 1, we budgeted conservatively to establish baseline services.
- By Year 2 and Year 3, we scaled staffing to match the increase in direct service delivery, which is permissible under both the Scope of Work (Exhibit A) and Budget (Exhibit D) provisions of the executed ECT contract
Year 2 OST Contract with Exhibi...

Importantly, the current Year 3 budget actually represents a financial reduction compared to the original proposal request. This means we are operating more efficiently while still maintaining the program structure that was approved.

No additional or unapproved staffing categories have been created outside of the approved grant scope. Any changes in title nomenclature reflect organizational alignment with expanded duties (e.g., "Mentor Coordinator" became "Events Coordinator" as services broadened). These adjustments were not significant staffing changes and did not impact or change the scope of our Year 3 budget.

In summary, the positions are not new additions outside of the proposal, but rather evolutions of the original staff roles, scaled responsibly as services increased, and always within the approved contract framework.

Provide the names of people under each title and are they being paid under more than one title?

The PRIDE project staffing structure is consistent with what was outlined in the original proposal, with specific individuals assigned under each role. Below is the clear alignment of **titles, names, and funding source**:

Original Application Title	Current Budget Title	Name(s)	Notes on Funding
Project Manager	Executive Director	Bryan Freeman	Paid under one role
Wellness Coach	Director of Operations	Monique Williams	Paid under one role
Program Asst. Director	Program Director	Jacquita Jenkins	Paid under one role
College & Career Coach	Finance Director / Mental Health Coach	Octavia Seals	Paid under one role; serves across Lamplighters & PRIDE contract as outlined in proposal
Program Director	Events Coordinator	Michelle Kelley	Paid under one role
Program Administrator	Purchase Agent / Support Staff	Nicole Dixon	Paid under one role
Support Staff / Mentors	Operations Support	James Prince	Paid under one role
Mentor Support	Mentor Support	Coach Perkins, Coach Bryant	Paid under one role
Certified Tutors	Certified Tutors	Mr. Gully, Mr. Cox, Dr. Roberson	Paid under one role

Certified Tutor/College Career Counselor	Tutor/Coach	Obi Kalu	Paid under one role
Coach/Mentor	Mentor	Wade McKinney	Paid under one role
Head Coach / Lead Mentor	Head Coach	TBD (in partnership with PHS)	Paid under one role
Program Director	Self-Efficacy Coach	Dowork Sports Team	Paid under one role
Assistant Managers	Assistant Coaches	Dowork Sports staff	Paid under one role
Program Director	Barbers/Hair Care	Avion Palmer (Loc'd In With Manetamed)	Paid under one role
Guest Speakers	Guest Speakers	Various	Paid per engagement, not dual-funded
ACT Prep	ACT Coach	Academic Center for Testing	Paid under one role
Therapist	Therapist	Skoros Counseling	Paid under one role
Finance Secretary/Support Staff	Finance Secretary	Twana McDaniel	Paid under one role

Clarification on overlap:

- Staff are **not paid under multiple titles** for the same grant. Each person has **one defined role under PRIDE funding**.
- Some staff serve across multiple **contracts with Lamplighters, Inc.** (for example, OST and PRIDE), but this was contemplated and disclosed in the original proposal and is consistent with the contract's provisions allowing for organizational operational oversight Mental Health RFP_ Project P.R....

Year 2 OST Contract with Exhibi...

- In all cases, their time is allocated correctly, supported with documentation, and reimbursed only for services directly tied to PRIDE deliverables.

In summary, all staffing roles are in alignment with the proposal, individuals are clearly assigned, and **no one is double-paid under two titles**. Any cross-contract service is structured exactly as disclosed in the application and allowable under ECT's fiscal policies.

What is the breakdown cost for this event? Does it include food, rental, and paying people? Is the annual scholarship Banquet at Sanders Beach just for Pride or is it split with ignite? Is the Senior football banquet the same event as the scholarship banquet at Sanders Beach? If not, what is the difference?

The budget for the Sanders Beach Scholarship Banquet reflects only **facility rental** and **production rental costs**, in alignment with our approved scope.

- **Facility Rental (Sanders Beach):** \$2,500
- **Equipment Rental (sound, lighting, and technology):** \$750
- **Total Estimated Cost:** \$3,250

No food, staffing, or additional expenses are included in this budget line. The differences in the two events are as follows

1. **End-of-Year Football Banquet** – This is a team-support event for the football program, originally covered by the PHS Boosters. When the Boosters could no longer afford it, PRIDE stepped in to ensure the team would still be honored. This event is limited to recognizing the football team for their athletic season. Date of Event: December 2025
2. **Lamplighters Inc. End-of-Year Scholarship Banquet at Sanders Beach** – This is a separate event, planned and executed by Lamplighters Inc. staff, to honor seniors who are graduating and have met all program requirements. For this event, PRIDE's budget is limited to covering **facility rental and production rental costs only**. Date of Event: May 2026.

The narrative represents the cost of the event taking place separate from Lamplighters. If PRIDE staff choose to partner with Lamplighters Inc. for the scholarship banquet, the costs are reduced proportionally (typically 50%).

The budget narrative states Website and Graphic design retainer, please explain what services will be received from Blvd:

Budget Line: Website & Graphic Design Retainer (BLVD)

Services Provided:

BLVD provides contracted graphic design services for PRIDE's program year. These services include:

- Designing game-day graphics and season schedule marketing materials for community and school distribution.
- Creating customized recognition graphics for seniors, including Senior Night banners and promotional pieces.
- Supplying ongoing design support throughout the season under a retainer, ensuring consistent branding and timely turnaround.

Purpose & Alignment:

This service directly supports **program visibility, community engagement, and student recognition**, which are allowable outreach and marketing functions under the Escambia Children's Trust fiscal policies. These efforts are also consistent with the PRIDE proposal's emphasis on student esteem, family engagement, and building community connections

Compliance Clarification:

- This line item covers **design services only**.
- Printing costs, media buys, or unrelated administrative expenses are **not included** here and are charged, if applicable, to separate budget lines.
- This retainer structure ensures cost-efficiency and compliance by avoiding multiple one-off contracts and providing transparent, fixed design support.

Question: Senior Spirit Packet

Budget Line: Senior Spirit Materials

Services Provided:

This line covers the cost of **PRIDE custom banners** that are presented to each senior participant at the end-of-year Scholarship Banquet. Each banner is individually designed and printed to highlight the senior's achievements and celebrate their completion of the program.

Purpose & Alignment:

Senior recognition materials are a core part of PRIDE's strategy to build **student self-esteem, honor program completion, and engage families and the school community**. This directly supports the proposal's stated outcomes of improving student pride, motivation, and resiliency

The banners also serve as a visual representation of program success and family engagement, both of which are consistent with ECT's allowable costs for program-related recognition.

Compliance Clarification:

- This line is **strictly limited to the cost of banners** for graduating PRIDE seniors.
- It does not include unrelated banquet costs (e.g., food, decorations, staffing).
- The expense is **reasonable, allocable, and allowable** under ECT fiscal policies, as it directly ties to student recognition and program outcomes.

Budget narrative says screens, sound, lighting. Please detail what this is for and the associated costs please provide more budget detail and the need justification.

Budget Line: Screens, Sound, and Lighting

Services Provided:

This line funds the purchase and installation of **audio-visual and lighting equipment** for the expanded PRIDE Room, which will serve as a **multi-purpose space** for mindfulness, tutoring, therapy, and small group sessions.

Purpose & Use of Space:

The equipment ensures the PRIDE Room functions as a professional environment for:

- **Mindfulness sessions** (mental health and resiliency focus)
- **Small group therapy & presentations** (character, leadership, self-efficacy workshops)

- **Tutoring & study hall** (academic achievement support)
- **Small group workouts & team-building** (healthy lifestyle and peer mentoring)

Detailed Cost Estimates:

1. Front-Facing Projector and Screen – \$3,500

- Ceiling-mounted projector and large screen for academic tutoring visuals, mindfulness guides, ACT prep, and leadership presentations.
- Creates a professional instructional environment for both academic and therapeutic use.

2. Sound System – \$1,250

- Portable, professional-grade speakers with microphone system.
- Ensures clarity in small and large group sessions, especially critical for mindfulness, therapy, and academic instruction.

3. Lighting – \$1,000

- Adjustable LED lighting system.
- Allows room settings to be adapted for different purposes: calming for mindfulness, bright for tutoring, or dynamic for workshops and presentations.

Total Estimated Cost: \$5,750

Compliance Clarification:

- Budget covers only program equipment purchases (projector, sound system, lighting).
- No unrelated expenses (e.g., installations) are included.
- The purchases meet the contract's requirement that expenditures be necessary, tied to outcomes, and aligned with the Scope of Work.

Answer:

Sam's Club says \$100 in narrative but \$80 in cost column. Why? Are any of these subscriptions shared with Ignite?

The difference between the \$100 in the budget narrative and the \$80 shown in the cost column for Sam's Club was a **clerical error**. The line has been corrected to **\$100 annually**, which reflects the true cost. The areas that we have deemed to overlap have been outlined and justified below.

Subscriptions and Cost Allocation (Corrected):

Subscription	Total Annual Cost	Allocation to PRIDE	Notes on Sharing
Amazon Prime	\$179	\$89.50	50% split with Lamplighters Inc. general operations.
Sam's Club	\$100	\$100	Membership for bulk student supplies. Not shared.
Adobe Photoshop	\$840 (\$69.99 × 12)	\$420	50% split with Lamplighters Inc. general operations.
Canva Pro	\$420 (\$35 × 12)	\$420	Dedicated to PRIDE marketing and recognition. Not shared.
QuickBooks Advanced	\$1,428 (\$119 × 12)	\$714	50% split with Lamplighters Inc. general operations.
Wix Pro Website	\$1,908 (\$159 × 12)	\$954	50% split with Lamplighters Inc. general operations.

Compliance Clarification:

- All subscription costs are reasonable, necessary, and program-related.
- Amazon, Adobe, QuickBooks, and Wix are the only subscriptions shared across Lamplighters Inc. programs. Each is pro-rated at 50% for PRIDE to ensure accuracy, transparency, and compliance with ECT policy requiring that shared costs be allocable and properly documented.

The board has expressed concern since this could be a conflict of interest regarding Capturing Kids Hearts and at the cost when it is unknown how many will attend. Please explain how Bryan would be isolated from the training?

The concern regarding a potential conflict of interest with Capturing Kids' Hearts (CKH) is fully understood and has been addressed with safeguards to ensure complete transparency and compliance.

Clarification of Bryan's Role:

- Bryan's involvement in this training will be strictly as a client on behalf of PRIDE, seeking services for the benefit of program staff and volunteers.
- He will not deliver the training, not facilitate any portion of the service, and will not receive any compensation, financial benefit, or professional advantage from CKH as part of this arrangement.
- Bryan will also not act on behalf of Capturing Kids' Hearts at any point during this process. His sole role is to ensure that PRIDE coaches, mentors, volunteers, and teachers receive access to quality training that strengthens their ability to serve students.

Rationale for Vendor Selection:

Capturing Kids' Hearts is recognized nationally as one of the leading socioemotional learning and self-efficacy trainings in the country. Its evidence-based model has been implemented in thousands of schools and youth programs nationwide, producing measurable improvements in adult-student relationships, school climate, and student resiliency.

The decision to contract with CKH is based solely on the programmatic need for PRIDE's adult leaders (coaches, mentors, volunteers, and teachers — not students) to access the best available training in socioemotional and self-efficacy development, independent of Bryan's professional association with the organization.

Conflict of Interest Safeguards:

- All contractual and financial arrangements for this training will be handled directly between PRIDE and CKH, following standard procurement and contract approval procedures.

- Bryan will remain isolated from all procurement, payment processing, and vendor management functions to avoid any appearance of undue influence.
- The training is strictly for PRIDE coaches, mentors, volunteers, and teachers, ensuring the focus remains on strengthening the adult leadership team who directly supports youth.

Summary Statement:

In summary, Capturing Kids' Hearts is being engaged because it is the best-in-class socioemotional and self-efficacy training available nationally. Bryan's role in this matter is exclusively as the program director ensuring services for adult program staff, with no personal or professional overlap that would create a conflict of interest. All safeguards are in place to ensure transparency, compliance, and the highest quality of service for PRIDE participants.

Please explain what this includes, who Momentum Essentials are, and what the goals of the training are:

What This Includes:

This line provides professional development and leadership training for PRIDE coaches, mentors, and staff. The sessions focus on equipping the adult leadership team with tools to manage their own emotional and mental health challenges, so they can better support students.

Who Momentum Essentials Is:

Momentum Essentials is the consulting practice of Steffani Miller, an athletic coach and leadership strategist. She consults with nonprofits and athletic programs to strengthen leadership capacity, with a focus on resiliency, emotional awareness, and mental well-being. Mrs. Miller offers both group training sessions and confidential one-on-one strategist consulting, providing leaders with a safe space to build their skills and capacity.

Goals of the Training:

The training and consulting sessions are designed to help PRIDE coaches, mentors, and staff:

- Recognize and respond to personal mental health patterns (anger, stress, depression, apathy).
- Develop strategies for handling the emotional demands of serving at-risk youth.
- Strengthen resiliency and leadership so they can model those skills for students.
- Sustain long-term involvement in the program by avoiding burnout and building coping strategies.

Alignment With Original Proposal:

This training is directly aligned with the original PRIDE RFP scope, which emphasized:

- Informal mental health support and resiliency building.
- Equipping staff and partners with tools to sustain long-term mentoring effectiveness.

Originally, DoWork Sports was identified to deliver this component. However, after further assessment, PRIDE determined that Mrs. Miller was better equipped to provide the confidential and specialized support coaches and mentors needed.

One-on-One Strategist Support:

The individual consulting sessions with Mrs. Miller were specifically recommended by ECT staff after discussions about staff resiliency. These one-on-one sessions ensure that coaches and mentors can confidentially address their own mental and emotional challenges, making them stronger and more effective for the students they serve.

Compliance Clarification:

- The shift in provider (from DoWork Sports to Momentum Essentials) represents a refinement of vendor selection, not a change in scope.
- The addition of one-on-one strategist support was recommended by ECT staff and therefore falls squarely within allowable, contract-aligned services.
- All services directly advance PRIDE's original goals of improved self-efficacy, resiliency, and mental health awareness for both staff and students.

Summary Statement:

Momentum Essentials, led by Steffani Miller, provides group training and confidential strategist consulting that builds the capacity of PRIDE's coaches, mentors, and staff. This service is consistent with the original proposal, with the one-on-one consulting component specifically recommended by ECT staff to strengthen staff resiliency and program outcomes.

Original Budget Context:

In the original PRIDE budget, \$12,500 was designated for **participant incentives**, which at the time were described as clothing, uniforms, and suits for players and staff. These were intended to serve as motivational tools that recognized students for meeting program expectations and requirements.

Shift in Incentive Design:

Through direct feedback from students and ongoing program evaluation, it became clear that

experiential incentives (such as trips and events) resonated more strongly with participants than material items. Students consistently identified **incentive trips** as more meaningful motivators for academic and behavioral accountability.

Clarification on Scope:

- This budget line was **never designated for 7x7 games or camps**. Camps and 7x7 opportunities were listed separately in the original design and remain in their own budget line.
- The participant incentive line has always been focused on **rewards for meeting program requirements**, and the current structure (quarterly incentive trips) is simply a **refinement of the type of incentive** provided.

Current Incentive Structure:

Up to 25 students per quarter who meet the established **grade and behavior requirements** will qualify for an incentive trip.

- **Quarter 1:** OWA Amusement Park
- **Quarter 2:** Reese's Senior Bowl
- **Quarter 3:** Orange & Green Spring Game (FAMU)
- **Quarter 4:** Six Flags Over Georgia

Budget Allocation:

- \$100 per student × 25 students × 4 quarters = **\$10,000** total
- This amount reflects a cost-effective approach, since the original budget was \$12,500.

Need & Justification:

- Incentives directly support the RFP's focus on **academic success, character development, and resiliency**
Mental Health RFP_ Project P.R....
- By linking trips to **grades and behavior**, the incentive system reinforces accountability, persistence, and goal-setting.

- Experiences such as college games and athletic events also tie into the program's original emphasis on **exposure, self-efficacy, and healthy lifestyle choices**.
- The reduction from \$12,500 to \$10,000 demonstrates fiscal responsibility while still honoring the spirit of the original budget line.

Compliance Clarification:

- This refinement of incentives is fully **within the scope of the original proposal**, as it continues to reward students for achievement and participation.
- No new service area has been created; the format of the incentive has simply been adjusted to better meet student needs.
- All incentives remain **reasonable, allocable, and allowable** under ECT guidelines, with clear documentation tied to student achievement.

Summary Statement:

In summary, the incentive line evolved from uniforms/suits to **student-preferred incentive trips** in order to more effectively motivate participants. This change was data-driven, fiscally efficient, consistent with the original scope, and directly tied to measurable program outcomes.

The board would like the cost breakdown and how the incentives listed are sports or mental health related.

Original Budget Context:

In the original PRIDE budget, \$12,500 was designated for participant incentives, which at the time were described as clothing, uniforms, and suits for players and staff. These were intended to serve as motivational tools that recognized students for meeting program expectations and requirements.

Shift in Incentive Design:

Through direct feedback from students and ongoing program evaluation, it became clear that experiential incentives (such as trips and events) resonated more strongly with participants than material items. Students consistently identified incentive trips as more meaningful motivators for academic and behavioral accountability.

Clarification on Scope:

- This budget line was never designated for 7x7 games or camps. Camps and 7x7 opportunities were listed separately in the original design and remain in their own budget line.

- The participant incentive line has always been focused on rewards for meeting program requirements, and the current structure (quarterly incentive trips) is simply a refinement of the type of incentive provided.

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Up to 25 students per quarter who meet the established grade and behavior requirements will qualify for an incentive trip.

- Quarter 1: OWA Amusement Park
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- Quarter 4: Six Flags Over Georgia

Budget Allocation:

- $\$100 \text{ per student} \times 25 \text{ students} \times 4 \text{ quarters} = \$10,000 \text{ total}$
- This amount reflects a cost-effective approach, since the original budget was \$12,500.

Need & Justification:

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Mental Health RFP_ Project P.R....
- By linking trips to grades and behavior, the incentive system reinforces accountability, persistence, and goal-setting.
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- The reduction from \$12,500 to \$10,000 demonstrates fiscal responsibility while still honoring the spirit of the original budget line.

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- This refinement of incentives is fully within the scope of the original proposal, as it continues to reward students for achievement and participation.
- No new service area has been created; the format of the incentive has simply been adjusted to better meet student needs.
- All incentives remain reasonable, allocable, and allowable under ECT guidelines, with clear documentation tied to student achievement.

Summary Statement:

In summary, the incentive line evolved from uniforms/suits to student-preferred incentive trips in order to more effectively motivate participants. This change was data-driven, fiscally efficient, consistent with the original scope, and directly tied to measurable program outcomes.

Why are items calculated at 12 months? This is not a 12 month program, examples include Auto Insurance, Office Supplies, Adobe, Canva, Wix, Capcut Team plan, snacks and hydration, fuel, program supplies.

Some line items in the budget are calculated on a 12-month basis even though PRIDE's program services do not run year-round. This is because these costs represent **annualized expenses that must be covered continuously in order to maintain program operations**, regardless of whether students are actively in session.

Examples:

- **Auto Insurance & Fuel:** Vehicles used for transporting students must remain insured year-round under state law and organizational policy. Fuel and insurance costs are annualized to ensure coverage and safe, uninterrupted service whenever programming is in session.
- **Office Supplies & Program Supplies:** These are stocked and replenished throughout the year to support ongoing planning, preparation, and reporting obligations that extend beyond student contact hours.
- **Adobe, Canva, Wix, CapCut Team Plan:** These are subscription services billed on an annual or monthly cycle. They support marketing, reporting, branding, and communication requirements that occur across the fiscal year — not just during student service months.
- **Snacks & Hydration:** Purchased in bulk and stored, allowing us to serve students consistently during programming months while also managing costs efficiently.

Rationale for 12-Month Calculation:

- **Continuous Operations:** While student programming is concentrated in specific months, **administration, planning, compliance, and reporting continue year-round**, requiring ongoing access to these tools and services.
- **Cost Efficiency:** Subscriptions and insurance are more cost-effective when calculated or purchased on an annual basis rather than starting and stopping intermittently.
- **Grant Compliance:** ECT requires us to maintain operational readiness and administrative infrastructure across the contract year. Annualized budgeting ensures that we are fully compliant and have no service gaps that could compromise delivery.

Summary Statement:

Even though PRIDE's direct programming is not year-round, these expenses represent the **infrastructure required to keep the program functional, compliant, and ready for students at all times**. Calculating them on a 12-month basis ensures fiscal accuracy, continuity of service, and the ability to deliver high-quality programming when students are actively engaged.

The budget reflects **two meals per game week** because PRIDE serves both **Junior Varsity and Varsity players**. Each game week involves two separate teams, and it is our responsibility to ensure that **all PRIDE participants are fed and supported**.

- **Varsity Team Meal:** Provided for Varsity players on their game day.
- **Junior Varsity Team Meal:** Provided for JV players on their game day.

Why two meals per game?

This structure ensures that every PRIDE student-athlete, regardless of team level, has access to proper nutrition before competition. Feeding both groups each week is consistent with our program's mission to support healthy lifestyles, equity across participants, and consistent standards of care as outlined in the original RFP.

Summary Statement:

Two meals per game week are necessary to cover both JV and Varsity players, guaranteeing that all PRIDE students are fed, no team is overlooked, and every participant benefits equally from program resources.

How many weeks does a participant get the assistance and what is the maximum amount allowed per participant?

The **Emergency Grocery Fund** is designed as a **short-term, needs-based support** for PRIDE participants and their families who may face food insecurity during the program year.

- **Allocation:** Up to 25 players may receive assistance at a rate of **\$125 each**.
- **Frequency:** This support is intended as a **one-time intervention per participant**, not an ongoing weekly benefit.
- **Maximum Per Participant:** The maximum amount any individual participant may receive is **\$125 total for the year**.
- **Total Program Cap:** With 25 participants eligible, the total fund is capped at **\$3,125**.

Purpose & Alignment:

This fund ensures PRIDE can respond to urgent needs without creating dependency. It aligns with the program's focus on healthy lifestyles and resiliency by making sure students are not hindered by unmet basic needs that affect attendance, performance, or participation.

Compliance Clarification:

- Support is provided on a documented, as-needed basis.
- Funds are capped both per participant and in total to ensure equitable distribution.
- This line is consistent with allowable direct assistance under ECT policy when tied directly to student participation and program outcomes
Year 2 OST Contract with Exhibi...

Summary Statement:

Each participant is eligible for a single emergency grocery support up to \$125 per year. The program cannot exceed 25 total participants or \$3,125 overall. This ensures the resource remains targeted, equitable, and fiscally responsible.

There are backpack programs in schools and outside resources for emergency groceries so this should be removed.

The Emergency Grocery Fund is designed to provide immediate, short-term assistance for PRIDE participants and their families by supplying healthy, protein-rich food options in moments of crisis. It is not intended to replace community food banks or backpack programs but to fill the gaps when those resources go unused or are inaccessible to our students.

Local Food Bank and Community Programs

Escambia County has several established resources such as Manna Food Pantries, Feeding the Gulf Coast, church-based food pantries, and school backpack programs. These programs are valuable for many families, offering groceries and weekend meal support.

Why Our Kids Have Said They Don't Use Them

Despite availability, our PRIDE participants have consistently shared that these programs don't work for them for several reasons:

1. **Stigma and Embarrassment:** Many student-athletes feel embarrassed being seen at a food pantry. They've said it conflicts with their pride and identity, and some feel it makes them stand out in a negative way.
2. **Lack of Trust and Belonging:** Our kids have expressed that they don't feel these programs are "for them." Without strong relationships or connections to the agencies running them, they hesitate to go.
3. **Parental Barriers:** Students often report that outside food programs require parent involvement — signatures, ID, or transportation. For players without consistent parental support, this becomes an impossible barrier.
4. **Timing and Transportation:** Pantry distribution times frequently conflict with school, practice, or work. Some players also lack reliable transportation to get to distribution sites.
5. **Food Relevance:** Several student-athletes have said pantry programs don't provide the healthy, protein-rich foods they need. They want fuel that supports their performance in school and athletics, not just shelf-stable items.

How the Emergency Grocery Fund Works

- Limited to 25 participants per year, capped at \$125 each.

- Support is emergency-only, one-time per student, not a recurring benefit.
- Purchases emphasize healthy, protein-rich groceries to meet the nutritional needs of student-athletes.
- If no emergency arises, the funds will remain unused.
- Documentation will be maintained for transparency and compliance.

Alignment with PRIDE's Original Scope

The original proposal emphasized healthy lifestyles, resiliency, and removing barriers

Mental Health RFP_ Project P.R....

. By providing trusted, stigma-free emergency food support inside PRIDE, the program ensures students are never sidelined by immediate hunger or lack of nutrition. The fund is reasonable, necessary, and allowable under ECT fiscal policy

Year 2 OST Contract with Exhibi...

, because it is capped, targeted, and tied directly to participant well-being and program outcomes.

Summary Statement

Our kids have told us clearly: they do not use outside food programs because of stigma, trust, parental barriers, logistics, and food relevance. The Emergency Grocery Fund ensures that when those barriers arise, PRIDE can provide immediate, healthy, and trusted support in a space where students already feel they belong. If no emergency arises, the funds are not spent — ensuring both fiscal responsibility and program readiness.

Here's a clear, PRIDE-only breakdown of the **Financial Team Staffing** within your **\$10,000 Administrative Staffing allocation**, keeping it tight, compliant, and easy to defend:

What is the percentage of these expenses that Pride is paying, Ignite is paying, and outside funds are covering? Where did you get the cost amounts from? Do you have contracts for any of these?

PRIDE – Financial Team Staffing (\$10,000 Total)

1. Audit & Tax Services – \$3,000 (estimated 50% of cost based on quotes)

- Annual independent audit / financial summary: **\$2,000**
- Tax preparation & filings: **\$1,000**
Purpose: Ensures annual accountability, IRS/state compliance, and satisfies OST contract requirements.

2. Finance Team Additional Hours – \$6,500 (Forecast For PRIDE)

Hourly rate: **\$30/hour** for hours worked outside of direct service.

- **Finance Director:** 72 hours/year → **\$2,160**
- **Finance Secretary:** 72 hours/year → **\$2,160**
- **Operations/Purchaser:** 72 hours/year → **\$2,160**
Purpose: Provides the staff time necessary for reconciliations, reimbursements, reporting, vendor oversight, and audit prep beyond normal program hours.

3. Finance Compliance Training – \$500 (Estimated from UPHS)

- Compliance workshops, QuickBooks training, audit preparation refreshers.
Purpose: Strengthens the finance team's capacity to maintain accuracy, sustainability, and compliance with nonprofit grant requirements.

Total = \$10,000

- Audit & Tax: \$3,000

- Finance Team Additional Hours: \$6,500
- Training: \$500

Summary Statement: The **Financial Team Staffing line for PRIDE (\$10,000)** supports all compliance-driven finance activities: required audit/tax services, additional hours for the finance team outside of direct service, and compliance training. This structure ensures PRIDE remains fiscally accountable, audit-ready, and aligned with ECT contract requirements.

PRIDE – Administrative Staffing & Board Training (\$10,000 Total)

1. Administrative Staffing – \$6,500

Operations Team (additional hours outside direct service @ \$35/hr × 1 hr/week × 11 months = 44 hrs each)

- **Human Resource Director:** \$1,540
- **Executive Director:** \$1,540
- **Data Analyst:** \$1,540
- **Subtotal:** \$4,620

Reserve for staff compliance support / materials: \$1,880

Purpose: Provides limited but focused capacity for HR oversight, executive leadership, and data compliance hours beyond direct program delivery.

2. Board Training – \$1,500

- **HR Compliance** (policies, documentation, nonprofit labor standards)
- **1099 Employee Oversight** (classification, contracts, IRS compliance)
- **Provider:** UPHS (United Partners for Human Services)

Purpose: Ensures the board is fully trained to govern in the areas of HR and contractor oversight, building capacity to keep pace with PRIDE's organizational growth.

3. Contingency / Compliance Support – \$2,000

Reserved for targeted compliance workshops, policy consulting, or additional board training as needs arise during the contract year.

Total = \$10,000

- Administrative Staffing: \$6,500
- Board Training: \$1,500
- Compliance/Contingency: \$2,000

Summary Statement:

The PRIDE Administrative Staffing & Board Training line of **\$10,000** is intentionally focused on compliance and governance. It funds targeted additional hours for the Operations Team (\$6,500), board training in HR and 1099 oversight through UPHS (\$1,500), and a \$2,000 reserve for compliance and policy support. This ensures PRIDE remains audit-ready, aligned with OST requirements, and equipped to sustain organizational growth.

PRIDE – Legal Fees Breakdown (\$8,000 Total, ECT-Compliant)

1. Contract Reviews & Service Agreements – \$4,750

- ~13–14 contracts × \$350 each = \$4,750
- Includes vendor agreements, MOUs, subgrants, and tutor/mentor contracts.
- **Compliance Justification:** Ensures all agreements are legally binding, OST-compliant, and protective of PRIDE and ECT's investment.

2. 1099 Contractor Oversight & IRS Compliance – \$750

- Legal consultation on **contractor vs. employee classification**.
- Oversight for **IRS 1099 filings** tied to tutors, trainers, and short-term program staff.
- **Compliance Justification:** Prevents IRS penalties and ensures OST-funded staffing is federally compliant.

3. HR Policy & Compliance Consultation – \$500

- Review and update of HR/personnel policies.
- Ensures alignment with **state/federal employment law** and nonprofit HR best practices.
- **Compliance Justification:** OST requires compliant HR policies to protect staff and participants.

4. Administrative Legal Fees – FHSAA & State/Federal Policy Guidance – \$1,000

- Ongoing legal guidance on **Florida High School Athletic Association (FHSAA)** rules impacting student-athletes.
- Monitoring of **state and federal policy updates** tied to youth programs.
- **Compliance Justification:** Keeps PRIDE aligned with athletic and legal standards.

5. Annual PRIDE Board Retreat – Policy Advocacy & FHSAA Regulations – \$1,500

- **Annual governance retreat** focused on:
 - Strengthening **policy advocacy skills** for board leadership.
 - Training on **FHSAA state regulations** and compliance as they apply to PRIDE participants.
- **Compliance Justification:** Builds board capacity in governance, advocacy, and policy oversight to meet OST's requirements for strong nonprofit governance.

6. Contingency Reserve – \$500

- Reserved for **unexpected legal needs**: vendor disputes, compliance inquiries, or sudden policy changes.
- **Compliance Justification:** Provides flexibility to respond quickly to unforeseen issues.

Total Legal Fees = \$8,000

Summary Statement:

The **\$8,000 Legal Fees allocation** covers contract reviews, 1099 oversight, HR compliance, and FHSAA/state/federal guidance while adding an **Annual Board Retreat (\$1,500)** to strengthen policy advocacy and FHSAA compliance at the governance level. This ensures PRIDE's board and leadership remain prepared to meet OST requirements, anticipate policy shifts, and provide strong fiduciary oversight.

Project Budget



ESCAMBIA
CHILDREN'S TRUST
Our Children. Our Community. Our Future.

Organization Name:	New World Believers		
Project Name:	NWB HOOPS		
Project Budget Period: MM/DD/YY to MM/DD/YY	10/1/2025 -9/30/2026		
Complete this form using MS Excel.			
<ul style="list-style-type: none"> • Submit the proposed project budget using this form ONLY along with your proposal narrative. • Include all revenue and expenses for the proposed project. Net income should equal zero (\$0). • If necessary, add line items to reflect all anticipated revenue and expenses. 			
	Year 3 Original request	Year 3 New request	Change
Revenue			
ECT Request	\$ 597,463.42	\$ 585,685.00	\$ (11,778.42)
			\$ -
Total Revenue	\$ 597,463.42	\$ 585,685.00	\$ (11,778.42)
Expenses			
Accounting & Auditing	\$ 17,636.04		\$ (17,636.04)
Other Professional Services/Contract labor	\$ 346,681.75	\$ 381,593.00	\$ 34,911.25
Utilities (elctricity, water, etc.)	\$ 36,558.24	\$ 30,558.00	\$ (6,000.24)
Internet		\$ 6,000.00	\$ 6,000.00
Liability Insurance		\$ 1,600.00	\$ 1,600.00
Property Insurance		\$ 10,000.00	\$ 10,000.00
Auto Insurance		\$ 16,000.00	\$ 16,000.00
Staff Travel (Local, Out-of-County, etc.)		\$ -	\$ -
Advertising and Marketing		\$ 18,036.00	\$ 18,036.00
Office Supplies (Items < \$5,000)	\$ 15,055.16	\$ 5,040.00	\$ (10,015.16)
Professional Development		\$ 10,000.00	\$ 10,000.00
Food and Snacks		\$ 14,700.00	\$ 14,700.00
Client/Participant Transportation	\$ 68,930.62	\$ 10,400.00	\$ (58,530.62)
Building Maintenance	\$ 9,366.19	\$ 6,300.00	\$ (3,066.19)
Field Trips		\$ 15,000.00	\$ 15,000.00
Direct Client Assistance	\$ 103,235.42	\$ 60,458.00	\$ (42,777.42)
Total Direct Expenses	\$ 597,463	\$ 585,685	\$ 11,778
Indirect expenses (state % used)			\$ -
Total Expenses	\$ 597,463	\$ 585,685	\$ (11,778)
Net Income	\$ -	\$ -	\$ -

Escambia Children's Trust Budget Narrative Examples
New World Believers - Year 3

Line Item	Line item Narrative	Subtotal	Total
Other Professional Services/ Contract labor	List any 1099 employees working for you and the amount that their contract states they will get paid		
	Director 40hrs- 8hrs a day x 52 weeks	\$ 59,876.00	\$ 381,593.00
	Program Manager 40hrs-8hrs a day x52 weeks	\$ 53,051.00	
	Financial Assistance 30hrs-6hrs a day x 52 weeks	\$ 26,884.00	
	Mental Health x2-25hrs-5hrs a day x 52 weeks	\$ 53,768.00	
	Case Managerx2-20hrs-4hrs a day x 52 weeks	\$ 42,240.00	
	Job Coach x2-30hrs-5hrs a day x 52 weeks	\$ 48,390.00	
	Outreach 30hrs-6hrs a day x 52 weeks	\$ 26,000.00	
	Aftercarex2 -20hrs-4hrs a day x 52 weeks	\$ 36,562.00	
	Van Driver/Liaison 2 - 30 hrs x 52 weeks	\$ 34,822.00	
Utilities (elctricity, water, etc.)	List all utilities and average monthly amount		
	ECUA for water, trash and sewer @ \$300/month x 12 months	\$ 3,600.00	\$ 30,558.00
	FPL for Electricity @ \$1500/month x 12 months	\$ 18,158.00	
	Cox @ 2112 West yonge \$740/month x 12 months	\$ 8,800.00	
Internet	List internet accounts with address and monthly rate		
	Net Gear Night Hawk M6 Pro- x4 Hot Spots 2112 West Yonge	\$ 6,000.00	\$ 6,000.00
Liability Insurance	Liability and Excess Liabilty insurance		
	Liability insurance through Hiscox Liability Insuarnce Company \$1600/year.	\$ 1,600.00	\$ 1,600.00
Property Insurance	List property Insurance policies		
	Property insurance through Dairy Land @ \$10,000/year.	\$ 10,000.00	\$ 10,000.00
Auto Insurance	List Auto Insurance Policies		
	Bristol West@ \$1333/month x 12 months for 4 Passenger vans	\$ 16,000.00	\$ 16,000.00
Staff Travel (Local, Out-of-County, etc.)	List local and out of county travel anticipated		
			\$ -

Line Item	Line item Narrative	Subtotal	Total
Advertising and Marketing	List anticipated Advertising and Marketing expenses		\$ 18,036.00
	Billboard @\$1002 per month x 6mos	\$ 6,012.00	
	Radio Ad, @ 1002 per mo. X 6 mos	\$ 6,012.00	
	BLAB TV, WBQP @ 1002 per mo. X 6 mos	\$ 6,012.00	
Office Supplies (Items < \$5,000)	Office supplies and equipment items cosing less than \$5,000 each		
	Computer for youth computer Lab 12 x\$420 per /computer	\$ 5,040.00	\$ 5,040.00
Professional Development	List Professional development your agency will provide		\$ 10,000.00
	MentalHealth Conference for 10 staff @ \$500 each	\$ 5,000.00	
	Emotional Intelligence, Cognitive AwarenessTraining etc. for 10 staff @ 500 each	\$ 5,000.00	
Food and Snacks	List food and snacks anticipated to be used		\$ 14,700.00
	Daily snacks for participants @ \$125/daily x 3.75 mos. (60 days)	\$ 7,500.00	
	Weekly meals during school breaks(Thanksgiving, Christmas, Spring, Break, Summer) @ 600/week x 3.75 mos.(12 weeks)	\$ 7,200.00	
Client/ Participant Transportation	List participant travel expenses as anticipated		\$ 10,400.00
	Fuel for van @ \$200/week x 52 weeks 10,400	\$ 10,400.00	
Building Maintenance	Minor and normal building maintenance. Examples include pest control, lawn care, and minor repairs to buildings and equipment		
	Repairs(Electric, Plumbing, AC ,Interior repairs, Lawn Service)	\$ 6,300.00	\$ 6,300.00
	Field Trips for participants - can include location fees, hotels, buses, food.		
	Florida State University (Campus Tour) \$3,500 Ralley Transportation, \$420 Food for 35 participants, \$1,050 T-Shirts for 35 participants =	\$ 5,000.00	
	Alabama State University (Campus Tour) \$3,500 Ralley Transportation, \$420 Food for 35 participants, \$1,050 T-Shirts for 35 participants =	\$ 5,000.00	

Line Item	Line item Narrative	Subtotal	Total
Field Trips	Montgomery Legacy Museum, \$3,500 Ralley Transportation, \$420 Food for 35 participants, \$1,050 T-Shirts for 35 participants = \$4,970	\$ 5,000.00	\$ 15,000.00
	Taking youth from the NWB HOOPS community-based mental health program on college and museum tours offers invaluable opportunities for personal growth and emotional healing. College tours expose them to higher education, fostering aspirations, a sense of belonging, and goal-setting for their future. Museum visits broaden their cultural awareness, inspire critical thinking, and help build a strong identity. These experiences also boost mental health by providing positive distractions, enhancing social connections, and fostering confidence in navigating new environments. Additionally, youth can discover new passions, develop problem-solving skills, and gain exposure to diverse role models. These tours encourage curiosity, resilience, and an appreciation for lifelong learning, while also reducing stigma around mental health by showing that support is available in various spaces. Ultimately, such experiences empower youth, offering them a chance to envision a future full of possibilities and opportunities for growth.		

Line Item	Line item Narrative	Subtotal	Total
Direct Client Assistance	Assistance given to Participants to address a need of that participant, examples include clothes, food, housing, etc. Specify dollar amount per participant and what needs will be addressed.		
	Food for participants that need it @ \$ 50 per week cost is included in clothing for participants that need it @ \$200 a participant x 40 participants per mo. (Some participants will not use all funds)	\$ 60,458.00	\$ 60,458.00
Total Direct Expenses			\$ 585,685.00
Total Expenses			\$ 585,685.00
Indirect percentage			0.00%

New World Believers		
Question 1 & 2 - Professional Services/Contract Labor	Provide list of people getting paid and are people getting paid under more than 1 job description? Rodney, please submit anti-nepotism policy with an explanation for the number of family members working together.	
	Person	Job Title Annual Pay amount
	Rodney Jones	Executive Director \$ 59,876.00
	Latasha Jones	Program Manager \$ 53,051.00
	Romeo Jones	Financial Assistant \$ 26,884.00
	Rodrico Jones	Mental Health Counselor \$ 26,884.00
	Rodneisha Funderburk	Mental Health Counselor \$ 26,884.00
	Dequan Peters	Case Manager \$ 21,120.00
	Vacant	Case Manager \$ 21,120.00
	William Clay	Job Coach \$ 24,195.00
	Charles Everheart	Job Coach \$ 24,195.00
	Roosevelt Hill	Outreach Coordinator \$ 26,000.00
	Ranajia Jones	Aftercare Coordinator \$ 18,281.00
	Radajeline Jones	Aftercare Coordinator \$ 18,281.00
	Linda Nobles	Van Driver/Community Liaison \$ 17,411.00
	Angela Reeves	Van Driver/Community Liaison \$ 17,411.00
	Total	\$ 381,593.00
Question 3 - Staff Travel	Flight - what is the conference, how is the training program related, does the \$1,000 each cover everything or just the flight to NYC? Which staff members will be attending?	
	Per the budget narrative this is only for the round trip flight. Rodney can answer the rest below.	
	Yes, The \$1000 each is just for the flight round trip . We will split the staff accordingly so that we will have adequate staff to cover any and all days necessary when various staff are out .	
Question 4 - Professional Development	Mental Health conference - what is the conference, who is providing the training, and which staff will be attending? How will the program operate while the majority of staff are at this training? Why are so many staff going at one time?	
	What:(Emotional Intelligence Confrence)Who:(EI Urban Consultants Inc. Lead facilitator Paul Cooke Edwards(Founder of the Emotional Intelligence Urban Initiative) Staff :(3-5 Staff persons per training conference and staff will be chosen based on their availability to travel)Operation: Staff will be split so as there will be adequate staff during travel days. We are not all going at the sametime	

<p>Question 5 - Auto Insurance</p>	<p>Are the vans only used for our programs? Is this a percentage or 100% of the cost of the insurance?</p> <p>All NWB HOOPS Vans are used 100% of the time for NWB HOOPS all youth who attend NWB are registered In SAMIS as HOOPS participants. Insurance 100% of the cost again NWB only transport youth who are registered with NWB</p>
<p>Question 6 - Direct Client Assistance</p>	<p>Clothing: How many weeks does a participant get the assistance and what is the maximum amount allowed per participant? How do you make sure it is fairly distributed?</p> <p>Direct Client Assistance: Youth will receive assistance (90days -approximately 12 Weeks) The Maxium amount that youth can receive is \$600 . However, the youth has up to 180 days to spend the total amount.</p> <p>Food Assistance (\$8,000) is available through backpack programs and food banks. Explain why it is needed through this program.</p> <p>The \$8000 is not an additional cost it is deducted from the amount outlined for Direct Client Assistance so for the youth in the program who are out shopping ect. with the group and can't afford to buy food we wanted to put something place so that they could spend some of their money on food items .It is not needed through this program it was something we put in so youth who show up on our shopping trips will be able to feed themselves and have it deducted from their HOOPS BUCKS earnings.</p>
<p>Question 7 - Utilities, Internet, Property Insurance, Building Maintenance</p>	<p>NWB has other programs, what percentage of Utilities, Internet, Building Maintenance, and Property Insurance is ECT being billed for versus other programs?</p> <p>100% , Reason being other programs don't exist within NWB there services can and do take place outside of NWB facility. Such as our Djj component which we provide Civil Citation Services that entails community services , essays, apology letters and criminal issue understanding letters to the court and task evaluation , and we just over see and ensure all youth follow and complete assigned stipulations. However, all youth have the opportunity to sign up for NWB HOOPS ECT program .We also provide Career Camp services and all the youth who participate have to be assigned participants in NWB HOOPS ECT program youth who may qualify for VR services which we provide Employability training which is a mandated services for NWB HOOPS ECT</p>

Question 8 - Field Trips	<p data-bbox="329 205 1450 279">Need specific on what field trips are planned, planned cost per each trip, and how each trip is program related.</p> <p data-bbox="329 373 1503 562">We are scheduled 3 to 4 field trips all within a 300 mile radius of NWB traveling to various Universities(Florida State University, Alabama State University , University of South Alabama campus tours and 1 Historical Visit to Montgomery Muesum if funds allow. Each trip will vary in cost based on rental vehicles, distance (Fuel cost), food(based on # of youth) Cost per trip approximately \$1400 per trip</p>
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New World Believer's H.O.O.P.S.

Pensacola, Fla. 32505

(850)293-2756il:rjbyfaithnotsight@gmail.com

Explanation of Family Members Working at NWB HOOPS

New World Believers (NWB HOOPS) was founded by **Rodney Jones** and **Latasha Jones**, who together bring over **50 years of combined experience** serving disadvantaged populations, at-risk youth, and vulnerable communities.

- **Rodney Jones** is a Licensed Mental Health Counselor (LMHC) with a **Master's in Counseling & Psychology**, a **Certified Anger Management Counselor**, a **Certified Emotional Intelligence Therapist**, and a **Ph.D. candidate** who has completed all coursework and dissertation requirements. He has **25 years of direct professional experience** working with underserved populations and guiding youth toward success.
- **Latasha Jones**, as co-founder, has extensive experience in community engagement, program development, and organizational leadership, contributing equally to the vision and sustainability of NWB HOOPS.

From the inception of NWB HOOPS, **the Jones family has played an integral role in the organization's mission.** Their children — **Romeo Jones, Rodrico Jones, Ranajia Jones, and Radajeline Jones** — have been trained, guided, and mentored under the direct leadership of Rodney Jones since their youth. Through years of exposure to programming, hands-on involvement, and structured training, each has developed the knowledge, compassion, and skills necessary to effectively address the challenges faced by at-risk populations.

Each family member brings **their own unique strengths and perspectives** to the workplace. Having been part of NWB HOOPS since its early years, they possess an **unmatched level of institutional knowledge** and a deep, personal understanding of the organization's mission. Their early and continuous involvement has given them a **rare and invaluable combination of lived experience, professional development, and community connection** that directly enhances the effectiveness of NWB HOOPS programs.

In alignment with the **NWB HOOPS Anti-Nepotism Policy**, the inclusion of family members in leadership and staffing roles is based not on relationship alone, but on:

- **Documented experience and training** in counseling, youth development, and community outreach.
- **Demonstrated commitment** to serving disadvantaged and vulnerable populations.
- **Unique qualifications** that align with the needs of the target population.

The involvement of the Jones family is therefore not a matter of favoritism, but a reflection of **generational investment, professional competency, and a shared commitment to the mission of empowering youth and communities through Health Opportunities and Options Promoting Success.**



New World Believer's H.O.O.P.S.
Pensacola, Fla. 32505
Phone:850-293-3756

NWB HOOPS Response to Additional Questions

1. What is advertising and marketing? This is not on the grant.

Advertising and marketing were **not part of the original grant budget**, however, NWB HOOPS' program needs have evolved since the grant's initial approval. During a **previous committee meeting**, NWB HOOPS received approval to **extend its service area beyond zip codes 32501 and 32505 to now include all zip codes within Escambia County (Pensacola area)**. With this expansion, there is a greater need for **community outreach and communication** to effectively inform families, schools, and youth-serving organizations about available mental health and enrichment services. The advertising and marketing efforts are **not for commercial promotion**, but rather to ensure **equitable access** by increasing awareness across all communities in our expanded service area.

2. How did you pay for internet in Year 1 and 2?

In Years 1 and 2, internet expenses were covered under our **utilities** category. However, due to the structure of our **two-story building**, the internet signal cannot reach the entire space effectively, we tried to offset by purchasing boosters however even with boosters internet did not work . To ensure uninterrupted program delivery, we have to supplement with **mobile hotspot devices** for youth and staff use in certain program areas. This is necessary for maintaining consistent access to our online learning and mental health tools.

3. Why is staff travel being added to Year 3?

Staff travel was originally discussed during a previous committee meeting but was later **removed from the grant budget**. We acknowledge that it is not part of the original grant scope. At this time, **staff travel is not being pursued** .

4. Why is food being added to Year 3?

Food was **not included in the original grant**, but program needs evolved as we observed changes based on youth attendance patterns. During **school breaks (Thanksgiving, Christmas, Spring, and Summer)**, participants attend during **daytime hours** instead of after school. This

shift created a need to provide **hot meals and snacks** to maintain engagement, meet basic needs, and support overall mental and physical well-being during attendance program hours.

5. Field trips are not in the grant. Why are they being added now?

Field trips are a recent development based on ongoing program evaluation and participant needs. Taking youth from our **community-based mental health program on college and museum tours** provides valuable opportunities for personal growth, exposure, and healing.

- **College tours** inspire educational aspirations, goal-setting, and confidence for the future.
- **Museum visits** enhance cultural awareness, critical thinking, and self-identity.

These activities also support **mental health outcomes** by providing positive, structured experiences that reduce stress, encourage resilience, and build social connections. They align with our mission to support youth development holistically—emotionally, academically, and socially.

6. What has been done to secure other funding to create sustainability for the program thus far and following the end of ECT funding?

NWB HOOPS has taken proactive steps to ensure **program sustainability** beyond the conclusion of ECT funding. Recognizing the importance of long-term impact, NWB has worked diligently to **diversify its funding sources** and establish partnerships that align with its mission of serving youth through mental health and developmental support.

Approximately **8–10 months ago**, NWB HOOPS successfully became an **approved contracted vendor with the Florida Department of Education’s Vocational Rehabilitation (VR) program**. This partnership allows NWB to provide specialized services to **youth with disabilities** — including **developmental, physical, and behavioral challenges**.

Closing Statement

In closing, **NWB HOOPS has not requested any additional funds** beyond the original grant award. Instead, we have **reallocated existing funds** within approved budget categories to better align with the **evolving needs of our program and participants**.

These adjustments directly support our **overall mission** to provide comprehensive **mental health services** and meet the holistic needs of youth in our expanded service area.

- **Improved internet access** to support both youth and staff learning and virtual training opportunities.
- **Advertising and community outreach** to inform families across Escambia County about available support services.

- **Meals and snacks** to accommodate extended youth attendance hours during school breaks.
- **Field trips** that provide enriching, therapeutic, and educational experiences promoting mental wellness, confidence, and personal growth.

Each adjustment strengthens our ability to deliver high-quality, accessible, and impactful programming — ensuring that NWB HOOPS continues to empower youth and families throughout the Pensacola area with the tools and support they need to thrive.

Sincerely, Rodney Jones

Rodney Jones BASW, MS, Phd. LMHC,CAMC,EI
Director, New World Believers (NWB HOOPS)

Organization Name:	Twin Oaks Juvenile Development, Inc.		
Project Name:	Escambia Connects		
Project Budget Period: MM/DD/YY to MM/DD/YY	10/1/2025 -9/30/2026		
Complete this form using MS Excel.			
<ul style="list-style-type: none"> • Submit the proposed project budget using this form ONLY along with your proposal narrative. • Include all revenue and expenses for the proposed project. Net income should equal zero (\$0). • If necessary, add line items to reflect all anticipated revenue and expenses. 			
	Year 3 Original request	Year 3 New request	Change
Revenue			
ECT Request	\$ 1,141,381.00	\$ 1,128,877.00	\$ (12,504.00)
			\$ -
Total Revenue	\$ 1,141,381.00	\$ 1,128,877.00	\$ (12,504.00)
Expenses			
Personnel (Salary and Wages)	\$ 662,209.00	\$ 687,209.00	\$ 25,000.00
Benefits (Insurance, Retirement, Taxes, etc.)	\$ 105,250.00	\$ 75,491.00	\$ (29,759.00)
Payroll Taxes			\$ -
Retirement			\$ -
Life and Health Insurance			\$ -
Legal Services			\$ -
Accounting & Auditing	\$ 17,160.00	\$ 17,160.00	\$ -
IT Services	\$ 9,152.00	\$ 9,152.00	\$ -
Other Professional Services/Contract labor	\$ 39,000.00	\$ 20,000.00	\$ (19,000.00)
Lease/Space Rental	\$ 26,460.00	\$ 33,075.00	\$ 6,615.00
Utilities (electricity, water, etc.)			\$ -
Telephone	\$ 10,800.00	\$ 10,800.00	\$ -
Internet		\$ 5,000.00	\$ 5,000.00
Directors & Officers Insurance			\$ -
Liability Insurance	\$ 29,800.00	\$ 39,000.00	\$ 9,200.00
Property Insurance			\$ -
Auto Insurance			\$ -
Surety Bond			\$ -
Staff Travel (Local, Out-of-County, etc.)	\$ 60,366.00	\$ 10,000.00	\$ (50,366.00)
Freight and Postage	\$ 1,200.00	\$ 1,200.00	\$ -
Printing & Binding	\$ 2,000.00	\$ 2,000.00	\$ -
Advertising and Marketing	\$ 15,800.00	\$ 21,800.00	\$ 6,000.00
Office Supplies (Items < \$5,000)	\$ 6,540.00	\$ 6,540.00	\$ -
Subscriptions or Membership fees			\$ -
Software or Apps			\$ -
Professional Development	\$ 2,720.00	\$ 1,000.00	\$ (1,720.00)
Equipment (Items > \$5,000 each)			\$ -
Fingerprinting and Background checks			\$ -
Food and Snacks		\$ 20,580.00	\$ 20,580.00
Client/Participant Transportation		\$ 4,000.00	\$ 4,000.00
Sub-grants to Partner Organizations			\$ -
Participant incentives			\$ -
Building Maintenance			\$ -
Volunteer Training			\$ -
Match Payments			\$ -
Program Supplies			\$ -
Website Administration			\$ -
Vehicle Purchase	\$ 9,600.00		\$ (9,600.00)
Field Trips		\$ 5,000.00	\$ 5,000.00
Direct Client Assistance	\$ 12,015.00	\$ 30,000.00	\$ 17,985.00
Total Direct Expenses	\$ 1,010,072	\$ 999,007	\$ 11,065
Indirect expenses (state % used)	\$ 131,309	\$ 129,870	\$ (1,439)
Total Expenses	\$ 1,141,381	\$ 1,128,877	\$ (12,504)
Net Income	\$ -	\$ -	\$ -

Indirect %

13%

Escambia Children's Trust Budget Narrative Examples

TWIN OAKS 25-26 funding year

Line Item	Explanation	Subtotal	Total
Salaries/ Wages	List position, number of employees in positions at same payrate and number of hours worked during grant period. These are W-2 employees.		
	5 Informal Mental Health Support Specialists @ 2080 hrs/year @ \$46,305 annual salary	\$ 231,525.00	\$ 687,209.00
	2 Connect Case Managers @ 2080 hrs/year @ \$50,715 annual salary	\$ 101,430.00	
	1 Lead Connect Case Manager @ 2080 hrs/year @ \$55,125 annual salary	\$ 55,125.00	
	1 Connect Outreach Coordinator @ 2080 hrs/year @ \$60,375 annual salary	\$ 60,375.00	
	1 Mental Health Connect Case Manager @ 2080 hrs/year @ \$50,715 annual salary	\$ 50,430.00	
	1 Mental Health Connect Coordinator @ 2080 hrs/year @ \$60,637 annual salary	\$ 60,637.00	
	1 Connect Program Administrator @ 2080 hrs/year @ \$50,000 annual salary	\$ 60,637.00	
	20% of FTE Data Integrity Specialist @ 416 hrs/year @ 20% x \$79,000 annual salary	\$ 15,800.00	
	25% of FTE Area Director @ 520 hrs/year @ 25% x \$97,000 annual salary	\$ 24,250.00	
	1 Ambassador Coordinator @ 1040 hrs/year @ x \$27,000 annual salary	\$ 27,000.00	
Benefits	List benefits paid		
	FICA @ 7.65% = \$687,209 * .0765	\$ 52,571.49	\$ 75,491.00
	401K expense all employees @ \$200/month @ 12 months = \$2,400	\$ 2,400.00	
	Health insurance expense all employees @ \$1,709.96/mo x 12 months = \$20,519.51	\$ 20,519.51	
Accounting & Auditing	List amounts for accounting/bookkeeping services, audit, payroll processing fees, etc.		
	Monthly Bookkeeping/Accounting Services @ \$22/hour x 15 hours/week x 52 weeks = \$17,160	\$ 17,160.00	\$ 17,160.00

Line Item	Explanation	Subtotal	Total
IT Services	List amounts for any IT contracts you have or IT services you anticipate		
	IT Maintenance and Services @ \$22/hour x 8 hours/week x 52 weeks = \$9,152	\$ 9,152.00	\$ 9,152.00
Other Professional Services/ Contract labor	List any 1099 employees working for you and the amount that their contract states they will get paid		
	Mentor services average 12.82/week x 52 weeks x \$30 event = \$20,000	\$ 20,000.00	\$ 20,000.00
Lease/Space Rental	Address of building x rate per month x number of months		
	Office Rent at 2070 North Palafox Street @ \$2,756.25 per month x 12 months = \$33,075	\$ 33,075.00	\$ 33,075.00
Telephone	List telephone accts and monthly amounts		
	Verizon cellphones for 12 staff @ \$75/month x 12 months	\$ 10,800.00	\$ 10,800.00
Internet/Phone	List internet accounts with address and monthly rate		
	Cox @ 2070 North Palafox Street @ \$416.67/month x 12 months	\$ 5,000.00	\$ 5,000.00
Liability Insurance	Liability and Excess Liability insurance		
	Consolidate insurance coverage by IPFS for all groups/perils allocated by the agency per program using GAAP method @ \$3,250/month = \$39,000	\$ 39,000.00	\$ 39,000.00
Staff Travel (Local, Out-of-County, etc.)	List local and out of county travel anticipated		
	Local travel for all staff @ \$.40/mile x 2083.33 miles x12 months = \$10,000 annual	\$ 10,000.00	\$ 10,000.00

Line Item	Explanation	Subtotal	Total
Freight and Postage	Postage and Freight @ \$100 per month	\$ 1,200.00	\$ 1,200.00
Printing & Binding	Anticipated printing and binding		
	General printing expense \$66.66/month x 12 months = \$800	\$ 800.00	\$ 2,000.00
	Case File Packets @ \$100/month x 12 months	\$ 1,200.00	
Advertising and Marketing	List anticipated Advertising and Marketing expenses		
	Social media marketing services @ \$500/month x 12 months = \$6,000 annual	\$ 6,000.00	\$ 21,800.00
	Informal Mental Health Awareness marketing material @ \$5,000 annual	\$ 5,000.00	
	Direct Youth Outreach @ \$400/month x 12 months = \$4,800	\$ 4,800.00	
	Family Night Out events @ \$500/month x 12 months = \$6,000	\$ 6,000.00	
Office Supplies (Items < \$5,000)	Office supplies and equipment items cosing less than \$5,000 each		
	Normal office supplies to include, but not limited to, copy paper, pens, notebooks, and other commonly used items @ \$400/month x 12 months	\$ 4,800.00	\$ 6,540.00
	Computer replacement for 1 staff members x \$800/computer	\$ 800.00	
	Office furniture/shelving proceurement	\$ 940.00	
Professional Development	List Professional development your agency will provide		
	Consolidated Trauma-informed and Restorative Justice training by River Phoenix Center for Peacebuildiing @ 2 staff @ \$500/each = \$1,000	\$ 1,000.00	\$ 1,000.00
Food and Snacks	List food and snacks anticipated to be used		
	Daily snacks for participants @ \$50/week x 52 weeks	\$ 2,600.00	\$ 7,500.00
	Meals for Tier 2 groups @ 100 every other week x 26 per year	\$ 2,600.00	
	Meals for individual children mentor/counseling sessions @ 10 per month x \$15/meal = \$150 per month	\$ 1,800.00	
	Snacks for community engagement/awareness events @ \$125/quarter x 4 quarters/per year	\$ 500.00	

Line Item	Explanation	Subtotal	Total
Client/ Participant Transportation/ Vehicle Lease	List participant travel expenses as anticipated		\$ 17,080.00
	Fuel for van @ \$100/month x 12 months	\$ 1,200.00	
	Bus passes @ \$50/month x 12 months	\$ 600.00	
	Bus rental for out of town cultural excursions @ \$2,200 for 1 event	\$ 2,200.00	
	Program van lease @ \$1,090/month x 12 months	\$ 13,080.00	
Field Trips	Field Trips for participants - can include location fees, hotels, buses, food.		
	1 Cultural awareness education trip to Montgomery @ \$2,500	\$ 2,500.00	\$ 5,000.00
	1 Historical and educational trip to Mobile @ \$2,500	\$ 2,500.00	
	Field trip funds are used to provide field trips to culturally significant events, presentations, tours, etc... Funds are used for admission tickets, transportation to and from the event, travel meals, snacks, drinks, matching mental health awareness shirts to be easily identifiable, etc		
Direct Client Assistance	Assistance given to Participants to address a need of that participant, examples include clothes, food, housing, etc. Specify dollar amount per participant and what needs will be addressed.		
	Sports, art and recreational registrations, equipment, participation fees and uniforms @ \$2,000/month x 12 months = \$24,000	\$ 24,000.00	\$ 30,000.00
	Clothing and shoes for participants in need for school or work @ \$500/month x 12 months = \$6,000	\$ 6,000.00	
	We do not have a set per participant amount. The number of participants served and expense incurred varies based on the needs of the youth and pro-social events they choose to participate in. We have not set a cap on total amount allowed per participant. For back-to-school clothes and shoes we did set a soft guideline of \$125-\$350 per participant. This number was determined by researching the average amount of money spent on back-to-school cloths in our geographical area of Florida. DCA is tracked in SharePoint and is approved through Sharepoint by the direct supervisor		
	Indirect Expenses Incurred by Program		

Line Item	Explanation	Subtotal	Total
Indirect Expenses	Overhead administrative and progream management expenses to support program HR Staff (30% of salary) - \$24,200, Payroll Manager (10%) - \$9,300, Accounts Payable (20%) - \$16,600, Executive Director (25%) - \$36,900, COO (5%) - \$7,200, Accounting (5%) - \$5,800, Payroll Benetits (7.65%) - \$7,650. 2.49% of all other non-salary corporate/admin expenses as in the list provided - \$22,220.	\$ 129,870.00	\$ 129,870.00

Total\$ 1,128,877.00

Twin Oaks	
Question 1 - Benefits	Do they not all employees take the insurance or 401K? The numbers do not match.
	Tammy Abrams rounded the number on the Health Insurance from \$20,519.52 to \$20,519.51 because SAMIS doesn't like decimals in the budget and this made the total benefits budget have no decimals. Tony please answer regarding the Health insurance and 401K amounts being low compared to the number of employees. What is the percentage that twin oaks contributes to 4014K and how many employees take the health insurance.
	This is always a bit of a wildcard with any personnel budget in that it is not a stagnant or set amount. Employees can opt in and out of company benefit options within the stated rules/parameters of the individual plans. The company medical plan open enrollment is in June each year for an August 1st effective date. Currently, only 5 of 15 program staff participate in the company's medical plan. That can change at open enrollment in any given year. 2 of those 5 participants are allocated to this program at 20% and 25%, respectively, to this program. Only 3 of 15 participate in the company's 401K plan which mat+ches 25 cents per \$1 of the employee's contributiou up to 6% of their pay. 2 of those 3 participants are allocated to this program at 20% and 25%, respectively, to this program. Staff can opt into the 401K plan at any time.
Question 2 - Professional Services/ Contract Labor	How many mentors are involved in the program in order for it to add up to \$20,000?
	Barber Services. Averages 12 haircuts per week at \$30 per haircut over 52 weeks.
Question 3 - Internet	Are there other programs being conducted at this location and what percentage of the internet is ECT covering if there are?
	No, this is the only program operated at this location.
Question 4 - Liability Insurance	Is the liability insurance being allocated across all programs provided at this location?
	The insurance is allocated across all Twin Oaks programs. There are no other programs besides Escambia Connects at this location. This program is currently only 2.4% of the overall Twin Oaks allocated insurance expense.

Question 5 - Staff Travel	Do they exceed the \$10,000 budgeted for?
	No, year 2 had an amended budget of \$4,500 and has spent \$2,347 as of July 31, 2025.
	Please explain the increase in the Staff travel budget from the amended budget in year 2.
	Compared to other Twin Oaks programs, this program has much lower than expected staff travel expense. This is due to staff, who are otherwise eligible to submit their travel reimbursement each month, choosing not to despite being encouraged to do so. If all eligible staff submitted their travel for reimbursement each month, as they could, \$10,000 might not be enough to cover it. Only 2-3 staff submitted travel reimbursements regularly during FY 24-25. Local travel expense also varies by youth assignment and local events.
Question 6 - Advertising and Marketing	What is the informal mental health awareness marketing material @ \$5,000?
	This material supports Tier 1 Outreach services. Items generally used to promote general mental health awareness as well as provide education on monthly mental health awareness themes. Items such as pens, stickers, hats, soft sports balls, stress balls, or other promotional items that use self-help or self-awareness themes or provides program and/or emergency contact information on how to get services. These items are used in conjunction with community awareness events. This expense also includes banners, tabel covers, program vehicle signage, etc.
Question 7 - Advertising and Marketing	Please explain what Direct youth outreach is and what is included in the budget number.
	This supports Tier 1 outreach contacts which relate to a specific topic or theme used to educate youth and families that are not enrolled in the program. This allows us to reach a larger population with education on specific area of mental health such as stress, depression, anxiety, suicide awareness, bully prevention/intervention, healthy relationships, and signs and symptoms of mental illness so they can educate themselves and others. This is direct outreach to groups of youth to provide pro-social awareness or informal mental health awareness such as expenses incurred for providing lunch and learns at Warrington Prep or other youth groups in the county. This also includes expenses related to renting a booth at community or cultural events to promote the program or recruit participants.
	Please explain what Family Night is and what is included in the budget number? Does this include food for the event? What type of advertising/marketing is done?

<p>Question 8- Advertising and Marketing</p>	<p>Famliy night events are either dinner and learn type of programs with local churches or civic groups where the program and services are promoted to families not currently participating in the program or they are used to coordinate positive, informal mental health events such as a bowling night for families to releive stress and provide positive memories for those who are current participants. This is included in advertising and marketing because we are sharing the program with a larger group and families are encouraged to bring potential program participants. Activities are also included from the programs evidenced based curriculums.</p>
<p>Question 9 - Food and Snacks</p>	<p>Please explain the community engagement/awareness events and what the \$125 per event includes.</p> <p>This is to purchase snacks/drinks for communtiy awareness/marketing events for the general public as they engage with staff generally at a booth/table. Mostly, themed (holiday/season or mental health) candy or cookies and bottled water or soda.</p>
<p>Question 10 - Client Transportation and Field Trips</p>	<p>You have a bus rental for \$2,200, what are the other two \$2,5000 fees for under field trips if the bus rental is already under client transportation?</p> <p>Budget narrative states that the fees are for admission, travel meals, snacks, drinks, and matching shirts. The bus rental is extra for the trip to Montgomery. Tony please add additional clarity.</p> <p>That's correct, this covers the cost of tickets, meals, snacks, drinks, matching tshirts, rain ponchos (if needed), hand sanitizer, etc. This may also cover the cost of tickets and meal for parents and/or siblings to attend.</p>
	<p>What is the max amount allowed per child, what is the time limit on the services? Do the kids have to be receiving a certain Tier of services to get this?</p> <p>In the budget narrative it states that they do not have a set amount per child and it depends on the child's needs. Tony please expand on this.</p> <p>Just like each child is an individual and is individuiually motivated towards positive behaviors, providing an individualized experience that improves their mental health and inner peace and happiness is key to unlocking their potential and helping them find success despite their circumstances. Some kids find peace in an individual art program or project that can be relatively inexpensive while others find peace in the phvsical challenge of a sport that requires</p>

<p>Question 11 - Direct Client Assistance \$30,000</p>	<p>higher equipment and enrollment fees. It would be counterintuitive to the principles of informal mental health supports to try to make them all fit into one cup of resources and even harder for staff to execute that. Direct Client Assistance is intended to assist with cost to reduce barriers that may prevent the child from being able to participate due to financial constraints. For example, many youth want to participate in organized sports and have never had this opportunity. Through this budget items we are able to help them overcome the barrier to participating in a structured prosocial activity by paying the registration fees, cost of the uniform, and shoes. They may not otherwise have this opportunity to participate. This may include the purchase of a laptop for a youth to prepare to take college courses. It may provide tool belts to enter the workforce after receiving a carpentry certification. It may include school clothes that are new and the correct size for school aged participants. It may include purchasing a new pair of shoes that prevents a child from being bullied for worn out shoes. It may include boxing lessons to help a child release anger in a prosocial way. These are individualized items requested to improve an individual child's mental health by removing the barrier of cost to allow them to engage in experiences they would not have without it. So the effort and resources are focused on the right support at the right time that provides the support needed to minimize the longterm impact of trauma and stress. The boxing lessons we connect youth to are a great example of that. It's not about fighting, it's about discipline and building self confidence in a prosocial way. It's about increasing the informal mental health supports in the child's environment and connecting them to positive supports that will remain long after we are out of the picture. To provide an example of guidelines related to cost we recently purchased school clothes for many participants. Research was conducted on the average cost of school clothes for Pensacola FL in 2025. It was identified most families spend 185 to 350 per child depending on the child's age and clothing size. We used this as a guideline for cost per youth with items for school purchases to include the following approved items per youth, as needed, 5 tops, 5 bottoms, hoodie/sweatshirt, socks, underwear, belt, and 1 pair of shoes.</p>
<p>Question 12 - Direct Client Assistance \$30,000</p>	<p>Is the Boxing coach also a mentor. Is he getting paid for both services?</p> <p>No, the boxing coach is being paid exclusively for the coaching services. However, as any true sports coach, the intrinsic value he adds is that he is a motivator, an inspirator, a mentor, and a really good evaluator of what challenges youth face and how to use boxing as a good tool for life lessons. We get that for free.</p>
<p>Question 13 - Indirect</p>	<p>Instead of the percentage given we would like a dollar amount per position.</p> <p>HR Staff (30% of salary) - \$24,200, Payroll Manager (10%) - \$9,300, Accounts Payable (20%) - \$16,600, Executive Director (25%) - \$36,900, COO (5%) - \$7,200, Accounting (5%) - \$5,800, Payroll Benefits (7.65%) - \$7,650. 2.49% of all other non-salary corporate/admin expenses as in the list provided - \$22,220.</p>

Question 14 - Office Supplies	Computers are only 2 years old, why does one need replaced already?
	Emperically, we budget one computer replacement per year per 10 issued even if they are brand new. These are laptops and our services are rendered in the field so the risk of accidents and replacement is higher. We currently have not identified a computer that has to be replaced but anticipate one during the year. We hope it's not more than that.



RESOLUTION 2025-20

A RESOLUTION OF THE ESCAMBIA CHILDREN'S TRUST AUTHORIZING THE EXECUTIVE DIRECTOR TO ENTER INTO AGREEMENTS WITH PROVIDERS OFFERING SERVICES FOR CHILDREN AND FAMILIES IN ESCAMBIA COUNTY, FLORIDA IN RESPONSE TO ITB 2024-01 HEALTHY SCHOOLS ESCAMBIA.

WHEREAS, the Escambia Children's Trust (the Trust), was created pursuant to Sec. 125.901, Florida Statutes; and

WHEREAS, the Trust has within its power and functions to provide such services for all children as the Trust determines are needed for the general welfare of the county; and

WHEREAS, ITB 2024-01 was closed on September 20, 2024; and

WHEREAS, the Grant Review Committee has recommended approval of the United Way contract at the amount listed below; and

WHEREAS, the Program Committee has recommended approval of Year two funding of the United Way contract at the amount listed below:

UNITED WAY	Not to exceed \$450,000 per year per school
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AND WHEREAS, the funding is within the budgeted amount in the 2025-2026 fiscal year budget.

NOW THEREFORE, BE IT RESOLVED by the Escambia Children's Trust that the Board of Directors of the Trust does hereby authorize the Executive Director to enter negotiations and subsequent contract with the approved provider.

DULY ADOPTED in regular session, this 18th day of October, A.D., 2025.

By: _____
Ms. Stephanie White, Vice-Chair

ATTEST: _____
Ms. Tori Woods, Treasurer

Organization Name:	United Way of West Florida		
Project Name:	Healthy Schools Escambia		
Project Budget Period: MM/DD/YY to MM/DD/YY	11/1/2025 - 10/31/2026		
Complete this form using MS Excel.			
<ul style="list-style-type: none"> • Submit the proposed project budget using this form ONLY along with your proposal narrative. • Include all revenue and expenses for the proposed project. Net income should equal zero (\$0). • If necessary, add line items to reflect all anticipated revenue and expenses. 			
	Year 2 Original request	Year 2 New request	Change
Revenue			
ECT Request	\$ 1,800,000.00	\$ 1,800,000.00	\$ -
			\$ -
Total Revenue	\$ 1,800,000.00	\$ 1,800,000.00	\$ -
Expenses			
Personnel (Salary and Wages)	\$ 388,875.21	\$ 427,933.77	\$ 39,058.56
Benefits (Insurance, Retirement, Taxes, etc.)	\$ 114,741.75	\$ 128,870.90	\$ 14,129.15
Legal Services			\$ -
Accounting & Auditing		\$ 10,500.00	\$ 10,500.00
IT Services	\$ 7,800.00	\$ 19,700.24	\$ 11,900.24
Other Professional Services/Contract labor	\$ 97,280.00	\$ 33,520.00	\$ (63,760.00)
Lease/Space Rental			\$ -
Utilities (elctricity, water, etc.)			\$ -
Telephone			\$ -
Internet			\$ -
Directors & Officers Insurance			\$ -
Liability Insurance			\$ -
Property Insurance			\$ -
Auto Insurance			\$ -
Staff Travel (Local, Out-of-County, etc.)	\$ 1,500.00	\$ 5,205.25	\$ 3,705.25
Freight and Postage			\$ -
Printing & Binding	\$ 10,000.00	\$ 10,000.00	\$ -
Advertising and Marketing			\$ -
Office Supplies (Items < \$5,000)	\$ 3,548.00	\$ 21,000.00	\$ 17,452.00
Subscriptions or Membership fees			\$ -
Software or Apps		\$ 1,680.00	\$ 1,680.00
Professional Development	\$ 6,000.00	\$ 5,903.00	\$ (97.00)
Equipment (Items > \$5,000 each)			\$ -
Fingerprinting and Background checks	\$ 484.20	\$ 484.20	\$ -
Food and Snacks	\$ 30,000.00	\$ 10,000.00	\$ (20,000.00)
Client/Participant Transportation	\$ 100,000.00	\$ 30,000.00	\$ (70,000.00)
Sub-grants to Partner Organizations	\$ 751,340.84	\$ 660,075.45	\$ (91,265.39)
Participant incentives	\$ 20,000.00	\$ 22,520.00	\$ 2,520.00
Building Maintenance			\$ -
Volunteer Training	\$ 3,000.00		\$ (3,000.00)
Program Supplies	\$ 20,000.00	\$ 65,722.50	\$ 45,722.50
Vehicle Purchase			\$ -
Field Trips	\$ 20,000.00	\$ 20,000.00	\$ -
Direct Client Assistance	\$ 75,000.00	\$ 178,000.00	\$ 103,000.00
Match Payments			\$ -
Total Direct Expenses	\$ 1,649,570	\$ 1,651,115	\$ 1,545
Indirect expenses (state % used)	\$ 150,430	\$ 148,885	\$ (1,545)
Total Expenses	\$ 1,800,000	\$ 1,800,000	\$ -
Net Income	\$ -	\$ -	\$ -

9.02%

Escambia Children's Trust Budget Narrative Examples

UNITED WAY - ESCAMBIA HEALTHY SCHOOLS

Line Item	Line item Narrative	Subtotal	Total
Salaries/ Wages	List position, number of employees in positions at same payrate and number of hours worked during grant period. These are W-2 employees.		
	Program Director @ 2080 hrs/year @ \$66,950 annual salary	\$ 66,950.00	\$ 427,933.77
	2 Program Coordinators @ 2080 hrs/year @ \$56,650 annual salary	\$ 113,300.00	
	2 Program Coordinators @2080 hrs /year @ \$55,000 annual salary	\$ 110,000.00	
	Administrative Assistant @ 2080 hrs/year @ 37,440 annual salary	\$ 37,440.00	
	Accounting Manager @ 832 hrs/year @ \$49,920 annual salary	\$ 19,968.00	
	Office Coordinator @ 1040 hr/year @ \$38,563 annual salary	\$ 19,281.50	
	Data Analyst @ 588 hr/year @ \$37440 annual salary	\$ 10,584.00	
	Director of Finance @ 416 hrs/year @86,299 annual salary	\$ 17,259.80	
	Director of Operations @ 208 hrs/year @ \$76,637 annual salary	\$ 7,029.75	
	VP of Impact Services @ 312 hrs/year @ \$85,000 annual salary	\$ 13,132.50	
	CEO @ 208 hrs/year @ \$137,800 annual salary	\$ 12,988.22	
Benefits	List benefits paid		
	FICA @ 7.65% = \$377625 * .0765	\$ 32,736.93	\$ 128,870.90
	Federal Unemployment @ 2.7% = \$377625*.027	\$ 11,554.21	
	Workers Comp Insurance @ 0.17% = \$377625*0.17%	\$ 727.49	
	LTD Insurance @ 0.73% = \$377625*0.73%	\$ 3,123.92	
	Life Insurance @ 0.39% = \$377625*0.39%	\$ 1,668.94	
	Health Insurance 6 employees @ 645.54/mo. 6 employees totaling 175% of \$645.54/mo. (Partial employees from above)	\$ 60,872.22	
	Retirement Match @ 3% = \$377625*.03	\$ 12,838.01	
	PEO Fee @1.25% = \$377625*1.25%	\$ 5,349.17	
Legal	List amount expected for legal services		
			\$ -
Accounting & Auditing	List amounts for accounting/bookkeeping services, audit, payroll processing fees, etc.		
	30% of audit expenses, \$35000 estimated total of single audit	\$ 10,500.00	\$ 10,500.00
IT Services	List amounts for any IT contracts you have or IT services you anticipate		
	IT Managed Services - 7 employees @ \$192.86 each	\$ 16,200.24	\$ 19,700.24
	IT R&M	\$ 3,500.00	

Line Item	Line item Narrative	Subtotal	Total
Other Professional Services/ Contract labor	List any 1099 employees working for you and the amount that their contract states they will get paid		
	11 Teachers @ \$30/session x 3 session/week x 22 weeks	\$ 21,780.00	\$ 33,520.00
	Data Analyst hired through Express Services for 3 weeks, 20 hrs a week @ \$29/hour	\$ 1,740.00	
	\$250/session, 4 sessions per month, for 10 months = 250*4*10 = \$10,000 - Tee's House coming to each school 1x per month for nutritional education, making smoothies with students.	\$ 10,000.00	
Lease/Space Rental	Address of building x rate per month x number of months		\$ -
Utilities (elctricity, water, etc.)	List all utilities and average monthly amount		\$ -
Telephone	List telephone accts and monthly amounts		\$ -
Internet	List internet accounts with address and monthly rate		\$ -

Line Item	Line item Narrative	Subtotal	Total
Directors & Officers Insurance	List D&O insurance policy and portion charged to ECT		\$ -
Liability Insurance	Liability and Excess Liability insurance		\$ -
Property Insurance	List property Insurance policies		\$ -
Auto Insurance	List Auto Insurance Policies		\$ -
Staff Travel (Local, Out-of-County, etc.)	List local and out of county travel anticipated		\$ 5,205.25
	Program Director travel to conference for CPE, estimated \$1000	\$ 1,000.00	
	Local travel for 7 staff @ .445/mile x 1350 miles x 7 employees	\$ 4,205.25	
Freight and Postage			\$ -
Printing & Binding	Anticipated printing and binding		\$ 10,000.00
	4 schools @ \$2,500 each = 4*2500; this covers posters for the schools, marketing materials, printing for partner programs, etc.	\$ 10,000.00	

Line Item	Line item Narrative	Subtotal	Total
Advertising and Marketing	List anticipated Advertising and Marketing expenses		
			\$ -
Office Supplies (Items < \$5,000)	Office supplies and equipment items costing less than \$5,000 each		
	4 schools @ \$3000 each = 4*3000	\$ 12,000.00	\$ 21,000.00
	2 Computers for new employees @\$1200 each	\$ 2,400.00	
	Supplies for Office Staff working on Grant @ 2000	\$ 2,000.00	
	Misc office equipment for program staff	\$ 4,600.00	
Subscriptions or Membership fees	List membership and subscription fees here		
			\$ -
Software or Apps	Computer Software or mobile apps used in business operations		
	Harmonize Platform - \$140/month * 12 months	\$ 1,680.00	\$ 1,680.00
Professional Development	List Professional development your agency will provide		
	5 staff @ \$1000 each *5	\$ 5,000.00	
	Red Cross Adult & Pediatric First Aid/CPR/AED training @ \$129/person for 7 employees	\$ 903.00	

Line Item	Line item Narrative	Subtotal	Total
			\$ 5,903.00
Equipment (Items > \$5,000 each)	List equipment items over \$5,000 each		\$ -
Fingerprinting and Background checks	Level 2 or equivalent background checks		\$ 484.20
	Background checks & finger prints for 4 employees @ \$121.05 each * 4	\$ 484.20	
Food and Snacks	List food and snacks anticipated to be used		\$ 10,000.00
	Snacks for various programs 4 schools @ \$2500 each *4	\$ 10,000.00	
Client/ Participant Transportation	List participant travel expenses as anticipated		\$ 30,000.00
	Transportation for students/parents for programs and/or field trips -4 schools @ \$7500 each *4	\$ 30,000.00	
Sub-grants to Partner Organizations	List agencies that your agency will have a contract with to provide specific services for your program		\$ 660,075.45
	Arc Gateway	\$ 9,100.00	
	Community Health NWFL	\$ 200,000.00	
	Council on Aging	\$ 40,000.00	
	Gulf Coast Kids' House	\$ 1,000.00	
	Lakeview	\$ 1,000.00	
	YMCA (GLA)	\$ 30,000.00	
	YMCA (West Pen)	\$ 30,500.00	

Line Item	Line item Narrative	Subtotal	Total
	Legal Services	\$ 8,750.00	\$ 300,073.40
	UWF	\$ 14,000.00	
	Boys and Girls Club	\$ 141,451.67	
	Nutrition Program, 1x per month for 4 hours @ \$81.13 per student, 1655 students across 4 schools.	\$ 134,273.78	
	ReadyKids - Kindergarten readiness for OJ Semmes	\$ 50,000.00	
Participant incentives	List what the incentive is, how it's earned and dollar amount limit per participant		
	4 schools @ \$5000 each *4, purchases items for treasure boxes, good behavior incentives, teacher wellness programming, awards for wellness challenges, etc	\$ 20,000.00	\$ 22,520.00
	West Pensacola Incentive Trip to the Movies - \$6/participant at 420 participants	\$ 2,520.00	
Building Maintenance	Minor and normal building maintenance. Examples include pest control, lawn care, and minor repairs to buildings and equipment		
			\$ -
Volunteer Training	Trainings offered to volunteers		
			\$ -
Program Supplies	Supplies used by participants in program operations		
	4 schools @ \$12500 each *4, supplies for partner agencies with will be used directly by students. For example, sports equipment, food for nutritional demonstrations, hygiene wellness program supplies, tutoring supplements	\$ 50,000.00	\$ 65,722.50
	1655 students @ \$9.50/student - ingredients to make smoothies as part of a nutritional education session with Tee's House	\$ 15,722.50	

Line Item	Line item Narrative	Subtotal	Total
Field Trips	Field Trips for participants - can include location fees, hotels, buses, food.		
	4 schools @ 5,000 each *4, field trip needs are determined by the school administrators during the year and requested.	\$ 20,000.00	\$ 20,000.00
Direct Client Assistance	Assistance given to Participants to address a need of that participant, examples include clothes, food, housing, etc. Specify dollar amount per participant and what needs will be addressed.		\$ 178,000.00
	4 schools @ \$18750 each *4; clothing and schools supplies for students in need throughout the year. All needs are vetting by the program coordinators before purchases are made.	\$ 75,000.00	
	Emergency Food Boxes for students, once per quarter. Offered to 10% of the school population (1655 students * 10% = 166 students) @ \$125 per box. =166*\$125*4 = 83,000	\$ 83,000.00	
	Rent and Utility Assistance - Up to \$1,000/family, 1x only. Up to 20 families	\$ 20,000.00	
Total Direct Expenses			\$ 1,651,115.31
Indirect Expense	Detail the percentage and what the indirect expenses are budgeted for.		
			163636.4
	The HSE contract is 44.65% of UWWF's Program Budget.		
	Dues and Subscriptions = \$46,451	\$ 20,740.34	
	Insurance - property, commercial, cyber, D&O, Umbrella, DIC Policy, Flood = \$28199	\$ 12,590.85	
	Occupancy - Internet, utilities, Alarm, HOA Fees, Supplies, Building repairs, Ad Valorem (Fire) = \$42740.76	\$ 19,083.75	
	Technology Expense = \$5841	\$ 2,608.01	
	Office Supplies = \$1570	\$ 701.01	
	Postage = \$1030	\$ 459.90	
	Depreciation = \$53316	\$ 23,805.59	
	Marketing = 2.54% of marketing budget, \$113689.10	\$ 2,887.70	
	Partner Organization OH @ 10% of their program costs	\$ 66,007.55	
Total Expenses			\$ 1,800,000.00

Line Item	Line item Narrative	Subtotal	Total
	Indirect percentage		9.02%

\$ 0.00

Healthy Schools Escambia

Annual Outcomes Report | 2024–2025

Healthy Schools Escambia (HSE) continues to advance whole-child wellness through strategic, multi-agency collaboration. This year's efforts reflect our commitment to inclusive access, enrichment, and family-centered support across Escambia County.

In its foundational year, Healthy Schools Escambia focused on building the infrastructure necessary to sustain whole-child programming across distinct school communities, recognizing the unique strengths, challenges, and priorities that shape each site's approach to student wellness. We deepened our understanding of the Whole School, Whole Community, Whole Child (WSCC) model and developed internal policies and procedures to guide administrative operations with clarity and consistency.

This year also prioritized relationship-building with school staff, HSE-sponsored agencies, and community stakeholders to foster alignment and trust. Through district-wide landscape analysis and needs assessments, we identified service gaps. We refined our approach to meet the evolving needs of students and families connected to the campuses of Global Learning Academy and O.J. Semmes Elementary. Additionally, we proactively oriented new partner schools, Brentwood Elementary and West Pensacola Elementary, by conducting mini-need assessments and collaborative planning sessions with school leadership to prepare for Year 2 implementation.

Below is a summary of our impact, organized by eight key domains of the Whole School, Whole Community, Whole Child (WSCC) framework. This year laid the strategic foundation for scalable, responsive wellness programming across schools in Escambia County. With strengthened partnerships and clearer pathways, Healthy Schools Escambia is well-positioned to advance whole-child wellness with even greater reach and precision in Year 2.

1. Physical Education & Physical Activity

Implementation of a comprehensive school physical activity program (CSPAP), a national framework for physical education and youth physical activity. A CSPAP coordinates five components: physical education, physical activity during school, physical activity before and after school, staff involvement, and family and community engagement.

- Hosted after-school sports programming through the YMCA's Y-Sports initiative for 25 students at Global Learning Academy and 17 students at West Pensacola Elementary, promoting movement, teamwork, and healthy habits.

- Supported two 5th grade field trips to Fort Pickins and the Gulf Breeze Zoo, engaging 72 students at O.J. Semmes Elementary in physically active, experiential learning that promoted movement, exploration, and whole-child development.
- Discussed ideas to expand physical education activities and supplement curriculum with department staff at O.J. Semmes Elementary.
- Invested in physical wellness resources at Global Learning Academy, enhancing the physical education and recess experience of students through team-building games, cooperative play, and movement-based activities.

2. Nutrition Environment & Services

Provides students with opportunities to learn about and practice healthy eating through nutrition education, access to a variety of food and beverages, and educational messages about food throughout the cafeteria and school campus.

- Coordinated the 2025–2026 Registration Bash at Global Learning Academy, which included access to family resources such as nutrition support and food security services, benefitting a total of 25 new families, with 10 community agencies present.
- Hosted a Summer Enrichment Program for rising 5th graders at Global Learning Academy, with weekly themes centered on healthy food choices and nutrition awareness. Students explored the connection between balanced eating, active play, mental wellness, and lifelong habits, while also strengthening their academic skills in math, reading, and science.

3. Health Education

Structured health education encompasses any combination of planned learning experiences that equip students with the skills to make informed, quality health decisions.

- Delivered child abuse prevention and safety education to 791 individuals through Gulf Coast Kids House.
- Facilitated 4 Parent Café sessions serving 28 participants, incorporating customized health literacy content to support family wellness and informed decision-making.

4. Social & Emotional Climate

Refers to the psychological aspects of students' educational experience, which influence students' social and emotional development. Looks at engagement in school

activities, relationships with other students, staff, family, and community, and academic performance.

- Funded student incentive initiatives to reward positive behavior, improved attendance, and 5th-grade promotion at O.J. Semmes.
- Foster Grandparent Program mentored 322 students, fostering intergenerational connection and emotional support.
- Established after-school tutoring programs at Global Learning Academy (59 students) and O.J. Semmes Elementary (18 students), strengthening academic and relational ties.
- Summer Enrichment Program for rising 5th graders at Global Learning Academy served 11 students, blending academic growth with social-emotional development.
- Established academic tutoring services at West Pensacola Elementary in September 2025, benefiting approximately 10% of the student population.
- Establish academic tutoring services at Brentwood Elementary in September 2025, benefitting approximately 11% of the student population.
- Sponsored wellness activities and healthy meals for faculty and staff at all partner schools.

5. Health Services: Onsite Medical, Dental & Vision

School health services collaborate with school and community support services to enhance students' and families' capacity to cope with health and social stressors (e.g., chronic health conditions), overcome social and economic barriers to health, and manage these stressors while advocating for their own health and learning needs.

- Provided medical and dental care to 358 students across partner schools.
- Offered free health screenings and vaccinations during the Global Learning Academy and West Pensacola Registration Bash events, ensuring readiness for the school year.

6. Counseling, Psychological & Social Services

Supports the mental, behavioral, and social-emotional health of students and assists in the learning process.

- Referred 3 family members and 3 students from O.J. Semmes to Lakeview for mental health services, establishing pathways to long-term care.

- Referred 3 family members and 2 students from Global Learning Academy to Lakeview for mental health services, establishing pathways to long-term care.
- Conducted targeted home visits to 4 families at O.J. Semmes to discuss Parent Café and wellness supports.
- Supported 3 households facing housing instability through collaborative assistance at O.J. Semmes.

7. Family Engagement

Families and school staff collaborate to support and enhance students' learning, development, and overall well-being. The relationships between school staff and families play a crucial role in reinforcing student health and learning across multiple settings, including the home, school, out-of-school programs, and the community.

- Conducted a Needs Assessment with input from family members and school staff from Global Learning Academy and O.J. Semmes, indicating interest in programming centered on education, basic needs support, expanded physical, dental, and mental health services, trauma-informed training, and after-school enrichment opportunities.
- Parent Café sessions hosted 28 individuals at Global Learning Academy, with transportation assistance provided to two families.
- Coordinated Registration Bash events at Global Learning Academy and West Pensacola Elementary with strong community and HSE partner presence, welcoming new families with wraparound support.
- Conducted outreach through home visits to deepen trust and engagement with families at O.J. Semmes.
- Funded family incentives to reward families at O.J. Semmes with children who met attendance goals for the first 9 weeks of the 2025-2026 school year.

Program Measures

Healthy Schools Escambia

Year 2

Section A – Program Measures

Analyzing Data

Describe the partnership's approach to collecting and analyzing data amongst all participating partners to provide overall results of implemented services and programming.

To manage, harmonize, and analyze data from all community partners, the University of West Florida (UWF) will develop individualized quarterly data reporting tools for each partner organization. These will be based upon the goals submitted by each organization to UWWF each year and will include targets for the number of children and families served. Further progress on academic measures will be gathered from the schools. These will be imported into a central database, managed by UWF but accessible to the steering committee and UWWF. Quarterly data collection will commence two weeks before the quarter's end, and UWF will produce a data report with visualizations. United Way of West Florida will call a Steering Committee meeting at the conclusion of each quarter to review and discuss data trends. Data will be used to engage in continuous improvement and ensure that partner organizations meet target goals.

Framework Outcomes

Describe individually how the program or service supports healthier lives for students and/or families. Identify specific outcomes from the WSCC framework that the program/service will work toward and measure.

In Year 2, Healthy Schools Escambia will address all 10 WSCC framework components in response to needs assessments conducted in Year 1 with faculty/staff and families at Global Learning Academy and O.J. Semmes Elementary, as well as mini needs assessments conducted with school leadership at Brentwood Elementary and West Pensacola Elementary.

Healthy Schools Escambia will build on the foundational work established in Year 1 schools by extending comprehensive support services to Year 2 sites, Brentwood Elementary and West Pensacola Elementary. These efforts will include onsite medical and dental care, referral pathways to Lakeview and Legal Services of North Florida, Parent Café programming, and community needs assessments to inform responsive service delivery. Educational workshops will continue through partnerships with Gulf Coast Kids House and Legal Services of North Florida. Additionally, after-school sports programming will be extended to West Pensacola Elementary, and academic tutoring services will be hosted at all four HSE school sites.

Details of potential services and expected outcomes for each WSCC component are listed below:

1. Health Education

- a. Potential Services:
 - i. Education on the benefits of physical activity and a healthy diet.
 - ii. Integrate trauma-informed practices into curricula and programming across grade levels
 - iii. Establish a 'Healthy Habits' wellness initiative to focus on topics such as hygiene, nutrition, sleep routines, and hydration
- b. Outcomes:
 - i. Increased student engagement and retention of health concepts
 - ii. Improved health literacy across the campus community

2. Nutrition Environment and Services

- a. Potential Services:
 - i. Partner with local food banks, farms, and organizations to provide seasonal produce, nutrition education, live demonstrations, and meal starter kits that can be prepared at home
 - ii. Student-led garden clubs that connect nutrition to science and sustainability
 - iii. Hands-on activities using food models, sorting games, and meal-building exercises
 - iv. Quarterly emergency food distribution, benefiting students and families with healthy meal components
- b. Expected Outcomes:
 - i. Students and the school community will gain insight about healthy eating, growing healthy seasonal food in a manageable and economic manner, and gain a deep understanding of nutritious food options

3. Physical Education and Physical Activity

- a. Potential Services
 - i. After school physical education, sports, and physical activity.
 - ii. Offer movement-based clubs (e.g., dance, martial arts, yoga).
 - iii. Create inclusive PE programs for students with disabilities
- b. Expected Outcomes:
 - i. Improved fitness, which is linked to academic achievement
 - ii. Increased physical activity among all student groups
 - iii. Enhanced motor skills and self-confidence

4. Health Services

- a. Potential Services

- i. Provide on-site medical and dental services to enhance the standard of health and health knowledge for students and families.
 - ii. Implement care coordination with local providers for chronic condition management
- b. Expected Outcomes:
 - i. Increased percentage of families and students with access to healthcare.
 - ii. Increased student engagement and retention.
 - iii. Early identification and intervention for health concerns.
 - iv. Reduce absenteeism due to unmanaged health issues.

5. Counseling, Psychological, and Social Services

- a. Potential Services:
 - i. Referral services with community-based organizations that will extend the services currently provided by the school district.
 - ii. Trauma-informed training for school staff and families
 - iii. Legal assistance and education for family related to issues impacting the child's educational success (e.g., eviction, basic needs insecurity)
- b. Expected Outcomes
 - i. Expanded behavioral health services offered to students and family access to mental health services provided by Lakeview.
 - ii. Greater family stability, increased benefits, and improved access to educational support, dependent on the nature of the barriers faced by each family.
 - iii. Increased referrals to appropriate supports.
 - iv. Improved coping skills and emotional regulation.

6. Social and Emotional Climate

- a. Potential Services
 - i. Launch student-led climate councils to assess and improve school culture
 - ii. Use restorative circles to build empathy and resolve conflict
 - iii. Classroom and after-school program agreements co-created by students to foster respect and inclusion
 - iv. Academic tutoring programs to foster positive relationships, build student confidence, and create safe spaces for learning.
 - v. Host after-school enrichment programming to promote emotional resilience, peer connection, and inclusive engagement while strengthening academic skillsets
- b. Expected Outcomes
 - i. Improved sense of belonging and school connectedness

- ii. Decreased reports of bullying, exclusion, and adverse behaviors

7. Physical Environment

a. Potential Services

- i. Safe routes to school mapping and walkability audits
- ii. Green space enhancements and calming corners in classrooms
- iii. Improved lighting, air quality, and sensory-friendly spaces

b. Expected Outcomes

- i. Enhanced learning conditions and comfort
- ii. Reduced environmental stressors
- iii. Increased student safety
- iv. Enhanced readiness to learn through sensory-friendly environments

8. Family Engagement

a. Potential Services

- i. Parent Cafés at each school
- ii. Parent wellness ambassador program co-designed with families
- iii. Multilingual family resource nights with wraparound service providers
- iv. Co-design wellness goals with families through focus groups, surveys, and/or listening sessions
- v. Host multilingual family forums with childcare and meals
- vi. Host resource fairs to highlight community-based organizations that provide support services for families seeking basic needs and enrichment opportunities

b. Expected Outcomes

- i. Increase family strengths and participation in school initiatives
- ii. Stronger alignment between home and school wellness practices
- iii. Strengthened family-school trust and collaboration
- iv. Increased family participation in school decision-making
- v. Increased family awareness and utilization of local resources, leading to improved access to basic needs, enrichment programs, and wraparound supports that contribute to student stability and success

9. Community Involvement

a. Potential Activities

- i. Conduct a community needs assessment with school staff and the broader community to help define current perceptions of overall community and school community health.
- ii. Service-learning projects aligned with community health priorities
- iii. Collaborate with district-level wellness teams and committees

- iv. Mentorship opportunities that encourage intergenerational relationships
- b. Expected outcomes
 - i. Strengthened community-school partnerships
 - ii. Aligned practices with district-level priorities
 - iii. Expanded community ownership of student wellness
 - iv. Responsive, tailored school programming based on results of community needs assessment.
 - v. Stronger intergenerational relationships

10. Employee Wellness

- a. Potential Services
 - i. Staff wellness champions and peer support circles
 - ii. Embedded mindfulness, movement, and professional renewal opportunities
 - iii. Create recharge zones and encourage flexible wellness activities
 - iv. Co-created wellness challenges that include students and staff
- b. Expected Outcomes
 - i. Improved staff retention and morale
 - ii. Increased modeling of healthy behaviors for students
 - iii. Improved school-wide culture of wellness
 - iv. Strengthened intergenerational relationships and modeling of healthy behaviors

Goals and Targets

The goal for this program is to annually serve the following numbers of children, families, and staff per WSCC component.

- **On-site pediatric medical services**
 - 248 children total
- **Dental Services**
 - 250 children total seen by the Mobile Dental Unit
- **Social Service Support (including basic needs attainment for students and families)**
 - 50 families with children will gain information about their legal rights.
 - Up to 5 families per school will be the recipients of direct legal assistance.
 - Brentwood Elementary
 - Global Learning Academy
 - O.J. Semmes Elementary
 - West Pensacola Elementary
- **Mental Health Services and/or Support Services**

- Lakeview will serve 60 students/family members across all schools for behavioral health services
 - Brentwood Elementary
 - Global Learning Academy
 - O.J. Semmes Elementary
 - West Pensacola Elementary
- **Family Engagement**
 - 9 Parent Café sessions offered annually, with at least 10 participants hosted in each session for a total of 90 participants
 - 3 community-based family resource nights offered

Goals and Targets

Define the goals and targets for the grant period. Specifically, how many children and/or families would be served by the organization(s) annually.

While formal goals and performance targets for Year 2 implementation at Brentwood and West Pensacola Elementary have not yet been finalized, Healthy Schools Escambia intends to model projected benchmarks based on Year 1 goals and targets at Global Learning Academy and O.J. Semmes Elementary. This approach allows us to anticipate service delivery needs, align with WSCC components, and prepare for responsive, data-informed planning.

Preliminary Targets by WSCC Component (Modeled from Year 1 Benchmarks):

- **Physical Health Services**
 - **Medical:** Onsite visits for 100-150 students per school annually
 - **Dental:** Preventive services for 75-100 students per school
 - **YMCA Sports:** YMCA will provide a sports after-school program for 30 students at Global Learning Academy and West Pensacola Elementary.
- **Nutrition and Health Education**
 - **Student Reach:** Deliver nutrition and health education to 100% of students in grades K-5 through various means such as enrichment sessions, embedded curriculum, or family engagement events.
 - **Healthy Food Access:** Coordinate with school cafeterias and community providers to promote nutritious options and food literacy.
- **Behavioral and Mental Health + Social Support Services**
 - **Referrals to Lakeview:** 20-30 students and families per school, with coordinated follow-up.

- **Basic Needs Attainment & Legal Assistance:** 50 families with children will gain information about their legal rights. Up to 5 families per school will be the recipients of direct legal assistance.
- **Child Abuse Prevention:** All schools will receive education and training on child abuse prevention in partnership with Gulf Coast Kids House.
- **Social and Emotional Climate**
 - **Needs Assessments:** Conducted twice annually to inform programming and partnerships
 - **Academic Tutoring:** Tutoring services will be provided at all schools.
 - **Mentoring & Academic Support:** Council on Aging's Foster Grandparents will be placed in 4-6 classrooms at Global Learning Academy, O.J. Semmes Elementary, and West Pensacola Elementary.
- **Family Engagement**
 - **Parent Café Participation:** ARC Gateway/Help Me Grow will engage up to 180 parents/caregivers through Parent Café sessions at each school.
 - **Family Workshops:** Host 2-3 nutrition and health education events per school annually.
- **Community Engagement**
 - **Local Collaborations:** Partner with local organizations and food banks to co-deliver services related to food insecurity and other basic needs insecurities.

Collection Methods

Describe data collection methods and tools for measuring the outputs and outcomes, and how often this occurs.

Healthy Schools Escambia will continue to implement and refine its data collection and evaluation protocols to ensure accountability, responsiveness, and continuous improvement across all WSCC components. Building on the foundation established in Year 1, we will maintain core measurement strategies while exploring additional methods in consultation with the HSE Steering Committee, HSE Partner Organizations, and Escambia Children's Trust staff. Year 2 will include exploration of enhanced data visualization tools, a shared dashboard, and cross-agency data alignment strategies. These efforts will ensure that measurement practices remain rigorous, equitable, and actionable.

Individual reports for each partner organization under their respective WSCC components will be collected monthly and quarterly via United Way of West Florida's e-Cimpack grant management software. Partner agencies will be required to submit measurable program goals, inclusive of the number of students and/or families served.

UWWF and HSE Steering Committee will review all reports and make determinations about the achievement of program goals.

Achieved Outcomes

Describe how the partnership will know when the proposed outcomes have been achieved.

Healthy Schools Escambia will assess the achievement of proposed outcomes through a combination of quantitative benchmarks, qualitative feedback, and stakeholder validation. Outcomes will be considered achieved when measurable improvements align with predefined targets across WSCC components and when stakeholder feedback confirms meaningful impact.

Key indicators of success may include:

- **Service Delivery Benchmarks:** Meeting or exceeding targets for student participation, family engagement, and referral completion.
- **Behavioral and Knowledge Gains:** Demonstrated improvement in student health literacy, social-emotional skills, behavioral referrals, and safety awareness through pre-/post-assessments and observational data.
- **Family and Community Engagement:** Increased caregiver participation, satisfaction, and trust as captured through surveys, focus groups, and attendance records.
- **System Responsiveness:** Evidence that programming adapts to emerging needs identified through biannual needs assessments, monthly and quarterly reporting, and community input.
- **Partner Alignment:** Confirmation from HSE Steering Committee, partner organizations, and ECT staff that services are effectively coordinated, equitable, and aligned with strategic goals informed by the WSCC framework.

Achievements will be validated through ongoing data review cycles, including monthly and quarterly reporting, and refined through continuous improvement efforts to ensure sustained impact and relevance.

Continuous Improvement

Describe the partnership's plan for continuous improvement.

Healthy Schools Escambia is committed to ongoing evaluation and responsive program refinement across all participating school sites. In Year 2, we will continue monthly and quarterly reporting cycles to monitor service delivery, track progress toward goals, and identify emerging needs. These efforts will be informed by biannual needs assessment results and enriched through community-based focus groups and engagement opportunities. Input from families, school staff, and partner organizations will drive

iterative improvements and ensure that programming remains equitable, effective, and aligned with local priorities.

Section B – Year 2 Program Measures, Goals, and Outcomes Overview

The following charts outline proposed measures, goals, and expected outcomes for Healthy School Escambia's Year 2 implementation at Brentwood Elementary and West Pensacola Elementary. These targets are exclusive to Year 2 activities and reflect the anticipated scope of services and evaluation benchmarks for these two sites. While foundational efforts at Global Learning Academy and O.J. Semmes Elementary have been ongoing since Year 1, this framework is tailored to the unique needs and opportunities at Brentwood and West Pensacola. It will guide planning, service delivery, and continuous improvement throughout the program year.

Brentwood Elementary Goals and Outcomes Chart

Component Type	WSCC Component Health Services
Service Type	Required Service Medical, Dental
Program Goal	Program Goal Community Health Northwest Florida's mobile units will ensure children have equitable access to healthcare to overcome barriers. Additionally, ensure that K & 1st-grade children have been screened for dental care needs and that those needs have been met.
Anticipated Served	Anticipated Number Served <ul style="list-style-type: none"> On-site pediatric medical services <ul style="list-style-type: none"> 248 children total Dental <ul style="list-style-type: none"> 250 children total seen by the Mobile Dental Unit
Expected Outcomes	What are the expected outcomes? <ul style="list-style-type: none"> Medical: Onsite visits for 100-150 students per school annually Dental: Preventive services for 75-100 students per school
Component Type	WSCC Component Nutrition and Health Services
Service Type	Required Service Health Education

Program Goal	Program Goal Empower students and families to make informed, health-promoting choices by increasing nutrition education, fostering healthy behaviors, and strengthening connections to community wellness resources.
Anticipated Served	Anticipated Number Served Deliver nutrition and health education to 100% of students in grades K-5 in all schools through various means such as enrichment sessions, embedded curriculum, or family engagement events.
Expected Outcomes	What are the expected outcomes? At least 80% of participating students will demonstrate increased knowledge of core health and nutrition concepts, based on pre- and post-assessment results administered during the school year.
Component Type	WSSC Component Physical Education and Physical Activity
Service Type	Required Service On-site after-school programming with a focus on physical activity and additional academic support
Program Goal	Program Goal The YMCA Y-Sports program will keep students engaged in positive activities after the bell rings, offering homework help followed by structured physical activities that emphasize teamwork and confidence-building. Students will increase their physical activity and improve their health while in a safe, nurturing environment.
Anticipated Served	Anticipated Number Served 30 students
Expected Outcomes	What are the expected outcomes? The YMCA will collaborate with the health care partner to measure student health indicators at the beginning and end of the school year, demonstrating improvements.

Component Type	WSCC Component Counseling, psychological, and social services
Service Type	Required Service Mental Health Services and/or Support Services
Program Goal	Program Goal Increase education and awareness of child abuse and prevention tactics.
Anticipated Served	Anticipated Number Served 380
Expected Outcomes	What are the expected outcomes? Gulf Coast Kids House will provide child abuse prevention education to students and families, when available, once a month. The expected outcome is increased awareness of child abuse prevention tactics. Outcomes will be measured via pre-and post-tests, along with satisfaction surveys. Tests and surveys will be conducted after each presentation.
Component Type	WSCC Component Counseling, psychological, and social services
Service Type	Required Service Mental Health Services and/or Support Services
Program Goal	Program Goal Mental health stabilization and rehabilitation
Anticipated Served	Anticipated Number Served 20-30
Expected Outcomes	What are the expected outcomes? Upon referral, Lakeview will provide intervention to the student and their family after an initial assessment. A treatment plan will be developed, and clinical interventions will be implemented in collaboration with the family.
Component Type	WSCC Component Counseling, psychological, and social services
Service Type	Required Service

	Social Service Support Including Basic Needs Attainment for Students and Families
Program Goal	Program Goal Legal Services of North Florida will provide civil legal assistance to students to remove barriers that prevent academic achievement. These cases involve healthcare access, stabilized and safer housing, food stamps, and similar benefits, as well as access to school services. ECT funding for this project is primarily intended to support the connection and partnership with legal assistance, which will largely be funded by other sources.
Anticipated Served	Anticipated Number Served 50 families with children will gain information about their legal rights. Up to 5 families will be the recipients of direct legal assistance.
Expected Outcomes	What are the expected outcomes? At least 50 families with children at Brentwood will know their rights regarding common issues affecting their children's educational success and will be able to recognize when a legal solution exists for the challenges they face. At least 5 families with students at Brentwood will also receive direct legal services that will improve their stability while promoting their children's educational success. Outcomes include avoiding eviction, increased benefits, greater access to health care, improved housing conditions, enhanced family safety, and better access to educational support, depending on the nature of the barriers faced by each family.
Component Type	WSCC Component Family Engagement
Service Type	Required Service Community, school, and family engagement opportunities promoting health, nutrition, and well-being

Program Goal	Program Goal ARC Gateway/Help Me Grow Parent Cafes will increase family strengths, enhance child development, and reduce the likelihood of child abuse and neglect. They create an intimate environment where parents, caregivers, and community members can share and support each other as a strategy for strengthening families.
Anticipated Served	Anticipated Number Served 45
Expected Outcomes	What are the expected outcomes? Build the parents' protective factors, which helps them to provide nurturing care for their children, promoting better outcomes for children overall.

West Pensacola Elementary Goals and Outcomes Chart

Component Type	WSCC Component Health Services
Service Type	Required Service Medical, Dental
Program Goal	Program Goal Community Health Northwest Florida's mobile units will ensure children have equitable access to healthcare to overcome barriers. Additionally, ensure that K & 1st-grade children have been screened for dental care needs and that those needs have been met.
Anticipated Served	Anticipated Number Served <ul style="list-style-type: none"> • On-site pediatric medical services <ul style="list-style-type: none"> ○ 248 children total • Dental <ul style="list-style-type: none"> ○ 250 children total seen by the Mobile Dental Unit
Expected Outcomes	What are the expected outcomes? <ul style="list-style-type: none"> • Medical: Onsite visits for 100-150 students per school annually • Dental: Preventive services for 75-100 students per school

Component Type	WSSC Component Nutrition and Health Services
Service Type	Required Service Health Education
Program Goal	Program Goal Empower students and families to make informed, health-promoting choices by increasing nutrition education, fostering healthy behaviors, and strengthening connections to community wellness resources.
Anticipated Served	Anticipated Number Served Deliver nutrition and health education to 100% of students in grades K-5 in all schools through various means such as enrichment sessions, embedded curriculum, or family engagement events.
Expected Outcomes	What are the expected outcomes? At least 80% of participating students will demonstrate increased knowledge of core health and nutrition concepts, based on pre- and post-assessment results administered during the school year.
Component Type	WSSC Component Physical Education and Physical Activity
Service Type	Required Service On-site after-school programming with a focus on physical activity and additional academic support
Program Goal	Program Goal The YMCA Y-Sports program will keep students engaged in positive activities after the bell rings, offering homework help followed by structured physical activities that emphasize teamwork and confidence-building. Students will increase their physical activity and improve their health while in a safe, nurturing environment.
Anticipated Served	Anticipated Number Served 30 students
Expected Outcomes	What are the expected outcomes?

	The YMCA will collaborate with the health care partner to measure student health indicators at the beginning and end of the school year, demonstrating improvements.
Component Type	WSCC Component Counseling, psychological, and social services
Service Type	Required Service Mental Health Services and/or Support Services
Program Goal	Program Goal Increase education and awareness of child abuse and prevention tactics.
Anticipated Served	Anticipated Number Served 380
Expected Outcomes	What are the expected outcomes? Gulf Coast Kids House will provide child abuse prevention education to students and families, when available, once a month. The expected outcome is increased awareness of child abuse prevention tactics. Outcomes will be measured via pre-and post-tests, along with satisfaction surveys. Tests and surveys will be conducted after each presentation.
Component Type	WSCC Component Counseling, psychological, and social services
Service Type	Required Service Mental Health Services and/or Support Services
Program Goal	Program Goal Mental health stabilization and rehabilitation
Anticipated Served	Anticipated Number Served 20-30
Expected Outcomes	What are the expected outcomes? Upon referral, Lakeview will provide intervention to the student and their family after an initial assessment. A treatment plan will be developed, and clinical

	interventions will be implemented in collaboration with the family.
Component Type	WSCC Component Counseling, psychological, and social services
Service Type	Required Service Social Service Support Including Basic Needs Attainment for Students and Families
Program Goal	Program Goal Legal Services of North Florida will provide civil legal assistance to students to remove barriers that prevent academic achievement. These cases involve healthcare access, stabilized and safer housing, food stamps, and similar benefits, as well as access to school services. ECT funding for this project is primarily intended to support the connection and partnership with legal assistance, which other sources will largely fund.
Anticipated Served	Anticipated Number Served 50 families with children will gain information about their legal rights. Up to 5 families will be the recipients of direct legal assistance.
Expected Outcomes	What are the expected outcomes? At least 50 families with children at Brentwood will know their rights regarding common issues affecting their children's educational success and will be able to recognize when a legal solution exists for the challenges they face. At least 5 families with students at Brentwood will also receive direct legal services that will improve their stability while promoting their children's educational success. Outcomes include avoiding eviction, increased benefits, greater access to health care, improved housing conditions, enhanced family safety, and better access to educational support, depending on the nature of the barriers faced by each family.

Component Type	WSCC Component Family Engagement
Service Type	Required Service Community, school, and family engagement opportunities promoting health, nutrition, and well-being
Program Goal	Program Goal ARC Gateway/Help Me Grow Parent Cafes will increase family strengths, enhance child development, and reduce the likelihood of child abuse and neglect. They create an intimate environment where parents, caregivers, and community members can share and support each other as a strategy for strengthening families.
Anticipated Served	Anticipated Number Served 45
Expected Outcomes	What are the expected outcomes? Build the parents' protective factors, which help them to provide nurturing care for their children, promoting better outcomes for children overall.
Component Type	WSCC Component Community Involvement
Service Type	Required Service Mentoring Opportunities
Program Goal	Program Goal The goal of the Council on Aging's Foster Grandparent program is to support at-risk children in developing the skills, confidence, and strength needed to succeed academically and in life.
Anticipated Served	Anticipated Number Served 120
Expected Outcomes	What are the expected outcomes? At the conclusion of each school year, completed Assignment Plans document the child's specific skill area and the results of activities utilized during the term, which specify outcomes such as Improved, Not Improved, and/or Promoted, Not Promoted. Outcomes for reading skills, for example, include: 1)

	Ability to retell stories and provide details, 2) Vocabulary, 3) Reading Proficiency, 4) Word Identification/Recognition.
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Healthy Schools Escambia

Emergency Aid Assistance Procedure

Purpose:

To provide one-time emergency financial assistance to families facing acute hardship, while leveraging community partnerships and ensuring wraparound, needs-based support.

Funding requests are provided once in a lifetime to families and are contingent upon the availability of funds. On average, requests for emergency assistance can take up to 2 weeks to be processed (or longer during peak times).

Step-by-Step Procedure

1. Initial Request & Intake

- Families may initiate a request through school staff, community events, or direct contact with HSE Program Staff.
- The Program Coordinator conducts an intake interview (in-person, phone, or virtual) to gather basic information, including:
 - Nature of the emergency (e.g., housing, utilities, food insecurity)
 - Household composition and income status
 - Previous steps taken by the family to address the issue
 - Any current support from other agencies or programs
- The Program Coordinator documents the request using the HSE Emergency Aid Intake Form.

2. Case Management & Verification

- The Program Coordinator performs entry-level case management, including:
 - Verifying the emergency through documentation (e.g., eviction notice, utility shutoff, medical bill)
 - Identifying any existing supports (e.g., SNAP, Medicaid, school-based services)
 - Referring the family to relevant community and school-based partners for supplemental assistance
 - Noting any self-initiated interventions by the family (e.g., payment plans, job applications, outreach to churches or nonprofits)

Healthy Schools Escambia
Emergency Aid Assistance Procedure

3. Community Collaboration

- The Program Coordinator contacts a vetted local community organization (e.g., 211 Northwest Florida, Catholic Charities, United Ministries, Family Promise of Escambia County, etc.) to explore co-investment.
- If the partner organization agrees to contribute, the Coordinator documents the amount and type of assistance pledged.

4. Internal Review & Approval

- The full case file is submitted to the **Program Director** for review.
- The Director evaluates:
 - Urgency and eligibility
 - Completeness of documentation
 - Community partner involvement
 - Sustainability of the intervention
- Upon approval, HSE disburses funds directly to the vendor (e.g., utility company, landlord) or provides an in-kind donation to the family (e.g., student needs clothing or shoes).

5. Notification & Follow-Up

- The family is notified in writing of the approved assistance, including:
 - Amount and type of aid
 - Partner contributions
 - A clear statement that **this is a one-time emergency assistance**
- The Program Coordinator follows up within 30 days to assess impact and offer additional referrals if needed.



RESOLUTION 2025-21

A RESOLUTION OF THE ESCAMBIA CHILDREN'S TRUST AUTHORIZING THE EXECUTIVE DIRECTOR TO ENTER INTO AN AGREEMENT WITH THE NATIONAL FLIGHT ACCADEMY TO PROVIDE SERVICES TO ESCAMBIA COUNTY CHILDREN AND YOUTH

WHEREAS, the Escambia Children's Trust (the Trust), was created pursuant to §125.901, *Florida Statutes*, and

WHEREAS, the Escambia Children's Trust, per §125.901, *Florida Statutes*, has within its power and functions to provide such other services for all children as the council determines are needed for the general welfare of the county, and

WHEREAS a sole source application was submitted by The National Flight Academy. on October 3, 2024, and the Program Committee recommended overall funding at \$1,190,620 (One Million, One Hundred Ninety Thousand, Six Hundred Twenty dollars and no cents.), with year two totaling \$396,720.00 (Three Hundred Ninety-Six Thousand, Seven Hundred Twenty dollars and no cents),

AND, WHEREAS the \$396,720.00 cost is reasonable and within budget,

NOW, THEREFORE, BE IT RESOLVED by the Escambia Children's Trust, that:

The Board of Directors of the Trust does hereby authorize the Executive Director to enter into negotiations and contract with the approved provider for year-two funding.

DULY ADOPTED in regular session, this 18TH day of November, A.D., 2025.

ESCAMBIA CHILDREN'S TRUST

By: _____
Ms. Stephanie White, Vice-Chair

ATTEST: _____
Ms. Tori Woods, Treasurer

Organization Name:	National Flight Academy		
Project Name:	NFA/ECSD Partnership		
Project Budget Period: MM/DD/YY to MM/DD/YY	12/1/2025-11/30/2026		
Complete this form using MS Excel.			
<ul style="list-style-type: none"> • Submit the proposed project budget using this form ONLY along with your proposal narrative. • Include all revenue and expenses for the proposed project. Net income should equal zero (\$0). • If necessary, add line items to reflect all anticipated revenue and expenses. 			
	Year 2 Original request	Year 2 New request	Change
Revenue			
ECT Request	\$ 396,720.00	\$ 396,720.00	\$ -
			\$ -
Total Revenue	\$ 396,720.00	\$ 396,720.00	\$ -
Expenses			
Personnel (Salary and Wages)	\$ 270,135.00	\$ 268,135.00	\$ (2,000.00)
Benefits (Insurance, Retirement, Taxes, etc.)	\$ 20,665.00	\$ 20,495.00	\$ (170.00)
Payroll Taxes			\$ -
Retirement			\$ -
Life and Health Insurance			\$ -
Legal Services			\$ -
Accounting & Auditing			\$ -
IT Services			\$ -
Other Professional Services/Contract labor	\$ 59,590.00	\$ 59,090.00	\$ (500.00)
Lease/Space Rental			\$ -
Utilities (elctricity, water, etc.)			\$ -
Telephone			\$ -
Internet			\$ -
Directors & Officers Insurance			\$ -
Liability Insurance			\$ -
Property Insurance			\$ -
Auto Insurance			\$ -
Surety Bond			\$ -
Staff Travel (Local, Out-of-County, etc.)	\$ -		\$ -
Freight and Postage			\$ -
Printing & Binding			\$ -
Advertising and Marketing			\$ -
Office Supplies (Items < \$5,000)			\$ -
Subscriptions or Membership fees			\$ -
Software or Apps			\$ -
Professional Development			\$ -
Equipment (Items > \$5,000 each)			\$ -
Fingerprinting and Background checks			\$ -
Food and Snacks	\$ 39,330.00	\$ 38,500.00	\$ (830.00)
Client/Participant Transportation	\$ 7,000.00	\$ 10,500.00	\$ 3,500.00
Sub-grants to Partner Organizations			
Participant incentives			\$ -
Building Maintenance			
Volunteer Training			\$ -
Match Payments			\$ -
Program Supplies			\$ -
Website Administration			\$ -
Vehicle Purchase			\$ -
Field Trips	\$ -		\$ -
Direct Client Assistance	\$ -		\$ -
Total Direct Expenses	\$ 396,720	\$ 396,720	\$ -
Indirect expenses (state % used)			\$ -
Total Expenses	\$ 396,720	\$ 396,720	\$ -
Net Income	\$ -	\$ -	\$ -

Indirect %

#DIV/0!

[illegible]

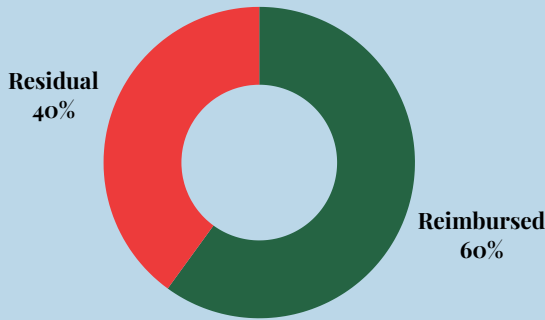
Line Item	Line item Narrative	Subtotal	Total
Total Expenses			\$ 396,720.00
Indirect percentage			0.00%

As per the approved ECT Budget Narrative, salaries for seasonal employees and those listed as prorated (highlighted in blue) are submitted for reimbursement after ECT programming has been completed

Only asking for reimbursement to \$20,495 as per updated budget for year 2

Naval Aviation Museum Foundation

National Flight Academy Renewal Report: 12/1/2024 - 9/11/2025



Program Budget

\$383,541.00

Total Expenditures

\$ 229,991.37

Number Served

(Proposed vs Served to Date)

294 / 145

Projected Amount Per Participant

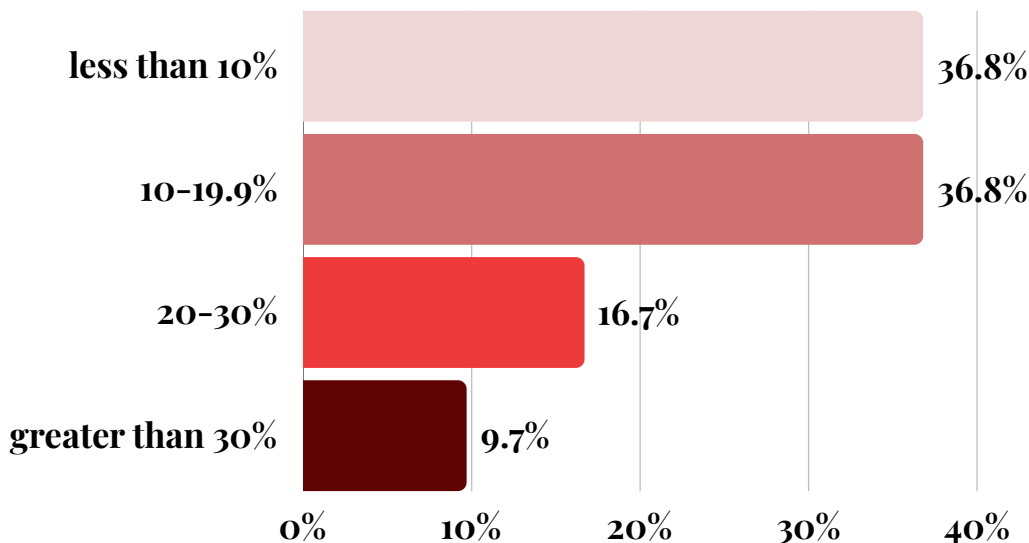
\$1,304.56

Actual Amount Per Participant

\$1,586.14*

**The actual amount per participant will decrease once programming for the new school year begins.*

Percent of Participants Living in High Poverty Census Tracts

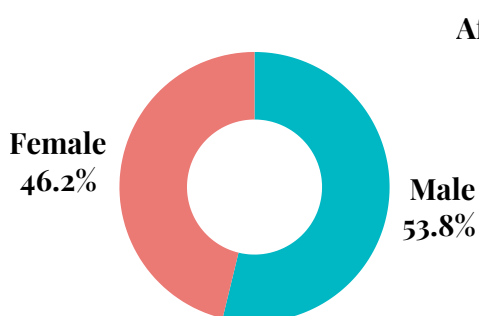


Most Participants Reside in Commission Districts 4 and 5

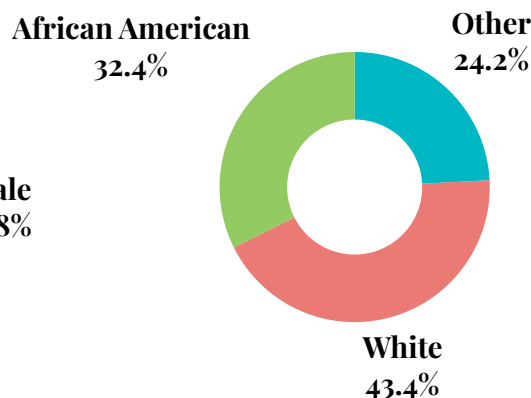
D5 = 32.6%

D4 = 29.2%

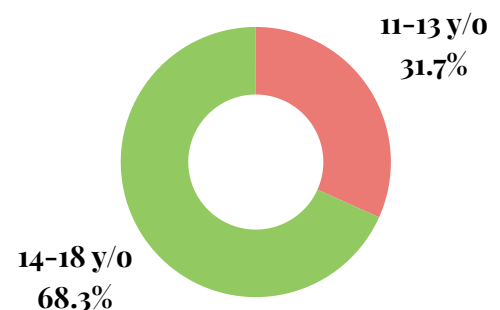
Gender

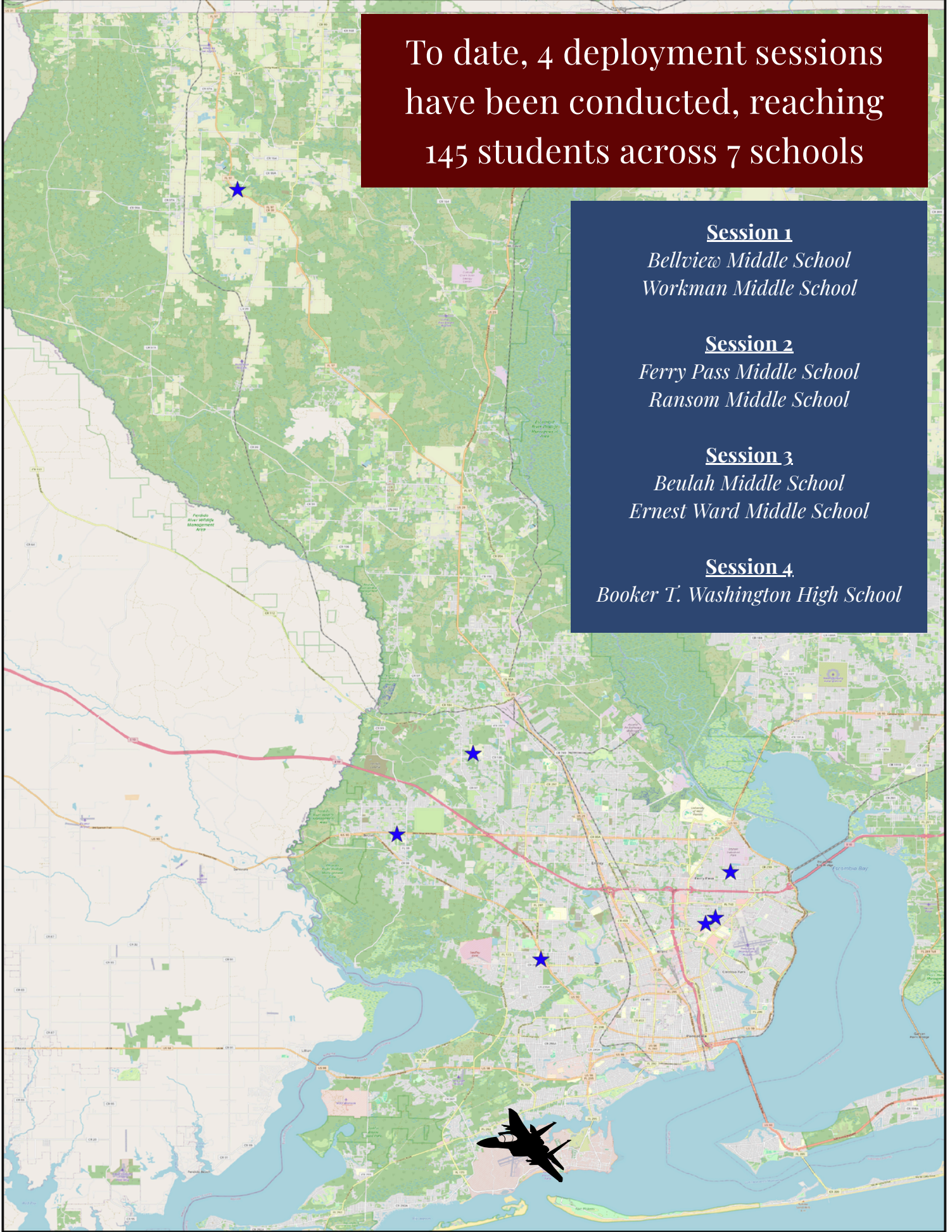


Race



Age Range





To date, 4 deployment sessions
have been conducted, reaching
145 students across 7 schools

Session 1

*Bellview Middle School
Workman Middle School*

Session 2

*Ferry Pass Middle School
Ransom Middle School*

Session 3

*Beulah Middle School
Ernest Ward Middle School*

Session 4

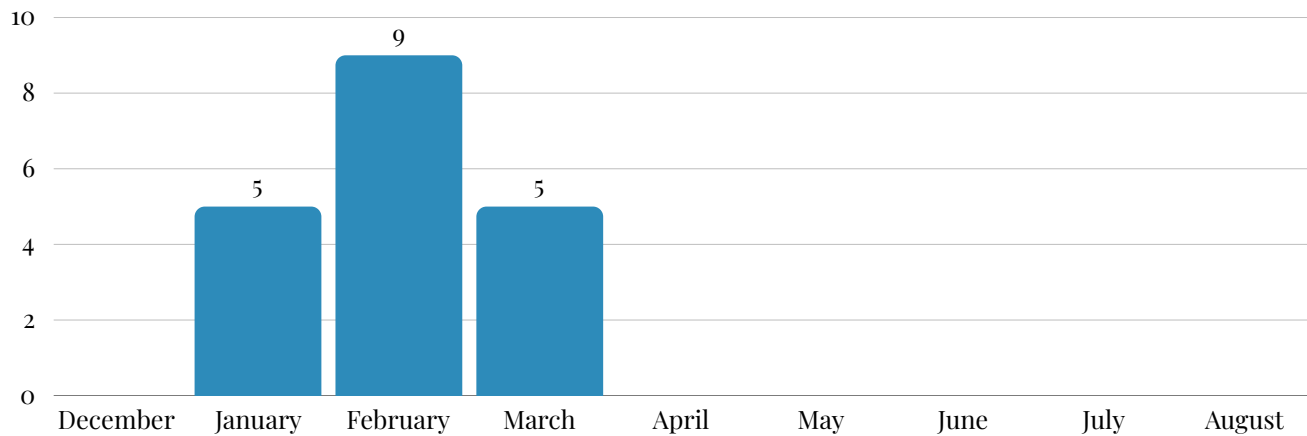
Booker T. Washington High School

National Flight Academy's (NFA) program is a 5-day, 4-night Deployment where participants are housed in residence aboard NFA's 100,000 square foot virtual aircraft carrier.

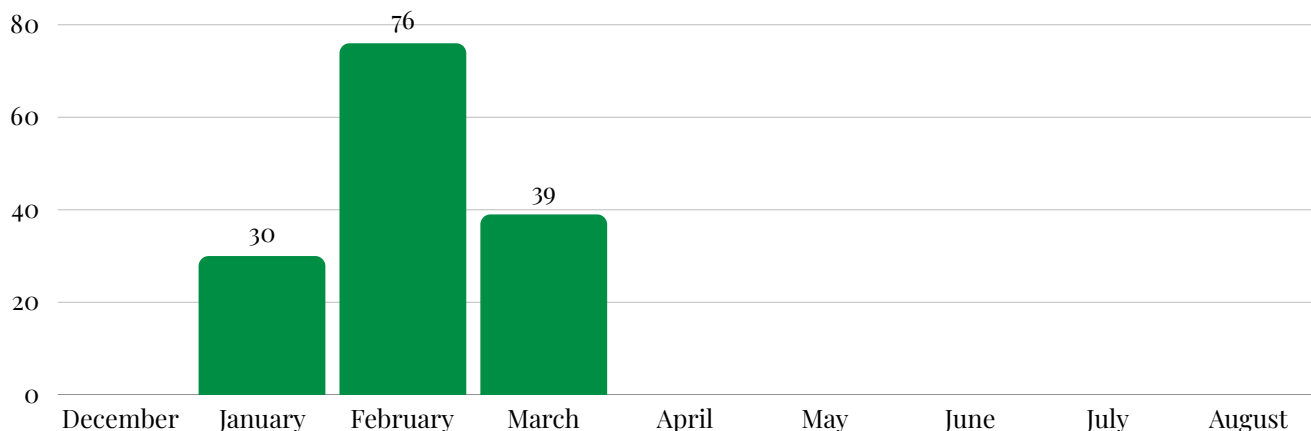
Students explore topics from basic 3D physics and motion to advanced aeronautical engineering and propulsion. The program also covers navigation, flight dynamics, and practical calculations like time, distance, and fuel—strengthening their grasp of core STEM principles through real-world applications.

7 Deployments per Fiscal Year - 42 Participants per Deployment

Number of Days Programming is Offered Monthly



Number of Participants Attending Programming Monthly



Deployment Test Scores

Participants at the National Flight Academy complete pre- and post-deployment tests to systematically evaluate learning gains from the deployment experience.

Pre-Deployment Average Score – 55.3

Post -Deployment Average Score – 69.5

Average Gain of 14.2 points

74.6% of participants demonstrated an increase in their pre- to post-deployment test scores, with 51.8% improving by 20 points or more.

Deployment Participant Survey Results

Pre-Deployment Survey Results

90.4% expressed excitement about joining the National Flight Academy ahead of their upcoming deployment

Post-Deployment Survey Results

88.2% enjoying their deployment and described it as a highly positive experience

79.2% left deployment with an increased confidence in working as a team to solve problems and find creative solutions

75% gained new insights into STEM education and now feel more confident tackling these subjects in school

65.3% left deployment feeling motivated to expand their STEM engagement—joining clubs, participating in organizations, and taking on more challenging classes

60.4% feel more confident in subjects they once struggled with, reflecting a significant improvement in understanding





RESOLUTION 2025-22

A RESOLUTION OF THE ESCAMBIA CHILDREN'S TRUST AUTHORIZING THE EXECUTIVE DIRECTOR TO ENTER INTO AN AGREEMENT WITH COMMUNITY ACTION PROGRAM COMMITTEE FOR CHILDREN IN ESCAMBIA COUNTY, FLORIDA.

WHEREAS, the Escambia Children's Trust (the Trust), was created pursuant to Sec. 125.901, Florida Statutes; and

WHEREAS, the Trust has within its power and functions to provide such services for all children as the Trust determines are needed for the general welfare of the county; and

WHEREAS, the Program Committee has recommended approval of a matching grant for services from December 1, 2025, through November 30, 2026, at the amount listed below:

COMMUNITY ACTION PROGRAM COMMITTEE, INC. MATCHING GRANT	\$1,100,000.00
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AND WHEREAS, the total is within the budgeted amount in the 2025-2026 fiscal year budget.

NOW THEREFORE, BE IT RESOLVED by the Escambia Children's Trust that the Board of Directors of the Trust does hereby authorize the Executive Director to enter into negotiations and a subsequent contract with the approved provider.

DULY ADOPTED in regular session, this 18th day of November, A.D., 2025.

By: _____ ATTEST: _____
Stephanie White, Vice- Chair Tori Woods, Treasurer

Community Action Program Committee, Inc: Matching Grant Application (Submitted)

Agency Information

Grant	Matching Grant Application		
Organization	Community Action Program Committee, Inc		
Organization Name	Community Action Program Committee, Inc		
Organization Address	Click 'Add More' to begin entering the required information.		
	Address	City	State
	2501 West Wright Street	Pensacola	FL
			Zip Code
			32505
Organization Telephone	850-438-4021		
Organization Website	https://capc-pensacola.org/		
CEO/ Executive Director	Douglas Brown		
Contact Person	Douglas Brown		
Title of Contact Person	CEO		
Contact Person Telephone	850-438-4021 x114		
Contact Person e-mail	d.brown@capc-pensacola.org		
What are the start and end dates of the Federal and/or State Funding?			
Federal Funding	12/01/2025-11/30/2026		
What is the timeline for utilizing match funds?			
Grant Timeline	12/01/2025-11/30/2026		
Budget and ECT Request			
Total Organizational Budget	\$15,722,000.00		

Match Request

Click 'Add More' to begin entering the required information. For multi-year requests, please list each year on a separate line.

Year of Funding (1,2,3)	Amount Requested from ECT	Total of Grant Award Requiring Match	Total Match Required
1	1100000	19002800	1902800

Created By

Douglas Brown

Modified By

Lindsey Cannon

Application Overview

General Terms

Matching Grant Application Overview

Escambia Children’s Trust (ECT) conducted a needs assessment in 2022 to identify the greatest issues facing children, young people and families in Escambia County. The assessment identified 4 main priority needs.

- 1. Children are Healthy
- 2. Children are Ready to Succeed in School and Life
- 3. Children are Safe and Protected from Abuse and Neglect
- 4. Children have Supports to Help Them Avoid Risky Behaviors

Matching Grants are one approach ECT utilizes to meet the community's needs tied to the 4 themes. Match request initiatives are unique in that an organization has already secured a State or Federal to implement local services.

Before proceeding with the application, please complete the following checklist.

- 1. The organization has an official award of funding and/or contract to implement the program's required match.
- 2. The program is only available from a single provider, and no equivalent alternatives exist in Escambia County.
- 3. The requested program funding is not supplanting other funding sources. For example, an organization that would like to provide Medicaid eligible services but does not want to bill Medicaid and further requests ECT pay for those services is considered supplanting funds and would not be eligible for funding.

I have read and understand the information provided in this section. My proposed program meets the

Introduction

I have met with ECT staff to discuss my proposed program ensuring it meets the criteria for a match

Reviewed ITB

I acknowledge and understand programmatic data or data updates for each measure are due monthly.

Confirmation

1. Match funding is required by the primary funding source in order to secure funding.
2. The project brings new funds to Escambia County (i.e., not simply replacing an existing match or matching local dollars that already exist in the community),
3. The project to be funded provides recurring, sustainable and ongoing resources versus a one-time only match.

The applicant affirms all three statements listed above.

Abstract

Application Title
Title of the proposed program.
Project Head Start

Abstract

Include a brief abstract of the proposed program. The abstract should provide an overview of what you intend to accomplish in the proposed program, including the intended impact of the proposed activities.

Community Action Program Committee, Inc. (CAPC) requests \$1,147,013 in supplemental funding to close the salary gap created by the Office of Head Start's recent slot reduction. This funding will stabilize our workforce, restore critical positions, and ensure that children and families in Escambia County continue to receive high-quality Head Start and Early Head Start services.

In May 2025, CAPC received notification from the OHS of a slot reduction from 670 HS slots to 397 HS slots and a slot reduction from 88 EHS slots to 72 EHS slots. The slot reduction resulted in a budget cut of 2.8 million dollars. The largest expense in the CAPC budget is salaries. The programs at CAPC . were designated by the Office of Head Start (OHS) as chronically under-enrolled. The programs have been chronically under-enrolled since the Covid-19 pandemic. Teacher shortages have made continuity of care challenging. Thirteen classrooms were closed due to the staffing shortage. The programs were short twenty HS teachers and six EHS teachers to comply with DCF regulations. An unstable workforce impacts if and how children and families in the community are served through Head Start services.

CAPC's goal is to increase retention to 90% to maintain continuity of care. For the year 2025, we are currently at 82% retention of employees. In 2023, there were 37 resignations/terminations, with 18 being teachers. In 2024, there were 17 resignations/terminations with 8 being teachers. To date in 2025, there have been 29 resignations/terminations with 18 being teachers. Additional funds of \$209,100 will be used for an end-of-year retention award for 123 employees and benefits of \$29,283. The new award will be effective December 1, 2025, at which time critical positions will be cut and staff hours will be significantly reduced. CAPC currently offers extended day classrooms (7:45 a.m.-4:00 p.m.) for working parents and parents pursuing post-secondary education. All classrooms will have to close at 2 p.m. daily, eliminating extended day classrooms for working parents. Staff hours will be reduced to 37.5 hours per week for teachers and directors and 35 hours per week for teacher assistants, coordinators/managers, and maintenance staff. CAPC must maintain adequate staff to maintain full enrollment to eliminate risk of additional slot reductions and funding cuts. The OHS requires a 20% non-federal match for Head Start program grantees. CAPC must provide non-federal contributions which include resources donated by communities and state funding. The additional funding for personnel of \$676,380 and benefits of \$216,442 will allow (16) Program Managers & Coordinators, (73) Teachers and Teacher Assistants, (10) Health and Nutrition staff, (13) Family Advocate and ERSEA staff, and (10) Maintenance & Transportation staff to be brought back to full-time status without a reduction in hours and add back positions that otherwise would need to be eliminated. 25% of salary and benefits for Data Management Specialists specific to Children Trust requirements is requested in the amount of \$11,976 and \$3,832 respectively.

The Head Start Performance Standards outline the essential requirements and guidelines for Head Start programs to ensure high-quality services for children and families. The updated performance standards mandate that our agency pay HS educators comparable to public school preschool teachers (or 90% of kindergarten teachers) and pay all staff a wage at least sufficient to cover basic

costs of living and pay comparable wages across Head Start Preschool and Early Head Start programs. CAPC has reviewed the agency's positions in comparison to the school district positions by job description and pay rates. ECSD teacher salary is \$48,300 for a teacher with a bachelor level degree and 0-3 years of experience, compared to \$27,016 for a HS teacher assistant or infant toddler teacher, \$29,472 for a HS teacher with an associate's degree or \$36,465 for a HS teacher with a bachelor's degree. The agency could not address pay rates for teachers and teacher assistants as OHS reduced funds. This wage gap makes it nearly impossible to compete with public schools for qualified staff.

Our recent Community Needs Assessment of Escambia County identified that housing cost, job insecurity, childcare availability, and cost, coupled with health disparities are the prevailing conditions impacting our service area. An estimated 18,678 children under the age of 5 were identified in the local community. This highlights the need to ensure all classrooms are open and staffed to serve 469 HS children and families. By closing the salary gap, CAPC will stabilize staffing, preserve extended-day services for working families, and ensure that Escambia County's most vulnerable children have access to the high-quality early learning experiences they deserve

Organizational Capacity

Mission Statement

Organization's current mission and goals.

CAPC will help low-income families achieve stability and self-sustainability by collaborating with community stakeholders to create solutions to poverty.

Organization Description

Describe the current programs your organization offers. Include the number of current participants for each program.

Community Action Program Committee, Inc. (CAPC) delivers coordinated services across Escambia County to promote family stability, economic mobility, and housing resilience. Through a portfolio of early childhood education, energy assistance, housing support, and self-sufficiency programming, CAPC served over 5,380 families this calendar year.

* Head Start and Early Head Start supported 550 families with high-quality early learning, health screenings, and family engagement services that foster school readiness and parental leadership. These programs emphasize governance, with parents actively participating in decision-making through Policy Council roles and goal-setting activities.

* Low Income Home Energy Program (LIHEAP) and Community Services Block Grant (CSBG) programs provided direct assistance to 4,781 families. LIHEAP served 4,048 households with utility relief and crisis energy support, helping families maintain safe and stable living conditions. CSBG-funded services reached 733 families, offering support for workforce development, educational advancement, and emergency needs. These services are designed to reduce barriers, promote self-sufficiency, and connect families with long-term resources.

* Weatherization Assistance improved energy efficiency and safety in 50 homes, reducing utility costs and enhancing housing sustainability for vulnerable households. This is the only CAPC program available to both Escambia and Santa Rosa County residents.

All other CAPC services are available exclusively to Escambia County residents.

CAPC’s impact reflects a commitment to measurable outcomes, community informed governance, and responsive service delivery tailored to evolving community needs. Programs are designed with transparency, equity, and long-term impact in mind—ensuring families not only receive immediate support but also build toward lasting stability.

Capacity and Resources

Provide an explanation of your organization's capacity to manage and administer the proposed program.

Community Action Program Committee, Inc. (CAPC) is a well-established nonprofit organization serving Escambia County, Florida. As the designated Community Action Agency for the region, CAPC administers a comprehensive portfolio of federally and state-funded programs that promote family stability, economic mobility, and housing resilience. These include Head Start, LIHEAP, CSBG, Weatherization Assistance, and Affordable Housing initiatives. Collectively, CAPC serves more than 5,000 families annually.

CAPC is led by an experienced Executive Director and a senior management team with demonstrated expertise in strategic planning, program administration, compliance, and fiscal oversight. The agency's governance structure includes a diverse and engaged Board of Directors and Policy Council, both of which play a critical role in ensuring transparency, accountability, and responsiveness to community needs. The Board includes attorneys, elected city and county officials, parents, bankers, and educators, offering a broad range of professional insight and lived experience. The Policy Council, composed primarily of Head Start parents and community representatives, ensures that family voices are central to program design and decision-making.

CAPC employs a professional workforce of 126 staff members, including credentialed educators, licensed contractors, case managers, and administrative personnel. Staff receive ongoing training in regulatory compliance, trauma-informed care, data systems, and culturally responsive service delivery. The agency's operational model emphasizes cross-program coordination, allowing families to access bundled services efficiently and equitably.

The organization maintains robust fiscal management systems that support the administration of multi-million-dollar budgets across multiple funding streams. CAPC utilizes industry-standard accounting software and internal controls to ensure fiscal integrity, timely reporting, and full compliance with federal and state regulations. The finance team has a strong track record of successful audits and monitoring visits, reflecting CAPC's commitment to transparency and accountability.

Program performance is monitored through integrated data platforms that support real-time tracking of service delivery, participant outcomes, and compliance benchmarks. CAPC uses these systems to inform continuous improvements, guide strategic planning, and demonstrate impact to funders and stakeholders. The agency also maintains formal policies and procedures for risk management, data privacy, staff conduct, and emergency preparedness.

CAPC's service delivery is strengthened by strategic partnerships with local governments, school districts, health providers, and workforce development agencies. These collaborations enhance service integration, expand referral networks, and support holistic outcomes for families. CAPC also conducts targeted outreach to ensure equitable access to services, with particular attention to underserved populations and emerging community needs.

The agency's governance and operational structures are designed to support adaptive program management, allowing CAPC to respond effectively to changing conditions, funding requirements, and community priorities. CAPC's history of successful program execution—on time, within budget,

and with measurable results—demonstrates its capacity to manage the proposed initiative with professionalism, integrity, and impact.

In summary, CAPC possesses the leadership, staffing, systems, and community relationships necessary to administer the proposed program effectively. The organization’s commitment to excellence and accountability positions it as a reliable steward of public resources and a responsive partner in advancing community well-being.

YRS in Escambia

Number of years your organization has been operating in Escambia County.

60

Prior ECT Contracts

Contracted with ECT past 24 months

Is your agency currently receiving or previously recieved funding from ECT?

No

ECT Combined Contract Details

ECT Contract Details

Contract Price	Contract Number	Project Description	Other Contract Identifying Information

Contract Termination or Corrective Action

Contract Termination

Has your agency had a contract terminated for default in the past five (5) years?

No

Contract Termination a

Describe Each Incident

Program Design

Program Description

ECT Needs Assessment

Describe the program you intend to implement. Include the priority need(s) identified in the ECT Needs Assessment your program will address. [\(link above\)](#)

The ECT Needs Assessment highlights persistent challenges in kindergarten readiness, VPK participation, access to quality child care, and developmental delays among young children. CAPC's Head Start and Early Head Start programs are designed to:

- * Improve school readiness through structured, evidence-based curricula aligned with state and federal early learning standards.
- * Increase access to developmental screenings and health services, including referrals for children with delays or disabilities.
- * Expand family engagement through goal-setting, home visits, and shared governance via the Policy Council.
- * Provide inclusive services for children with special needs, ensuring equitable access to early learning opportunities.

These efforts directly support ECT's goals to reduce disparities in early childhood outcomes, particularly among children of color and those living in poverty—groups disproportionately represented in Escambia County. CAPC seeks funding to reinforce the administrative infrastructure and workforce capacity that support its Head Start and Early Head Start programs. This request includes essential operational costs that enable program delivery, compliance, and strategic growth. Specifically, funds will support:

- * Personnel & Benefits: Salaries and benefits for administrative staff who provide leadership, fiscal oversight, and HR support across all programs.
- * Facilities & Utilities: Rent, electrical, and communication services for the Administrative Building, which houses central operations and coordination functions.
- * Program Support Services: Office supplies, printing, postage, advertising, banking fees, insurance, and maintenance to ensure safe, functional, and responsive service delivery.
- * Licensing & Compliance: Software licenses, professional dues, and subscriptions required for data management, reporting, and regulatory adherence.
- * Consultant Services: Contracted support for fiscal services, IT, legal counsel, and audit preparation.
- * Training & Technical Assistance: Professional development investments to maintain program quality and staff expertise.

In addition, CAPC seeks funding to recruit and retain qualified early childhood professionals, offering competitive compensation, onboarding support, and career development pathways. Workforce stability is essential to maintaining high-quality classrooms, consistent family engagement, and measurable child outcomes—particularly in communities facing persistent challenges in kindergarten readiness, developmental delays, and access to quality care.

Geographic Area

Indicate the location where your services will be provided and describe how you will overcome any transportation barriers.

BRIGADIER

401 Brigadier Street
Pensacola, FL 32057

CANTONMENT

470 South Highway 29
Pensacola , FL 32533

DAVIS HIGHWAY

8570 North Davis Highway
Pensacola, FL 32514

LINCOLN PARK

7600 Kershaw Street
Pensacola, FL 32534

MOLINO

6460 North Highway 95A
Pensacola , FL 32577

MYRTLE GROVE

5400 Lillian Highway
Pensacola, FL 32506

O. J. SEMMES

1801 North 34th Street
Pensacola, FL 32503

GLOBAL LEARNING ACADEMY- ESCD TITLE I

100 North "P" Street
Pensacola, FL 32505

MONTCLAIR ELEMENTARY SCHOOL- ESCD TITLE I

820 Massachusetts Avenue
Pensacola, FL 32505

O. J. SEMMES ELEMENTARY SCHOOL- ECSD TITLE I

1250 East Texar Drive
Pensacola, FL 32503

At-Risk Nature

Describe your program's target population.

Community Action Program Committee, Inc. (CAPC) serves Escambia County families through its Head Start and Early Head Start programs, which are designed to support the developmental, educational, and health needs of young children from birth to age five. These programs prioritize children and families facing significant barriers to school readiness and long-term well-being.

The target population includes:

- * Children from families with incomes at or below the federal poverty level
- * Children experiencing homelessness, as defined by the McKinney-Vento Homeless Assistance Act
- * Children in foster care or kinship care arrangements
- * Children with diagnosed disabilities or developmental delays, regardless of family income
- * Families receiving public assistance

Services and Activities

Describe how you will recruit and retain participants for this program. Include any successes your organization has had in the past with previous programs.

CAPC’s Head Start recruitment and retention strategy is a year-round, data-informed initiative designed to engage and support eligible families across Escambia County. In response to evolving community demographics—including increases in families experiencing homelessness, kinship care, and foster placements—CAPC has strengthened referral pathways through formal MOUs with aligned service organizations. Outreach is anchored in strategic partnerships with housing providers, health and transportation agencies, faith-based groups, and educational and workforce institutions such as Parent University, the University of West Florida, CareerSource, and local Chambers of Commerce. Recruitment tactics include bilingual materials, mobile enrollment events, social media campaigns, and peer-to-peer engagement via parent ambassadors, all tailored to reduce barriers and meet families where they are. To further support access, CAPC provides transportation for families in the Century community. Retention is fostered through consistent communication, wraparound services, and inclusive governance, with family engagement events—such as Donuts with Dads, Lunch with Grandparents, and active participation in Parent and Policy Councils—promoting connection, ownership, and continuity.

Data Management Practices

Describe how you plan to measure post-program success among participants.

CAPC is committed to continuously improving how it measures post-program success among Head Start participants. While current strategies offer meaningful insights into child development and family progress, we recognize that post-exit data remains limited and that long-term impact requires deeper collaboration and more consistent follow-up.

Our current approach includes tracking kindergarten transition indicators—such as early literacy, numeracy, and social-emotional development—through partnerships with local school districts. We review child assessment data and portfolios to evaluate growth during program participation and monitor continuity of services for children with IEPs and IFSPs to ensure sustained support beyond Head Start.

For families, we assess progress on individualized goals related to employment, education, housing, and health. We follow up on referrals to external services and encourage continued parent involvement in schools and community leadership roles. Events such as Donuts with Dads, Lunch with Grandparents, and active participation in Parent and Policy Councils help reinforce engagement and build lasting connections.

Feedback from parents and program partners is our most valuable source of insight into post-program success. Their perspectives help us understand what supports are most effective, where gaps remain, and how we can better serve families beyond their time in Head Start. We actively solicit input through surveys, councils, and informal conversations, using these insights to guide program improvements and strengthen community partnerships.

Recognizing the limitations of post-exit data, CAPC is working to enhance its tracking systems through improved data-sharing agreements, expanded MOUs, and more intentional collaboration with receiving schools, housing providers, and social service agencies.

Dosage of Services

Program Type	Indicate whether your program will operate year-round, during the school year, over the summer, or follow a different schedule. Other
Number of Weeks	Specify the number of weeks a year your program will serve children. 50
Days Per Week	Specify the days your program will serve children. Monday^Tuesday^Wednesday^Thursday^Friday
Hours Per Day	Specify the number of hours per day your program will serve children. 8

Projected Attendance

Number Served Chart

Year of Funding (1,2,3)	Target Number Served Each Year	Target Number Served Each Week
1	469	469

Average Weekly Attendance

On average, how many days per week do you anticipate a participant will attend the proposed program?

5

Program Measures

Core Component:	<div>Oral Health</div> <div>Childhood Obesity</div> <div>VPK Participation</div> <div>Quality Child Care</div> <div>Kindergarten Readiness</div> <div>Childhood Hunger</div>
Program Goal:	<p>CAPC Head Start’s program measure goal is to ensure that 85% of children meet expectations in social-emotional, motor, and approaches to learning domains, and 75% meet expectations in language, literacy, mathematics, and cognition. This goal guides our comprehensive strategy to support whole-child development and family well-being.</p> <p>To promote kindergarten readiness, CAPC uses Creative Curriculum and Teaching Strategies GOLD, supported by a School Readiness Plan and Teacher Success Rubric. Child outcomes are reviewed quarterly, and low-performing classrooms receive targeted coaching and mentoring.</p> <p>VPK participation is supported through contracted slots with Escambia County School District at three Title I schools, providing full-day instruction aligned with Florida’s early learning standards.</p> <p>To address childhood hunger, children receive breakfast, lunch and a health nutritious snacks that meet CACFP standards. Family Advocates connect families to WIC, SNAP, and local food pantries, with targeted outreach at shelters and housing sites. CAPC expands access to quality child care by partnering with CareerSource, Pensacola State College, and the local school district to recruit and train early childhood educator internship, scholarships, and credentialing pathways.</p> <p>Oral health is supported through partnerships with mobile dental providers and health consultants. Screenings are completed within 45 days of enrollment, and families receive education and referrals for follow-up care.</p>

Measure Success / Track Progress:	<p>CAPC Head Start will measure success by tracking progress toward its school readiness goal: 85% of children meeting expectations in social-emotional, motor, and approaches to learning domains, and 75% in language, literacy, mathematics, and cognition.</p> <p>Data Collected:</p> <ul style="list-style-type: none">* Child assessment data via Teaching Strategies GOLD across all learning domains* Curriculum fidelity observations* CLASS scores for teacher-child interactions* Health and nutrition records, including CACFP meal counts and oral health screenings* Family engagement metrics and VPK participation data* Staff development and credentialing progress* Attendance and chronic absenteeism rates <p>Collection Methods and Frequency:</p> <ul style="list-style-type: none">* Child outcomes are assessed ongoing and reviewed quarterly* Curriculum fidelity occur monthly* Health screenings are completed within 45 days of enrollment and tracked ongoing* Family engagement and VPK participation are monitored monthly* Staff development data is collected quarterly* Attendance is tracked daily and analyzed monthly <p>Reporting to ECT:</p> <ul style="list-style-type: none">* Data related to this goal is reported to quarterly through child outcome summaries, classroom performance reviews, and professional development updates.
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Expected Outcomes:	<p>* School Readiness: At least 85% of children will meet or exceed expectations in social-emotional development, motor skills, and approaches to learning. At least 75% will meet expectations in language, literacy, mathematics, and cognition, as measured by Teaching Strategies GOLD.</p> <p>* Kindergarten Transition: All children will receive individualized transition support, with documented plans and family engagement activities to ensure readiness for kindergarten entry.</p> <p>* VPK Participation: Children served in contracted Title I classrooms with Escambia County School District will receive full-day instruction aligned with VPK standards, supporting continuity of care and early learning benchmarks.</p> <p>* Childhood Hunger Reduction: All enrolled children will receive daily meals and snacks that meet CACFP standards. Families will be connected to food assistance resources, with increased outreach to shelters, housing sites, and food pantries.</p> <p>* Access to Quality Child Care: CAPC will expand partnerships with educational institutions and workforce agencies to recruit and credential early educators, increasing access to quality care in underserved areas.</p> <p>* Oral Health Compliance: 100% of children will receive oral health screenings within 45 days of enrollment. Families will receive education and referrals for follow-up care, supported by mobile dental partners.</p> <p>* Family Engagement and Feedback: Parent input will be collected regularly and used to shape programming, with increased participation in Policy Council, home visits, and engagement events.</p>
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Sustainability Plan

Sustainability Plan

How will this program be sustained after the grant period ends?

CAPC Head Start is committed to sustaining program impact beyond the grant cycle through diversified partnerships, strategic resource alignment, and embedded community infrastructure.

Key sustainability strategies include:

- * Institutional Partnerships: CAPC maintains formal agreements with Escambia County School District, CareerSource Escarosa, Pensacola State College, and local health and housing agencies. These partnerships support VPK participation, workforce development, and wraparound services that extend beyond federal funding.
 - * Workforce Development: By investing in staff credentialing through the T.E.A.C.H. scholarship and Incumbent Worker programs, CAPC builds a qualified early childhood workforce that strengthens long-term service capacity.
 - * Integrated Service Delivery: CAPC’s alignment with CACFP, mobile health and dental providers, and mental health consultants ensures continued access to nutrition, oral health, and behavioral supports through braided funding and community-based resources.
 - * Data-Driven Improvement: CAPC’s quarterly review of child outcomes, curriculum fidelity, and family engagement metrics informs continuous program refinement, positioning the agency for future funding and philanthropic support.
 - * Community Engagement: Parent Councils, Policy Council, and family-centered events foster strong stakeholder ownership. CAPC also participates in local initiatives like “Show Up to Grow Up,” enhancing visibility and shared investment in early learning outcomes.
 - * Diversified Funding: CAPC actively pursues non-federal match opportunities, local grants, and in-kind contributions to reduce reliance on federal dollars and expand service reach.
-

Local Support

Will additional local support be needed in the future?

Yes, additional local support will be essential to sustain and expand CAPC Head Start's impact beyond the current grant cycle. While federal funding provides the foundation for comprehensive services, local partnerships and resources are critical to meeting emerging needs and closing service gaps.

CAPC anticipates needing continued and expanded support in the following areas:

- * **Workforce Development:** Ongoing collaboration with Pensacola State College, CareerSource Escarosa, and Escambia County School District will be needed to recruit, train, and credential early childhood educators—especially as demand grows and credentialing requirements evolve.
 - * **Health and Nutrition:** Continued partnerships with Community Health Northwest Florida, mobile dental providers, and food pantries will be vital to sustain access to oral health screenings, CACFP-compliant meals, and wraparound health services.
 - * **Facilities and Space:** As modulars age and school district space contracts, CAPC will need local support to identify and secure safe, accessible facilities—particularly in high-need areas and child care deserts.
 - * **Family Engagement and Outreach:** Local organizations that serve homeless families, kinship caregivers, and families in crisis will remain key to recruitment, retention, and wraparound support. CAPC will rely on these partners to co-host events, share referrals, and amplify outreach.
 - * **Funding and In-Kind Contributions:** CAPC will continue to seek local grants, donations, and in-kind support to meet non-federal match requirements and enhance program flexibility
-

Reduce Cost

How will this program reduce cost to the community in the future?

CAPC Head Start reduces future costs to the community by addressing root causes of educational, health, and economic disparities during early childhood—when interventions are most effective and cost-efficient.

* Improved School Readiness: By preparing children for kindergarten through evidence-based curriculum and developmental assessments, CAPC reduces the need for costly remedial education, grade retention, and special education services later in life.

* Early Health and Nutrition Support: Daily CACFP-compliant meals and early oral health screenings prevent chronic conditions and dental emergencies, lowering future public health expenditures. Timely referrals and partnerships with mobile health providers reduce strain on emergency services.

* Reduced Absenteeism and Dropout Risk: CAPC's transition planning, VPK alignment, and family engagement strategies improve attendance and long-term educational outcomes, decreasing the likelihood of dropout-related social costs.

* Workforce Development: By training and credentialing early educators through local partnerships, CAPC strengthens the child care workforce and reduces turnover—lowering recruitment costs and increasing economic stability for families.

* Support for Vulnerable Families: Services for homeless families, kinship caregivers, and children in foster care reduce reliance on crisis systems and improve long-term family self-sufficiency.

* Preventive Mental Health and Behavior Support: Early identification and intervention for behavioral concerns reduce future costs associated with juvenile justice, mental health treatment, and school discipline systems.

Document Upload

Legal and Organizational Documentation	
Taxpayer Identification Number	Usually the EIN issued by the IRS 147C IRS verification letter.pdf
Articles of Incorporation	Confirms the nonprofit's legal formation Article of Incorporation.pdf
SUNBIZ	Business registration certificate verifying the organization is registered with the state Sun Biz - Filed February 26 2025.pdf
IRS 501	Determination letter confirming federal tax-exempt status
Bylaws	Outlines governance structure and operational rules CAPC Amended and Restated Bylaws EXECUTION VERSION 042425.pdf
Board of Directors	Includes names, roles, and contract information CAPC Board and HS Policy Council ECT.docx
Financial Documentation	
Financial Statement	Recent financial statements demonstrating fiscal health and transparency
IRS 990	Annual tax filing for nonprofits
Organizational Budget	Annual organization budget
Audit Reports	Shows financial planning and oversight
Programmatic/Organizational Documentation	

Organizational Structure Chart	Shows hierarchy and key personnel CAPC ORG CHART 82025.pdf
Notice of Award	Official notice of Federal/State award 04CH011718-06-01 balance of funds.pdf HSES Enrollment - 04CH011718 - HS and EHS Post-Appeal Final Decision Letter (Approve Appeal).pdf
Application Budget	Match Application Budget Narrative Template Download the template (link above) and complete a detailed budget for this application Budget template CT FY 25-26 Final.pdf Personnel Back up ECT.pdf

State of Florida



Office of Secretary of State

*I, Tom Adams, Secretary of State of the State of Florida,
do hereby certify that the above and foregoing is a true and correct copy of*

CERTIFICATE OF INCORPORATION

OF

COMMUNITY ACTION PROGRAM COMMITTEE, INC.,

a corporation not for profit organized and existing under
the Laws of the State of Florida, filed on the 14th day
of April A. D., 1965 as shown by the records of
this office.

*Given under my hand and the Great Seal of
the State of Florida at Tallahassee, the Capital,
this the 14th day of April
A. D. 19 65.*

ARTICLES OF INCORPORATION

of

COMMUNITY ACTION PROGRAM COMMITTEE, INC.

(A CORPORATION NOT FOR PROFIT)

RECEIVED
APR 14 1 47 PM '65
SECRETARY OF STATE
TALLAHASSEE, FLORIDA
APPROVED AND FILED

We, the undersigned, hereby associate ourselves together for the purpose of becoming incorporated under the laws of the State of Florida applicable to corporations not for profit, and respectfully petition the Secretary of State for approval of such incorporation under the following proposed Articles of Incorporation:

ARTICLE I

The name of the corporation shall be Community Action Program Committee, Inc., and its principal place of business shall be in Pensacola, Escambia County, Florida.

ARTICLE II

The purpose of this corporation shall be to provide stimulation and incentive for the area of Escambia County, Florida through community action to combat poverty; to plan, implement and coordinate programs designed to effectuate the purpose specifically including but not limited to programs contemplated by the Economic Opportunity Act of 1964 as hereafter amended for the area herein involved.

ARTICLE III

MEMBERSHIP

Section 1. Representatives of business, educational institutions, civic, labor, health and welfare organizations shall be eligible for election to membership as well as persons capable of making constructive contributions to the purposes of this corporation.

Section 2. Persons may be elected to membership by favorable vote of a simple majority of the membership present and voting at any lawful meeting of this corporation.

ARTICLE IV

TERM OF EXISTENCE

This corporation not for profit shall have perpetual existence.

ARTICLE V

The following named persons and organizations were present at the incorporation or indicated their agreement to be charter members of the corporation and are members of the corporation:

NAME

ADDRESS

Mrs. Frieda Baskerville

24 West Chase Street

Mr. D. P. Caldwell

P. O. Box 1750

NAME

ADDRESS

Mrs. Frieda Baskerville	24 West Chase Street, Pensacola, Florida
Mr. D. P. Caldwell	P. O. Box 1750, Pensacola, Florida
Dr. T. Felton Harrison	1000 College Boulevard, Pensacola, Florida
Mr. A. S. Cobb	61 West Hernandez Street, Pensacola, Florida
Mr. E. G. Holly	P. O. Box 1470, Pensacola, Florida
Reverend A. J. King	718 North Guillemard Street, Pensacola, Florida
Adm. C. P. Mason, USN (Ret.)	330 South Jefferson Street, Pensacola, Florida
Mr. C. W. McLoud	P. O. Box 1542, Pensacola, Florida
Dr. Earl E. Metcalfe	P. O. Box 1869, Pensacola, Florida
Mr. Leighton Pearce	236 West Garden Street, Pensacola, Florida
Dr. J. Monroe Spencer	518 North DeVilliers Street, Pensacola, Florida
Mr. E. N. Stephens	Room 308, Court House, Pensacola, Florida
Mr. Clarence Walker	P. O. Box 155, Molino, Florida
Reverend Thomas Welch	8th Avenue Baptist Church, 8th Ave. & Chase Street, Pensacola, Florida
Mr. Vince Whibbs	3401 Navy Boulevard, Pensacola, Florida
Mr. Charles Wilson	507 West Gadsden Street, Pensacola, Florida
Reverend R. C. Young	1240 West Lloyd Street, Pensacola, Florida
Mr. Charles Partin	P. O. Box 1470, Pensacola, Florida
Mr. R. C. Lipscomb	"A" & Maxwell Streets, Pensacola, Florida
Mrs. Josephine Newton	215 West Garden Street, Pensacola, Florida
Mr. Walter B. Kyle	3420 Pinestead Road, Pensacola, Florida
Mr. F. A. Brown	1770 West Leonard Street, Pensacola, Florida
Mr. J. E. Hall	215 West Garden Street, Pensacola, Florida
Sgt. Bill Lynch	1770 West Leonard Street, Pensacola, Florida
Mr. Wendell McCray	1403 West Cross Street, Pensacola, Florida
Mrs. J. T. Gallegly	4406 East Creighton Road, Pensacola, Florida
Mr. Joe Frosio	P. O. Box 4933, Warrington, Florida
Mr. Paul Harmon	Room 306, Court of Records, Pensacola, Fla.
Miss Edwena Robertson	Court House, Pensacola, Florida
Mr. Ralph Soelzer	1000 College Boulevard, Pensacola, Florida
Mr. Charles Key	614 N. Palafox Street, Pensacola, Florida

ARTICLE VI

BOARD OF DIRECTORS

Section 1. The business affairs of this corporation shall be managed by a Board of Directors of not less than 13 nor more than 17 persons. The interest, advancement, and objectives of the corporation shall be under their direction and supervision and they shall have complete control as to all administrative matters in the operation and activity of the corporation including the right to apply for, receive and disburse, and administer grants, gifts, devices or bequests from the Government of the United States, particularly but not limited to the Economic Opportunity Act of 1964 as hereafter amended or any other sources governmental or private.

Section 2. The members of the Board of Directors shall be elected at each annual meeting and shall serve until their successors have been elected. ✓

Section 3. The present Board of Directors of the corporation who are to serve until the first election thereof are as follows:

NAME	ADDRESS
Mrs. Frieda Baskerville	24 West Chase Street
Mr. D. P. Caldwell	P. O. Box 1750
Mr. A. S. Cobb	61 West Hernandez Street
Dr. T. Felton Harrison	1000 College Boulevard
Mr. E. G. Holly	P. O. Box 1470
Reverend A. J. King	718 North Guillemard Street
Adm. C. P. Mason, USN (Ret.)	330 South Jefferson Street
Mr. C. W. McLoud	P. O. Box 1542
Dr. Earl E. Metcalfe	P. O. Box 1869
Mr. Leighton Pearce	236 West Garden Street
Dr. J. Monroe Spencer	518 North DeVilliers Street
Mr. E. N. Stephens	Room 308 County Court House
Mr. Clarence Walker	P. O. Box 155, Molino, Florida
Reverend Thomas Welch	8th Avenue Baptist Church, 8th Ave. & Chase St.
Mr. Vince Whibbs	3401 Navy Boulevard
Mr. Charles Wilson	507 West Gadsden Street
Reverend R. C. Young	1240 West Lloyd Street
All of Pensacola, Florida	

ARTICLE VII

The officers of the corporation shall be a President, Vice President, Secretary, and Treasurer. The said officers shall be elected annually by the Board of Directors as provided in the By Laws. The names of the officers who are to serve until the first election under the Articles of Incorporation are as follows: ✓

President	Mr. E. G. Holly
Vice President	Reverend A. J. King
Secretary	Mrs. Frieda Baskerville
Treasurer	Mr. Leighton Pearce

ARTICLE VIII

AMENDMENTS TO ARTICLES OF INCORPORATION

Amendments to the Articles of Incorporation may be proposed by any Director at a regular or special business meeting of the Board of Directors and must be adopted

✓
by a two-thirds (2/3) vote of the Board of Directors present and voting at such meeting properly called and noticed as provided by the By Laws, and such amendments shall be submitted to the membership for approval. Upon such approval, such amendment must also be forwarded to the Secretary of State of Florida and filed and approved by him before the same shall become effective.

ARTICLE IX

BY LAWS

The Board of Directors of the corporation shall have the right to make and adopt By Laws as they shall deem proper and advisable and such By Laws shall be made, altered, or rescinded upon a three-fourths (3/4) vote of the Board of Directors present and of Directors called for that purpose by the President or Secretary as provided in the By Laws. By Laws so prepared, altered or rescinded shall be submitted to the membership at a regular or special meeting for their approval or refusal. ✓

ARTICLE X

POWERS

The corporation is to have the power to do any and all things necessary or expedient for carrying out the purpose of the corporation and in general to possess all rights, privileges and immunities and enjoy all the benefits granted to corporations of similar character under the laws of the State of Florida.

ARTICLE XI

The amount in value of the real estate which the corporation may hold shall not exceed \$1,000,000. ✓

ARTICLE XII

The highest amount of indebtedness or liability to which the corporation may at any time subject itself shall not exceed two-thirds (2/3) of the value of the property of this corporation. ✓

Mr. A. S. Cobb
Dr. T. Felton Harrison
Mr. E. G. Holly
Reverend A. J. King
Adm. C. P. Mason, USN (Ret.)
Mr. C. W. McLoud
Dr. Earl E. Metcalfe
Mr. Leighton Pearce
Dr. J. Monroe Spencer
Mr. E. N. Stephens
Mr. Clarence Walker
Reverend Thomas Welch
Mr. Vince Whibbs
Mr. Charles Wilson
Reverend R. C. Young
Mr. Charles Partin
Mr. R. C. Lipscomb
Mrs. Josephine Newton
Mr. Walter B. Kyle
Mr. F. A. Brown
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Mr. Wendell McCray
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Mr. Joe Frosio
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Miss Edwena Robertson
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61 West Hernandez Street
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507 West Gadsden Street
1240 West Lloyd Street
P. O. Box 1470
"A" & Maxwell Streets
215 West Garden Street
3420 Pinestead Road
1770 West Leonard Street
215 West Garden Street
1770 West Leonard Street
1403 West Cross Street
4406 East Creighton Road
P. O. Box 4933, Warrington
Room 306, Court of Records, Juvenile Div.
Court House, Pensacola
1000 College Boulevard
614 North Palafox Street

and residences of those subscribing to these Articles of Incorporation, all being residents of Florida, are as listed below:

WITNESS the hands and seals of the incorporators in the City of Pensacola, Escambia County, Florida, this 12th day of April, A. D. 1965.

Frieda Baskerville
Mrs. Frieda Baskerville

Leighton Pearce
Mr. Leighton Pearce

D. P. Caldwell
Mr. D. P. Caldwell

Dr. J. Monroe Spencer
Dr. J. Monroe Spencer

A. S. Cobb
Mr. A. S. Cobb

E. N. Stephens
Mr. E. N. Stephens

T. Felton Harrison
Dr. T. Felton Harrison

Clarence Walker
Mr. Clarence Walker

E. G. Holly
Mr. E. G. Holly

Thomas B. Welch
Reverend Thomas Welch

A. J. King
Reverend A. J. King

Vince Whibbs
Mr. Vince Whibbs

C. P. Mason
Adm. C. P. Mason, USN (Ret.)

Charles Wilson
Mr. Charles Wilson

C. W. McLoud
Mr. C. W. McLoud

R. C. Young
Reverend R. C. Young

Earl E. Metcalfe
Dr. Earl E. Metcalfe

STATE OF FLORIDA)
) SS.
COUNTY OF ESCAMBIA)

Personally appeared before me the undersigned authority.

Mrs. Frieda Baskerville -

Mr. Leighton Pearce -

Mr. D. P. Caldwell -

Dr. J. Monroe Spencer -

Mr. A. S. Cobb -

Mr. E. N. Stephens -

Dr. T. Felton Harrison -

Mr. Clarence Walker -

Mr. E. G. Holly -

Reverend Thomas Welch -

Reverend A. J. King -

Mr. Vince Whibbs -

Adm. C. P. Mason, USN (Ret.) -

Mr. Charles Wilson -

Mr. C. W. McLoud -

Reverend R. C. Young .

Dr. Earl E. Metcalfe

to me well known to be the subscribers to the foregoing Articles of Incorporation of Community Action Program Committee, Inc., who, being by me first duly sworn, acknowledged that they signed the same for the purposes therein expressed.

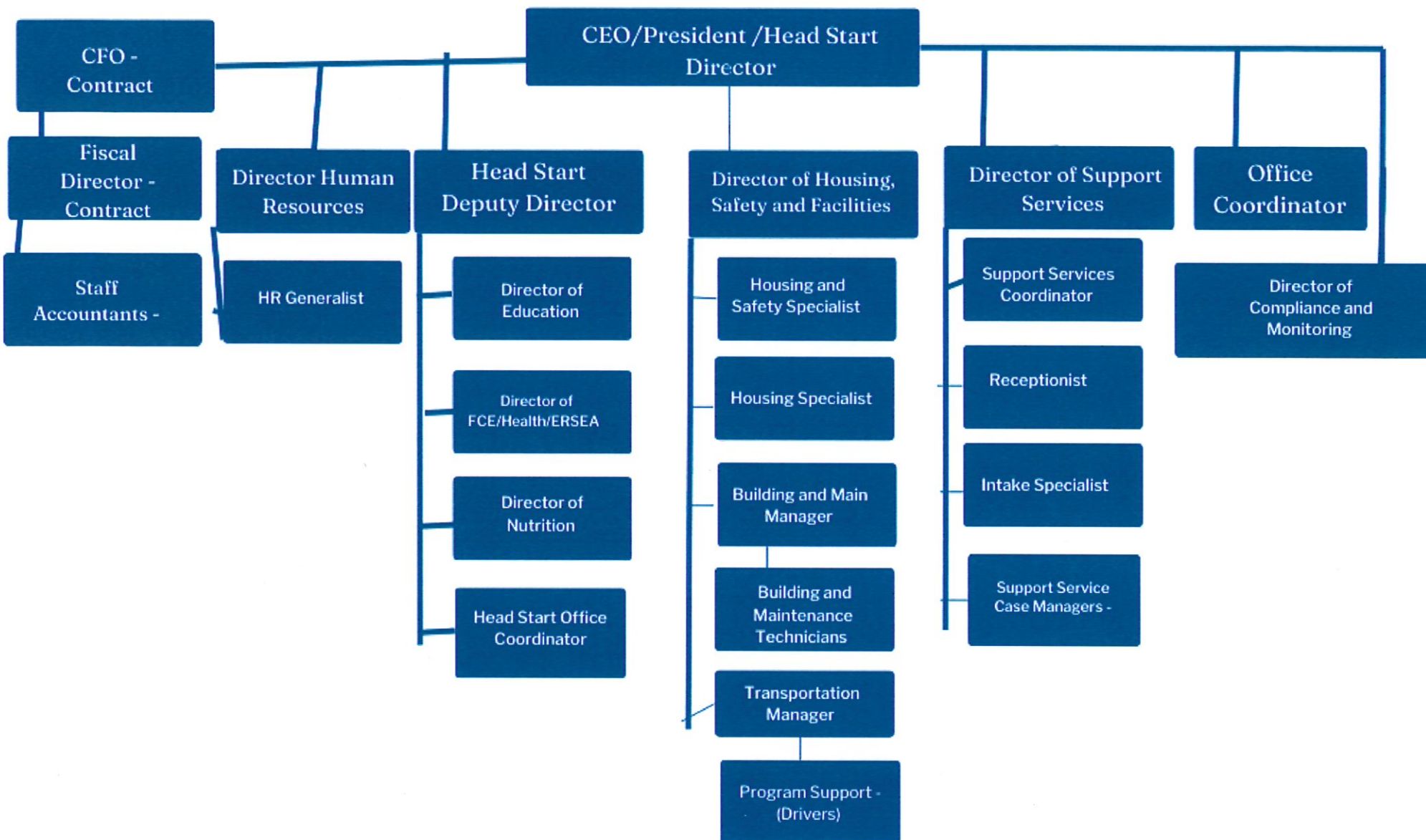
WITNESS my hand and seal at Pensacola, Escambia County, Florida, this 12th day of April, A. D., 1965.

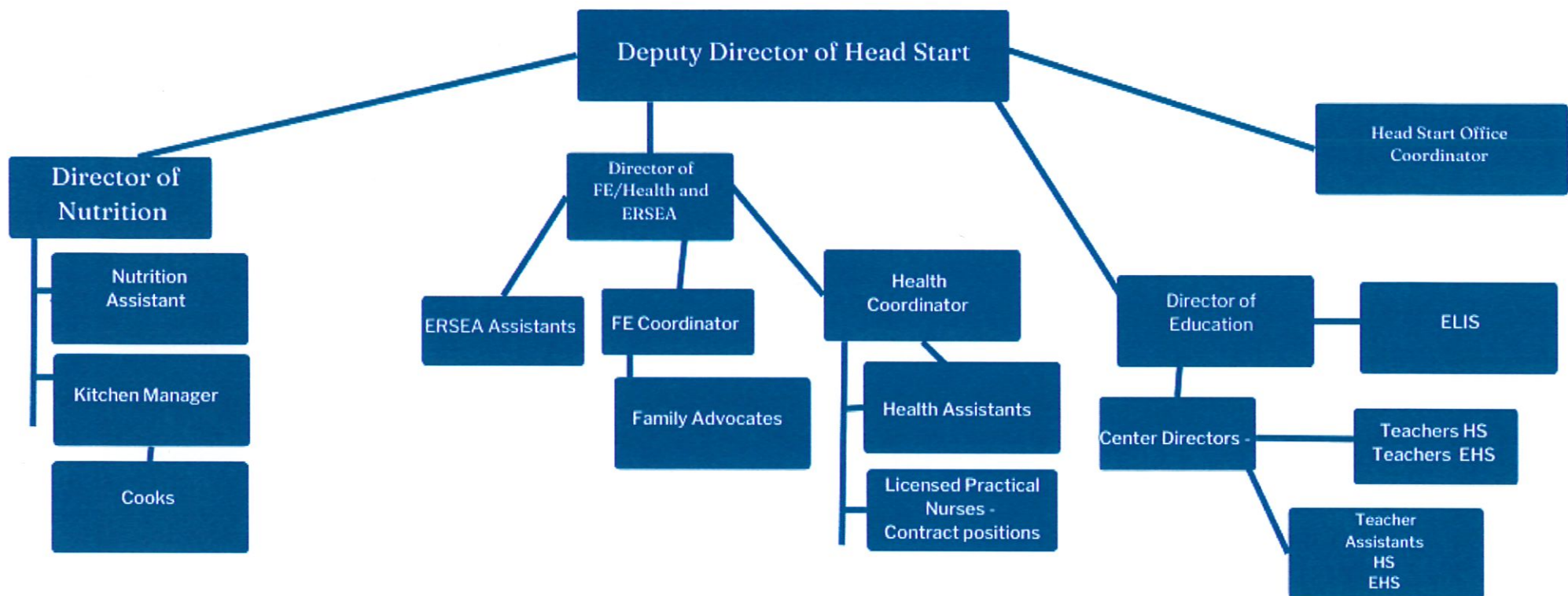
Jessie L. Milcark
Notary Public

Notary Public, State of Florida at Large
My Commission Expires May 18, 1967
Bonded By American Fire & Casualty Co.

Community Action Program Committee

Date
August 2025





State of Florida

Department of State

I certify from the records of this office that COMMUNITY ACTION PROGRAM COMMITTEE, INC. is a corporation organized under the laws of the State of Florida, filed on April 14, 1965.

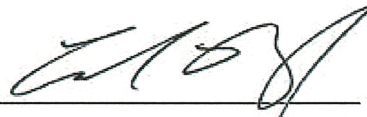
The document number of this corporation is 708809.

I further certify that said corporation has paid all fees due this office through December 31, 2025, that its most recent annual report/uniform business report was filed on February 26, 2025, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twenty-sixth day of February,
2025*




Secretary of State

Tracking Number: 1257848264CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

OGDEN UT 84201-0038

In reply refer to: 0458429556
June 09, 2025 LTR 147C 0
59-1118735 000000 00
00012229
BODC: TE

COMMUNITY ACTION PROGRAM COMMITTEE
INC
2501 W WRIGHT ST
PENSACOLA FL 32505

060364

Employer identification number: 59-1118735

Dear Taxpayer:

Thank you for your inquiry of May 29, 2025.

Your employer identification number (EIN) is 59-1118735. Please keep this letter in your permanent records. Enter your name and EIN on all federal business tax returns and on related correspondence.

You can get any of the forms or publications mentioned in this letter by visiting our website at [IRS.gov/forms](https://www.irs.gov/forms) or by calling 800-TAX-FORM (800-829-3676).

If you have questions, you can call us at 800-829-0115.

If you prefer, you can write to us at the address at the top of the first page of this letter.

When you write, include a copy of this letter, and provide your telephone number and the hours we can reach you in the spaces below.

Telephone number () _____ Hours _____

Keep a copy of this letter for your records.

Thank you for your cooperation.

0458429556

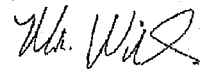
June 09, 2025 LTR 147C 0

59-1118735 000000 00

00012230

COMMUNITY ACTION PROGRAM COMMITTEE
INC
2501 W WRIGHT ST
PENSACOLA FL 32505

Sincerely yours,



Mr. Wilson
Department Manager, Accounts Mgmt.

Enclosures:
Copy of this letter

AMENDED AND RESTATED BYLAWS
OF COMMUNITY ACTION PROGRAM COMMITTEE, INC.,
(a Florida not-for-profit corporation)

The Board of Directors of Community Action Program Committee, Inc., a Florida not-for-profit corporation (the "Corporation"), hereby amends and restates the Bylaws of the Corporation and adopts the following Amended and Restated Bylaws of the Corporation in their entirety as follows:

ARTICLE I
Name

The name of the Corporation is "Community Action Program Committee, Inc."

ARTICLE II
Purposes

Section A. The Corporation is organized exclusively for charitable, scientific, literary and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or such corresponding section of any future federal tax code (hereinafter referred to as the "Code"), which shall include without limitation, unless not allowed by said Section 501(c)(3), all purposes consistent with the Community Opportunities, Accountability, and Training and Educational Services Act of 1998, as amended from time to time (42 U.S.C. 9901 et seq., as amended from time to time), and any successor statute, which may include without limitation the purposes of reducing poverty; revitalizing low-income communities; assessing the needs of low-income individuals and families; providing assistance to low-income individuals and families; and providing Head Start programs and other educational opportunities, workforce training, job opportunities, and family services. Further, the Corporation may engage in other activities designed or intended to accomplish such purposes.

Section B. This Corporation shall be authorized to carry out any and all acts and to exercise any and all corporate powers which may now or hereafter be lawful under the laws of the State of Florida to the extent applicable to corporations not for profit and that are not inconsistent with the Articles of Incorporation of the Corporation or these Bylaws.

Section C. Notwithstanding anything contained in these Bylaws to the contrary, the following provisions shall apply:

1. No part of the net earnings of the Corporation shall inure to the benefit of or be distributable to its members (if any), directors, trustees, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered to the Corporation and to make payments and distributions in furtherance of the purposes of this Articles II.

2. No substantial part of the activities of the Corporation shall consist of carrying on propaganda or otherwise attempting to influence legislation, and the Corporation shall not participate in or

intervene in any political campaign (including publishing or distributing statements) on behalf of or in opposition to any candidate for public office.

3. The Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

4. If the Corporation is, or shall ever be, classified as a “private foundation” as defined in Section 509(a) of the Code, the following provisions shall apply for so long as it remains a private foundation:

(a) The Corporation will not engage in any act of self-dealing as defined in Section 4941(d) of the Code.

(b) The Corporation will distribute its income for each tax year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Code.

(c) The Corporation will not retain any excess business holdings as defined in Section 4943(c) of the Code.

(d) The Corporation will not make any investments in such manner as to subject it to tax under Section 4944 of the Code.

(e) The Corporation will not make any taxable expenditures as defined under Section 4945(d) of the Code.

ARTICLE III No Members

Section A. No Members. The Corporation shall have no members.

ARTICLE IV Board of Directors

Section A. Management of Corporation Affairs. The operation and policies of the Corporation shall be determined by the Board of Directors, except as otherwise provided by law or these Bylaws. Each Director shall be at least eighteen (18) years of age. Upon his or her election or appointment, each Director shall immediately enter upon the performance of his or her duties and shall continue in office until his or her successor has been elected or appointed and qualified. The Board of Directors shall have all powers and authority necessary to control the work and policies of the Corporation, including without limitation the power to establish and disband committees, departments, and operations of the Corporation, and to establish general policies for their operation and governance. Without limiting the generality of the foregoing, the Board of Directors shall fully participate in the development, planning, implementation, and evaluation of the programs of the Corporation. Further, without limiting the generality of the

foregoing: (i) No contracts, debts or obligations that create an obligation or liability of the Corporation in excess of the principal amount of \$10,000.00 shall be binding upon the Corporation unless contracted under the authority of the Board of Directors; (ii) the Board of Directors shall have the control and management of the Corporation, with the power to borrow money for corporate purposes; and (iii) the Corporation, through its Board of Directors, may hold or dispose of such property, real or personal, as may be given, devised or bequeathed to it or entrusted to its care and keeping, and may purchase, acquire, transfer, sell, lease, mortgage, hypothecate, pledge, grant security interests in and otherwise encumber or dispose of such property, real or personal, as the Board of Directors deems beneficial or necessary for the carrying out of the purposes of the Corporation.

Section B. Number and Election of Directors.

1. The number of Directors shall not be more than eighteen (18) or less than nine (9). The exact number of Directors shall be fixed from time to time by vote of a majority of the entire Board of Directors, provided that no decrease in the number of Directors shall shorten the term of any incumbent Director; and provided further that the total membership on the Board of Directors at any time shall be divisible by three.
2. One-third of the Board of Directors shall be composed of members from the public sector, one-third shall be composed of members from the private sector, and one-third shall be composed of representatives of the “targeted communities,” all as provided in Article V below.
3. Subject to Section C of Article V below, the Directors of the Corporation shall be elected from time to time by vote of a majority of the entire Board of Directors then in office. Except as otherwise provided by law or these Bylaws, Directors of the Corporation may be elected at any meeting of the Directors. If the number of Directors is increased at any time, or if any Director shall resign or be removed in accordance with the provisions of these Bylaws, the vacancy or vacancies in the Board of Directors from such actions shall be filled as provided in Section D of this Article.

Section C. Terms of Office. Each Director shall serve for a term of five (5) consecutive years, beginning on the first day of the Corporation’s fiscal year in which such Director was elected or appointed, or until such Director’s successor has been duly elected or appointed and qualified. A person may serve no more than two (2) consecutive five-year terms on the Board of Directors, except that upon a vote of a majority of the entire Board of Directors then in office a person may serve a third consecutive five-year term on the Board of Directors. In addition, notwithstanding the foregoing, upon a vote of two-thirds (2/3) of the entire Board of Directors then in office, a person may serve a fourth or more consecutive five-year term on the Board of Directors. Except as otherwise hereinabove provided, one year must elapse after a person serves two (2) consecutive five-year terms on the Board of Directors before such person becomes eligible to serve on the Board of Directors again.

Section D. Vacancies on the Board. A vacancy in the Board of Directors occurring during the Corporation’s fiscal year by reason of the death, resignation, or removal of a Director shall be filled for the unexpired term of such Director by the same process and procedure as for the original selection of such Director.

Section E. Resignation. Any Director of the Corporation may resign at any time by giving his or her written resignation to the President or Secretary of the Corporation. Such resignation should take

effect at the time specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section F. Removal. Any Director may be removed with or without cause by the affirmative vote of a majority of the Board of Directors at any meeting of the Board, notice of which shall refer to the proposed action. Either the Chairperson of the Board of Directors, the Chief Executive Officer of the Corporation, or the Governance Committee by majority vote may call a special meeting of the Board to consider the removal of a director. A Director shall be removed immediately in the event that a majority of the Board of Directors at any meeting determines that such Director has engaged in inappropriate behavior or misconduct or has failed to act in the best interests of the Corporation.

Section G. Attendance. Directors are expected to attend all duly called and noticed meetings of the Board of Directors. A Director shall notify the Chairperson of each absence and the reason therefor, preferably beforehand. The Executive Committee shall have the discretionary authority to determine whether the reason given for an absence is acceptable. After two (2) consecutive unacceptable absences, or when there is a pattern of irregular attendance by a Director, the Executive Committee shall notify the Board of Directors that such Director's attendance is unsatisfactory. Three unacceptable absences after such notification shall result in a referral to the Board of Directors which may remove the Director by the affirmative vote of a majority of the Board of Directors at any meeting of the Board.

Section H. Compensation. No member of the Board shall receive, directly or indirectly, any salary, compensation, or emolument from the Corporation, either as a member of the Board, Executive Committee, or in any other capacity, except that subject to the approval of the Board, any member of the Board shall be entitled to receive reimbursement from the Corporation for expenses incurred by such member while performing his or her duties as a Director upon presentation of a written statement thereof to the Corporation accompanied by appropriate receipts.

Section I. Contracts with Corporation. No member of the Board, during such members tenure with the Board and for one year thereafter, shall be interested, directly or indirectly, in any contract relating to the operations of the Corporation, or in any contract for furnishing supplies thereto, unless authorized by the concurring vote of a majority of the whole number of the Board of Directors not including the vote of the interested Director(s).

Section J. Officers of the Board of Directors. The officers of the Board of Directors shall be a Chairperson, a Vice-Chairperson, a Treasurer, and a Secretary (who shall also be Secretary of the Corporation unless another person is appointed as Secretary of the Corporation by the Board of Directors), each of whom shall be elected by majority the Directors present at any meeting of the Board of Directors. The Board of Directors may at any time also appoint, in addition to the aforementioned officers, such other officers as it shall deem necessary, such additional officers to hold their offices for such terms, and to exercise such powers and perform such duties and to have such titles, as shall be determined from time to time by the Board of Directors.

Section K. Term of Office. Except as otherwise provided in these Bylaws, each officer of the Board of Directors shall hold office for two (2) years or until a successor is elected. If any office becomes vacant for any reason, the vacancy shall be filled by the Board of Directors.

Section L. Chairperson. The Chairperson of the Board of Directors shall preside at all meetings of the Board of Directors. He or she shall be a voting member of all committees established by the Board of Directors or these Bylaws. He or she shall have the general powers and duties of supervision and management of the Board of Directors which usually pertain to the office of Chairperson and shall perform all such other duties as are properly required of him or her by the Board of Directors or applicable law. Without limiting the generality of the forgoing, the Chairperson may execute, on behalf of the Corporation, all contracts and agreements that have been duly authorized by the Board of Directors or these Bylaws.

Section M. Vice Chairperson. The Vice Chairperson shall assist the Chairperson, and in the absence, incapacity, resignation, or removal of the Chairperson, shall assume and be vested with the responsibilities of the office of Chairperson.

Section N. Secretary. The Secretary shall attend all meetings of the Board of Directors and the Executive Committee and keep the minutes thereof. These responsibilities may be delegated to a recording secretary from the staff of the Corporation. The Secretary shall perform such other duties as usually pertain to the office of Secretary or as are properly required of him or her by the Board of Directors or applicable law. In the absence or incapacity of both the Chairperson and the Vice-Chairperson, the Secretary shall assume and be vested with the responsibilities of the office of Chairperson.

Section H. Treasurer. The Treasurer shall oversee the finances of the Corporation and shall perform such duties as usually pertain to the office of Treasurer as are properly required of him or her by the Board of Directors or applicable law, including, without limitation, the following:

1. Oversee and be responsible for the finances, monies and investments of the Corporation;
2. Oversee the preparation of the annual operating budget of the Corporation in cooperation with the Chief Financial Officer and the Corporation's staff and make recommendations to the Board of Directors regarding the adoption thereof;
3. Review all supplemental budgets, actual or proposed, of the Corporation prepared by the Corporation's staff, and make recommendations to the Board of Directors concerning the adoption thereof;
4. Review all financial activities of the Corporation on a regular basis;
5. Oversee the preparation of an annual audit of the financial records of the Corporation by a Certified Public Accountant and review the annual audit and make recommendations to the Board of Directors concerning the approval thereof; and
6. Review available opportunities for the financing of projects undertaken or considered by the Corporation and to report findings and make recommendations to Board thereon.

Section I. Duties of Officers May be Delegated. In case of the absence or disability of any officer of the Board of Directors, or for any other reason that the Board of Directors may deem sufficient, the Board of Directors, except where otherwise provided by law or these Bylaws, may delegate the powers of duties of any officer to any other officer or to any Director.

ARTICLE V
Membership of the Board of Directors

Section A. Public Sector. One-third of the members of the Board of Directors shall be comprised of elected government officials holding office on the date of selection or their designated representatives; provided that in the event that a sufficient number of elected officials or their representatives are not reasonably available and willing to serve, appointive public officials or their representatives may be counted to meet the requirements of this Section. Each such government official or representative of a government official shall hold office as a Director only while such government official holds public office. Board of Directors shall each year request from such governmental officials letters signed by the respective governmental officials or presiding officers of such governmental bodies affirming or reaffirming the respective designated Board of Directors representatives of such governmental officials or bodies. Board members from the public sector shall reside in the political jurisdiction of the governmental body which designates them to be members of the Board.

Section B. Private Sector. One-third of the members of the Board of Directors shall be comprised of officials or members of business, industry, labor, religious, law enforcement, education, or other major groups and interests in the communities served by the Corporation (collectively, "Private Community Groups"). From time to time, the Board of Directors shall invite Private Community Groups to submit nominees for Board membership based on the Board's needs and/or as the terms of private sector board members expire. Board members from the private sector shall reside or work in Escambia County, Florida, unless that requirement is waived by the Board of Directors.

Section C. Targeted Communities. One-third of the members of the Board of Directors shall be representatives of the targeted communities. The term "targeted communities" means the low-income communities within specific geographical areas or neighborhoods within the service boundaries of the Corporation as identified from time to time by the Board of Directors. Each such geographic area or neighborhood shall circumscribe those areas of the community where poverty is concentrated and shall contain, if and to the extent feasible, substantially the same number of low-income persons. Board members representing the targeted communities need not be low-income themselves but shall be chosen democratically in order to ensure that such Board members truly represent each such targeted community. Accordingly, except as otherwise provided hereinbelow, democratic elections shall be held in each such targeted community as follows:

- (1) The date, time, and place of the election shall be determined by the Board of Director. The election shall be held in a location accessible to the public and convenient to low-income residents within such targeted community.
- (2) A notice specifying the Board vacancy which the election will be held to fill, and the date, time, and place of the election shall be published in a newspaper of general circulation in such targeted community at least seven (7) days prior to the date of the election.
- (3) One or more public service announcements shall be prepared by the Board and submitted to news media serving such targeted community such that low-income persons in such targeted community are most likely to gain knowledge of such election.'

- (4) The meeting to elect a Board member to represent such targeted community shall be presided over by a Board member, the Corporation's CEO, another staff member of the Corporation, or an officer of a significant service or community non-profit organization serving the targeted community, as designated by the Board of Directors.
- (5) The person presiding at such meeting shall first determine that each person desiring to vote in such election is eligible to vote. Only persons who are at least eighteen (18) years of age and reside in such targeted area shall be eligible to vote in such election. The presiding officer may require reasonable proof that such eligibility requirements are met, which proof may include, but is not limited to, such presiding representative's personal knowledge.
- (6) After such determination of eligibility, the presiding officer shall call the meeting to order and explain the nomination and election process, including Board eligibility requirements, before opening the floor for nominations of eligible candidates. Only persons residing in such targeted community shall be eligible for election to the Board under this Section C.
- (7) The floor shall be open for nominations of low-income persons residing within such targeted community or such other persons qualified to represent such targeted community.
- (8) The presiding officer shall call for a vote on each nominee in the order of nomination and shall require persons voting for each nominee to stand and remain standing until all votes have been counted by the presiding representative or his or her assistants.
- (9) The nominee receiving the highest number of votes (i.e., a plurality) shall be submitted to the Board of Directors at its next scheduled meeting for approval or rejection.

As an alternative to the foregoing procedure, one or more members of the Board of Directors representing a targeted community may be democratically elected by a significant non-profit service or community organization serving the targeted community and recognized by the Board of Directors, provided that the nomination and election process used by such non-profit organization is substantially similar to the foregoing process and provided further that such non-profit organization provides to the Board of Directors such certifications and other evidence satisfactory to the Board of Directors of the nomination and election process used by such non-profit organization.

Section D. Board Composition. The Board of Directors shall include each of the following:

- (1) One Director (or a consultant working directly with the Board) shall have a background with expertise in fiscal management or accounting.
- (2) One Director shall have a background with expertise in Early Childhood Education.
- (3) One Director (or a consultant working directly with the Board) shall be an attorney familiar with issues coming before the Board.

Section E. Director Emeritus. The Board of Directors may from time to time elect any person as a “Director Emeritus” subject to such terms and other conditions as the Board may determine. A Director Emeritus shall have all rights and privileges of a Director except that (1) a Director Emeritus shall not be considered to determine whether a quorum exists at any meeting of the Board of Directors and (2) a Director Emeritus shall not be entitled to vote on any matter coming before the Board of Directors.

ARTICLE VI Meetings of the Board of Directors

Section A. Regular Meetings. Regular meetings of the Board of Directors for the transaction of any business shall be held not less than eight (8) times annually and at such times and places as shall be fixed by the Board. Except as otherwise provided in these Bylaws, the notice of any monthly meeting given pursuant to Section E below need not specify the purpose or purposes for which the meeting is called.

Section B. Special Meetings. Special meetings of the Board of Directors may be called at any time by the Chairperson and shall be called by the Chairperson upon the written request of the Chief Executive Officer or three (3) Directors. The notice of such special meeting given pursuant to Section E below shall state the purpose or purposes of such special meeting, and only no business shall be conducted at such special meeting other than business pertaining to such stated purpose or purposes.

Section C. First Meeting of Newly Elected Directors. The first meeting of the Board of Directors with the newly elected Directors shall be held at the next regular or special meeting of the Board of Directors.

Section D. Notice of Meetings. Notice of each meeting of the Board of Directors, stating the time and place thereof shall be given by the Chairperson, the Chief Executive Officer, or the Corporation’s Secretary to all Directors by either (1) mailing the same, postage prepaid, addressed to the Director at his or her residence or usual place of business not less than seven (7) days before the meeting, (2) by delivering the same to the Director personally not less than two (2) days before the meeting, or (3) by sending the same by fax or electronic mail address to the Director at such Director's last known fax number or email address not less than two (2) days before the meeting. Meetings of the Board of Directors may also be held at any place and time without notice by unanimous written consent of all Directors.

Section E. Action of Directors Without a Meeting. Any action required or permitted to be taken by the Board of Directors or any committee thereof, including without limitation the Executive Committee, may be taken without a meeting if all members of the Board or committee consent in writing to the adoption of a resolution authorizing the action. The resolution and the written consent thereto by the Board or committee shall be filed with the minutes of the proceedings of the Board.

Section F. Presence at Meeting by Telephone or Electronic Communications. Members of the Board of Directors or any committee thereof may participate in a meeting of the Board of Directors or committee by means of a conference telephone or electronic communications by means of which all

persons participating in the meeting can speak to and hear each other. Participation in a meeting by such means shall constitute presence in person at the meeting for all purposes.

Section G. Quorum; Vote Required; No Proxy Voting. At all meetings of the Board of Directors, except as otherwise provided by law or these Bylaws, a quorum shall be required for the transaction of business and shall consist of not less than one-half of the entire membership of the Board. Unless otherwise expressly stated in these Bylaws, the vote of a majority of the Directors present shall decide any question that may come before the Board. All votes shall be open, except that secret ballots may be used, upon approval of a motion to that effect, for the appointment or confirmation of the Chief Executive Officer and other key staff members and for the removal of a Director. A majority of the Directors present in any meeting, although less than a quorum, may adjourn the same from time to time, without notice other than announcing at the meeting, until a quorum is present. Proxy voting is prohibited.

Section H. Procedure. The order of business and all other matters of procedure at every meeting of Directors shall be determined by the presiding officer.

Section I. Open Meetings. All meetings of the Board of Directors (regular as well as special) and all meetings of each committee of the Board of Directors shall be open to the public, except that the Chairperson or the chairperson of the committee, as the case may be), the Chief Executive Officer, or the Board of Directors by majority vote (or the members of the committee by majority vote, as the case may be) may call the Board or the committee, as the case may be, to executive session when permitted by applicable law. In all cases, the minutes of Board and committee meetings shall be part of public records unless otherwise required or permitted by applicable law. Further, persons in attendance at Board and committee meetings shall be given an opportunity to be heard upon a prior written or verbal request and approval of the presiding officer of such request, subject to time limits and other reasonable rules adopted by the Board or the committee, as the case may be, or stated by the presiding officer. Notices of all meetings of the Board of Directors and committees of the Board shall be given to the public in accordance with applicable law. All documentation of public notice of each Board and committee meeting and minutes or draft minutes of each Board and committee meeting shall be timely submitted to the Florida Department of Commerce or other applicable state agency if and as required by applicable law.

Section J. Parliamentary Procedure. Meetings of the Board of Directors and committees of the Board shall be conducted in accordance with the most current version of Roberts Rules of Order unless specific procedures to the contrary are established by law, these Bylaws, or the Board of Directors (or committee, as the case may be).

ARTICLE VII Officers

Section A. Officers. The officers of the Corporation shall be a President and Chief Executive Officer, a Chief Financial Officer (subject to outsourcing at the Board's discretion pursuant to Section E below), and a Secretary (who shall be the same person as the Secretary of the Board of Directors unless another person is appointed as Secretary of the Corporation by the Board of Directors). The Board of Directors may at any time also appoint, in addition to the aforementioned officers, such other officers as it shall deem necessary (including but not limited to one or more Vice-Presidents, Assistant Secretaries, Treasurer, and Assistant Treasurer) such additional officers to hold their offices for such terms, and to

exercise such powers and perform such duties and to have such titles, as shall be determined from time to time by the Board of Directors.

Section B. Resignation. Any officer may resign at any time by notifying the President or the Secretary of the Corporation in writing. Such resignation shall take effect at the time specified therein and unless otherwise specified in such resignation, the acceptance thereof shall not be necessary to make it effective.

Section C. President and Chief Executive Officer. The President and Chief Executive Officer shall be retained by the Board of Directors for such term, salary, and other terms and conditions as the President/Chief Executive Officer and the Board of Directors shall mutually agree, as evidenced by a written employment contract duly executed by the President/Chief Executive Officer and the Chairperson. He or she shall carry out the policies of the Board and shall have charge of the day-to-day operations of the Corporation, subject to these Bylaws and actions by the Board of Directors. He or she shall have the general executive powers and duties which customarily pertain to the office of president and chief executive officer, except as limited by law, these Bylaws, or actions by the Board of Directors, and shall perform all such other duties as are properly required of him or her by the Board of Directors or applicable law, including but not limited to the employment and supervision of all employees of the Corporation staff designation of their duties, and general supervision of their work. Without limiting the generality of the foregoing, the President/Chief Executive Officer may execute, on behalf of the Corporation, all contracts and agreements that have been duly authorized by the Board of Directors or these Bylaws. The President/Chief Executive Officer shall be a non-voting member of all committees of the Board of Directors and of the Corporation. The President/Chief Executive Officer shall attend all meetings of the Board of Directors and shall make monthly reports and an annual report to the Board of Directors. During the temporary absence of the President/Chief Executive Officer, either short-term or extended, the President/Chief Executive Officer shall designate the person or persons to fulfill his or her responsibilities. If the President/Chief Executive Officer becomes incapacitated or if there exists a vacancy in the position of President/Chief Executive Officer, the Chairperson of the Board of Directors shall designate the person to assume the responsibilities of the President/Chief Executive Officer in the interim before the Board of Directors retains a new President/Chief Executive Officer.

Section D. Secretary. The Secretary shall affix the corporate seal to, and sign instruments as require the seal and his or her signature and shall perform such other duties as usually pertain to the office of Secretary or as are properly required of him or her by the Board of Directors or applicable law.

Section E. Chief Financial Officer. The Chief Financial Officer shall be responsible for the finances of the Corporation and shall perform such duties as usually pertain to the office of chief financial officer or as are properly required of him or her by the Board of Directors or applicable law, including, without limitation, the following:

1. Oversee and be responsible for the finances, monies and investments of the Corporation;
2. Keep accurate books and records of all of the Corporation's financial affairs in accordance with generally accepted accounting principles consistently applied;

3. Prepare the annual operating budget of the Corporation in cooperation with the Treasurer of the Board of Directors and the Corporation's staff and make recommendations to the Board of Directors regarding the adoption thereof;
4. Prepare all supplemental budgets, actual or proposed, of the Corporation in cooperation with the Treasurer of the Board of Directors and the Corporation's staff and make recommendations to the Board of Directors concerning the adoption thereof;
5. Review all financial activities of the Corporation on a regular basis;
6. Prepare or cause to be prepared monthly financial statements for the Corporation and present such statements at the next scheduled regular meeting of the Board of Directors;
7. Cause to be prepared an official annual audit of the financial records of the Corporation by a Certified Public Accountant and review the annual audit and make recommendations to the Board of Directors concerning the approval thereof; and
8. Investigate available opportunities for the financing of projects undertaken or considered by the Corporation and report findings and make recommendations to the Board thereon.

Notwithstanding the foregoing or any contrary provision in these Bylaws, the Board of Directors may, in its sole discretion, elect to compensate such Chief Financial Officer or to outsource some or all of the responsibilities of the Chief Financial Officer, in any case for such remuneration and upon such other terms and conditions as the Board, by and through the Chairperson, shall agree in writing.

Section F Duties of Officers May be Delegated. In case of the absence or disability of any officer of the Corporation, or for any other reason that the Board of Directors may deem sufficient, the Board of Directors, except where otherwise provided by law or these Bylaws, may delegate the powers of duties of any officer to any other officer or to any Director.

Section G. Compensation. Except as otherwise provided by these Bylaws, no officer shall receive, directly or indirectly, any salary, compensation or emolument from the Corporation, either as an officer of the Corporation, the Board of Directors, the Executive Committee or in any other capacity, except that subject to the approval of the Board, any officer of the Corporation or the Board of Directors shall be entitled to receive reimbursement from the Corporation for expenses incurred by such officer while performing his or her duties as a Director upon presentation of a written statement thereof to the Corporation accompanied by appropriate receipts, and except that Directors who represent targeted communities shall be reimbursed for mileage at the then current rate allowed by the Internal Revenue Service for their attendance at Board meetings.

Section H. Bonds. The Board of Directors may require any officer, agent, or employee of the Corporation to give a bond to the Corporation, conditional upon the faithful performance of his or her duties, with one or more sureties in such amount as may be satisfactory to the Board of Directors. The cost of such bond shall be paid by the Corporation.

ARTICLE VIII
Committees of the Board of Directors

Section A. Committees. Subject to the other provisions of these Bylaws, the Board of Directors, in consultation with the Chief Executive Officer, shall designate the various departments into which the program and administrative work of the Corporation shall be divided and shall determine the division of the responsibility and the relationship between such departments. Either the Chairperson or the Board of Directors may appoint committees of the Board of Directors. Except as otherwise provided in these Bylaws, the Chairperson or the Board of Directors shall prescribe the duties, powers and functions of each committee appointed by the Chairperson or the Board of Directors, as the case may be. Each committee shall meet as needed to transact the necessary business of the committee, and minutes of each committee meeting shall be presented to the Board of Trustees at the next Board meeting.

Section B. Standing Committees. The standing committees of the Board of Directors shall include: (1) Executive Committee, (2) Finance Committee; (3) Governance Committee, (4) Personnel Committee, and (5) Program Committee. In addition, the Board of Directors, by resolution or resolutions, and in consultation with the CEO, may designate from its number one or more other standing committees, which, to the extent provided in such resolution or resolutions, shall have and may exercise such powers as may be lawfully delegated by the Board of Directors. All additional standing committees shall have such name or names as may be determined from time to time by the resolution or resolutions adopted by the Board of Directors. Except as otherwise provided in these Bylaws or by resolution of the Board of Directors, all standing committee chairpersons shall be appointed by the Chairperson annually, immediately following the election of officers, and shall serve at the pleasure of the Chairperson or until a new Chairperson takes office.

Section C. Quorum. A quorum shall be required for the transaction of any business by a committee, including the Executive Committee. Fifty percent (50%) of all of the members of any committee, including the Executive Committee, shall constitute a quorum.

Section D. Committee Procedure. Subject to the approval of the Board of Directors, each committee shall have the power to adopt such rules as may be necessary for the conduct of the work entrusted to it. Each committee shall keep regular minutes of its proceedings and report the same to the Board.

Section E. Resignation. Any member of any committee may resign at any time by notifying the chairperson of the committee and the Chief Executive Officer, Chairperson, or Secretary. Such resignation shall take effect at the time specified therein and unless otherwise specified in the resignation, the acceptance thereof shall not be necessary to make it effective.

Section F. Miscellaneous. The Board of Directors shall have the power to increase or decrease the membership of any committee; to remove or change the members of any committee to fill vacancies on any committee and to discharge any committee, whenever in its sole judgment the best interest of the Corporation shall be served thereby.

Section G. Executive Committee. The Executive Committee shall consist of the four (4) officers of the Board of Directors designated in the first sentence of Section J of Article IV above (to-wit, the

Chairperson, the Vice-Chairperson, the Secretary, and the Treasurer) and such other members of the Board as the Board may designate. The Executive Committee shall also include the immediate past Chairperson of the Board of Directors and the President and Chief Executive Officer of the Corporation as non-voting members. In the interim between meetings of the Board of Directors, the Executive Committee shall have and may exercise all powers of the Board of Directors on all matters in the ordinary course of business, except that the power (i) to amend these Bylaws or the Articles of Incorporation, or (ii) to purchase or sell real estate, or (iii) to elect or appoint any Director or remove any Director, or (iv) to amend or repeal any action previously adopted by the full Board, or (v) to undertake any other extraordinary act, is not and may not be delegated by the Board of Directors to the Executive Committee. Further, no later than December 1 of each year, the Executive Committee shall conduct a performance review, compensation review, expense reimbursement review, and review of other terms and conditions of employment of the President and Chief Executive Officer and make recommendations to the full Board of Directors on such matters. All actions taken by the Executive Committee shall be reported to and ratified (or reversed) by the full Board of Directors at the next regular meeting of the Board. The Chairperson shall serve as the Chairperson of the Executive Committee. The Executive Committee shall meet at such times as may be directed by the Chairperson, or in the Chairperson's absence or disability, by the Vice-Chairperson, or by the President and Chief Executive Officer. Notice of such Executive Committee meetings shall be given to all members of the Executive Committee. Such notice shall be given by telephone, fax, email, or in person at least 24 hours prior to the date and time of the meeting except where exigent circumstances do not reasonably permit 24 hours' prior notice.

Section H. Finance Committee. The Finance Committee shall have such powers and perform such duties as are properly required by the Board of Directors including, without limitation, the following:

1. To review the annual operating budget of the Corporation in cooperation with the Chief Financial Officer, the Treasurer, and the Corporation's staff and to make recommendations to the Board of Directors regarding the adoption thereof;
2. To review all supplemental budgets, actual or proposed, of the Corporation prepared by the Chief Financial Officer or the Corporation's staff, and to make recommendations to the Board of Directors concerning the adoption thereof;
3. To review all financial activities of the Corporation on a regular basis;
4. To review monthly financial statements for the Corporation and to present such statements at the next scheduled regular meeting of the Board of Directors;
5. To cause to be prepared an official annual audit of the financial records of the Corporation by a Certified Public Accountant and communicate with such Certified Public Accountant with respect thereto.
6. To review the annual audit and to make recommendations to the Board of Directors concerning the approval thereof;
7. To review available opportunities for the financing of projects undertaken or considered by the Corporation and to report findings and make recommendations to Board thereon;

8. To investigate claims of fraud;
9. To review all contracts of the Corporation;
10. To cause IRS Form 990 to be prepared and to review and approve the same;
11. To periodically conduct or cause to be conducted and review Corporation-wide risk assessments;
12. To periodically review all inventory reports;
13. To periodically evaluate minority participation in the Corporation's purchasing process; and
14. To ensure that the Corporation adheres to applicable financial requirements.

Section I. Governance Committee. The Governance Committee is commissioned to strengthen the Board by evaluating the then-existing Board and establishing guidelines for Board development. The Governance Committee shall organize a year-round effort to enlist new Board members to ensure that sufficient seats on the Board are filled in accordance with these Bylaws. The Governance Committee shall monitor Board participation and take necessary steps to maintain high levels of Board member involvement. The Governance Committee shall be comprised of members of the Board who are well acquainted with the Corporation's goals and challenges. Governance Committee members must be able to operate without undue influence from the status quo or a power element of the Board. Governance Committee members should be sufficiently secure in their own professional and community positions to evaluate the Board objectively. Community leaders outside the Board may be involved with the Governance Committee in a non-voting consultative capacity. The Governance Committee shall have all powers and duties as are properly delegated or required by these Bylaws or by the Board of Directors including, without limitation, the following:

1. To conduct evaluations of the Board to identify areas of strength and weakness;
2. To review activities of Board members and make recommendations to the Board as to whether or not they should be retained, separated, or challenged to become more involved;
3. In light of the Corporation's goals and the strengths and weaknesses of the then-current Board, to determine the characteristics that new Board members must have in order to enhance Board performance;
4. To identify, meet, cultivate, recruit, and recommend qualified candidates to fill vacancies on the Board on an ongoing basis and to hold all discussions of those under consideration in strict confidence;
5. To identify, meet, cultivate, recruit, and recommend qualified candidates to fill vacancies on the Board that occur during the year;
6. To identify, meet, cultivate, recruit, and recommend on an ongoing basis non-Board members to serve on committees of the Board or Corporation;

7. Prior to the commencement of each fiscal year of the Corporation, to prepare a single slate of candidates for election to the Board of Directors from the public and private sectors which slate shall be presented to the Board at the regular meeting prior to the meeting where such slate shall be voted upon;
8. Prior to the commencement of each fiscal year of the Corporation, to recommend a single slate of Board Officers for terms of service in accordance with these bylaws, which slate shall be presented to the Board at the regular meeting prior to the meeting where such slate shall be voted upon;
9. To ensure that Board members receive proper orientation and training on Board governance and on the mission, goals and strategic plans of the Corporation;
10. To work to maintain effectiveness and high levels of involvement of Board members in the Board, Board committees, meetings, fundraisers and special projects;
11. To ensure an effective board nomination process, including studying the composition of the Board to determine current skills and experience, and identifying needs;
12. To identify and review from time-to-time potential candidates for election as Special Advisors or Honorary Directors and to present recommendations, if any, to the Board at any meeting of the Board where such recommendations shall be voted upon; and
13. To ensure effective Board processes, structures, and roles, including orientation planning, committee development, and board evaluation.
14. To develop and implement procedures for individuals with low incomes, community organizations, and religious organizations to petition for representation on the Board of Directors if such individuals or organizations believe that they are not adequately represented on the Board of Directors.

Section J. Personnel Committee. The Personnel Committee shall review and consult with the Chairperson and the President and Chief Executive Officer on all personnel matters, including but not limited to grievances. The Personnel Committee shall review the Corporation's personnel policies and procedures (including without limitation policies and procedures pertaining to wage and salary, compensation, training, hiring, termination, and discipline) annually and make recommendations to the Board of Directors for any updates or revisions thereto. The Personnel Committee shall annually review the job description of the President and Chief Executive Officer and make recommendations to the Board of Directors for any updates or revisions thereto.

Section K. Program Committee. The Program Committee is responsible for reviewing and monitoring each program of the Corporation. The Program Committee shall periodically meet with the Corporation's program staff to discuss performance and goals, to receive detailed updates on programs including but not limited to program outcomes, to receive input from program staff, and to discuss emerging community needs. Further, the Program Committee shall conduct or cause to be conducted and shall oversee an annual community needs assessment.

ARTICLE IX
Policy Council and Impasse Committee

Section A. Policy Council. Notwithstanding any contrary provision in these Bylaws, a CAPC – Head Start/Early Learning Policy Council shall have responsibility to implement Performance Standard 1301.3, Program Governance, and shall share responsibility with the Board of Directors for overseeing the delivery of high-quality services to children and families in accordance with Head Start legislation, regulations, and policies. The Chairperson shall appoint at least one Director to serve as a liaison between the Policy Council and the Board of Directors. Likewise, the Board of Directors recognizes that the Policy Council may appoint at least one of its members to serve as a liaison between the Board of Directors and the Policy Council. Each liaison member of the Policy Council shall be entitled to attend and speak at meetings of the Board of Directors, but shall not have a Board vote, provided that each liaison Director is allowed to attend and speak at meetings of the Policy Council (but such liaison Directors shall not have a Policy Council vote). The Board of Directors shall work with the Policy Council to develop, review, and approve or disapprove policies and procedures pertaining to the following:

- (1) All funding applications and amendments thereto prior to submission of such applications and amendments to the funding source;
- (2) Written procedures describing the sharing of decision-making responsibilities between the Policy Council and the Board of Directors;
- (3) Process for program planning and shaping the program philosophy as well as the programs' long- and short-term goals and objectives;
- (4) The composition of the Policy Council and the procedures by which membership is chosen;
- (5) The criteria for defining recruitment, selection, and enrollment priorities;
- (6) The on-going process of annual self-assessment to ensure the carrying out of the programmatic and fiscal intent of its grant applications and the findings of the annual audit;
- (7) The personnel policies and subsequent changes thereto, including standards of conduct for program staff, consultants, and volunteers;
- (8) Decisions to hire or terminate the Head Start Director, Chief Executive Officer, and Chief Financial Officer;
- (9) Decisions to hire or terminate any person who works for the Head Start program; and

- (10) The membership and function of the Impasse Committee and written procedures for resolving internal disputes between the Board of Directors and the Policy Council.

Section B. Impasse Committee. The Impasse Committee shall consist of an equal number of members of the Board of Directors and the Policy Council, plus one neutral member who is mutually agreeable to the Board of Directors and the Policy Council. The Impasse Committee shall meet as and when necessary and shall resolve any impasse between the Board of Directors and the Policy Council.

ARTICLE X Indemnification of Director and Officers

Section A. Right of Indemnity. Each Director and officer of the Corporation, whether or not then in office, and any person whose testator or intestate was such a Director or officer, shall be indemnified by the Corporation for the defense, compromise, or settlement of or in connection with civil or criminal actions or proceedings or appeal therein, in accordance with and to the fullest extent permitted by law.

Section B. Other Rights of Indemnification. The right of indemnification herein provided shall not be deemed exclusive of any other rights to which any such Director, officer or other person may now or hereafter be otherwise entitled and specifically, without limiting the generality of the foregoing, shall not be deemed exclusive of any rights, pursuant to statute or otherwise, of any such Director, officer or other person in any such action or proceeding to have assessed or allowed in his or her favor, against the Corporation or otherwise, his or her costs and expenses incurred therein or in connection therewith or any part thereof.

ARTICLE XI Corporate Finance

Section A. Bank Accounts. The funds of the Corporation shall be deposited in its name with such bank or banks, trust company or trust companies as the Board of Directors may from time to time designate. All checks, notes, drafts and other negotiable instruments of the Corporation shall be signed by such officer or officers, agent or agents, employee or employees as the Board of Directors may from time to time by resolution designate. Any transfer of funds from restricted accounts shall require two authorized signatures.

Section B. Fiscal Year. The fiscal year of the Corporation shall begin on December 1 of each year and shall end on November 30 of the following year, unless otherwise provided by the Board of Directors.

Section C. Gifts. The Board of Directors, the Executive Committee, the Chief Executive Officer, or any other authorized officer, employee or agent of the Corporation may accept on behalf of the Corporation any contribution, gift, bequest, or devise for any general or special purpose or purposes of the Corporation, provided that the acceptance of any contribution, gift, bequest or devise of any property other than cash or liquid assets which are readily convertible to cash shall be subject to the prior approval of the Board of Directors.

Section D. Voting of Securities Held by the Corporation. Stocks or other securities owned by the Corporation may be voted in person or by proxy as the Board of Directors or the Executive Committee shall specify. In the absence of any direction by the Board of Directors or Executive Committee, such stocks or securities shall be voted by the Chairperson as he or she shall determine.

Section E. Income From Corporate Activities. All income from activities of the Corporation shall be applied to the maintenance, expansion, or operation of the lawful activities of the Corporation.

ARTICLE XII Corporate Seal

Section A. Form of Seal. The seal of the Corporation shall be circular in form with the words “Community Action Program Committee, Inc.” in the outer circle and the words “Corporate Seal” in the inner circle. The seal on any corporate obligation for the payment of money may be facsimile, engraved or printed.

ARTICLE XIII Dissolution

In the event of dissolution or final liquidation of the Corporation, the Board of Directors shall, after paying or making provision for the payment of all the lawful debts and liabilities of the Corporation, distribute all the assets of the Corporation to one or more of the following categories of recipients as the Board of Directors of the Corporation shall determine:

(a) a nonprofit organization or organizations which may have been created to succeed the Corporation, as long as such organization or each of such organizations shall then qualify as a governmental unit under section 170(c) of the Internal Revenue Code or as an organization exempt from federal income taxation under section 501(a) of such Code as an organization described in section 501(c)(3) of such Code; and/or

(b) a nonprofit organization or organizations having similar aims and objects as the Corporation and which may be selected as an appropriate recipient of such assets, as long as such organization or each such organizations shall then qualify as a governmental unit under section 170(c) of such Code or as an organization exempt from federal income taxation under section 501(a) of such Code as an organization described in section 501(c)(3) of such Code.

ARTICLE XIV Construction

If there is any conflict between the provisions of the Articles of Incorporation of the Corporation and these Bylaws, the provisions of the Articles of Incorporation shall govern.

ARTICLE XV
Amendments

These Bylaws may be added to, amended, altered or repealed at any meeting of the Board of Directors, notice of which shall have referred to the proposed action, by the affirmative vote of two-thirds of the whole Board of Directors, provided that written notice of such amendments shall be given to each Director at least two (2) weeks prior to such meeting.

ARTICLE XVI
Miscellaneous Provisions

Section A. Conflicts of Interest. No Director, officer, or employee of the Corporation or its delegates or agents who exercise any functions or responsibilities with respect to a program of the Corporation, during their tenure and for one year thereafter, shall have any interest, direct or indirect, in any contract or subcontract, or the proceeds thereof, for work performed or to be performed in connection with such program.

Section B. Books and Records. The Articles of Incorporation, these Bylaws, and the books and records of the Board of Directors and the Corporation shall at all times, upon reasonable prior notice, shall be subject to inspection by any Director, any member of the public, or any other organization or governmental entity in accordance with the requirements of, and subject to applicable law.

IN WITNESS WHEREOF, the undersigned Chairman of the Board of Directors of the Corporation does hereby certify that the foregoing Amended and Restated Bylaws were duly adopted by the Board of Directors on this 24 day of April, 2025.



Chairperson



Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 04CH011718-06-02

FAIN# 04CH011718

Federal Award Date: 05/16/2025

Recipient Information

1. Recipient Name

COMMUNITY ACTION PROGRAM
COMMITTEE, INC.
1380 N Palafox St
Pensacola, FL 32501-2641
850-438-4021

2. Congressional District of Recipient

01

3. Payment System Identifier (ID)

1591275941A2

4. Employer Identification Number (EIN)

591118735

5. Data Universal Numbering System (DUNS)

QA8HEH6FZTB9

6. Recipient's Unique Entity Identifier (UEI)

QA8HEH6FZTB9

7. Project Director or Principal Investigator

Mr. Douglas Brown
President
d.brown@capc-pensacola.org
8504384021

8. Authorized Official

Ms. Tabitha Nichols
Board Chair
t.nichols@capc-pensacola.org
(850) 438-4021 x114

Federal Agency Information

ACF/OHS Region IV Grants Office

9. Awarding Agency Contact Information

Ms. Heather Colwell
Grants Management Officer
heather.colwell@acf.hhs.gov
214-767-8850

10. Program Official Contact Information

Ms. Erika R Lundy
Regional Program Manager
erika.lundy@acf.hhs.gov
404-562-2770

Federal Award Information

11. Award Number

04CH011718-06-02

12. Unique Federal Award Identification Number (FAIN)

04CH011718

13. Statutory Authority

42 USC 9801 ET SEQ

14. Federal Award Project Title

Head Start and Early Head Start

15. Assistance Listing Number

93.600

16. Assistance Listing Program Title

Head Start

17. Award Action Type

NGA Revision

18. Is the Award R&D?

No

Summary Federal Award Financial Information

19. Budget Period Start Date 12/01/2024 - End Date 11/30/2025

20. Total Amount of Federal Funds Obligated by this Action \$0.00

20a. Direct Cost Amount \$0.00

20b. Indirect Cost Amount \$0.00

21. Authorized Carryover \$0.00

22. Offset \$0.00

23. Total Amount of Federal Funds Obligated this budget period \$10,492,314.00

24. Total Approved Cost Sharing or Matching, where applicable \$997,119.00

25. Total Federal and Non-Federal Approved this Budget Period \$11,489,433.00

26. Period of Performance Start Date 07/01/2020 - End Date 11/30/2025

27. Total Amount of the Federal Award including Approved
Cost Sharing or Matching this Period of Performance \$57,062,447.00

28. Authorized Treatment of Program Income

ADDITIONAL COSTS

29. Grants Management Officer - Signature

Ms. Heather Colwell
Grants Management Officer

30. Remarks



Department of Health and Human Services

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Recipient Name

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Congressional District of Recipient

01

Payment Account Number and Type

1591275941A2

Employer Identification Number (EIN) Data

591118735

Universal Numbering System (DUNS)

QA8HEH6FZTB9

Recipient's Unique Entity Identifier (UEI)

QA8HEH6FZTB9

31. Assistance Type

Discretionary Grant

32. Type of Award

Service

33. Approved Budget

(Excludes Direct Assistance)

I. Financial Assistance from the Federal Awarding Agency Only

II. Total project costs including grant funds and all other financial participation

a. Salaries and Wages	\$5,379,521.00
b. Fringe Benefits	\$1,613,857.00
c. Total Personnel Costs	\$6,993,378.00
d. Equipment	\$0.00
e. Supplies	\$237,641.00
f. Travel	\$9,450.00
g. Construction	\$0.00
h. Other	\$902,093.00
i. Contractual	\$1,090,944.00
j. TOTAL DIRECT COSTS	\$9,233,506.00
k. INDIRECT COSTS	\$1,258,808.00
l. TOTAL APPROVED BUDGET	\$10,492,314.00
m. Federal Share	\$10,492,314.00
n. Non-Federal Share	\$997,119.00

34. Accounting Classification Codes

FY-ACCOUNT NO.	DOCUMENT NO.	ADMINISTRATIVE CODE	OBJECT CLASS	ASSISTANCE LISTING	AMT ACTION FINANCIAL ASSISTANCE	APPROPRIATION
5-G044122	04CH01171806	ACFOHS	41.51	93.600	\$0.00	75-25-1536
5-G044120	04CH01171806	ACFOHS	41.51	93.600	\$0.00	75-25-1536
5-G044121	04CH01171806	ACFOHS	41.51	93.600	\$0.00	75-25-1536



35. Terms And Conditions

STANDARD TERMS

1. The *ACF Standard Terms and Conditions* applies to all ACF awards and is located on the [Award Terms and Conditions](#) page. The *Supplemental Terms and Conditions* herein are additional requirements applicable to the program named below.

By acceptance of awards for this program, the recipient agrees to comply with the requirements included in both the *Standard* and *Supplemental Terms and Conditions* for this program.

1. The administration of this program is authorized under the Head Start Act, as amended by the Improving Head Start for School Readiness Act of 2007, Public Law 110-134 at <https://eclkc.ohs.acf.hhs.gov/policy/head-start-act>.
2. The program is codified at 42 U.S.C. 9831 et seq at <https://eclkc.ohs.acf.hhs.gov/policy/head-start-act/sec-636-statement-purpose>
3. Implementing program regulations are published as the Head Start Program Performance Standards at 45 CFR Parts 1301 to 1305, <https://eclkc.ohs.acf.hhs.gov/policy/45-cfr-chap-xiii>. Additional program guidance is located on the Early Childhood Learning & Knowledge Center (ECLKC), <https://eclkc.ohs.acf.hhs.gov/>. Recipients must act in compliance with the Program Instructions and Information Memoranda. For full text, go to <https://eclkc.ohs.acf.hhs.gov/policy/pi> and <https://eclkc.ohs.acf.hhs.gov/policy/im>.
4. This award is subject to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements (UAR) for HHS Awards found at 45 CFR Part 75 at <https://www.ecfr.gov/current/title-45/subtitle-A/subchapter-A/part-75>.
 - a. For awards issued before October 1, 2024, HHS adopted from the federalwide UAR [2 CFR 200](#):
 - i. Subpart D – Post Federal Award Requirements – Closeout at [2 CFR 200.344](#)
 - b. For awards issued on or after October 1, 2024, per the Federal Register (FR), [89 FR 80055](#), HHS' UAR at 45 CFR Part 75 includes eight (8) regulatory provisions that HHS adopted from the federalwide UAR [2 CFR 200](#). This award is subject to the following eight (8) regulatory provisions in 2 CFR 200:
 - i. Subpart A – Acronyms and Definitions – [2 CFR 200.1 “Modified Total Direct Cost \(MTDC\)”](#)
 - ii. Subpart D – Post Federal Award Requirements – Disposition of Equipment at [2 CFR 200.313\(e\)](#)
 - iii. Subpart D – Post Federal Award Requirements – Supplies at [2 CFR 200.314\(a\)](#)
 - iv. Subpart D – Post Federal Award Requirements – Micro-purchase thresholds at [2 CFR 200.320](#)
 - v. Subpart D – Post Federal Award Requirements – Fixed amount subawards at [2 CFR 200.333](#)
 - vi. Subpart D – Post Federal Award Requirements – Closeout at [2 CFR 200.344](#)
 - vii. Subpart E – Cost Principles – Indirect Costs – De minimis rate at [2 CFR 200.414\(f\)](#)
 - viii. Subpart F – Audit Requirements – Single Audit at [2 CFR 200.501](#)



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5. This award is subject to Executive Orders in the Federal Register available at <https://www.federalregister.gov/presidential-documents/executive-orders>

6. This award is subject to requirements or limitations in any applicable Appropriations Act available at <https://crsreports.congress.gov/>.

7. This award is subject to the Administrative and National Policy Requirements at <https://www.acf.hhs.gov/grants/administrative-and-national-policy-requirements>.

8. This award is subject to the HHS Grants Policy Statement (HHS GPS).

a. For awards issued before October 1, 2024, this award is subject to the HHS Grants Policy Statement: <https://www.hhs.gov/sites/default/files/grants/grants/policies-regulations/hhsgps107.pdf> This includes requirements in Parts I and II. Although consistent with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply to this award apart from any coverage in the HHS GPS.

b. For awards issued on or after October 1, 2024, this award is subject to the requirements of the [HHS Grants Policy Statement \(HHS GPS\)](#) that are applicable based on your recipient type and the purpose of this award. This includes requirements in Parts I and II available at <https://www.hhs.gov/grants-contracts/grants/grants-policies-regulations/index.html>. Although consistent with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply to this award apart from any coverage in the HHS GPS.

COST SHARING OR MATCHING (NON-FEDERAL SHARE) OF PROGRAM FUNDING

9. Recipients are required to meet a non-federal share of the project cost, in accordance with Section 640(b) of the Head Start Act, [42 U.S.C. § 9835\(b\)](#). Recipients must provide at least 20 percent of the total approved cost of the project. The total approved cost of the project is the sum of the ACF (federal) share and the non-federal share. The non-federal share may be met by cash or in-kind contributions. Any shared costs or matching funds and all contributions, including cash and third-party in-kind contributions, must be accepted as part of the recipient's cost-sharing or matching when such contributions meet all criteria listed in [45 CFR § 75.306](#).

10. The responsible HHS official may approve a waiver of all or a portion of the non-federal match requirement based on a recipient's written application submitted for the budget period and any supporting evidence the responsible HHS official requires. In deciding whether to grant a waiver, the responsible HHS official will consider the circumstances specified at section 640(b) of the Act and whether the recipient made a reasonable effort to comply with the non-federal match requirement.

a. Matching Waiver Pursuant to 48 U.S.C. 1469a(d) Matching requirements (including in-kind contributions) of less than \$200,000 are waived under awards made to the governments of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands (other than those consolidated under other provisions of 48 U.S.C. 1469) pursuant to 48 U.S.C. 1469a(d). This waiver applies whether the matching required under the award equals or exceeds \$200,000.

FINANCIAL REPORTING

11. The OMB approved Financial Reporting form for this program is the Federal Financial Reports (SF-425). This form must be submitted in the Payment Management System (PMS) as described in ACF-PI-OHS-24-01: <https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-ohs-24-01>.



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a. *PMS SF-425 Information:* <https://pms.psc.gov/grant-recipients/ffr-updates.html>

b. For support using PMS, contact your PMS Liaison Accountant: <https://pms.psc.gov/find-pms-liaison-accountant.html>

c. Post-Award Reporting Forms and Instructions: <https://www.grants.gov/forms/forms-repository/post-award-reporting-forms>

12. *Obligation Deadline:* Funds must be obligated within the budget period established by the Notice of Award (NoA) on Line 19. If funds cannot be obligated within the established budget period, recipients may apply to carryover the balance or for a no-cost extension, as applicable, in Head Start Enterprise System (HSES) applications. Applications for a carryover balance should be initiated once the actual unobligated balance is known (generally during the period allowed for preparation and submission of the annual Federal Financial Report. Applications for a no-cost extension must be submitted at least 10 calendar days before the end of the period of performance of the award.

13. *Liquidation Deadline:*

a. Recipients must liquidate all financial obligations incurred under the Federal award no later than 90 calendar days after the end date of the budget period, except for the final budget period, unless the Federal awarding agency or pass-through entity authorizes an extension,

b. During the final budget period within a period of performance recipients must liquidate all financial obligations incurred under the Federal award no later than 120 calendar days after the end date of the period of performance unless the Federal awarding agency or pass-through entity authorizes an extension. Any funds not expended by this timeframe must be returned to the U.S. Department of Health and Human Services.

PROGRAM REPORTING

14. The OMB approved Program Report form for this program is the Head Start Program Information Report (PIR, OMB Control No. 0970-0427). All grant recipients and sub-recipients are required to submit a PIR for Head Start and Early Head Start programs annually. PIR submissions are only accepted electronically using the Head Start Enterprise System (HSES).

a. PIR guidance, reference materials, change highlights and frequently asked questions are available at: <http://eclkc.ohs.acf.hhs.gov/pir>.

b. For assistance and/or support contact the HSES help desk at help@hsesinfo.org

PROPERTY REPORTING

15. This award is subject to the Property Related T&Cs found at <https://www.acf.hhs.gov/grants/manage-grant/grant-award/property-terms>.

16. The OMB approved property reporting is the following:

a. Real Property Reports (SF-429s). The SF-429 Real Property forms are applicable to this program and must be submitted as described in ACF-PI-HS-17-03: <https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-hs-17-03>.

i. For assistance accessing the SF-429: <https://home.grantsolutions.gov/home/recipient-oldc-training->



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[resources/](#)

ii. For assistance completing the SF-429s, please contact OGM-RealProperty429@acf.hhs.gov

iii. Under 45 CFR §75.323, all real property, equipment, and intangible property acquired or improved with ACF funds must be held in trust by the non-federal entity as trustee for the beneficiaries of the project or program under which the property was acquired or improved. Post-award requirements of Part 1303 must be met and the federal interest resulting from purchase, construction and major renovation activities must be protecting by filing or posting a notice of federal interest as required by 45 CFR §1303.46 - §1303.49.

b. **Tangible Property Report (SF-428s).** The SF-428-B Tangible Personal Property Report -Final Report must be submitted as described in ACF-PI-OHS-24-01: <https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-ohs-24-01>. The SF-428-C Tangible Personal Property Report – Disposition Request/Report must be submitted as described in the Tangible Personal Property Guidance: https://www.acf.hhs.gov/grants/manage-grant/property/tangible-property#book_content_0

i. The fillable SF-428 forms must be completed and uploaded in the Grant Notes section of GS. The Category Type of the Grant Note is Tangible Personal Property Report (SF-428).

ii. Downloadable version of fillable SF-428: <https://www.grants.gov/forms/forms-repository/post-award-reporting-forms>

iii. *GS User Guide*: Grant Notes: [Microsoft Word - User Guide Recipient Grants List and Details GRANTS LIST .docx \(grantsolutions.gov\)](#) and [Quick Sheet: Grant Notes \(grantsolutions.gov\)](#)

EFFECTIVE PERIOD

17. These program-specific *Supplemental Terms and Conditions* are effective on the date shown in the top right of the page and will remain in effect until updated. They will be updated and reissued only as needed whenever a new program-specific statute, regulation or other requirement is enacted or whenever any of the applicable existing Federal statutes, regulations, policies, procedures or restrictions is amended, revised, altered, or repealed. These program-specific *Supplemental Terms and Conditions* are applicable to your award when they have been incorporated by reference in your Notice of Award or subsequent award amendments.

POINTS OF CONTACT

18. Points of contact for additional information or questions concerning either the operation of the program or related financial matters can be found in the Head Start Enterprise System (HSES).

AWARD PAYMENT

19. This award will be paid through the Department of Health and Human Services, Payment Management Services, operating under the Program Support Center (PSC). The PSC provides automated award payment and cash management services from awards issued by Federal Government Awarding Agencies through the centralized payment system, Payment Management System (PMS). For more detailed information on payment through PMS, go to <https://pms.psc.gov/>. Drawing funds from PMS indicates acceptance and agreement to the T&Cs of the award.

UNIQUE ENTITY IDENTIFIER (UEI) NOTICE



Department of Health and Human Services

Administration for Children and Families

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20. All applicants and recipients must have an active System for Award Management (SAM) registration and UEI issued. ACF recommends that organizations start the renewal process at least 30 days prior to expiration to avoid delays in federal funding. Entities can search for help at [Federal Service Desk](#) (FSD) any time or request help from an FSD agent Monday–Friday 8 a.m. to 8 p.m. ET at https://www.fsd.gov/gsafsd_sp This award is subject to requirements as set forth in 2 CFR 25.110.

AWARD ATTACHMENTS

COMMUNITY ACTION PROGRAM COMMITTEE, INC.

04CH011718-06-02

1. Remarks

30. REMARKS (Continued from previous page)

In accordance with Section 641A(h) of the Head Start Act, this action reduces federal funding and enrollment levels for the Head Start and Early Head Start program.

Federal funded enrollment levels are revised to 397 for Head Start Preschool and 72 for Early Head Start, effective May 01, 2025.

Federal annual funding levels are revised to \$5,777,004 for Head Start operations and \$61,850 for training and technical assistance; and annual funding levels are revised to \$1,751,533 for Early Head Start operations and \$20,858 for training and technical assistance. This change is effective for the budget period starting December 01, 2025.

For additional details, please reference your Chronically Underenrolled Designation letter.

State of Florida



Office of Secretary of State

*I, Tom Adams, Secretary of State of the State of Florida,
do hereby certify that the above and foregoing is a true and correct copy of*

CERTIFICATE OF INCORPORATION

OF

COMMUNITY ACTION PROGRAM COMMITTEE, INC.,

a corporation not for profit organized and existing under
the Laws of the State of Florida, filed on the 14th day
of April A. D., 1965 as shown by the records of
this office.

*Given under my hand and the Great Seal of
the State of Florida at Tallahassee, the Capital,
this the 14th day of April
A. D. 19 65.*

ARTICLES OF INCORPORATION

of

COMMUNITY ACTION PROGRAM COMMITTEE, INC.

(A CORPORATION NOT FOR PROFIT)

RECEIVED
APR 14 1 47 PM '65
SECRETARY OF STATE
TALLAHASSEE, FLORIDA
APPROVED AND FILED

We, the undersigned, hereby associate ourselves together for the purpose of becoming incorporated under the laws of the State of Florida applicable to corporations not for profit, and respectfully petition the Secretary of State for approval of such incorporation under the following proposed Articles of Incorporation:

ARTICLE I

The name of the corporation shall be Community Action Program Committee, Inc., and its principal place of business shall be in Pensacola, Escambia County, Florida.

ARTICLE II

The purpose of this corporation shall be to provide stimulation and incentive for the area of Escambia County, Florida through community action to combat poverty; to plan, implement and coordinate programs designed to effectuate the purpose specifically including but not limited to programs contemplated by the Economic Opportunity Act of 1964 as hereafter amended for the area herein involved.

ARTICLE III

MEMBERSHIP

Section 1. Representatives of business, educational institutions, civic, labor, health and welfare organizations shall be eligible for election to membership as well as persons capable of making constructive contributions to the purposes of this corporation.

Section 2. Persons may be elected to membership by favorable vote of a simple majority of the membership present and voting at any lawful meeting of this corporation.

ARTICLE IV

TERM OF EXISTENCE

This corporation not for profit shall have perpetual existence.

ARTICLE V

The following named persons and organizations were present at the incorporation or indicated their agreement to be charter members of the corporation and are members of the corporation:

NAME

ADDRESS

Mrs. Frieda Baskerville

24 West Chase Street

Mr. D. P. Caldwell

P. O. Box 1750

NAME

ADDRESS

Mrs. Frieda Baskerville	24 West Chase Street, Pensacola, Florida
Mr. D. P. Caldwell	P. O. Box 1750, Pensacola, Florida
Dr. T. Felton Harrison	1000 College Boulevard, Pensacola, Florida
Mr. A. S. Cobb	61 West Hernandez Street, Pensacola, Florida
Mr. E. G. Holly	P. O. Box 1470, Pensacola, Florida
Reverend A. J. King	718 North Guillemard Street, Pensacola, Florida
Adm. C. P. Mason, USN (Ret.)	330 South Jefferson Street, Pensacola, Florida
Mr. C. W. McLoud	P. O. Box 1542, Pensacola, Florida
Dr. Earl E. Metcalfe	P. O. Box 1869, Pensacola, Florida
Mr. Leighton Pearce	236 West Garden Street, Pensacola, Florida
Dr. J. Monroe Spencer	518 North DeVilliers Street, Pensacola, Florida
Mr. E. N. Stephens	Room 308, Court House, Pensacola, Florida
Mr. Clarence Walker	P. O. Box 155, Molino, Florida
Reverend Thomas Welch	8th Avenue Baptist Church, 8th Ave. & Chase Street, Pensacola, Florida
Mr. Vince Whibbs	3401 Navy Boulevard, Pensacola, Florida
Mr. Charles Wilson	507 West Gadsden Street, Pensacola, Florida
Reverend R. C. Young	1240 West Lloyd Street, Pensacola, Florida
Mr. Charles Partin	P. O. Box 1470, Pensacola, Florida
Mr. R. C. Lipscomb	"A" & Maxwell Streets, Pensacola, Florida
Mrs. Josephine Newton	215 West Garden Street, Pensacola, Florida
Mr. Walter B. Kyle	3420 Pinestead Road, Pensacola, Florida
Mr. F. A. Brown	1770 West Leonard Street, Pensacola, Florida
Mr. J. E. Hall	215 West Garden Street, Pensacola, Florida
Sgt. Bill Lynch	1770 West Leonard Street, Pensacola, Florida
Mr. Wendell McCray	1403 West Cross Street, Pensacola, Florida
Mrs. J. T. Gallegly	4406 East Creighton Road, Pensacola, Florida
Mr. Joe Frosio	P. O. Box 4933, Warrington, Florida
Mr. Paul Harmon	Room 306, Court of Records, Pensacola, Fla.
Miss Edwena Robertson	Court House, Pensacola, Florida
Mr. Ralph Soelzer	1000 College Boulevard, Pensacola, Florida
Mr. Charles Key	614 N. Palafox Street, Pensacola, Florida

ARTICLE VI

BOARD OF DIRECTORS

Section 1. The business affairs of this corporation shall be managed by a Board of Directors of not less than 13 nor more than 17 persons. The interest, advancement, and objectives of the corporation shall be under their direction and supervision and they shall have complete control as to all administrative matters in the operation and activity of the corporation including the right to apply for, receive and disburse, and administer grants, gifts, devices or bequests from the Government of the United States, particularly but not limited to the Economic Opportunity Act of 1964 as hereafter amended or any other sources governmental or private.

Section 2. The members of the Board of Directors shall be elected at each annual meeting and shall serve until their successors have been elected. ✓

Section 3. The present Board of Directors of the corporation who are to serve until the first election thereof are as follows:

NAME	ADDRESS
Mrs. Frieda Baskerville	24 West Chase Street
Mr. D. P. Caldwell	P. O. Box 1750
Mr. A. S. Cobb	61 West Hernandez Street
Dr. T. Felton Harrison	1000 College Boulevard
Mr. E. G. Holly	P. O. Box 1470
Reverend A. J. King	718 North Guillemard Street
Adm. C. P. Mason, USN (Ret.)	330 South Jefferson Street
Mr. C. W. McLoud	P. O. Box 1542
Dr. Earl E. Metcalfe	P. O. Box 1869
Mr. Leighton Pearce	236 West Garden Street
Dr. J. Monroe Spencer	518 North DeVilliers Street
Mr. E. N. Stephens	Room 308 County Court House
Mr. Clarence Walker	P. O. Box 155, Molino, Florida
Reverend Thomas Welch	8th Avenue Baptist Church, 8th Ave. & Chase St.
Mr. Vince Whibbs	3401 Navy Boulevard
Mr. Charles Wilson	507 West Gadsden Street
Reverend R. C. Young	1240 West Lloyd Street
All of Pensacola, Florida	

ARTICLE VII

The officers of the corporation shall be a President, Vice President, Secretary, and Treasurer. The said officers shall be elected annually by the Board of Directors as provided in the By Laws. The names of the officers who are to serve until the first election under the Articles of Incorporation are as follows: ✓

President	Mr. E. G. Holly
Vice President	Reverend A. J. King
Secretary	Mrs. Frieda Baskerville
Treasurer	Mr. Leighton Pearce

ARTICLE VIII

AMENDMENTS TO ARTICLES OF INCORPORATION

Amendments to the Articles of Incorporation may be proposed by any Director at a regular or special business meeting of the Board of Directors and must be adopted

✓
by a two-thirds (2/3) vote of the Board of Directors present and voting at such meeting properly called and noticed as provided by the By Laws, and such amendments shall be submitted to the membership for approval. Upon such approval, such amendment must also be forwarded to the Secretary of State of Florida and filed and approved by him before the same shall become effective.

ARTICLE IX

BY LAWS

The Board of Directors of the corporation shall have the right to make and adopt By Laws as they shall deem proper and advisable and such By Laws shall be made, altered, or rescinded upon a three-fourths (3/4) vote of the Board of Directors present and of Directors called for that purpose by the President or Secretary as provided in the By Laws. By Laws so prepared, altered or rescinded shall be submitted to the membership at a regular or special meeting for their approval or refusal. ✓

ARTICLE X

POWERS

The corporation is to have the power to do any and all things necessary or expedient for carrying out the purpose of the corporation and in general to possess all rights, privileges and immunities and enjoy all the benefits granted to corporations of similar character under the laws of the State of Florida.

ARTICLE XI

The amount in value of the real estate which the corporation may hold shall not exceed \$1,000,000. ✓

ARTICLE XII

The highest amount of indebtedness or liability to which the corporation may at any time subject itself shall not exceed two-thirds (2/3) of the value of the property of this corporation. ✓

Mr. A. S. Cobb
Dr. T. Felton Harrison
Mr. E. G. Holly
Reverend A. J. King
Adm. C. P. Mason, USN (Ret.)
Mr. C. W. McLoud
Dr. Earl E. Metcalfe
Mr. Leighton Pearce
Dr. J. Monroe Spencer
Mr. E. N. Stephens
Mr. Clarence Walker
Reverend Thomas Welch
Mr. Vince Whibbs
Mr. Charles Wilson
Reverend R. C. Young
Mr. Charles Partin
Mr. R. C. Lipscomb
Mrs. Josephine Newton
Mr. Walter B. Kyle
Mr. F. A. Brown
Mr. J. E. Hall
Sgt. Bill Lynch
Mr. Wendell McCray
Mrs. J. T. Gallegly
Mr. Joe Frosio
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3420 Pinestead Road
1770 West Leonard Street
215 West Garden Street
1770 West Leonard Street
1403 West Cross Street
4406 East Creighton Road
P. O. Box 4933, Warrington
Room 306, Court of Records, Juvenile Div.
Court House, Pensacola
1000 College Boulevard
614 North Palafox Street

and residences of those subscribing to these Articles of Incorporation, all being residents of Florida, are as listed below:

WITNESS the hands and seals of the incorporators in the City of Pensacola, Escambia County, Florida, this 12th day of April, A. D. 1965.

Frieda Baskerville
Mrs. Frieda Baskerville

Leighton Pearce
Mr. Leighton Pearce

D. P. Caldwell
Mr. D. P. Caldwell

Dr. J. Monroe Spencer
Dr. J. Monroe Spencer

A. S. Cobb
Mr. A. S. Cobb

E. N. Stephens
Mr. E. N. Stephens

T. Felton Harrison
Dr. T. Felton Harrison

Clarence Walker
Mr. Clarence Walker

E. G. Holly
Mr. E. G. Holly

Thomas B. Welch
Reverend Thomas Welch

A. J. King
Reverend A. J. King

Vince Whibbs
Mr. Vince Whibbs

C. P. Mason
Adm. C. P. Mason, USN (Ret.)

Charles Wilson
Mr. Charles Wilson

C. W. McLoud
Mr. C. W. McLoud

R. C. Young
Reverend R. C. Young

Earl E. Metcalfe
Dr. Earl E. Metcalfe

STATE OF FLORIDA)
) SS.
COUNTY OF ESCAMBIA)

Personally appeared before me the undersigned authority.

Mrs. Frieda Baskerville -

Mr. Leighton Pearce -

Mr. D. P. Caldwell -

Dr. J. Monroe Spencer -

Mr. A. S. Cobb -

Mr. E. N. Stephens -

Dr. T. Felton Harrison -

Mr. Clarence Walker -

Mr. E. G. Holly -

Reverend Thomas Welch -

Reverend A. J. King -

Mr. Vince Whibbs -

Adm. C. P. Mason, USN (Ret.) -

Mr. Charles Wilson -

Mr. C. W. McLoud -

Reverend R. C. Young . ✓

Dr. Earl E. Metcalfe -

to me well known to be the subscribers to the foregoing Articles of Incorporation of Community Action Program Committee, Inc., who, being by me first duly sworn, acknowledged that they signed the same for the purposes therein expressed.

WITNESS my hand and seal at Pensacola, Escambia County, Florida, this 12th day of April, A. D., 1965.

✓
Jessie L. Milcark
Notary Public

Notary Public, State of Florida at Large
My Commission Expires May 18, 1967
Bonded By American Fire & Casualty Co.



BOARD OF DIRECTORS

Name	Affiliation	Role
Tabitha Nichols	Disabled Vet Lived experience	Board Chair Targeted Community Representative
Gabriel Smith	Early Education trainer/ Entrepreneur	Board Vice – Chair Private Sector
Albert Jackson	Retired Banker	Treasurer Targeted Community Representative
David Williams	Escambia County School Board member	Board Secretary Public Sector
John Robertson	Finance executive- Navy Federal	Private Sector
Nichole Goheen	Attorney-Legal Services	Private Sector
Steve Stroberger	County Commissioner	Public Sector

POLICY COUNCIL

Name		Role
Priscilla Jenkins	Brigadier Center	Parent
Kaitlynn Cannon	Children Home Society	Community Partner
Melissa Sidoti	Department of Children and Families	Community Partner
Allyson Anderson	Healthy Start	Community Partner
Jessica Czaprynski	Escambia County Schools	Community Partner
Albert Jackson		Board Liaison

AMENDED AND RESTATED BYLAWS
OF COMMUNITY ACTION PROGRAM COMMITTEE, INC.,
(a Florida not-for-profit corporation)

The Board of Directors of Community Action Program Committee, Inc., a Florida not-for-profit corporation (the "Corporation"), hereby amends and restates the Bylaws of the Corporation and adopts the following Amended and Restated Bylaws of the Corporation in their entirety as follows:

ARTICLE I
Name

The name of the Corporation is "Community Action Program Committee, Inc."

ARTICLE II
Purposes

Section A. The Corporation is organized exclusively for charitable, scientific, literary and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or such corresponding section of any future federal tax code (hereinafter referred to as the "Code"), which shall include without limitation, unless not allowed by said Section 501(c)(3), all purposes consistent with the Community Opportunities, Accountability, and Training and Educational Services Act of 1998, as amended from time to time (42 U.S.C. 9901 et seq., as amended from time to time), and any successor statute, which may include without limitation the purposes of reducing poverty; revitalizing low-income communities; assessing the needs of low-income individuals and families; providing assistance to low-income individuals and families; and providing Head Start programs and other educational opportunities, workforce training, job opportunities, and family services. Further, the Corporation may engage in other activities designed or intended to accomplish such purposes.

Section B. This Corporation shall be authorized to carry out any and all acts and to exercise any and all corporate powers which may now or hereafter be lawful under the laws of the State of Florida to the extent applicable to corporations not for profit and that are not inconsistent with the Articles of Incorporation of the Corporation or these Bylaws.

Section C. Notwithstanding anything contained in these Bylaws to the contrary, the following provisions shall apply:

1. No part of the net earnings of the Corporation shall inure to the benefit of or be distributable to its members (if any), directors, trustees, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered to the Corporation and to make payments and distributions in furtherance of the purposes of this Articles II.

2. No substantial part of the activities of the Corporation shall consist of carrying on propaganda or otherwise attempting to influence legislation, and the Corporation shall not participate in or

intervene in any political campaign (including publishing or distributing statements) on behalf of or in opposition to any candidate for public office.

3. The Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

4. If the Corporation is, or shall ever be, classified as a “private foundation” as defined in Section 509(a) of the Code, the following provisions shall apply for so long as it remains a private foundation:

(a) The Corporation will not engage in any act of self-dealing as defined in Section 4941(d) of the Code.

(b) The Corporation will distribute its income for each tax year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Code.

(c) The Corporation will not retain any excess business holdings as defined in Section 4943(c) of the Code.

(d) The Corporation will not make any investments in such manner as to subject it to tax under Section 4944 of the Code.

(e) The Corporation will not make any taxable expenditures as defined under Section 4945(d) of the Code.

ARTICLE III No Members

Section A. No Members. The Corporation shall have no members.

ARTICLE IV Board of Directors

Section A. Management of Corporation Affairs. The operation and policies of the Corporation shall be determined by the Board of Directors, except as otherwise provided by law or these Bylaws. Each Director shall be at least eighteen (18) years of age. Upon his or her election or appointment, each Director shall immediately enter upon the performance of his or her duties and shall continue in office until his or her successor has been elected or appointed and qualified. The Board of Directors shall have all powers and authority necessary to control the work and policies of the Corporation, including without limitation the power to establish and disband committees, departments, and operations of the Corporation, and to establish general policies for their operation and governance. Without limiting the generality of the foregoing, the Board of Directors shall fully participate in the development, planning, implementation, and evaluation of the programs of the Corporation. Further, without limiting the generality of the

foregoing: (i) No contracts, debts or obligations that create an obligation or liability of the Corporation in excess of the principal amount of \$10,000.00 shall be binding upon the Corporation unless contracted under the authority of the Board of Directors; (ii) the Board of Directors shall have the control and management of the Corporation, with the power to borrow money for corporate purposes; and (iii) the Corporation, through its Board of Directors, may hold or dispose of such property, real or personal, as may be given, devised or bequeathed to it or entrusted to its care and keeping, and may purchase, acquire, transfer, sell, lease, mortgage, hypothecate, pledge, grant security interests in and otherwise encumber or dispose of such property, real or personal, as the Board of Directors deems beneficial or necessary for the carrying out of the purposes of the Corporation.

Section B. Number and Election of Directors.

1. The number of Directors shall not be more than eighteen (18) or less than nine (9). The exact number of Directors shall be fixed from time to time by vote of a majority of the entire Board of Directors, provided that no decrease in the number of Directors shall shorten the term of any incumbent Director; and provided further that the total membership on the Board of Directors at any time shall be divisible by three.
2. One-third of the Board of Directors shall be composed of members from the public sector, one-third shall be composed of members from the private sector, and one-third shall be composed of representatives of the “targeted communities,” all as provided in Article V below.
3. Subject to Section C of Article V below, the Directors of the Corporation shall be elected from time to time by vote of a majority of the entire Board of Directors then in office. Except as otherwise provided by law or these Bylaws, Directors of the Corporation may be elected at any meeting of the Directors. If the number of Directors is increased at any time, or if any Director shall resign or be removed in accordance with the provisions of these Bylaws, the vacancy or vacancies in the Board of Directors from such actions shall be filled as provided in Section D of this Article.

Section C. Terms of Office. Each Director shall serve for a term of five (5) consecutive years, beginning on the first day of the Corporation’s fiscal year in which such Director was elected or appointed, or until such Director’s successor has been duly elected or appointed and qualified. A person may serve no more than two (2) consecutive five-year terms on the Board of Directors, except that upon a vote of a majority of the entire Board of Directors then in office a person may serve a third consecutive five-year term on the Board of Directors. In addition, notwithstanding the foregoing, upon a vote of two-thirds (2/3) of the entire Board of Directors then in office, a person may serve a fourth or more consecutive five-year term on the Board of Directors. Except as otherwise hereinabove provided, one year must elapse after a person serves two (2) consecutive five-year terms on the Board of Directors before such person becomes eligible to serve on the Board of Directors again.

Section D. Vacancies on the Board. A vacancy in the Board of Directors occurring during the Corporation’s fiscal year by reason of the death, resignation, or removal of a Director shall be filled for the unexpired term of such Director by the same process and procedure as for the original selection of such Director.

Section E. Resignation. Any Director of the Corporation may resign at any time by giving his or her written resignation to the President or Secretary of the Corporation. Such resignation should take

effect at the time specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section F. Removal. Any Director may be removed with or without cause by the affirmative vote of a majority of the Board of Directors at any meeting of the Board, notice of which shall refer to the proposed action. Either the Chairperson of the Board of Directors, the Chief Executive Officer of the Corporation, or the Governance Committee by majority vote may call a special meeting of the Board to consider the removal of a director. A Director shall be removed immediately in the event that a majority of the Board of Directors at any meeting determines that such Director has engaged in inappropriate behavior or misconduct or has failed to act in the best interests of the Corporation.

Section G. Attendance. Directors are expected to attend all duly called and noticed meetings of the Board of Directors. A Director shall notify the Chairperson of each absence and the reason therefor, preferably beforehand. The Executive Committee shall have the discretionary authority to determine whether the reason given for an absence is acceptable. After two (2) consecutive unacceptable absences, or when there is a pattern of irregular attendance by a Director, the Executive Committee shall notify the Board of Directors that such Director's attendance is unsatisfactory. Three unacceptable absences after such notification shall result in a referral to the Board of Directors which may remove the Director by the affirmative vote of a majority of the Board of Directors at any meeting of the Board.

Section H. Compensation. No member of the Board shall receive, directly or indirectly, any salary, compensation, or emolument from the Corporation, either as a member of the Board, Executive Committee, or in any other capacity, except that subject to the approval of the Board, any member of the Board shall be entitled to receive reimbursement from the Corporation for expenses incurred by such member while performing his or her duties as a Director upon presentation of a written statement thereof to the Corporation accompanied by appropriate receipts.

Section I. Contracts with Corporation. No member of the Board, during such members tenure with the Board and for one year thereafter, shall be interested, directly or indirectly, in any contract relating to the operations of the Corporation, or in any contract for furnishing supplies thereto, unless authorized by the concurring vote of a majority of the whole number of the Board of Directors not including the vote of the interested Director(s).

Section J. Officers of the Board of Directors. The officers of the Board of Directors shall be a Chairperson, a Vice-Chairperson, a Treasurer, and a Secretary (who shall also be Secretary of the Corporation unless another person is appointed as Secretary of the Corporation by the Board of Directors), each of whom shall be elected by majority the Directors present at any meeting of the Board of Directors. The Board of Directors may at any time also appoint, in addition to the aforementioned officers, such other officers as it shall deem necessary, such additional officers to hold their offices for such terms, and to exercise such powers and perform such duties and to have such titles, as shall be determined from time to time by the Board of Directors.

Section K. Term of Office. Except as otherwise provided in these Bylaws, each officer of the Board of Directors shall hold office for two (2) years or until a successor is elected. If any office becomes vacant for any reason, the vacancy shall be filled by the Board of Directors.

Section L. Chairperson. The Chairperson of the Board of Directors shall preside at all meetings of the Board of Directors. He or she shall be a voting member of all committees established by the Board of Directors or these Bylaws. He or she shall have the general powers and duties of supervision and management of the Board of Directors which usually pertain to the office of Chairperson and shall perform all such other duties as are properly required of him or her by the Board of Directors or applicable law. Without limiting the generality of the forgoing, the Chairperson may execute, on behalf of the Corporation, all contracts and agreements that have been duly authorized by the Board of Directors or these Bylaws.

Section M. Vice Chairperson. The Vice Chairperson shall assist the Chairperson, and in the absence, incapacity, resignation, or removal of the Chairperson, shall assume and be vested with the responsibilities of the office of Chairperson.

Section N. Secretary. The Secretary shall attend all meetings of the Board of Directors and the Executive Committee and keep the minutes thereof. These responsibilities may be delegated to a recording secretary from the staff of the Corporation. The Secretary shall perform such other duties as usually pertain to the office of Secretary or as are properly required of him or her by the Board of Directors or applicable law. In the absence or incapacity of both the Chairperson and the Vice-Chairperson, the Secretary shall assume and be vested with the responsibilities of the office of Chairperson.

Section H. Treasurer. The Treasurer shall oversee the finances of the Corporation and shall perform such duties as usually pertain to the office of Treasurer as are properly required of him or her by the Board of Directors or applicable law, including, without limitation, the following:

1. Oversee and be responsible for the finances, monies and investments of the Corporation;
2. Oversee the preparation of the annual operating budget of the Corporation in cooperation with the Chief Financial Officer and the Corporation's staff and make recommendations to the Board of Directors regarding the adoption thereof;
3. Review all supplemental budgets, actual or proposed, of the Corporation prepared by the Corporation's staff, and make recommendations to the Board of Directors concerning the adoption thereof;
4. Review all financial activities of the Corporation on a regular basis;
5. Oversee the preparation of an annual audit of the financial records of the Corporation by a Certified Public Accountant and review the annual audit and make recommendations to the Board of Directors concerning the approval thereof; and
6. Review available opportunities for the financing of projects undertaken or considered by the Corporation and to report findings and make recommendations to Board thereon.

Section I. Duties of Officers May be Delegated. In case of the absence or disability of any officer of the Board of Directors, or for any other reason that the Board of Directors may deem sufficient, the Board of Directors, except where otherwise provided by law or these Bylaws, may delegate the powers of duties of any officer to any other officer or to any Director.

ARTICLE V
Membership of the Board of Directors

Section A. Public Sector. One-third of the members of the Board of Directors shall be comprised of elected government officials holding office on the date of selection or their designated representatives; provided that in the event that a sufficient number of elected officials or their representatives are not reasonably available and willing to serve, appointive public officials or their representatives may be counted to meet the requirements of this Section. Each such government official or representative of a government official shall hold office as a Director only while such government official holds public office. Board of Directors shall each year request from such governmental officials letters signed by the respective governmental officials or presiding officers of such governmental bodies affirming or reaffirming the respective designated Board of Directors representatives of such governmental officials or bodies. Board members from the public sector shall reside in the political jurisdiction of the governmental body which designates them to be members of the Board.

Section B. Private Sector. One-third of the members of the Board of Directors shall be comprised of officials or members of business, industry, labor, religious, law enforcement, education, or other major groups and interests in the communities served by the Corporation (collectively, "Private Community Groups"). From time to time, the Board of Directors shall invite Private Community Groups to submit nominees for Board membership based on the Board's needs and/or as the terms of private sector board members expire. Board members from the private sector shall reside or work in Escambia County, Florida, unless that requirement is waived by the Board of Directors.

Section C. Targeted Communities. One-third of the members of the Board of Directors shall be representatives of the targeted communities. The term "targeted communities" means the low-income communities within specific geographical areas or neighborhoods within the service boundaries of the Corporation as identified from time to time by the Board of Directors. Each such geographic area or neighborhood shall circumscribe those areas of the community where poverty is concentrated and shall contain, if and to the extent feasible, substantially the same number of low-income persons. Board members representing the targeted communities need not be low-income themselves but shall be chosen democratically in order to ensure that such Board members truly represent each such targeted community. Accordingly, except as otherwise provided hereinbelow, democratic elections shall be held in each such targeted community as follows:

- (1) The date, time, and place of the election shall be determined by the Board of Director. The election shall be held in a location accessible to the public and convenient to low-income residents within such targeted community.
- (2) A notice specifying the Board vacancy which the election will be held to fill, and the date, time, and place of the election shall be published in a newspaper of general circulation in such targeted community at least seven (7) days prior to the date of the election.
- (3) One or more public service announcements shall be prepared by the Board and submitted to news media serving such targeted community such that low-income persons in such targeted community are most likely to gain knowledge of such election.'

- (4) The meeting to elect a Board member to represent such targeted community shall be presided over by a Board member, the Corporation's CEO, another staff member of the Corporation, or an officer of a significant service or community non-profit organization serving the targeted community, as designated by the Board of Directors.
- (5) The person presiding at such meeting shall first determine that each person desiring to vote in such election is eligible to vote. Only persons who are at least eighteen (18) years of age and reside in such targeted area shall be eligible to vote in such election. The presiding officer may require reasonable proof that such eligibility requirements are met, which proof may include, but is not limited to, such presiding representative's personal knowledge.
- (6) After such determination of eligibility, the presiding officer shall call the meeting to order and explain the nomination and election process, including Board eligibility requirements, before opening the floor for nominations of eligible candidates. Only persons residing in such targeted community shall be eligible for election to the Board under this Section C.
- (7) The floor shall be open for nominations of low-income persons residing within such targeted community or such other persons qualified to represent such targeted community.
- (8) The presiding officer shall call for a vote on each nominee in the order of nomination and shall require persons voting for each nominee to stand and remain standing until all votes have been counted by the presiding representative or his or her assistants.
- (9) The nominee receiving the highest number of votes (i.e., a plurality) shall be submitted to the Board of Directors at its next scheduled meeting for approval or rejection.

As an alternative to the foregoing procedure, one or more members of the Board of Directors representing a targeted community may be democratically elected by a significant non-profit service or community organization serving the targeted community and recognized by the Board of Directors, provided that the nomination and election process used by such non-profit organization is substantially similar to the foregoing process and provided further that such non-profit organization provides to the Board of Directors such certifications and other evidence satisfactory to the Board of Directors of the nomination and election process used by such non-profit organization.

Section D. Board Composition. The Board of Directors shall include each of the following:

- (1) One Director (or a consultant working directly with the Board) shall have a background with expertise in fiscal management or accounting.
- (2) One Director shall have a background with expertise in Early Childhood Education.
- (3) One Director (or a consultant working directly with the Board) shall be an attorney familiar with issues coming before the Board.

Section E. Director Emeritus. The Board of Directors may from time to time elect any person as a “Director Emeritus” subject to such terms and other conditions as the Board may determine. A Director Emeritus shall have all rights and privileges of a Director except that (1) a Director Emeritus shall not be considered to determine whether a quorum exists at any meeting of the Board of Directors and (2) a Director Emeritus shall not be entitled to vote on any matter coming before the Board of Directors.

ARTICLE VI Meetings of the Board of Directors

Section A. Regular Meetings. Regular meetings of the Board of Directors for the transaction of any business shall be held not less than eight (8) times annually and at such times and places as shall be fixed by the Board. Except as otherwise provided in these Bylaws, the notice of any monthly meeting given pursuant to Section E below need not specify the purpose or purposes for which the meeting is called.

Section B. Special Meetings. Special meetings of the Board of Directors may be called at any time by the Chairperson and shall be called by the Chairperson upon the written request of the Chief Executive Officer or three (3) Directors. The notice of such special meeting given pursuant to Section E below shall state the purpose or purposes of such special meeting, and only no business shall be conducted at such special meeting other than business pertaining to such stated purpose or purposes.

Section C. First Meeting of Newly Elected Directors. The first meeting of the Board of Directors with the newly elected Directors shall be held at the next regular or special meeting of the Board of Directors.

Section D. Notice of Meetings. Notice of each meeting of the Board of Directors, stating the time and place thereof shall be given by the Chairperson, the Chief Executive Officer, or the Corporation’s Secretary to all Directors by either (1) mailing the same, postage prepaid, addressed to the Director at his or her residence or usual place of business not less than seven (7) days before the meeting, (2) by delivering the same to the Director personally not less than two (2) days before the meeting, or (3) by sending the same by fax or electronic mail address to the Director at such Director's last known fax number or email address not less than two (2) days before the meeting. Meetings of the Board of Directors may also be held at any place and time without notice by unanimous written consent of all Directors.

Section E. Action of Directors Without a Meeting. Any action required or permitted to be taken by the Board of Directors or any committee thereof, including without limitation the Executive Committee, may be taken without a meeting if all members of the Board or committee consent in writing to the adoption of a resolution authorizing the action. The resolution and the written consent thereto by the Board or committee shall be filed with the minutes of the proceedings of the Board.

Section F. Presence at Meeting by Telephone or Electronic Communications. Members of the Board of Directors or any committee thereof may participate in a meeting of the Board of Directors or committee by means of a conference telephone or electronic communications by means of which all

persons participating in the meeting can speak to and hear each other. Participation in a meeting by such means shall constitute presence in person at the meeting for all purposes.

Section G. Quorum; Vote Required; No Proxy Voting. At all meetings of the Board of Directors, except as otherwise provided by law or these Bylaws, a quorum shall be required for the transaction of business and shall consist of not less than one-half of the entire membership of the Board. Unless otherwise expressly stated in these Bylaws, the vote of a majority of the Directors present shall decide any question that may come before the Board. All votes shall be open, except that secret ballots may be used, upon approval of a motion to that effect, for the appointment or confirmation of the Chief Executive Officer and other key staff members and for the removal of a Director. A majority of the Directors present in any meeting, although less than a quorum, may adjourn the same from time to time, without notice other than announcing at the meeting, until a quorum is present. Proxy voting is prohibited.

Section H. Procedure. The order of business and all other matters of procedure at every meeting of Directors shall be determined by the presiding officer.

Section I. Open Meetings. All meetings of the Board of Directors (regular as well as special) and all meetings of each committee of the Board of Directors shall be open to the public, except that the Chairperson or the chairperson of the committee, as the case may be), the Chief Executive Officer, or the Board of Directors by majority vote (or the members of the committee by majority vote, as the case may be) may call the Board or the committee, as the case may be, to executive session when permitted by applicable law. In all cases, the minutes of Board and committee meetings shall be part of public records unless otherwise required or permitted by applicable law. Further, persons in attendance at Board and committee meetings shall be given an opportunity to be heard upon a prior written or verbal request and approval of the presiding officer of such request, subject to time limits and other reasonable rules adopted by the Board or the committee, as the case may be, or stated by the presiding officer. Notices of all meetings of the Board of Directors and committees of the Board shall be given to the public in accordance with applicable law. All documentation of public notice of each Board and committee meeting and minutes or draft minutes of each Board and committee meeting shall be timely submitted to the Florida Department of Commerce or other applicable state agency if and as required by applicable law.

Section J. Parliamentary Procedure. Meetings of the Board of Directors and committees of the Board shall be conducted in accordance with the most current version of Roberts Rules of Order unless specific procedures to the contrary are established by law, these Bylaws, or the Board of Directors (or committee, as the case may be).

ARTICLE VII Officers

Section A. Officers. The officers of the Corporation shall be a President and Chief Executive Officer, a Chief Financial Officer (subject to outsourcing at the Board's discretion pursuant to Section E below), and a Secretary (who shall be the same person as the Secretary of the Board of Directors unless another person is appointed as Secretary of the Corporation by the Board of Directors). The Board of Directors may at any time also appoint, in addition to the aforementioned officers, such other officers as it shall deem necessary (including but not limited to one or more Vice-Presidents, Assistant Secretaries, Treasurer, and Assistant Treasurer) such additional officers to hold their offices for such terms, and to

exercise such powers and perform such duties and to have such titles, as shall be determined from time to time by the Board of Directors.

Section B. Resignation. Any officer may resign at any time by notifying the President or the Secretary of the Corporation in writing. Such resignation shall take effect at the time specified therein and unless otherwise specified in such resignation, the acceptance thereof shall not be necessary to make it effective.

Section C. President and Chief Executive Officer. The President and Chief Executive Officer shall be retained by the Board of Directors for such term, salary, and other terms and conditions as the President/Chief Executive Officer and the Board of Directors shall mutually agree, as evidenced by a written employment contract duly executed by the President/Chief Executive Officer and the Chairperson. He or she shall carry out the policies of the Board and shall have charge of the day-to-day operations of the Corporation, subject to these Bylaws and actions by the Board of Directors. He or she shall have the general executive powers and duties which customarily pertain to the office of president and chief executive officer, except as limited by law, these Bylaws, or actions by the Board of Directors, and shall perform all such other duties as are properly required of him or her by the Board of Directors or applicable law, including but not limited to the employment and supervision of all employees of the Corporation staff designation of their duties, and general supervision of their work. Without limiting the generality of the foregoing, the President/Chief Executive Officer may execute, on behalf of the Corporation, all contracts and agreements that have been duly authorized by the Board of Directors or these Bylaws. The President/Chief Executive Officer shall be a non-voting member of all committees of the Board of Directors and of the Corporation. The President/Chief Executive Officer shall attend all meetings of the Board of Directors and shall make monthly reports and an annual report to the Board of Directors. During the temporary absence of the President/Chief Executive Officer, either short-term or extended, the President/Chief Executive Officer shall designate the person or persons to fulfill his or her responsibilities. If the President/Chief Executive Officer becomes incapacitated or if there exists a vacancy in the position of President/Chief Executive Officer, the Chairperson of the Board of Directors shall designate the person to assume the responsibilities of the President/Chief Executive Officer in the interim before the Board of Directors retains a new President/Chief Executive Officer.

Section D. Secretary. The Secretary shall affix the corporate seal to, and sign instruments as require the seal and his or her signature and shall perform such other duties as usually pertain to the office of Secretary or as are properly required of him or her by the Board of Directors or applicable law.

Section E. Chief Financial Officer. The Chief Financial Officer shall be responsible for the finances of the Corporation and shall perform such duties as usually pertain to the office of chief financial officer or as are properly required of him or her by the Board of Directors or applicable law, including, without limitation, the following:

1. Oversee and be responsible for the finances, monies and investments of the Corporation;
2. Keep accurate books and records of all of the Corporation's financial affairs in accordance with generally accepted accounting principles consistently applied;

3. Prepare the annual operating budget of the Corporation in cooperation with the Treasurer of the Board of Directors and the Corporation's staff and make recommendations to the Board of Directors regarding the adoption thereof;
4. Prepare all supplemental budgets, actual or proposed, of the Corporation in cooperation with the Treasurer of the Board of Directors and the Corporation's staff and make recommendations to the Board of Directors concerning the adoption thereof;
5. Review all financial activities of the Corporation on a regular basis;
6. Prepare or cause to be prepared monthly financial statements for the Corporation and present such statements at the next scheduled regular meeting of the Board of Directors;
7. Cause to be prepared an official annual audit of the financial records of the Corporation by a Certified Public Accountant and review the annual audit and make recommendations to the Board of Directors concerning the approval thereof; and
8. Investigate available opportunities for the financing of projects undertaken or considered by the Corporation and report findings and make recommendations to the Board thereon.

Notwithstanding the foregoing or any contrary provision in these Bylaws, the Board of Directors may, in its sole discretion, elect to compensate such Chief Financial Officer or to outsource some or all of the responsibilities of the Chief Financial Officer, in any case for such remuneration and upon such other terms and conditions as the Board, by and through the Chairperson, shall agree in writing.

Section F Duties of Officers May be Delegated. In case of the absence or disability of any officer of the Corporation, or for any other reason that the Board of Directors may deem sufficient, the Board of Directors, except where otherwise provided by law or these Bylaws, may delegate the powers of duties of any officer to any other officer or to any Director.

Section G. Compensation. Except as otherwise provided by these Bylaws, no officer shall receive, directly or indirectly, any salary, compensation or emolument from the Corporation, either as an officer of the Corporation, the Board of Directors, the Executive Committee or in any other capacity, except that subject to the approval of the Board, any officer of the Corporation or the Board of Directors shall be entitled to receive reimbursement from the Corporation for expenses incurred by such officer while performing his or her duties as a Director upon presentation of a written statement thereof to the Corporation accompanied by appropriate receipts, and except that Directors who represent targeted communities shall be reimbursed for mileage at the then current rate allowed by the Internal Revenue Service for their attendance at Board meetings.

Section H. Bonds. The Board of Directors may require any officer, agent, or employee of the Corporation to give a bond to the Corporation, conditional upon the faithful performance of his or her duties, with one or more sureties in such amount as may be satisfactory to the Board of Directors. The cost of such bond shall be paid by the Corporation.

ARTICLE VIII
Committees of the Board of Directors

Section A. Committees. Subject to the other provisions of these Bylaws, the Board of Directors, in consultation with the Chief Executive Officer, shall designate the various departments into which the program and administrative work of the Corporation shall be divided and shall determine the division of the responsibility and the relationship between such departments. Either the Chairperson or the Board of Directors may appoint committees of the Board of Directors. Except as otherwise provided in these Bylaws, the Chairperson or the Board of Directors shall prescribe the duties, powers and functions of each committee appointed by the Chairperson or the Board of Directors, as the case may be. Each committee shall meet as needed to transact the necessary business of the committee, and minutes of each committee meeting shall be presented to the Board of Trustees at the next Board meeting.

Section B. Standing Committees. The standing committees of the Board of Directors shall include: (1) Executive Committee, (2) Finance Committee; (3) Governance Committee, (4) Personnel Committee, and (5) Program Committee. In addition, the Board of Directors, by resolution or resolutions, and in consultation with the CEO, may designate from its number one or more other standing committees, which, to the extent provided in such resolution or resolutions, shall have and may exercise such powers as may be lawfully delegated by the Board of Directors. All additional standing committees shall have such name or names as may be determined from time to time by the resolution or resolutions adopted by the Board of Directors. Except as otherwise provided in these Bylaws or by resolution of the Board of Directors, all standing committee chairpersons shall be appointed by the Chairperson annually, immediately following the election of officers, and shall serve at the pleasure of the Chairperson or until a new Chairperson takes office.

Section C. Quorum. A quorum shall be required for the transaction of any business by a committee, including the Executive Committee. Fifty percent (50%) of all of the members of any committee, including the Executive Committee, shall constitute a quorum.

Section D. Committee Procedure. Subject to the approval of the Board of Directors, each committee shall have the power to adopt such rules as may be necessary for the conduct of the work entrusted to it. Each committee shall keep regular minutes of its proceedings and report the same to the Board.

Section E. Resignation. Any member of any committee may resign at any time by notifying the chairperson of the committee and the Chief Executive Officer, Chairperson, or Secretary. Such resignation shall take effect at the time specified therein and unless otherwise specified in the resignation, the acceptance thereof shall not be necessary to make it effective.

Section F. Miscellaneous. The Board of Directors shall have the power to increase or decrease the membership of any committee; to remove or change the members of any committee to fill vacancies on any committee and to discharge any committee, whenever in its sole judgment the best interest of the Corporation shall be served thereby.

Section G. Executive Committee. The Executive Committee shall consist of the four (4) officers of the Board of Directors designated in the first sentence of Section J of Article IV above (to-wit, the

Chairperson, the Vice-Chairperson, the Secretary, and the Treasurer) and such other members of the Board as the Board may designate. The Executive Committee shall also include the immediate past Chairperson of the Board of Directors and the President and Chief Executive Officer of the Corporation as non-voting members. In the interim between meetings of the Board of Directors, the Executive Committee shall have and may exercise all powers of the Board of Directors on all matters in the ordinary course of business, except that the power (i) to amend these Bylaws or the Articles of Incorporation, or (ii) to purchase or sell real estate, or (iii) to elect or appoint any Director or remove any Director, or (iv) to amend or repeal any action previously adopted by the full Board, or (v) to undertake any other extraordinary act, is not and may not be delegated by the Board of Directors to the Executive Committee. Further, no later than December 1 of each year, the Executive Committee shall conduct a performance review, compensation review, expense reimbursement review, and review of other terms and conditions of employment of the President and Chief Executive Officer and make recommendations to the full Board of Directors on such matters. All actions taken by the Executive Committee shall be reported to and ratified (or reversed) by the full Board of Directors at the next regular meeting of the Board. The Chairperson shall serve as the Chairperson of the Executive Committee. The Executive Committee shall meet at such times as may be directed by the Chairperson, or in the Chairperson's absence or disability, by the Vice-Chairperson, or by the President and Chief Executive Officer. Notice of such Executive Committee meetings shall be given to all members of the Executive Committee. Such notice shall be given by telephone, fax, email, or in person at least 24 hours prior to the date and time of the meeting except where exigent circumstances do not reasonably permit 24 hours' prior notice.

Section H. Finance Committee. The Finance Committee shall have such powers and perform such duties as are properly required by the Board of Directors including, without limitation, the following:

1. To review the annual operating budget of the Corporation in cooperation with the Chief Financial Officer, the Treasurer, and the Corporation's staff and to make recommendations to the Board of Directors regarding the adoption thereof;
2. To review all supplemental budgets, actual or proposed, of the Corporation prepared by the Chief Financial Officer or the Corporation's staff, and to make recommendations to the Board of Directors concerning the adoption thereof;
3. To review all financial activities of the Corporation on a regular basis;
4. To review monthly financial statements for the Corporation and to present such statements at the next scheduled regular meeting of the Board of Directors;
5. To cause to be prepared an official annual audit of the financial records of the Corporation by a Certified Public Accountant and communicate with such Certified Public Accountant with respect thereto.
6. To review the annual audit and to make recommendations to the Board of Directors concerning the approval thereof;
7. To review available opportunities for the financing of projects undertaken or considered by the Corporation and to report findings and make recommendations to Board thereon;

8. To investigate claims of fraud;
9. To review all contracts of the Corporation;
10. To cause IRS Form 990 to be prepared and to review and approve the same;
11. To periodically conduct or cause to be conducted and review Corporation-wide risk assessments;
12. To periodically review all inventory reports;
13. To periodically evaluate minority participation in the Corporation's purchasing process; and
14. To ensure that the Corporation adheres to applicable financial requirements.

Section I. Governance Committee. The Governance Committee is commissioned to strengthen the Board by evaluating the then-existing Board and establishing guidelines for Board development. The Governance Committee shall organize a year-round effort to enlist new Board members to ensure that sufficient seats on the Board are filled in accordance with these Bylaws. The Governance Committee shall monitor Board participation and take necessary steps to maintain high levels of Board member involvement. The Governance Committee shall be comprised of members of the Board who are well acquainted with the Corporation's goals and challenges. Governance Committee members must be able to operate without undue influence from the status quo or a power element of the Board. Governance Committee members should be sufficiently secure in their own professional and community positions to evaluate the Board objectively. Community leaders outside the Board may be involved with the Governance Committee in a non-voting consultative capacity. The Governance Committee shall have all powers and duties as are properly delegated or required by these Bylaws or by the Board of Directors including, without limitation, the following:

1. To conduct evaluations of the Board to identify areas of strength and weakness;
2. To review activities of Board members and make recommendations to the Board as to whether or not they should be retained, separated, or challenged to become more involved;
3. In light of the Corporation's goals and the strengths and weaknesses of the then-current Board, to determine the characteristics that new Board members must have in order to enhance Board performance;
4. To identify, meet, cultivate, recruit, and recommend qualified candidates to fill vacancies on the Board on an ongoing basis and to hold all discussions of those under consideration in strict confidence;
5. To identify, meet, cultivate, recruit, and recommend qualified candidates to fill vacancies on the Board that occur during the year;
6. To identify, meet, cultivate, recruit, and recommend on an ongoing basis non-Board members to serve on committees of the Board or Corporation;

7. Prior to the commencement of each fiscal year of the Corporation, to prepare a single slate of candidates for election to the Board of Directors from the public and private sectors which slate shall be presented to the Board at the regular meeting prior to the meeting where such slate shall be voted upon;
8. Prior to the commencement of each fiscal year of the Corporation, to recommend a single slate of Board Officers for terms of service in accordance with these bylaws, which slate shall be presented to the Board at the regular meeting prior to the meeting where such slate shall be voted upon;
9. To ensure that Board members receive proper orientation and training on Board governance and on the mission, goals and strategic plans of the Corporation;
10. To work to maintain effectiveness and high levels of involvement of Board members in the Board, Board committees, meetings, fundraisers and special projects;
11. To ensure an effective board nomination process, including studying the composition of the Board to determine current skills and experience, and identifying needs;
12. To identify and review from time-to-time potential candidates for election as Special Advisors or Honorary Directors and to present recommendations, if any, to the Board at any meeting of the Board where such recommendations shall be voted upon; and
13. To ensure effective Board processes, structures, and roles, including orientation planning, committee development, and board evaluation.
14. To develop and implement procedures for individuals with low incomes, community organizations, and religious organizations to petition for representation on the Board of Directors if such individuals or organizations believe that they are not adequately represented on the Board of Directors.

Section J. Personnel Committee. The Personnel Committee shall review and consult with the Chairperson and the President and Chief Executive Officer on all personnel matters, including but not limited to grievances. The Personnel Committee shall review the Corporation's personnel policies and procedures (including without limitation policies and procedures pertaining to wage and salary, compensation, training, hiring, termination, and discipline) annually and make recommendations to the Board of Directors for any updates or revisions thereto. The Personnel Committee shall annually review the job description of the President and Chief Executive Officer and make recommendations to the Board of Directors for any updates or revisions thereto.

Section K. Program Committee. The Program Committee is responsible for reviewing and monitoring each program of the Corporation. The Program Committee shall periodically meet with the Corporation's program staff to discuss performance and goals, to receive detailed updates on programs including but not limited to program outcomes, to receive input from program staff, and to discuss emerging community needs. Further, the Program Committee shall conduct or cause to be conducted and shall oversee an annual community needs assessment.

ARTICLE IX
Policy Council and Impasse Committee

Section A. Policy Council. Notwithstanding any contrary provision in these Bylaws, a CAPC – Head Start/Early Learning Policy Council shall have responsibility to implement Performance Standard 1301.3, Program Governance, and shall share responsibility with the Board of Directors for overseeing the delivery of high-quality services to children and families in accordance with Head Start legislation, regulations, and policies. The Chairperson shall appoint at least one Director to serve as a liaison between the Policy Council and the Board of Directors. Likewise, the Board of Directors recognizes that the Policy Council may appoint at least one of its members to serve as a liaison between the Board of Directors and the Policy Council. Each liaison member of the Policy Council shall be entitled to attend and speak at meetings of the Board of Directors, but shall not have a Board vote, provided that each liaison Director is allowed to attend and speak at meetings of the Policy Council (but such liaison Directors shall not have a Policy Council vote). The Board of Directors shall work with the Policy Council to develop, review, and approve or disapprove policies and procedures pertaining to the following:

- (1) All funding applications and amendments thereto prior to submission of such applications and amendments to the funding source;
- (2) Written procedures describing the sharing of decision-making responsibilities between the Policy Council and the Board of Directors;
- (3) Process for program planning and shaping the program philosophy as well as the programs' long- and short-term goals and objectives;
- (4) The composition of the Policy Council and the procedures by which membership is chosen;
- (5) The criteria for defining recruitment, selection, and enrollment priorities;
- (6) The on-going process of annual self-assessment to ensure the carrying out of the programmatic and fiscal intent of its grant applications and the findings of the annual audit;
- (7) The personnel policies and subsequent changes thereto, including standards of conduct for program staff, consultants, and volunteers;
- (8) Decisions to hire or terminate the Head Start Director, Chief Executive Officer, and Chief Financial Officer;
- (9) Decisions to hire or terminate any person who works for the Head Start program; and

- (10) The membership and function of the Impasse Committee and written procedures for resolving internal disputes between the Board of Directors and the Policy Council.

Section B. Impasse Committee. The Impasse Committee shall consist of an equal number of members of the Board of Directors and the Policy Council, plus one neutral member who is mutually agreeable to the Board of Directors and the Policy Council. The Impasse Committee shall meet as and when necessary and shall resolve any impasse between the Board of Directors and the Policy Council.

ARTICLE X Indemnification of Director and Officers

Section A. Right of Indemnity. Each Director and officer of the Corporation, whether or not then in office, and any person whose testator or intestate was such a Director or officer, shall be indemnified by the Corporation for the defense, compromise, or settlement of or in connection with civil or criminal actions or proceedings or appeal therein, in accordance with and to the fullest extent permitted by law.

Section B. Other Rights of Indemnification. The right of indemnification herein provided shall not be deemed exclusive of any other rights to which any such Director, officer or other person may now or hereafter be otherwise entitled and specifically, without limiting the generality of the foregoing, shall not be deemed exclusive of any rights, pursuant to statute or otherwise, of any such Director, officer or other person in any such action or proceeding to have assessed or allowed in his or her favor, against the Corporation or otherwise, his or her costs and expenses incurred therein or in connection therewith or any part thereof.

ARTICLE XI Corporate Finance

Section A. Bank Accounts. The funds of the Corporation shall be deposited in its name with such bank or banks, trust company or trust companies as the Board of Directors may from time to time designate. All checks, notes, drafts and other negotiable instruments of the Corporation shall be signed by such officer or officers, agent or agents, employee or employees as the Board of Directors may from time to time by resolution designate. Any transfer of funds from restricted accounts shall require two authorized signatures.

Section B. Fiscal Year. The fiscal year of the Corporation shall begin on December 1 of each year and shall end on November 30 of the following year, unless otherwise provided by the Board of Directors.

Section C. Gifts. The Board of Directors, the Executive Committee, the Chief Executive Officer, or any other authorized officer, employee or agent of the Corporation may accept on behalf of the Corporation any contribution, gift, bequest, or devise for any general or special purpose or purposes of the Corporation, provided that the acceptance of any contribution, gift, bequest or devise of any property other than cash or liquid assets which are readily convertible to cash shall be subject to the prior approval of the Board of Directors.

Section D. Voting of Securities Held by the Corporation. Stocks or other securities owned by the Corporation may be voted in person or by proxy as the Board of Directors or the Executive Committee shall specify. In the absence of any direction by the Board of Directors or Executive Committee, such stocks or securities shall be voted by the Chairperson as he or she shall determine.

Section E. Income From Corporate Activities. All income from activities of the Corporation shall be applied to the maintenance, expansion, or operation of the lawful activities of the Corporation.

ARTICLE XII Corporate Seal

Section A. Form of Seal. The seal of the Corporation shall be circular in form with the words “Community Action Program Committee, Inc.” in the outer circle and the words “Corporate Seal” in the inner circle. The seal on any corporate obligation for the payment of money may be facsimile, engraved or printed.

ARTICLE XIII Dissolution

In the event of dissolution or final liquidation of the Corporation, the Board of Directors shall, after paying or making provision for the payment of all the lawful debts and liabilities of the Corporation, distribute all the assets of the Corporation to one or more of the following categories of recipients as the Board of Directors of the Corporation shall determine:

(a) a nonprofit organization or organizations which may have been created to succeed the Corporation, as long as such organization or each of such organizations shall then qualify as a governmental unit under section 170(c) of the Internal Revenue Code or as an organization exempt from federal income taxation under section 501(a) of such Code as an organization described in section 501(c)(3) of such Code; and/or

(b) a nonprofit organization or organizations having similar aims and objects as the Corporation and which may be selected as an appropriate recipient of such assets, as long as such organization or each such organizations shall then qualify as a governmental unit under section 170(c) of such Code or as an organization exempt from federal income taxation under section 501(a) of such Code as an organization described in section 501(c)(3) of such Code.

ARTICLE XIV Construction

If there is any conflict between the provisions of the Articles of Incorporation of the Corporation and these Bylaws, the provisions of the Articles of Incorporation shall govern.

ARTICLE XV
Amendments

These Bylaws may be added to, amended, altered or repealed at any meeting of the Board of Directors, notice of which shall have referred to the proposed action, by the affirmative vote of two-thirds of the whole Board of Directors, provided that written notice of such amendments shall be given to each Director at least two (2) weeks prior to such meeting.

ARTICLE XVI
Miscellaneous Provisions

Section A. Conflicts of Interest. No Director, officer, or employee of the Corporation or its delegates or agents who exercise any functions or responsibilities with respect to a program of the Corporation, during their tenure and for one year thereafter, shall have any interest, direct or indirect, in any contract or subcontract, or the proceeds thereof, for work performed or to be performed in connection with such program.

Section B. Books and Records. The Articles of Incorporation, these Bylaws, and the books and records of the Board of Directors and the Corporation shall at all times, upon reasonable prior notice, shall be subject to inspection by any Director, any member of the public, or any other organization or governmental entity in accordance with the requirements of, and subject to applicable law.

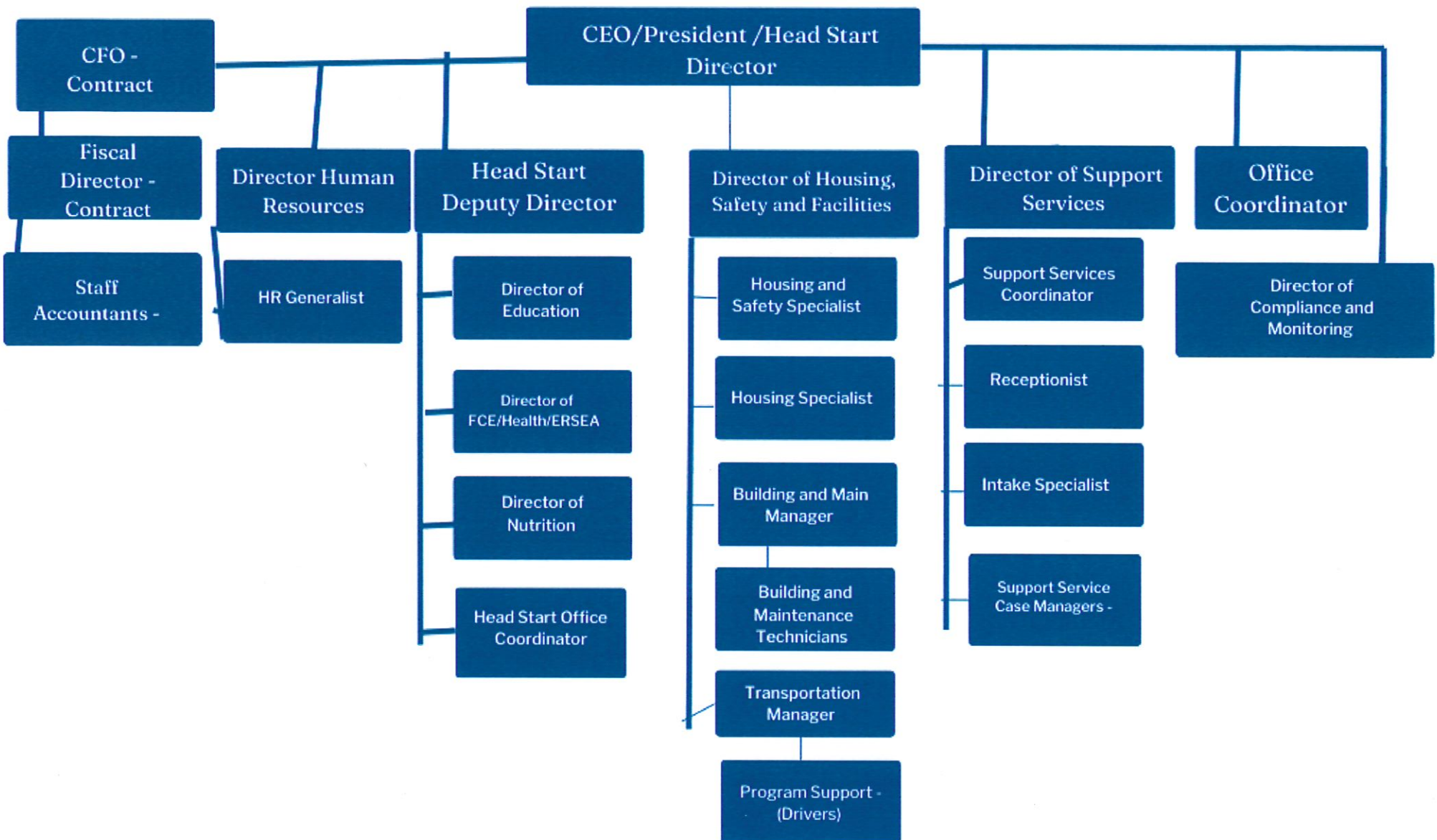
IN WITNESS WHEREOF, the undersigned Chairman of the Board of Directors of the Corporation does hereby certify that the foregoing Amended and Restated Bylaws were duly adopted by the Board of Directors on this 24 day of April, 2025.

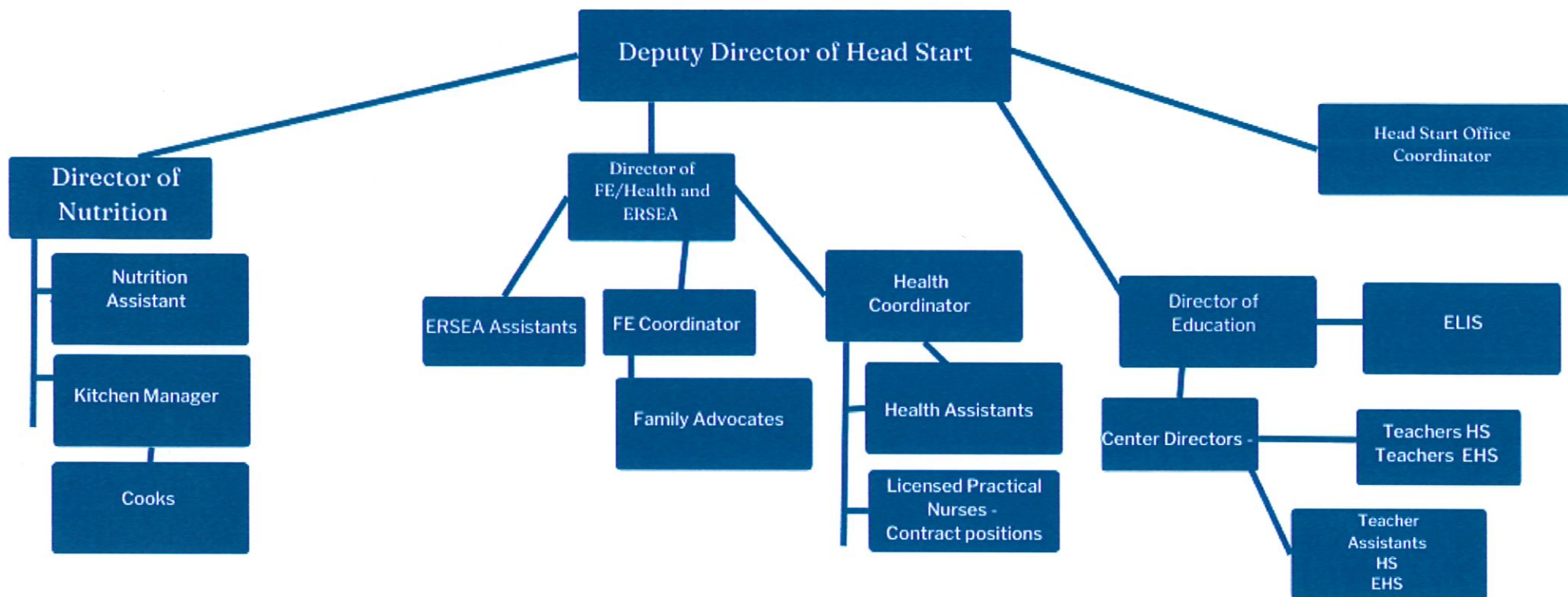


Chairperson

Community Action Program Committee

Date
August 2025





State of Florida

Department of State

I certify from the records of this office that COMMUNITY ACTION PROGRAM COMMITTEE, INC. is a corporation organized under the laws of the State of Florida, filed on April 14, 1965.

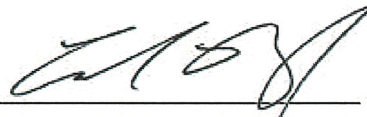
The document number of this corporation is 708809.

I further certify that said corporation has paid all fees due this office through December 31, 2025, that its most recent annual report/uniform business report was filed on February 26, 2025, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twenty-sixth day of February,
2025*




Secretary of State

Tracking Number: 1257848264CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



Department of the Treasury
Internal Revenue Service

OGDEN UT 84201-0038

In reply refer to: 0458429556
June 09, 2025 LTR 147C 0
59-1118735 000000 00
00012229
BODC: TE

COMMUNITY ACTION PROGRAM COMMITTEE
INC
2501 W WRIGHT ST
PENSACOLA FL 32505

Employer identification number: 59-1118735

Dear Taxpayer:

Thank you for your inquiry of May 29, 2025.

Your employer identification number (EIN) is 59-1118735. Please keep this letter in your permanent records. Enter your name and EIN on all federal business tax returns and on related correspondence.

You can get any of the forms or publications mentioned in this letter by visiting our website at [IRS.gov/forms](https://www.irs.gov/forms) or by calling 800-TAX-FORM (800-829-3676).

If you have questions, you can call us at 800-829-0115.

If you prefer, you can write to us at the address at the top of the first page of this letter.

When you write, include a copy of this letter, and provide your telephone number and the hours we can reach you in the spaces below.

Telephone number () _____ Hours _____

Keep a copy of this letter for your records.

Thank you for your cooperation.

0458429556

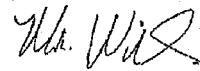
June 09, 2025 LTR 147C 0

59-1118735 000000 00

00012230

COMMUNITY ACTION PROGRAM COMMITTEE
INC
2501 W WRIGHT ST
PENSACOLA FL 32505

Sincerely yours,



Mr. Wilson
Department Manager, Accounts Mgmt.

Enclosures:
Copy of this letter



Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 04CH011718-06-01

FAIN# 04CH011718

Federal Award Date: 04/17/2025

Recipient Information

1. Recipient Name

COMMUNITY ACTION PROGRAM
COMMITTEE, INC.
1380 N Palafox St
Pensacola, FL 32501-2641
850-438-4021

2. Congressional District of Recipient

01

3. Payment System Identifier (ID)

1591275941A2

4. Employer Identification Number (EIN)

591118735

5. Data Universal Numbering System (DUNS)

QA8HEH6FZTB9

6. Recipient's Unique Entity Identifier (UEI)

QA8HEH6FZTB9

7. Project Director or Principal Investigator

Mr. Douglas Brown
President
d.brown@capc-pensacola.org
8504384021

8. Authorized Official

Ms. Tabitha Nichols
Board Chair
t.nichols@capc-pensacola.org
(850) 438-4021 x114

Federal Agency Information

ACF/OHS Region IV Grants Office

9. Awarding Agency Contact Information

Ms. Heather Colwell
Grants Management Officer
heather.colwell@acf.hhs.gov
214-767-8850

10. Program Official Contact Information

Ms. Erika R Lundy
Regional Program Manager
erika.lundy@acf.hhs.gov
404-562-2770

Federal Award Information

11. Award Number

04CH011718-06-01

12. Unique Federal Award Identification Number (FAIN)

04CH011718

13. Statutory Authority

42 USC 9801 ET SEQ

14. Federal Award Project Title

Head Start and Early Head Start

15. Assistance Listing Number

93.600

16. Assistance Listing Program Title

Head Start

17. Award Action Type

Balance of Funds

18. Is the Award R&D?

No

Summary Federal Award Financial Information

19. Budget Period Start Date 12/01/2024 - End Date 11/30/2025

20. Total Amount of Federal Funds Obligated by this Action \$5,246,156.00

20a. Direct Cost Amount \$4,616,751.00

20b. Indirect Cost Amount \$629,405.00

21. Authorized Carryover \$0.00

22. Offset \$0.00

23. Total Amount of Federal Funds Obligated this budget period \$5,246,158.00

24. Total Approved Cost Sharing or Matching, where applicable \$997,119.00

25. Total Federal and Non-Federal Approved this Budget Period \$11,489,433.00

26. Period of Performance Start Date 07/01/2020 - End Date 11/30/2025

27. Total Amount of the Federal Award including Approved
Cost Sharing or Matching this Period of Performance \$57,062,447.00

28. Authorized Treatment of Program Income

ADDITIONAL COSTS

29. Grants Management Officer - Signature

Ms. Heather Colwell
Grants Management Officer

30. Remarks



Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 04CH011718-06-01

FAIN# 04CH011718

Federal Award Date: 04/17/2025

Recipient Information

Recipient Name

COMMUNITY ACTION PROGRAM
COMMITTEE, INC.
1380 N Palafox St
Pensacola, FL 32501-2641
850-438-4021

Congressional District of Recipient

01

Payment Account Number and Type

1591275941A2

Employer Identification Number (EIN) Data

591118735

Universal Numbering System (DUNS)

QA8HEH6FZTB9

Recipient's Unique Entity Identifier (UEI)

QA8HEH6FZTB9

31. Assistance Type

Discretionary Grant

32. Type of Award

Service

33. Approved Budget

(Excludes Direct Assistance)

I. Financial Assistance from the Federal Awarding Agency Only

II. Total project costs including grant funds and all other financial participation

a. Salaries and Wages	\$5,379,521.00
b. Fringe Benefits	\$1,613,857.00
c. Total Personnel Costs	\$6,993,378.00
d. Equipment	\$0.00
e. Supplies	\$237,641.00
f. Travel	\$9,450.00
g. Construction	\$0.00
h. Other	\$902,093.00
i. Contractual	\$1,090,944.00
j. TOTAL DIRECT COSTS	\$9,233,506.00
k. INDIRECT COSTS	\$1,258,808.00
l. TOTAL APPROVED BUDGET	\$10,492,314.00
m. Federal Share	\$10,492,314.00
n. Non-Federal Share	\$997,119.00

34. Accounting Classification Codes

FY-ACCOUNT NO.	DOCUMENT NO.	ADMINISTRATIVE CODE	OBJECT CLASS	ASSISTANCE LISTING	AMT ACTION FINANCIAL ASSISTANCE	APPROPRIATION
5-G044122	04CH01171806	ACFOHS	41.51	93.600	\$5,189,330.00	75-25-1536
5-G044120	04CH01171806	ACFOHS	41.51	93.600	\$44,261.00	75-25-1536
5-G044121	04CH01171806	ACFOHS	41.51	93.600	\$12,565.00	75-25-1536



35. Terms And Conditions

STANDARD TERMS

1. The *ACF Standard Terms and Conditions* applies to all ACF awards and is located on the [Award Terms and Conditions](#) page. The *Supplemental Terms and Conditions* herein are additional requirements applicable to the program named below.

By acceptance of awards for this program, the recipient agrees to comply with the requirements included in both the *Standard* and *Supplemental Terms and Conditions* for this program.

1. The administration of this program is authorized under the Head Start Act, as amended by the Improving Head Start for School Readiness Act of 2007, Public Law 110-134 at <https://eclkc.ohs.acf.hhs.gov/policy/head-start-act>.
2. The program is codified at 42 U.S.C. 9831 et seq at <https://eclkc.ohs.acf.hhs.gov/policy/head-start-act/sec-636-statement-purpose>
3. Implementing program regulations are published as the Head Start Program Performance Standards at 45 CFR Parts 1301 to 1305, <https://eclkc.ohs.acf.hhs.gov/policy/45-cfr-chap-xiii>. Additional program guidance is located on the Early Childhood Learning & Knowledge Center (ECLKC), <https://eclkc.ohs.acf.hhs.gov/>. Recipients must act in compliance with the Program Instructions and Information Memoranda. For full text, go to <https://eclkc.ohs.acf.hhs.gov/policy/pi> and <https://eclkc.ohs.acf.hhs.gov/policy/im>.
4. This award is subject to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements (UAR) for HHS Awards found at 45 CFR Part 75 at <https://www.ecfr.gov/current/title-45/subtitle-A/subchapter-A/part-75>.
 - a. For awards issued before October 1, 2024, HHS adopted from the federalwide UAR [2 CFR 200](#):
 - i. Subpart D – Post Federal Award Requirements – Closeout at [2 CFR 200.344](#)
 - b. For awards issued on or after October 1, 2024, per the Federal Register (FR), [89 FR 80055](#), HHS' UAR at 45 CFR Part 75 includes eight (8) regulatory provisions that HHS adopted from the federalwide UAR [2 CFR 200](#). This award is subject to the following eight (8) regulatory provisions in 2 CFR 200:
 - i. Subpart A – Acronyms and Definitions – [2 CFR 200.1 “Modified Total Direct Cost \(MTDC\)”](#)
 - ii. Subpart D – Post Federal Award Requirements – Disposition of Equipment at [2 CFR 200.313\(e\)](#)
 - iii. Subpart D – Post Federal Award Requirements – Supplies at [2 CFR 200.314\(a\)](#)
 - iv. Subpart D – Post Federal Award Requirements – Micro-purchase thresholds at [2 CFR 200.320](#)
 - v. Subpart D – Post Federal Award Requirements – Fixed amount subawards at [2 CFR 200.333](#)
 - vi. Subpart D – Post Federal Award Requirements – Closeout at [2 CFR 200.344](#)
 - vii. Subpart E – Cost Principles – Indirect Costs – De minimis rate at [2 CFR 200.414\(f\)](#)
 - viii. Subpart F – Audit Requirements – Single Audit at [2 CFR 200.501](#)



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5. This award is subject to Executive Orders in the Federal Register available at <https://www.federalregister.gov/presidential-documents/executive-orders>

6. This award is subject to requirements or limitations in any applicable Appropriations Act available at <https://crsreports.congress.gov/>.

7. This award is subject to the Administrative and National Policy Requirements at <https://www.acf.hhs.gov/grants/administrative-and-national-policy-requirements>.

8. This award is subject to the HHS Grants Policy Statement (HHS GPS).

a. For awards issued before October 1, 2024, this award is subject to the HHS Grants Policy Statement: <https://www.hhs.gov/sites/default/files/grants/grants/policies-regulations/hhsgps107.pdf> This includes requirements in Parts I and II. Although consistent with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply to this award apart from any coverage in the HHS GPS.

b. For awards issued on or after October 1, 2024, this award is subject to the requirements of the [HHS Grants Policy Statement \(HHS GPS\)](#) that are applicable based on your recipient type and the purpose of this award. This includes requirements in Parts I and II available at <https://www.hhs.gov/grants-contracts/grants/grants-policies-regulations/index.html>. Although consistent with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply to this award apart from any coverage in the HHS GPS.

COST SHARING OR MATCHING (NON-FEDERAL SHARE) OF PROGRAM FUNDING

9. Recipients are required to meet a non-federal share of the project cost, in accordance with Section 640(b) of the Head Start Act, [42 U.S.C. § 9835\(b\)](#). Recipients must provide at least 20 percent of the total approved cost of the project. The total approved cost of the project is the sum of the ACF (federal) share and the non-federal share. The non-federal share may be met by cash or in-kind contributions. Any shared costs or matching funds and all contributions, including cash and third-party in-kind contributions, must be accepted as part of the recipient's cost-sharing or matching when such contributions meet all criteria listed in [45 CFR § 75.306](#).

10. The responsible HHS official may approve a waiver of all or a portion of the non-federal match requirement based on a recipient's written application submitted for the budget period and any supporting evidence the responsible HHS official requires. In deciding whether to grant a waiver, the responsible HHS official will consider the circumstances specified at section 640(b) of the Act and whether the recipient made a reasonable effort to comply with the non-federal match requirement.

a. Matching Waiver Pursuant to 48 U.S.C. 1469a(d) Matching requirements (including in-kind contributions) of less than \$200,000 are waived under awards made to the governments of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands (other than those consolidated under other provisions of 48 U.S.C. 1469) pursuant to 48 U.S.C. 1469a(d). This waiver applies whether the matching required under the award equals or exceeds \$200,000.

FINANCIAL REPORTING

11. The OMB approved Financial Reporting form for this program is the Federal Financial Reports (SF-425). This form must be submitted in the Payment Management System (PMS) as described in ACF-PI-OHS-24-01: <https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-ohs-24-01>.



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a. *PMS SF-425 Information*: <https://pms.psc.gov/grant-recipients/ffr-updates.html>

b. For support using PMS, contact your PMS Liaison Accountant: <https://pms.psc.gov/find-pms-liaison-accountant.html>

c. Post-Award Reporting Forms and Instructions: <https://www.grants.gov/forms/forms-repository/post-award-reporting-forms>

12. *Obligation Deadline*: Funds must be obligated within the budget period established by the Notice of Award (NoA) on Line 19. If funds cannot be obligated within the established budget period, recipients may apply to carryover the balance or for a no-cost extension, as applicable, in Head Start Enterprise System (HSES) applications. Applications for a carryover balance should be initiated once the actual unobligated balance is known (generally during the period allowed for preparation and submission of the annual Federal Financial Report. Applications for a no-cost extension must be submitted at least 10 calendar days before the end of the period of performance of the award.

13. *Liquidation Deadline*:

a. Recipients must liquidate all financial obligations incurred under the Federal award no later than 90 calendar days after the end date of the budget period, except for the final budget period, unless the Federal awarding agency or pass-through entity authorizes an extension,

b. During the final budget period within a period of performance recipients must liquidate all financial obligations incurred under the Federal award no later than 120 calendar days after the end date of the period of performance unless the Federal awarding agency or pass-through entity authorizes an extension. Any funds not expended by this timeframe must be returned to the U.S. Department of Health and Human Services.

PROGRAM REPORTING

14. The OMB approved Program Report form for this program is the Head Start Program Information Report (PIR, OMB Control No. 0970-0427). All grant recipients and sub-recipients are required to submit a PIR for Head Start and Early Head Start programs annually. PIR submissions are only accepted electronically using the Head Start Enterprise System (HSES).

a. PIR guidance, reference materials, change highlights and frequently asked questions are available at: <http://eclkc.ohs.acf.hhs.gov/pir>.

b. For assistance and/or support contact the HSES help desk at help@hsesinfo.org

PROPERTY REPORTING

15. This award is subject to the Property Related T&Cs found at <https://www.acf.hhs.gov/grants/manage-grant/grant-award/property-terms>.

16. The OMB approved property reporting is the following:

a. Real Property Reports (SF-429s). The SF-429 Real Property forms are applicable to this program and must be submitted as described in ACF-PI-HS-17-03: <https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-hs-17-03>.

i. For assistance accessing the SF-429: <https://home.grantsolutions.gov/home/recipient-oldc-training->



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[resources/](#)

ii. For assistance completing the SF-429s, please contact OGM-RealProperty429@acf.hhs.gov

iii. Under 45 CFR §75.323, all real property, equipment, and intangible property acquired or improved with ACF funds must be held in trust by the non-federal entity as trustee for the beneficiaries of the project or program under which the property was acquired or improved. Post-award requirements of Part 1303 must be met and the federal interest resulting from purchase, construction and major renovation activities must be protecting by filing or posting a notice of federal interest as required by 45 CFR §1303.46 - §1303.49.

b. **Tangible Property Report (SF-428s).** The SF-428-B Tangible Personal Property Report -Final Report must be submitted as described in ACF-PI-OHS-24-01: <https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-ohs-24-01>. The SF-428-C Tangible Personal Property Report – Disposition Request/Report must be submitted as described in the Tangible Personal Property Guidance: https://www.acf.hhs.gov/grants/manage-grant/property/tangible-property#book_content_0

i. The fillable SF-428 forms must be completed and uploaded in the Grant Notes section of GS. The Category Type of the Grant Note is Tangible Personal Property Report (SF-428).

ii. Downloadable version of fillable SF-428: <https://www.grants.gov/forms/forms-repository/post-award-reporting-forms>

iii. *GS User Guide*: Grant Notes: [Microsoft Word - User Guide Recipient Grants List and Details GRANTS LIST .docx \(grantsolutions.gov\)](#) and [Quick Sheet: Grant Notes \(grantsolutions.gov\)](#)

EFFECTIVE PERIOD

17. These program-specific *Supplemental Terms and Conditions* are effective on the date shown in the top right of the page and will remain in effect until updated. They will be updated and reissued only as needed whenever a new program-specific statute, regulation or other requirement is enacted or whenever any of the applicable existing Federal statutes, regulations, policies, procedures or restrictions is amended, revised, altered, or repealed. These program-specific *Supplemental Terms and Conditions* are applicable to your award when they have been incorporated by reference in your Notice of Award or subsequent award amendments.

POINTS OF CONTACT

18. Points of contact for additional information or questions concerning either the operation of the program or related financial matters can be found in the Head Start Enterprise System (HSES).

AWARD PAYMENT

19. This award will be paid through the Department of Health and Human Services, Payment Management Services, operating under the Program Support Center (PSC). The PSC provides automated award payment and cash management services from awards issued by Federal Government Awarding Agencies through the centralized payment system, Payment Management System (PMS). For more detailed information on payment through PMS, go to <https://pms.psc.gov/>. Drawing funds from PMS indicates acceptance and agreement to the T&Cs of the award.

UNIQUE ENTITY IDENTIFIER (UEI) NOTICE



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20. All applicants and recipients must have an active System for Award Management (SAM) registration and UEI issued. ACF recommends that organizations start the renewal process at least 30 days prior to expiration to avoid delays in federal funding. Entities can search for help at [Federal Service Desk](#) (FSD) any time or request help from an FSD agent Monday–Friday 8 a.m. to 8 p.m. ET at https://www.fsd.gov/gsafsd_sp This award is subject to requirements as set forth in 2 CFR 25.110.

AWARD ATTACHMENTS

COMMUNITY ACTION PROGRAM COMMITTEE, INC.

04CH011718-06-01

1. Remarks

30. REMARKS (Continued from previous page)

This action awards the balance of funds for Head Start and Early Head Start operations, Head Start training and technical assistance, and Early Head Start training and technical assistance for the 12/01/2024-11/30/2025 budget period.



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

May 1, 2025

Ms. Tabitha Nichols, Board Chair
Community Action Program Committee, Inc.
2050 W Blount St Pensacola, FL 32501-2283

Re:Grant No. 04CH011718

Dear Grant Recipient,

The Office of Head Start (OHS) notified Community Action Program Committee, Inc, Grant No. 04CH011718, of its designation as "chronically underenrolled" on February 26, 2025. The letter included details about Community Action Program Committee, Inc's Head Start Preschool and Early Head Start programs grant being subject to a reduction in enrollment slots and corresponding funding. The letter also informed Community Action Program Committee, Inc of its right to appeal.

On March 28, 2025, Community Action Program Committee, Inc submitted a written appeal to the Administration for Children and Families (ACF).

Pursuant to Section 641A(h)(5)(B) of the Head Start Act, ACF has considered whether Community Action Program Committee, Inc presented additional information contributing to the causes of its underenrollment not previously considered by ACF when determining Community Action Program Committee, Inc's eligibility for a waiver from or lowering of the percentage of recapturing, withholding, or reduction authorized under Section 641A(h)(5)(A)(ii) of the Head Start Act.

Based on a review of Community Action Program Committee, Inc's appeal, including supporting documentation and other details, ACF has determined that the supplemental information provided during the appeal process does not render Community Action Program Committee, Inc eligible for a waiver. However, ACF has made a final determination to modify the size and scope of reduction in Community Action Program Committee, Inc's funding and enrollment slots originally communicated in the notification letter issued on February 26, 2025.

The following table demonstrates the finalized funded enrollment and federal funding levels by Program Operations (PO) and Training and Technical Assistance (TTA) for your grant:

Federal Enrollment Levels	Current	Revised
Head Start Preschool	670	397
Early Head Start	88	72
Federal Funding Levels	Current	Revised
Head Start Preschool PO	\$8,268,380	\$5,777,004
Head Start Preschool TTA	\$88,523	\$61,850
Early Head Start PO	\$2,110,281	\$1,751,533
Early Head Start TTA	\$25,130	\$20,858
Total Funding	\$10,492,314	\$7,611,245

This change in enrollment is effective immediately following the issuance of a new Notice of Award. The revised funding levels are effective with the start of your next budget period, December 1, 2025. However, if your agency was awarded partial funds in this current budget period, your remaining funding levels will be reduced proportionally with the issuance of a new Notice of Award. Furthermore, if your agency has unobligated funds at the end of this current budget period, such funds may be subject to recapture.

OHS remains committed to supporting your program in achieving and maintaining full enrollment while maintaining the highest quality of services for children and families. We will continue to evaluate enrollment, once Community Action Program Committee, Inc reaches full enrollment, to ensure Community Action Program Committee, Inc maintains at least 97% enrollment for 6 consecutive months. If this is achieved, a Chronically Underenrolled Designation Removal Letter will be issued, and will serve as official notice that the designation of "chronically underenrolled" has been lifted. However, Community Action Program Committee, Inc's inability to maintain at least 97% enrollment may result in OHS taking action pursuant to Section 641A(h)(5)(A)(ii) of the Head Start Act to further recapture, withhold, or reduce your agency's annual funding and funded enrollment.

Please do not hesitate to reach out to OHS for support with achieving and maintaining full enrollment.

Sincerely,

/CAPT Tala Hooban/

CAPT Tala Hooban
Acting Director, Office of Head Start
Administration for Children and Families

ATTACHMENT A

Sec. 641A Standards; Monitoring of Head Start Agencies and Programs

...

(h) Reduction of Grants and Redistribution of Funds in Cases of Underenrollment-

(1) DEFINITIONS- In this subsection:

(A) ACTUAL ENROLLMENT- The term 'actual enrollment' means, with respect to the program of a Head Start agency, the actual number of children enrolled in such program and reported by the agency (as required in paragraph (2)) in a given month.

(B) BASE GRANT- The term 'base grant' has the meaning given the term in section 640(a)(7).

(C) FUNDED ENROLLMENT- The term 'funded enrollment' means, with respect to the program of a Head Start agency in a fiscal year, the number of children that the agency is funded to serve through a grant for the program during such fiscal year, as indicated in the grant agreement.

(2) ENROLLMENT REPORTING REQUIREMENT- Each entity carrying out a Head Start program shall report on a monthly basis to the Secretary and the relevant Head Start agency

(A) the actual enrollment in such program; and

(B) if such actual enrollment is less than the funded enrollment, any apparent reason for such enrollment shortfall.

(3) SECRETARIAL REVIEW AND PLAN- The Secretary shall

(A) on a semiannual basis, determine which Head Start agencies are operating with an actual enrollment that is less than the funded enrollment based on not less than 4 consecutive months of data;

(B) for each such Head Start agency operating a program with an actual enrollment that is less than its funded enrollment, as determined under subparagraph (A), develop, in collaboration with such agency, a plan and timetable for reducing or eliminating underenrollment taking into consideration--

(i) the quality and extent of the outreach, recruitment, and communitywide strategic planning and needs assessment conducted by such agency;

(ii) changing demographics, mobility of populations, and the identification of new underserved low-income populations;

(iii) facilities-related issues that may impact enrollment;

(iv) the ability to provide full-working-day programs, where needed, through funds made available under this subchapter or through collaboration with entities carrying out other early childhood education and development programs, or programs with other funding sources (where available);

(v) the availability and use by families of other early childhood education and development options in the community served; and

(vi) agency management procedures that may impact enrollment; and

(C) provide timely and ongoing technical assistance to each agency described in subparagraph (B) for the purpose of assisting the Head Start agency to implement the plan described in such subparagraph.

(4) IMPLEMENTATION- Upon receipt of the technical assistance described in paragraph (3)(C), a Head Start agency shall immediately implement the plan described in paragraph (3)(B). The Secretary shall, where determined appropriate, continue to provide technical assistance to such agency.

(5) SECRETARIAL REVIEW AND ADJUSTMENT FOR CHRONIC UNDERENROLLMENT-

(A) IN GENERAL- If, after receiving technical assistance and developing and implementing the plan as described in paragraphs (3) and (4) for 12 months, a Head Start agency is operating a program with an actual enrollment that is less than 97 percent of its funded enrollment, the Secretary may--

(i) designate such agency as chronically underenrolled; and

(ii) recapture, withhold, or reduce the base grant for the program by a percentage equal to the percentage difference between funded enrollment and actual enrollment for the program for the most recent year for which the agency is determined to be underenrolled under paragraph (3)(A).

(B) WAIVER OR LIMITATION OF REDUCTIONS- The Secretary may, as appropriate, waive or reduce the percentage recapturing, withholding, or reduction otherwise required by subparagraph (A), if, after the implementation of the plan described in paragraph (3)(B), the Secretary finds that--

- (i) the causes of the enrollment shortfall, or a portion of the shortfall, are related to the agency's serving significant numbers of highly mobile children, or are other significant causes as determined by the Secretary;
- (ii) the shortfall can reasonably be expected to be temporary; or
- (iii) the number of slots allotted to the agency is small enough that underenrollment does not create a significant shortfall.

(6) REDISTRIBUTION OF FUNDS-

(A) IN GENERAL- Funds held by the Secretary as a result of recapturing, withholding, or reducing a base grant in a fiscal year shall be redistributed by the end of the following fiscal year as follows:

- (i) INDIAN HEAD START PROGRAMS- If such funds are derived from an Indian Head Start program, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more Indian Head Start programs.
- (ii) MIGRANT AND SEASONAL HEAD START PROGRAMS- If such funds are derived from a migrant or seasonal Head Start program, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more programs of the type from which such funds are derived.
- (iii) EARLY HEAD START PROGRAMS- If such funds are derived from an Early Head Start program in a State, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more Early Head Start programs in that State. If such funds are derived from an Indian Early Head Start program, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more Indian Early Head Start programs.
- (iv) OTHER HEAD START PROGRAMS- If such funds are derived from a Head Start program in a State (excluding programs described in clauses (i) through (iii)), then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more Head Start programs (excluding programs described in clauses (i) through (iii)) that are carried out in such State.

(B) ADJUSTMENT TO FUNDED ENROLLMENT- The Secretary shall adjust as necessary the requirements relating to funded enrollment indicated in the grant agreement of a Head Start agency receiving redistributed funds under this paragraph.

Escambia Children's Trust Match Budget with Narrative				
Agency Name		Community Action Program Committee		
Program Name		Head Start/Early Head Start		
Period funding requested for		Fiscal Year December 2025 - November 2026		
Line Item	Explanation	Other funding	Match requested	Total budget
Salaries/ Wages	List position, number of employees in positions at same payrate and number of hours worked during grant			
	Program Managers & Coordinators (16)	\$ 865,990.00	\$ 91,632.00	\$ 4,739,467.00
	Teachers/Teacher Assistants (73)	\$ 1,806,134.00	\$ 437,758.00	
	Health and Nutrition (10)	\$ 289,442.00	\$ 50,292.00	
	Family Advocate&ERSA (13)	\$ 524,220.00	\$ 20,969.00	
	Head Start Deputy Director (1)	\$ 79,934.00		
	Maintenance & Transportation (10)	\$ 288,267.00	\$ 75,729.00	
	Rention Award for 123 Head Start employees at \$1,700/employee		\$ 209,100.00	
	Total	\$ 3,853,987.00	\$ 885,480.00	
Benefits	List benefits paid			
	FICA/FUTA/SUI/Disability(11% of salaries)	\$ 423,939.00	\$ 74,402.00	\$ 1,479,001.00
	Health/Dental/Life Insurance (17% of salaries)	\$ 655,178.00	\$ 114,985.00	
	Retirement (4% of salaries)	\$ 154,159.00	\$ 27,055.00	
	Benefits on Retention Award (14% of salaries)			
	FICA/FUTA/SUI/Reitement		\$ 29,283.00	
Total	\$ 1,233,276.00	\$ 245,725.00		
Legal	List amount expected for legal services			
	Legal Fees	\$ 6,000.00		\$ 6,000.00
Accounting & Auditing	List amounts for accounting/bookkeeping services, audit, payroll processing fees, etc.			
	Audit Services	\$ 50,000.00		\$ 50,000.00
	Total	\$ 50,000.00	\$ -	
IT Services	List amounts for any IT contracts you have or IT services you anticipate			
	IT Contracts and Services	\$ 91,400.00		\$ 91,400.00
	Total	\$ 91,400.00	\$ -	
Other Professional	List any 1099 employees working for you and the amount that their contract states they will get paid			
	Mental Health	\$ 37,400.00		
	Professional Consulting and Training	\$ 246,302.00		
	Nurses	\$ 104,500.00		

Line Item	Explanation	Other funding	Match requested	Total budget
Services/ Contract labor	Title 1 Contract	\$ 252,200.00		\$ 640,402.00
	Total	\$ 640,402.00	\$ -	
Lease/Space Rental	Address of building x rate per month x number of months			
	Rental Space	\$ 148,100.00		\$ 148,100.00
	Total	\$ 148,100.00	\$ -	
Utilities (elctricity, water, etc.)	List all utilities and average monthly amount			
	Water and Electric	\$ 75,000.00		\$ 75,000.00
	Total	\$ 75,000.00	\$ -	
Telephone & Internet	List telephone accts and monthly amounts			
	Telephone and Internet	\$ 177,200.00		\$ 177,200.00
	Total	\$ 177,200.00	\$ -	
Liability Insurance	Liability and Excess Liabilty insurance			
	Insurance	\$ 37,600.00	\$ -	\$ 37,600.00
			\$ -	
	Total	\$ 37,600.00	\$ -	
Property Insurance	List property Insurance policies			
	Insurance	\$ 98,900.00	\$ -	\$ 98,900.00
	Total	\$ 98,900.00	\$ -	
Auto Insurance	List Auto Insurance Policies			
	Auto Insurance	\$ 40,200.00		\$ 40,200.00
	Total	\$ 40,200.00	\$ -	
Staff Travel (Local, Out-of- County, etc.)	List local and out of county travel anticipated			
	Travel for Training	\$ 15,372.00		\$ 15,372.00
	Total	\$ 15,372.00	\$ -	

Line Item	Explanation	Other funding	Match requested	Total budget
Printing & Binding	Anticipated printing and binding			
	Printing	\$ 20,000.00		\$ 20,000.00
	Total	\$ 20,000.00	\$ -	
Advertising and Marketing	List anticipated Advertising and Marketing expenses			
	Postage and Marketing	\$ 14,500.00		\$ 14,500.00
	Total	\$ 14,500.00	\$ -	
Office Supplies (Items < \$5,000)	Office supplies and equipment items costing less than \$5,000 each			
	Supplies	\$ 103,128.00		\$ 103,128.00
	Total	\$ 103,128.00	\$ -	
Subscription or Membership fees	List membership and subscription fees here			
	National and Local Memberships	\$ 12,600.00		\$ 12,600.00
	Total	\$ 12,600.00	\$ -	
Software or Apps	Computer Software of mobile apps used in business operations			
	Software and Applications	\$ 42,300.00		\$ 42,300.00
	Total	\$ 42,300.00	\$ -	
Professional Development	List Professional development your agency will provide			
	Carrer Development	\$ 12,334.00		\$ 14,134.00
	Strategic Planning	\$ 1,800.00		
	Total	\$ 14,134.00	\$ -	
Fingerprinting and Background checks	Level 2 or equivalent background checks			
	Background Checks	\$ 3,100.00		\$ 3,100.00
	Total	\$ 3,100.00	\$ -	
Food and	List food and snacks anticipated to be used			
	Raw Food Costs	\$ 5,900.00		

Line Item	Explanation	Other funding	Match requested	Total budget
Snacks				\$ 5,900.00
	Total	\$ 5,900.00	\$ -	
Client/ Participant Transportation	List participant travel expenses as anticipated			
	Vehicle Maintenance	\$ 7,000.00		\$ 7,000.00
	Total	\$ 7,000.00	\$ -	
Building Maintenance	Minor and normal building maintenance. Examples include pest control, lawn care, and minor repairs to buildings and equipment			
	Facility Maintenance and Repair	\$ 49,094.00		\$ 49,094.00
	Total	\$ 49,094.00	\$ -	
Program Supplies	Supplies used by participants in program operations			
	Program Supplies	\$ 59,000.00		\$ 59,000.00
	Total	\$ 59,000.00	\$ -	
Direct Client Assistance	Assistance given to Participants to address a need of that participant, examples include clothes, food, housing,			
	Child Assesments	\$ 10,000.00		\$ 23,107.00
	Child consultants	\$ 1,600.00		
	Parent Funds	\$ 1,407.00		
	Substitute Teachers	\$ 10,100.00		
	Total	\$ 23,107.00	\$ -	
Total Direct Expenses		\$ 6,821,300.00	\$ 1,131,205.00	\$ 7,952,505.00
Indirect Expense	Detail the percentage and what the indirect expenses are budgeted for.			
Salaries	Data Mangement Personnel 90% of Salary \$53,227. 25% allocated for Children's Trust Data Management		\$ 11,976.00	
Benefits	Data Mangement Personnel 90% of Benefits for FICA/FUTA/SUI/Disability/Insurance/Retirement32% of \$47904). 25% allocated for Children's Trust Data Management		\$ 3,832.00	
Salaries	90% for 5 employees (CEO, HR Manager, HR Assistant, 1 Fiscal Assistants, Admin Assistant)	\$ 388,662.00		
Benefits	90% of Benefits for 5 employees	\$ 128,259.00		
Rent	90% of rent for Administartive Building	\$ 25,419.00		

Line Item	Explanation	Other funding	Match requested	Total budget
Utilities	90% of Electiical and Communication Services for Administrative Building	\$ 20,118.00		\$ 805,753.00
Supplies	90% Office Supplies to include printing and postage	\$ 5,627.00		
Advertising	90% of Advertising	\$ 423.00		
Licenses, Dues, and Subsriptions	90% of Dues, Subscriptions, and Software Licenses and Contracts	\$ 26,194.00		
Consultant Services	90% of Fiscal Service, Information Technology, Legal and Audit Service Contract	\$ 166,338.00		
Maintenance	90% of Maintenance for Admin Building and Equipment	\$ 5,468.00		
Training	90% of Training and Technical Assistance	\$ 10,847.00		
Banking Fees	90% of Banking Fees	\$ 495.00		
Insurance	90% of Insurance & Bonding Costs	\$ 12,095.00		
	Total	\$ 789,945.00	\$ 15,808.00	
Total Expenses		\$ 7,611,245.00	\$ 1,147,013.00	\$ 8,758,258.00
Indirect percentage		12%	1%	10.13%

Match percentage of Direct expenses	14%
Match Percentage of indirect expenses	2%
Match percentage of Total Expenses	13%

Position	Work Location	Head Start	Early Head Start	USDA Funding	Add position NFS	ADDITIONAL HOURS	ADDITIONAL WEEKS	Additional NFS hours/weeks	Total NFS
CHILD HEALTH AND DEVELOPMENT									
Program Manager & Content Area Experts									
Center Director	Brigadier	\$0	\$0		\$54,800			2	\$2,192.00
Center Director	Myrtle Grove	\$49,320	\$5,480		\$0			2	\$2,192.00
Center Director	Brigadier	\$0	\$54,800		\$0			2	\$2,192.00
Center Director	Davis	\$43,840	\$10,960		\$0			2	\$2,192.00
Center Director	Molino	\$42,470	\$12,330		\$0			2	\$2,192.00
Director of Education	Brigadier	\$55,267	\$9,753		\$0			2	\$2,600.80
Director of Monitoring and Compliance	Lincoln Park	\$65,331	\$11,529		\$0			2	\$3,074.40
Director of Nutrition	Brigadier	\$52,016	\$13,004		\$0			2	\$2,600.80
ELS	Myrtle Grove	\$53,442	\$5,938		\$0			2	\$2,375.20
ELS	Davis	\$47,504	\$11,876		\$0			2	\$2,375.20
ELS	Brigadier	\$46,020	\$13,361		\$0			2	\$2,375.20
	11	\$455,210	\$149,031		\$54,800				\$26,361.60
Teachers									
Teacher III	Brigadier	\$30,872	\$0		\$0.00	2.5		\$2,058.10	
Teacher II	Brigadier	\$28,987	\$0		\$0.00		8	\$5,270.40	
Teacher II	Brigadier	\$28,987	\$0		\$0.00		8	\$5,270.40	
Teacher II	Brigadier	\$27,176	\$0		\$0.00	2.5		\$1,811.70	
Acting Teacher	Brigadier	\$28,442	\$0		\$0.00		8	\$5,171.20	
Teacher II	Brigadier	\$27,176	\$0		\$0.00	2.5		\$1,811.70	
Teacher II	Brigadier	\$0	\$0		\$27,175.50	2.5		\$1,811.70	
Teacher II	Brigadier	\$0	\$0		\$27,175.50	2.5		\$1,811.70	
Lead Teacher II	Cantonment	\$36,465	\$0		\$0.00	2.5		\$2,431.00	
Teacher III	Davis	\$30,872	\$0		\$0.00	2.5		\$2,058.10	
Teacher II	Davis	\$29,436	\$0		\$0.00	2.5		\$1,962.40	
Teacher II	Davis	\$28,987	\$0		\$0.00		8	\$5,270.40	
Lead Teacher II	Lincoln Park	\$36,465	\$0		\$0.00	2.5		\$2,431.00	
Lead Teacher III	Molino	\$39,758	\$0		\$0.00		8	\$7,228.80	
Teacher II	Molino	\$28,987	\$0		\$0.00		8	\$5,270.40	
Teacher II	Myrtle Grove	\$29,453	\$0		\$0.00	2.5		\$1,963.50	
Teacher III	Myrtle Grove	\$32,930	\$0		\$0.00		8	\$5,987.20	
Teacher III	Myrtle Grove	\$30,971	\$0		\$0.00	2.5		\$2,064.70	
Lead Teacher II	OJ Semmes	\$36,766	\$0		\$0.00		8	\$6,684.80	
Infant/Toddler Teacher I	Brigadier	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher III	Brigadier	\$0	\$35,923		\$0.00		4	\$2,993.60	
Infant/Toddler Teacher I	Brigadier	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Brigadier	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Brigadier	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Brigadier	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Brigadier	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher II	Brigadier	\$0	\$31,622		\$0.00		4	\$2,635.20	
Infant/Toddler Teacher I	Brigadier	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	L. Park	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	L. Park	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Davis	\$0	\$0		\$29,472.00		4	\$2,456.00	
Infant/Toddler Teacher I	Davis	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Davis	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Davis	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Davis	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Molino	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Molino	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Myrtle Grove	\$0	\$29,472		\$0.00		4	\$2,456.00	
Infant/Toddler Teacher I	Myrtle Grove	\$0	\$29,472		\$0.00		4	\$2,456.00	
	37	\$532,728	\$509,626		\$83,823			\$113,294.00	\$197,117.00
Teacher Assistants									
Teacher Assistant I	Brigadier	\$27,016	\$0		\$0.00		8	\$4,912.00	
Teacher Assistant II	Brigadier	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant II	Brigadier	\$27,016	\$0		\$0.00		8	\$4,912.00	
Teacher Assistant II	Brigadier	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant II	Brigadier	\$27,016	\$0		\$0.00		8	\$4,912.00	
Teacher Assistant I	Brigadier	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant II	Brigadier	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant II	Brigadier	\$0	\$0		\$23,639.00	5		\$3,377.00	
Teacher Assistant I Floater (FT)	Brigadier	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant I (Floater FT)	Brigadier	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant II Floater FT	Brigadier	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant II Floater FT	Brigadier	\$0	\$0		\$23,639.00	5		\$3,377.00	
Teacher Assistant II	Cantonment	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant II Floater FT	Cantonment	\$21,714	\$0		\$0.00				
Teacher Assistant II	Davis	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant II	Davis	\$27,016	\$0		\$0.00		8	\$4,912.00	
Teacher Assistant II	Davis	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant II Floater PT	Davis	\$20,262	\$0		\$0.00				

Position	Work Location	Head Start	Early Head Start	USDA Funding	Add position NFS	ADDITIONAL HOURS	ADDITIONAL WEEKS	Additional NFS hours/weeks	Total NFS
Teacher Assistant II Floater FT	Davis	\$24,347	\$0		\$0.00	5		\$3,478.20	
Teacher Assistant I	Lincoln Park	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant I floater	Lincoln Park	\$10,131	\$13,508		\$0.00	5		\$3,377.00	
Teacher Assistant II	Molino	\$27,016	\$0		\$0.00		8	\$4,912.00	
Teacher Assistant II	Molino	\$30,712	\$0		\$0.00		8	\$5,584.00	
Teacher Assistant I Floater FT	Molino	\$27,016	\$0		\$0.00		8	\$4,912.00	
Teacher Assistant II	Myrtle Grove	\$24,347	\$0		\$0.00	5		\$3,478.20	
Teacher Assistant II	Myrtle Grove	\$27,016	\$0		\$0.00		8	\$4,912.00	
Teacher Assistant I	Myrtle Grove	\$23,639	\$0		\$0.00	5		\$3,377.00	
Teacher Assistant I Floater (FT)	Myrtle Grove	\$0	\$0		\$23,639.00	5		\$3,377.00	
Teacher Assistant I Floater FT	Myrtle Grove	\$0	\$0		\$29,472.00		8	\$4,912.00	
Teacher Assistant II	OJ Semmes	\$27,016	\$0		\$0.00		8	\$4,912.00	
Teacher Assistant II (Floater FT)	OJ Semmes	\$29,472	\$0		\$0.00		8	\$4,912.00	
Teacher Assistant I Floater FT	Molino	\$0	\$14,736		\$0.00				
Teacher Assistant I Floater FT	Davis	\$0	\$29,472		\$0.00		8	\$4,912.00	
Teacher Assistant I Floater FT	Brigadier	\$0	\$29,472		\$0.00		8	\$4,912.00	
Teacher Assistant I Floater FT	Brigadier	\$0	\$15,811		\$0.00				
Teacher Assistant I Floater FT	Brigadier	\$0	\$0		\$14,736.00				
35		\$660,782	\$102,999		\$115,125			\$125,516.40	\$240,641.40
Health Coordinator									
Health Coordinator	Brigadier	\$50,677	\$8,943		\$0.00		2	\$2,384.80	\$2,384.80
1									
Health Assistant									
Health Assistant	Brigadier	\$0	\$0		\$32,640.00		2	\$1,305.60	
Health Assistant	Brigadier	\$25,856	\$6,464		\$0.00		2	\$1,292.80	
2		\$25,856	\$6,464		\$32,640			\$2,598.40	\$35,238.40
Nutrition									
Kitchen Manager	Brigadier	\$10,500	\$0	\$31,500	\$0.00		2	\$420.00	
Food Service Worker	Brigadier	\$0	\$0	\$20,262	\$6,754.00				
Food Service Worker	Brigadier	\$7,584	\$0	\$15,926	\$0.00		4	\$632.00	
Food Service Worker	Davis	\$7,368	\$0	\$15,473	\$0.00		4	\$614.00	
Food Service Worker	Molino	\$6,754	\$0	\$13,675	\$0.00		8	\$1,228.00	
Food Service Worker	Brigadier	\$6,754	\$0	\$16,885	\$0.00		8	\$1,228.00	
Nutrition Assistant	Brigadier	\$35,856	\$8,964		\$0.00		2	\$1,792.80	
7		\$74,816	\$8,964	\$113,722	\$6,754			\$5,914.80	\$12,668.80
FAMILY AND COMMUNITY ENGAGEMENT									
Program Managers & Content Area Experts									
Director of FCE/Health/ERSEA	Brigadier	\$55,250	\$9,750		\$0.00		2	\$2,600.00	
FCE Coordinator	Brigadier	\$50,473	\$8,907		\$0.00		2	\$2,375.20	
FCE Coordinator	Brigadier	\$50,473	\$8,907		\$0.00		2	\$2,375.20	
3		\$156,196	\$27,564		\$0			\$7,350.40	\$7,350.40
Other Family & Community Partnership Advocates									
Family Advocate	OJ Semmes	\$41,420	\$0		\$0.00		2	\$1,656.80	
Family Advocate	Brigadier	\$31,504	\$7,876		\$0.00		2	\$1,575.20	
Family Advocate	Brigadier	\$34,464	\$8,616		\$0.00		2	\$1,723.20	
Family Advocate	Myrtle Grove	\$40,820	\$0		\$0.00		2	\$1,632.80	
Family Advocate	Brigadier	\$31,504	\$7,876		\$0.00		2	\$1,575.20	
Family Advocate	Molino	\$31,504	\$7,876		\$0.00		2	\$1,575.20	
Family Advocate	Brigadier	\$39,380	\$0		\$0.00		2	\$1,575.20	
Family Advocate	Myrtle Grove	\$39,240	\$0		\$0.00		2	\$1,569.60	
Family Advocate	Lindoln Park	\$39,380	\$0		\$0.00		2	\$1,575.20	
Family Advocate	Davis	\$39,380	\$0		\$0.00		2	\$1,575.20	
Family Advocate	Davis	\$20,675	\$18,706		\$0.00		2	\$1,575.20	
11		\$389,271	\$50,950		\$0			\$17,608.80	\$17,608.80
ERSEA									
ERSEA Assistant	Brigadier	\$35,700	\$6,300		\$0.00		2	\$1,680.00	
ERSEA Assistant	Brigadier	\$35,700	\$6,300		\$0.00		2	\$1,680.00	
2		\$71,400	\$12,600		\$0			\$3,360.00	\$3,360.00
PROGRAM DESIGN AND MANAGEMENT									
HS Director									
Deputy Director of Head Start	Brigadier	\$67,944	\$11,990		\$0.00				
Program Coordinator/Clerical									
Head Start Program Coordinator	Brigadier	\$41,769	\$7,371		\$0.00		2	\$1,965.60	
1		\$41,769	\$7,371		\$0			\$1,965.60	\$1,965.60
Managers									
IT Specialist	Muscogee Rd	\$28,850	\$0		\$0.00		2	\$1,153.98	\$1,153.98
1									
OTHER PERSONNEL									
Maintenance									

Position	Work Location	Head Start	Early Head Start	USDA Funding	Add position NFS	ADDITIONAL HOURS	ADDITIONAL WEEKS	Additional NFS hours/weeks	Total NFS
Maintenance/Facilities Manager	Brigadier	\$51,318	\$12,829		\$0.00				
Director of Safety/Housing and Facilities	Muscogee Rd	\$39,125	\$0		\$0.00				
Building and Facilities Maintenance Tech	Brigadier	\$31,816	\$7,954		\$0.00				
Building and Facilities Maintenance Tech	Brigadier	\$32,332	\$8,083		\$0.00				
Building and Facilities Maintenance Tech	Brigadier	\$0	\$0		\$39,769.60				
Housing Specialist	Muscogee Rd	\$1,343	\$0		\$0.00				
Housing Specialist	Muscogee Rd	\$1,359	\$0		\$0.00				
Housing Safety Field Specialist	Muscogee Rd	\$1,329	\$0		\$0.00				
8		\$158,620	\$28,866		\$39,770				\$39,770
Transportation Personnel									
Transportation Manager	Muscogee Rd	\$39,380	\$0		\$0.00		2	\$1,575.20	
Program Support Worker	Century	\$30,700	\$0		\$0.00		2	\$1,228.00	
Program Support Worker	Molino	\$30,700	\$0		\$0.00		2	\$1,228.00	
Program Support Worker	Brigadier	\$0	\$0		\$30,700.00		2	\$1,228.00	
4		\$100,780	\$0		\$30,700			\$5,259.20	\$35,959.20

Fringe and Indirect

	Non Federal Share	Federal Share
Total salary	676,380	3,853,987
FICA/DISAbility/FUTA/SUI	74,402	423,939
Health/Dental/Life Insurance	114,985	655,178
Retirement	27,055	154,159
Total fringe	216,441	1,233,276
Total salary and fringe	892,821	5,087,263
Indirect	142,851	813,962