



FLORIDA DEPARTMENT OF  
**EDUCATION**  
CAREER AND ADULT EDUCATION

## **Quality Assurance and Compliance**

**Onsite Monitoring Review  
for  
Pathways to Career Opportunities Grant**

**Santa Rosa County District Schools**

**January 14 – 30, 2026**

**Final Report**

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Florida Department of Education  
Division of Career and Adult Education

**Santa Rosa County District Schools  
Pathways to Career Opportunities Grant (PCOG)  
Quality Assurance and Compliance Monitoring Report**

**I. INTRODUCTION**

The Division of Career and Adult Education (Division) within the Florida Department of Education (Department) has several key responsibilities, including leadership, resource allocation, technical assistance, monitoring and evaluation. These duties require the Division to oversee the performance and regulatory compliance of federal and state funding recipients. The Quality Assurance and Compliance (QAC) office plays a critical role in this process by designing, developing, implementing and evaluating a comprehensive quality assurance system, which includes monitoring. This system aims to ensure financial accountability, program quality and regulatory compliance. As stewards of federal and state funds, it is the Division's duty to regularly monitor the use of workforce education funds and regulatory compliance of providers on a regular basis.

**II. AUTHORITY**

Pursuant to Section 1008.32, Florida Statutes, Rule 6A-20.046, Florida Administrative Code, the PCOG Request for Proposal and the Uniform Grant Guidance, also referred to as 2 Code of Federal Regulations Part 200, the Department is responsible for monitoring programs run by a sub-grantee or provider of supported activities to ensure adherence to relevant federal and state regulations.

**III. QAC CORE MONITORING GUIDE**

The Core Monitoring Guide is designed to be utilized by any reviewer who is conducting an onsite or desk monitoring of any program currently administered by the Division. The guide includes a brief overview of each aspect of the monitoring design and the process, as well as objectives that can be used when agencies are monitored or reviewed. The guide can be found on the Division's website at: <http://fldoe.org/academics/career-adult-edu/compliance>.

**IV. PROVIDER SELECTION**

The QAC office may apply any specific monitoring strategy to any federal or state-funded provider at any time. There may be circumstances that may warrant onsite monitoring, desk monitoring review or other strategies regardless of a provider's risk matrix score.

The Santa Rosa County District Schools (SRCDS) monitoring strategy was determined to be an onsite monitoring review (OSMR). Notification was sent to Dr. Karen Barber, Superintendent, on December 9, 2025. The designated representative for the agency was Mr. Keith Hines, Director, Locklin Technical College.

The Division's representative conducting the OSMR was Program Specialist Michael Swift of the QAC.

## V. SANTA ROSA COUNTY DISTRICT SCHOOLS

### Finance

The provider was awarded the following grant for the fiscal years 2020-22:

### FY 2020-22

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Pathways to Career Opportunities	570-90310-1D301	\$ 97,613.00	\$ 0.00

Additional information about the provider may be found at the following web address:

<https://www.santarosaschools.org/>.

## VI. MONITORING ACTIVITIES

The monitoring activities include pre- and post-review planning, an entrance and exit conference, records review and interviews with administrators, if necessary.

### Onsite Visits

An onsite inventory review took place at the following locations:

- Locklin Technical College (LTC)

### Entrance and Exit Conferences

The entrance conference for SRCDS was conducted on January 14, 2026. The exit conference was conducted on January 30th, 2026. The participants are listed below:

<b>Name</b>	<b>Title</b>	<b>Entrance Conference</b>	<b>Exit Conference</b>
Jennifer Hines	Director, Workforce Education, SRCDS	X	X
Keith Hines	Director, LTC, SRCDS		X
Larry Heringer	Principal, SRAS, SRCDS	X	X
<b>Division Monitoring Team</b>			
Michael Swift	Program Specialist, QAC	X	X
Dantavia Davis	Program Specialist, QAC	X	

### Interviews

No interviews were required as part of the OSMR.

### Records Review

Program, financial, administrative and student enrollment records were reviewed. A complete list is provided in section VII, part E. In addition, policies and procedures were examined and discussed at various times during the monitoring review.

## VII. OBSERVATION

A. **ADMINISTRATION** refers to the management and supervision of programs, the structure of programs and services, grant oversight and other administrative areas.

- In addition to their PCOG grants and programs being managed by experienced SRCDS administrators, LTC has served as a long-term partner with Registered Apprentice (RA) programs throughout Northwest Florida, leading to ample years of experience designing and maintaining programs. Additionally, since being designated as a Division RA sponsor in 2019, LTC has consistently grown the number of employer sponsors and participants in the region.
- While considering the application for PCOG funding, SRCDS conducted a workforce needs assessment to determine what regional job sectors lacked skilled workers, in addition to facing rapid growth, while also experiencing a decline in current laborers. It was determined that the construction sector has the highest current and future demand for the entire state of Florida, specifically in Santa Rosa County and the surrounding area.
- According to the Florida Department of Economic Opportunity, Bureau of Workforce Statistics and Economic Research, the percent growth, along with annual job openings, for plumbers, pipefitters and steam fitters is .69% with 84 jobs opening annually, in addition to, an anticipated 5.5% growth rate with 677 total job openings by year 2027. In the Heating and Air Conditioning Installer and Servicer (HVAC) occupational area, the data shows an annual growth of .71% with 89 annual openings, accompanied by a growth rate of 5.7% with 711 total job openings by 2027.
- SRCDS has a relationship with CareerSource Escarosa (LWDB) to provide additional resources such as employment services, labor market information and training opportunities. Program administrators located at LTC work with the LWDB to create RA program recruitment, marketing and outreach materials for employers, potential apprentices and regional stakeholders; update webpage information; and work to sustain apprenticeship participation and enrollment across all occupational areas.
- PCOG deliverables were submitted to the Division on time, needing limited technical assistance. All deliverables were paid at full value.

B. **DATA AND ASSESSMENT** refers to all the data and assessment system components, including test administration, test security, data collection, entry, reporting and procedures. The use of data in program decision-making is also explored and commented on.

- The Division's Office of Research and Evaluation requested that the monitoring staff confirm SRCDS's PCOG enrollment numbers submitted to state data reporting systems. Enrollment data was requested for the following occupation(s):
  - Plumber
  - Heating and Air Conditioning Installer/Servicer
- SRCDS provided enrollment data and supporting documentation as required by the Department. The PCOG team, in coordination with the Office of Research and Evaluation, will review and resolve any discrepancies identified in the data. Members of the QAC team did not take additional action beyond documentation and confirmation during the monitoring review. Upon review, the Office of Research and Evaluation uncovered discrepancies in the reported enrollment numbers submitted by the provider. This will not result in a finding but will be noted as a "concern." Please reference the RESULTS section of this report.
- All documentation was provided by SRCDS as part of the monitoring review.

C. **CURRICULUM AND INSTRUCTION** refers to elements contributing to student learning and skill acquisition.

- SRCDS's PCOG funding went toward the expansion of its current RA programs. A sample of occupations sponsored under PCOG include:
  - Plumbers, Pipefitters and Steam Fitters
  - HVAC
- LTC employs an Apprenticeship Coordinator who serves in an active supportive role to all stakeholders of the RA program, including participating employers, potential and active apprentices and advisory committees. The coordinators focus will be to expand and enhance the activities of the RA programs, as well as educate all stakeholders in the benefits of apprenticeship programs to encourage further participation and regional support.
- SRCDS provides its own related technical instruction (RTI), while the on-the-job training (OJT) component of the programs is provided by local sponsor employers.
- The apprenticeship training approach is one that is competency-based, that requires the attainment of manual, mechanical and/or technical skills and knowledge, as specified by an occupation standard and demonstrated by an appropriate written and hands-on proficiency measurement. All RTI includes established curriculum provided by LTC, with some web-based learning offered.
- SRCDS faculty members receive professional learning training so that every instructor providing RTI meets Department requirements as a Career and Technical Education instructor. The instructor must be a subject matter expert who is recognized within the industry as having expertise in a specific occupation and hold the licensure or certification required in the given occupation.
- Program hours for students may vary by occupation. The Plumbing RA program requires no fewer than 8,000 OJT hours and 576 RTI hours and the HVAC RA program requires at least 6,000 OJT hours and 432 RTI hours.
- SRCDS employer sponsors are required to sign an apprenticeship sponsor agreement and a Standards of Apprenticeship document. These agreements dictate the educational aspects of the program, including OJT and RTI learning criteria. The employer sponsors also serve on committees that meet regularly with SRCDS workforce training staff to continually update and refine their programs.

D. **TECHNOLOGY AND EQUIPMENT** refer to a review of the technology and equipment used by students and instructors in the classroom; addresses access, availability, innovation, use and condition.

- All inventory criteria set forth by federal, state and local guidelines are included within the district's fixed asset management system. The district Property Accounting Manual governs the acquisition, usage, safety/storage, inventory reconciliation and inventory disposal of all district equipment. In addition to these policies and procedures, SRCDS has internal controls and procedures to govern loss prevention, transfer of property and the disposition of capital equipment.
- Although no capitalized equipment was purchased for the grant period reviewed, every program site has a designated property custodian responsible for all equipment at his or her site. This individual works in conjunction with the district Property Accounting Department (PAD), which is responsible for all property and equipment districtwide. The PAD is also responsible for the marking of all tangible equipment with property identification tags upon receipt in Central Receiving. Once the property is tagged, it is then relocated to its appropriate school site.

- When applicable, a complete inventory of tangible property is conducted annually, with the results compiled by each site custodian, then submitted to the district Superintendent’s office and the SRCDS Board. An immediate inventory review is conducted if a school site’s property custodian and/or principal changes within a school year.
- When applicable, A property transfer form must be filled out and signed by the property custodian/designee transferring the item and the property custodian/designee receiving the item. The property custodian/designee receiving the item should forward the completed transfer form to the Property Accounting Department. A temporary loanform must be completed when a piece of property is away from its assigned location for more than five days, with the intent of being returned to its original location.
- Policies and procedures are in place for equipment that is either lost or believed to be stolen. Lost items must be reported immediately upon discovery and if evidence shows that an item is believed to be stolen, the property custodian must request a formal police incident report. A property remove form is then submitted to the district school Board for approval to be removed from district records. SRCDS reported no instances of lost, damaged or stolen granted-funded capital assets over the past 36 months.

E. **RECORDS REVIEW** refers to reviewing the records and documents supporting compliance with federal and state rules and regulations. In addition, a sampling of financial and programmatic records is reviewed.

**Documents reviewed were:**

- Policies and procedures for financial accounting
- Policies and procedures for capital asset management
- Apprenticeship employer agreement form
- Program syllabi
- Instructor certifications
- Final Project Disbursement Report
- Grant Budget Analysis (GBA)
- Monthly transaction ledger
- PCOG performance outcome forms
- Purchase invoices
- Financial statements
- Apprenticeship activity reports
- Quarterly deliverables
- Sponsor letters of support

F. **FINANCIAL** refers to aspects of the federal fiscal requirements that providers must meet when expending federal funds, including financial management, procurement, inventory management and allowable costs.

- FOCUS® is used as SRCDS’s financial management system.
- SRCDS has policies and procedures that provide uniform and systematic internal controls to promote efficient fiscal responsibility and accountability in the expenditure of federal funds. The following components of the SRCDS Accounting Manual were reviewed as part of the monitoring process:
  - Budget Preparation
  - Cash Management
  - Cost Principals
  - Fiscal Planning
  - Internal Controls

- Procurement
- Travel
- SRCDS does use grant-funded P-cards for expending grant funds. All purchases made with P-cards must receive prior approval and be used solely for the operation of a grant-funded program or when encumbering expenses necessary for tasks such as travel and conferences. Sample P-card transactions and reconciliations were provided by SRCDS.
- SRCDS has specific guidelines to ensure that grant funds will be used to supplement programs and funding and not to supplant or replace existing program funding.
- All supplies, equipment and services charged to a grant-funded source shall be purchased using sound judgement and obtained at the lowest cost possible. All purchases must be in accordance with and as permitted by applicable federal and state laws. SRCDS provided Internal Control procedures that ensure cost-effective and ensure maximum value to the district.
- Except as authorized by law or rule, competitive solicitations shall be issued for the procurement of commodities and contractual services exceeding the amount of \$50,000. Procurements may not be divided to avoid this monetary threshold. Other purchasing thresholds include:
  - Less than \$2,500 – P-card
  - Up to \$10,000 – One required quote, but up to three may be requested
  - \$10,000.01 to \$50,000 – Informal solicitation and three required quotes
- The district Purchasing Manager and Director of Purchasing are responsible for any contractual agreements that use federal grant dollars. The Purchasing Manager is also responsible for any purchases requiring formal/informal quotations, competitive bidding and/or negotiations.
- QAC monitoring staff conducted a GBA and fiscal review of the providers' approved grant budget narrative and final expenditure reports. Upon review, SRCDS adhered to there approved budget narrative and all amendments.
- SRCDS provided additional fiscal records such as:
  - Payroll Allocation Reports
  - Travel
  - Purchase invoices
  - P-card transactions and reconciliations
 All records were in accordance with applicable local, state and federal law.

**G. COLLABORATION** refers to the collaborative agreements, partnerships or memoranda of understanding (MOU) that are in place to benefit an agency's programs and students.

- SRCDS has numerous collaborations, partnerships and MOUs within the local community. They offer additional educational and job experiences to students within their service area. The list of partners includes, but is not limited to:
  - CareerSource Escarosa
  - Locklin Technical College

## VIII. RESULTS

SRCDS was not found to be out of compliance, but the following concern was raised:

### **Program Data Concern:**

Program data for PCOG-funded apprenticeship and pre-apprenticeship activities was not consistently reported across internal and external data sources. Information in the monitoring template showed discrepancies among data reported to the PCOG team, RAPIDS and the state data system, including differences in occupations, enrollment counts and related program details. This data must match across all platforms. These inconsistencies limit the department's ability to rely on reported data for monitoring, validation and oversight.

### **Recommendation:**

The provider should implement procedures to ensure program data is accurate, consistent and the same across all required reporting mechanisms. This includes validating occupations, enrollment data and program details prior to submission and reconciling differences between PCOG, RAPIDS and the state data system. Failure to ensure accurate and consistent reporting may impact future funding decisions.

## IX. SUMMARY

After completing the monitoring review and receiving any additional information requested, a preliminary report is sent to the provider for their review. The Division monitoring team lead may consider comments at their discretion. Once the final report is approved, it will be sent to the agency head and a copy will be sent to the provider's designated contact person. The final report will also be posted on the Department's website, which can be found at: <http://fldoe.org/academics/career-adult-edu/compliance>.

Once all outstanding corrective action plan items have been completed (when applicable), the Division will issue a closure letter to the agency head and designated contact person. This letter will signify the end of the monitoring process and that no further action is required.

The monitoring team would like to extend their appreciation to all participants in the Santa Rosa County District Schools monitoring review, on behalf of the Division. A special thanks is offered to Mr. Keith Hines for his participation and leadership during this process.



**Please address inquiries regarding this report to:**

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